



# Youth Justice and Dignity Prototype Report



2021 - 2023

# Youth Justice and Dignity

The situation of youth Justice and dignity in Africa is complex and multifaceted, shaped by a variety of socio-economic, political, and cultural factors. While progress has been made in some areas, significant challenges remain, contributing to the vulnerability and marginalization of many young people across the continent. Many African countries struggle with weak legal and judicial systems, characterized by corruption, inefficiency, and lack of access to justice, particularly for marginalized groups including youth. Exposure to violence in most parts of the continent including armed conflict, political unrest, and communal violence, not only threatens the safety and well-being of young boys and girls but also undermines their sense of dignity and security.

Guided by the Global YMCA Vision 2030, AAYMCA is dedicated to transforming the discourse and enhancing the state of youth justice and dignity in Africa through evidence-driven strategies involving youth, communities, and stakeholders. The Youth Justice and Dignity project marked notable progress in tackling these challenges, and the AAYMCA aims to sustain and build upon these efforts in the forthcoming years. The project is the first major venture into the process of Design Thinking, and through the implementing partners has completed the entire process of the 3i (from Inspiration, to Ideation and to Implementation) and made significant impact in the local communities through YMCAs in Cameroon, Ethiopia, Nigeria and Zimbabwe. This initial report covers 3 of the 5 implementing National Movements (Nigeria, Ghana and Zimbabwe).

# The Project

The project approach was based on the Theory of Change that reads: *If all African youth regardless of race, religion, gender, socio-economic status or origin have access to safe and innovative spaces equipped with tools for self-discovery and optimization of their potentials; then they will have a credible voice and the ability to: influence governance, achieve economic self-reliance, negotiate for equal access to justice and eliminate hegemonic masculinity. Ultimately, they be in the driver's seat of an integrated prosperous and peaceful Africa that is a dynamic force in the global arena.*

The achievement of this change was to be determined by the following outputs:

1. Output 1: Futures based policy and Programme Innovation deployed by African youth in the YMCA
2. Output 2: Established Innovative, Human Centered and Scenarios Based youth-led programmes that promote youth resilience
3. Output 3: skills and capacity resources for enhancement of Youth, Justice and Dignity in the delivery of scenarios based Programme innovation developed

The direct target group of the project was made up mostly of 18 – 25 year old participants within Youth Dignity and Justice prototype Power Spaces implemented in 5 target countries (Cameroon, Ethiopia, Ghana, Nigeria and Zimbabwe). They were typically youth at risk of getting into conflict with the law in these countries, with little education background and mostly engaging in the informal sector within the participating countries. They were mostly located at or near informal settlements and often visit the YMCA for basic services to satisfy their basic needs.

# The Powerspace

Since 2016, the YMCA has been implementing the Youth Empowerment Methodology referred to as The PowerSpace. The PowerSpace is a four step methodology that is implementable within both physical and virtual spaces. The methodology provides opportunities for youth to engage, develop, grow and be creative.

With technical assistance from the AAYMCA, staff in National Movements work together with staff in the local associations (typically grassroots and community based associations) so as to develop innovative interventions for entrepreneurial initiatives and leadership opportunities for young people based on the Powerspace Methodology. This approach enables the YMCA to address local contexts and dynamics, while at the same time retaining a common vision and methodology.

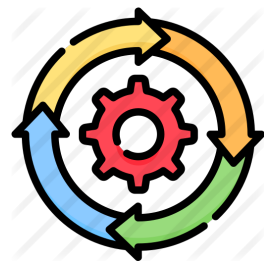


This report compiled by Africa Alliance of YMCAs as part of the Youth Justice and dignity project (2020-2021), a project funded in partnership Brot für die Welt and implemented in Nigeria, Ghana, Zimbabwe, Ethiopia and Cameroon between 2021 and 2023.

# Human Centered Design

The AAYMCA has developed broad implementation guidelines for PowerSpaces that are anchored on contextual participatory interpretation. The process methodology uses an innovative and Human Centered Inspiration, Ideation and Implementation (3I) Workshop Model to facilitate delivery. The 3I Workshops are 5-day Human Centered Design (HCD) workshops that involve the participation of stakeholders, duty bearers, youth, YMCA staff and CSO partner organizations. Within the 3I Workshop framework, AAYMCA facilitators use Human Centered Design tools including Persona Mapping, Interviews, Focus Group Discussions, Customer Journey Maps, Stakeholder Analyses, Problem Statement Ideation and Validated learning matrices to identify complex problems and co-create solutions with youth participants and staff. The 3I workshops are followed by the development of prototype projects which identify and test the most appropriate strategies for intervention for vulnerable youth, including the viability, for example, of giving micro loans to vulnerable young people who otherwise could not attain loans in the mainstream banking sector.

## Process



# The 3i

The 3Is Workshops are 5-day Human Centered Design (HCD) workshops that involve the participation of stakeholders, duty bearers, youth, YMCA staff and CSO partner organizations. Within the 3I Workshop framework, AAYMCA facilitators use Human Centered Design tools including Persona Mapping, Interviews, Focus Group Discussions, Customer Journey Maps, Stakeholder Analyses, Problem Statement Ideation and Validated learning matrices.

The 3I workshop is followed by the development of prototype projects project which identify and test the most appropriate strategy for intervention for vulnerable urban based youth, including the viability, for example, of giving micro loans to vulnerable young people who otherwise could not attain loans in the mainstream banking sector.

## Inspiration



1. Ethnographic Research done
2. Key Informant Interviews conducted
3. Assessment and development of Persona types conducted
4. Environment scoping conducted
5. Persona Journey map session conducted
6. Clear problems identified and prioritized

## Ideation



1. Ideation tools used to generate options for problem solution
2. Persona engagement in identifying ideal implementation possibilities
3. Idea selection tools to clarify Real, Win, Worth it
4. Ideal validation plan developed

## Implementation



1. Validation plan developed
2. Target group representatives Identified
3. Project staff "borrowed" from existing
4. Low cost experiment carried out in select locations



## Inspiration



criminal law regime, which is punitive.

### Factors that lead young people to get into a life of crime

Zimbabwe has experienced significant economic challenges in the recent past decades. There are two main factors that were identified as critical to contributing to a young person's vulnerability to participating in criminal activity in the city: unemployment and Drug abuse. Unemployment, especially amongst young people, has grown in scale in the period to become one of the most pressing socio-economic challenges facing the country. Various government statistical reports as well as other privately prepared research papers report an increase in the incidence of drugs and substance abuse in the city. It has been reported that the city is experiencing the mushrooming of outlets selling alcohol. It is through these unregulated and unlicensed outlets that youth are exposed to drug and substance abuse at an early age. It has also been reported that older people are accomplices in assisting the youth to commit the crimes, especially by supplying the drugs to the youth who end up committing crimes.

### The most significant impact of crime

Most crimes lead to incarceration, which may adversely affect one's mental or even physical wellbeing. For young and first-time offenders, incarceration may be a traumatic experience that damages the person permanently, although the criminal Justice System of Zimbabwe keeps room for rehabilitation.

### Trends of youth and crime in the last 10 Years

More research is needed in order to develop a clearer picture of the exact trends of crime in the city. Anecdotally, however, it is possible to note that increasing incidences of crime have been reported and popular opinion is that the influence of technology, easy accessibility of drugs, and negligent parenting have all contributed to the increase. Incidents of drug use and abuse, theft, murder and rape have all reportedly increased significantly.

### Conversations with youth

YMCA staff conducted focus group discussions with 10 young people aged between 18 and 30 years old in order to develop a foundational understanding of the situation of youth in potential or actual conflict with the law. Majority

The first step of the 3i process involved getting the design team to empathize with the potential beneficiaries by first of all understanding who they are, where they are and what they are experiencing. To start off the engagement, therefore, the AAYMCA commissioned project staff in Zimbabwe to carry out a rapid assessment of project beneficiaries and stakeholders in Gweru, Kadoma, Harare and Bulawayo. Due to Covid-19 restrictions, the research work was limited in scope to within the coordinators' immediate area of residence, and to cover a very limited number of respondents. The outcomes described below are therefore considered largely anecdotal and providing an initial basis for future scientific research work. Illustratively, project staff deployed a convenience sampling methodology to identify all the youth respondents. A convenience sampling method was also used as it is typically employed in prototyping - this project is essentially a prototype.

The Stakeholders interviewed included pastors, police officers, school teachers, youth programs officers working under the Ministry of Youth in Zimbabwe, lawyers and social workers.

To facilitate better outcomes, it is recommended that a complete research be conducted to validate the results of the prototype.

## Bulawayo

Bulawayo is popularly referred to as the City of Kings and Queens. The most prevalent economic activity is subsistence/communal farming with the community engaged in a large variety of farming activities. It is also famed for its wealth in culture and arts and hosts a yearly International Trade Fair, Intwasa festival arts awards, and different provincial commemorations. The city also boasts of having one of the highest rates of literacy in the continent at between 93 - 97%. It is easy to access nature reserves through Bulawayo, and near proximity to most active borders in the country makes the city an important trade hub.

### Understanding Youth Justice, crime, and delinquency in Bulawayo

According to the Zimbabwe National Statistics Agency Report (2022), Bulawayo residents are at a higher risk of being exposed to crime than any other city in the country. There is a rising number of young people who find themselves in conflict with the law, particularly the

of the youth that were interviewed were unemployed and depending on informal businesses, referred to as “hustling” for a living. They also reported being involved in consumption of illicit drugs mainly as a coping mechanism against the stresses of daily living. All of the respondents reported situations in their everyday lives where they get in conflict with the law . It is important to note that all of the respondents reported that they only had mothers or mother figures as the sources of support. This is a very common thread among youth at potential or actual risk of conflict with the law and remains a potential area of broad enquiry.

## Recreational Activities

Our respondents reported participating in varied recreational activities varying from playing street soccer, pool, alcohol, clubbing, gambling, drugs and “Vuzu” (sex) parties. Vuzu parties are mostly indoor gatherings that are conducted by teenagers in which there is supply of alcohol and drugs as well as sexual activity. Our respondents reported participating in Vuzu parties as well as in more mainstream activities like ball games, and socialising with neighbours and friends.

## Relationships

Most respondents reported being in relationships. The young men stated that they liked their partners because they cared about people, were independent, beautiful, gave them encouragement and helped them to focus in life.

However, it should be noted that the relationship between the community and the youth has seemingly become increasingly antagonistic. (In this case, the community refers to the parents, political leaders and police). *The youth are viewed as a lost and hopeless generation.*

## Life Aspirations

The respondents mentioned some of their aspirations, a number of which were quite ambitious and probably reflective of the high literacy rates in the city. Some of the career aspirations mentioned by the youth included studying Chemical Engineering, building a chess academy, building an orphanage, large-scale farming, becoming a practicing electrician, social work, psychologist, Information Technology, DJ and master of ceremony. There were a few who expressed interest in money changing as most of the young people have found it as a an easy way of getting money.

Participants defined success as being able to support one’s

family financial and emotionally, and being able to achieve what one wants within an expected, reasonable time. Majority of the respondents dream of a “good” lifestyle where they could afford to buy a house, car and have money to spend on luxurious lifestyles.

## Education

A number of respondents reported to have dropped out of school because of financial constraints and lack of identity documents. Identity documents seem to factor in repeatedly as a prerequisite to success, and the lack thereof a barrier to success.

## Crime

90% of our respondents reported to have either committed a crime or witnessed one. From the 10 participants interviewed in one location, for example, one reported to have spent two weeks in prison and paid fine, and another served community service that lasted for five months. One had to bribe a police officer for his release, another got arrested whilst at work as the company he worked for did not provide identity documents (he was guarding a mine and was mistaken for an illegal gold panning). One participant knew a young person who served 9 years after being accused of stealing copper cables.

However despite these reported incidences, most of the respondents disagreed that young people cause most or all the disturbances and the crimes. There is therefore need to conduct further enquiry to clearly ascertain the role of young people in the growing insecurity in Bulawayo.

## Which organizations or institutions can be strongest partners in addressing matters to do with youth and crime?

In Bulawayo, the following were mentioned as potential partners for youth empowerment and in engaging youth potentially or actively in conflict with the Law: Junior Chamber International, Legal Resources Foundation, Zimbabwe Republic Police, Zimbabwe Anti-Corruption Commission, Zimbabwe Lawyers for Human Rights, Rehabilitation centers, Zimbabwe Prisons and Correctional Services inter alia, Ministry of Youth, Arts, Sports and Recreation, Lawyers for human rights, Justice for Children Trust.

# Kadoma

Kadoma is known as *the city of gold*. The city is surrounded by rich gold deposits and fertile lands for both animal and crop production. Most economic activities are therefore related to gold mining and agriculture and recently, small scale trade. The city is also known for producing sports persons. The people who live in Kadoma are of mixed heritage, with most mining areas being dominated by people who have Zambian and Malawian decent.

Public holiday celebrations are the main regular events and gatherings that happen in the city. One of the most popular weekend activities is the “*Pasa Pasa*”, an outdoor dancing and singing competition or entertainment event. Sporting activities are also quite common and are mainly referred to as “money game” . Due to Covid 19 restrictions, these have become less frequent.

## Context to understanding Youth Justice, crime, and delinquency in Kadoma

The Kadoma branch administered a total of 10 youth questionnaires to young people (8 males and 2 females) and 3 stakeholders’ questionnaires to try assessing the situation with regard to youth in conflict with the law and those at risk of offending. It should be noted that this does not qualify as a conclusive analysis or research of the area and the youth situation but serves as an entry point to identify key queries for future consideration in more scientific processes.

## Stakeholders

The stakeholders were mainly civil servants working in different ministries i.e Ministry of Home Affairs, Ministry of Social Services and The Judiciary. These government departments were chosen for this process because at some point, they work with youth directly and indirectly. From the conversations, a prison officer under the Ministry of Judiciary highlighted on the importance of initiatives to try address to the needs of youth in prison and ex-prisoners. A representative from the Social Service department opined that the people, regardless of their affiliation, need to have a decent standard way of life, especially so the disadvantaged. The third stakeholder from the police expressed that for law enforcement, it was their role in the community to directly engage with the target youth, and this includes campaigns and awareness raising.

In general, Kadoma stakeholders highlighted that their topmost concern is the continuous rise of youth involvement in crime as a result of Economic hardships. A prison official and respondent from the police mentioned that the relationship between the youth and almost every government office has been antagonistic, predominantly as a result of the difficult economic hardships. It has become quite apparent that youth have been blaming the government for the poor economic conditions and the youth claim to be the ones who are directly affected. There is also lack of information and opportunities for young people.

## Access to government services

The stakeholders highlighted that in Kadoma, the youth could access government services from mainly government offices. For example, the police station, public hospitals recreational centres like local authority stadiums, tennis courts as well as public swimming pools. However, due to an apparently unfriendly environment and lack of resources the services have not been youth friendly.

## Types of services

Youth accessible services include recreational services, counselling, as well as health services like testing and screening of HIV at every public hospitals or clinics. From the responses of the stakeholders, the quality of services provided is however low, mainly because of the people delivering the service.

## Level of crime

All the stakeholders confirmed that there has been a significant increase in drug abuse, assaults, illegal mining, sexual abuse and violent cases. They blamed a poor performing economy and high unemployment in the country for having contributed to the rise of crime in the country. Terrible economic conditions and limited access to resources, lack of recreational facilities, and lack of opportunities have all contributed to the rising numbers of youth engaging in crime.

The stakeholders highlighted that drug abuse was a major contributing factor, both as a cause and effect.

67% of stakeholders interviewed indicated that the elderly were the most affected by crime in Kadoma, mainly as victims. An intriguing revelation was also that the elderly were having challenges in transacting due to the multi-currency system introduced in Zimbabwe.

All the stakeholders were in agreement and were positive



that there is a good chance for a person who has taken part in violent crime to change. As an avenue for change, the stakeholders suggested that the youth be involved in projects and development programmes.

Some of the stakeholders in Kadoma suggested that ex-offenders should not be returned to the communities they committed crime in but rather should be relocated to other communities. In contrast, respondents from the social service department and the prisons service both recommended that the ex-offenders needed to integrate ex-prisoners into the community and at the same time conscientize the community. They also recommended that processes to make sure the young people are empowered and capacitated are started and/or reinforced. Generally, respondents were agreed that reformed ex-offenders should venture into entrepreneurship so as to have better skills and tools for dealing with the harsh economic conditions of the country.

## General Opinion on Youth

Due to drug abuse amongst the youth, the youth have been viewed as a lost generation. This perception has created a negative stigma on the youth by the community. Also the community believe that the youth does not have any future plans, thus being viewed as careless and wasteful.

## What do organizations need to do to improve the situation of youth and crime in this community?

The respondents were all generally agreed that addressing the situation of youth in Kadoma and the country needs a structured process, preferably through an organizational approach. The respondents suggested that these youth focused organisations should also be involved in fighting for the rights of the youth as well as providing them with legal representation. This was suggested because of rising concerns over the number of youth who have been incarcerated simply because they had lacked legal representation.

Respondents also recommended that the community should also include the youth in development programmes and projects. The reason for this is that their involvement would likely enhance sustainability amongst the youth which will guarantee better outcomes for the youth.

# Gweru

The assessment in Gweru was carried out with a small, representative sample of 10 youth including those who are in conflict with the law, and 10 stakeholders who included the police, lawyers, prison services, social justice advocates and ward councillors in Gweru.

The assessment showed that the effect of Covid-19 on youth in Gweru is significant, with a lot of negative outcomes being reported. Some of the main effects have been high crime rates, increase in illegal activities, increase in gender based violence, as well an increase in child marriages and teen pregnancies.

During the assessment, the crimes taken note of were related to drugs, assaults, illegal gold panning and mining, and an emergence of illegal alcohol sales.

## What Gweru Youth Fear

Youth in the community fear failure, failure to protect themselves and their families. Their dreams have been shattered because of economics of the country and the effects of the Covid 19 pandemic. As a result of these challenges, they lack employment and education. Young people reported having previously wanted to be employed and become doctors, nurses, engineers and teachers, but these dreams and aspirations have often been shattered.

Respondents therefore reported that they had been forced to engage in alternative income generating activities which include selling of second hand clothes (“*mabhero*”), small scale businesses selling groceries and vegetables, “piece” jobs in farms or peoples yards, and others. These are equally important to them because the resultant incomes (no matter how small) give them some income to look after themselves and their families.

## Some Key Observations

- Aspirations of young people are not being met
- Most young families survive from hand to mouth
- As a result of Covid-19, most young people have diverted into the mining and agriculture sectors
- The rates of alcohol and drug abuse in the community are high
- There is the emergence of sex parties in some parts of town
- There is need to engage various stakeholders in the

community when implementing programmes

# Conclusion

## Summary of Results

From the rapid assessment, it can be inferred that most young people who are at risk of getting into conflict with the law in the areas under review were experiencing significant personal and familial economic challenges. The most common sentiment experienced by respondents in the assessment was that most of them do not intend to engage in activities that put them in direct conflict with the law, but they nevertheless end up in such positions due to choices forced on them by the extenuating circumstances they find themselves in. Essentially, therefore, this work is based on Merton’s Strain Theory of Deviance and Anomie, that societal structures can pressure individuals into committing crimes. Classic Strain Theory predicts that deviance is likely to happen when there is a misalignment between the “cultural goals” of a society (such as monetary wealth) and the opportunities people have to obtain them.<sup>1</sup>

Some of the reasons that were identified through this rapid assessment as contributing to the “Youth in Crime value chain” included the following:

1. Youth respondents all reported having initially had ambitions which along the line disappeared. The respondents also reported that the resultant idle, hopeless lifestyles provided opportunity and reason to commit crimes.
2. It should also be noted that 87.5% of respondents were struggling with drug and substance abuse and had been at some point in the recent past in police detention as a result of this lifestyle.
3. The respondents, both youth and stakeholders, identified lack of education, lack of sustainable incomes and negative peer pressure as the main reasons youth engage in criminal activity.
4. There was consensus among the youth that the government and the judiciary or local authorities were not addressing the root causes of crime.
5. There was also concern in regards to the after effects of incarceration for the youth who eventually do

<sup>1</sup> <https://www.simplypsychology.org/mer-ton-strain-theory-deviance.html>

commit crimes and find themselves in direct conflict with the law. The sentiment expressed was that if a young person were to be incarcerated, they would be more likely to come out of jail worse than they were before, exacerbating an already complex problem and contributing towards the overall efficiency of the conflict value chain.

6. The lack of proper Identification documents (ID) for youth was noted as a critical systemic challenge. Youth are not able to access job opportunities or obtain vendor licenses that would help the legal operationalization of small businesses without this very critical document.

The most common crimes reported in the assessment areas were theft, assault, public drinking, physical abuse, political violence, drug selling, violation of COVID-19 restrictions and Domestic Violence.

Drug abuse was repeatedly blamed for an increase in burglaries and petty theft in all the areas. It is however noted that there is need to consolidate data on the actual rates of increase in crime in future iterations of the project.

The use of technology has presented new avenues of crime by enabling young and innovative offenders to disable cameras, alarm systems, and commit internet fraud. Reportedly, these offenders have graduated to manipulating title deeds and selling properties with forged identification documents.

Zimbabwe’s correctional system does not adequately enable the rehabilitation of youth in conflict with the law. After committing a crime, one goes through the courts, is convicted and sent to prison. After serving their sentences, and because there are no proper reform and rehabilitation services, the cycle is repeated and the youth only become more prone to crime, leading to the risk of increased recidivism.

The community also struggles with accepting former detainees back. The associated stigma and rejection encourages a number of the former detainees to re-offend.

Spiritualization of crime: Some respondents in the rapid assessments stated that there was an evil spirit that leads some, if not all youth to steal. There is even speculation that the youth possessed by the spirits can sense who has money or valuables and then target them. *This phenomena creates opportunity for future research.*

Perceived pointlessness of education: Some respondents stated that they had opted to drop out of school as they noticed that even those with degrees were roaming the streets so there is no need to go to school.



# Persona

## Understanding the Persona Profile

The Persona profile is an important tool in consolidating findings from a research process, especially so qualitative Research. In the case of the Zimbabwe YMCA, a decision was made by the Design team to focus on Bulawayo and it followed that a profile of a typical young person in Bulawayo was created.

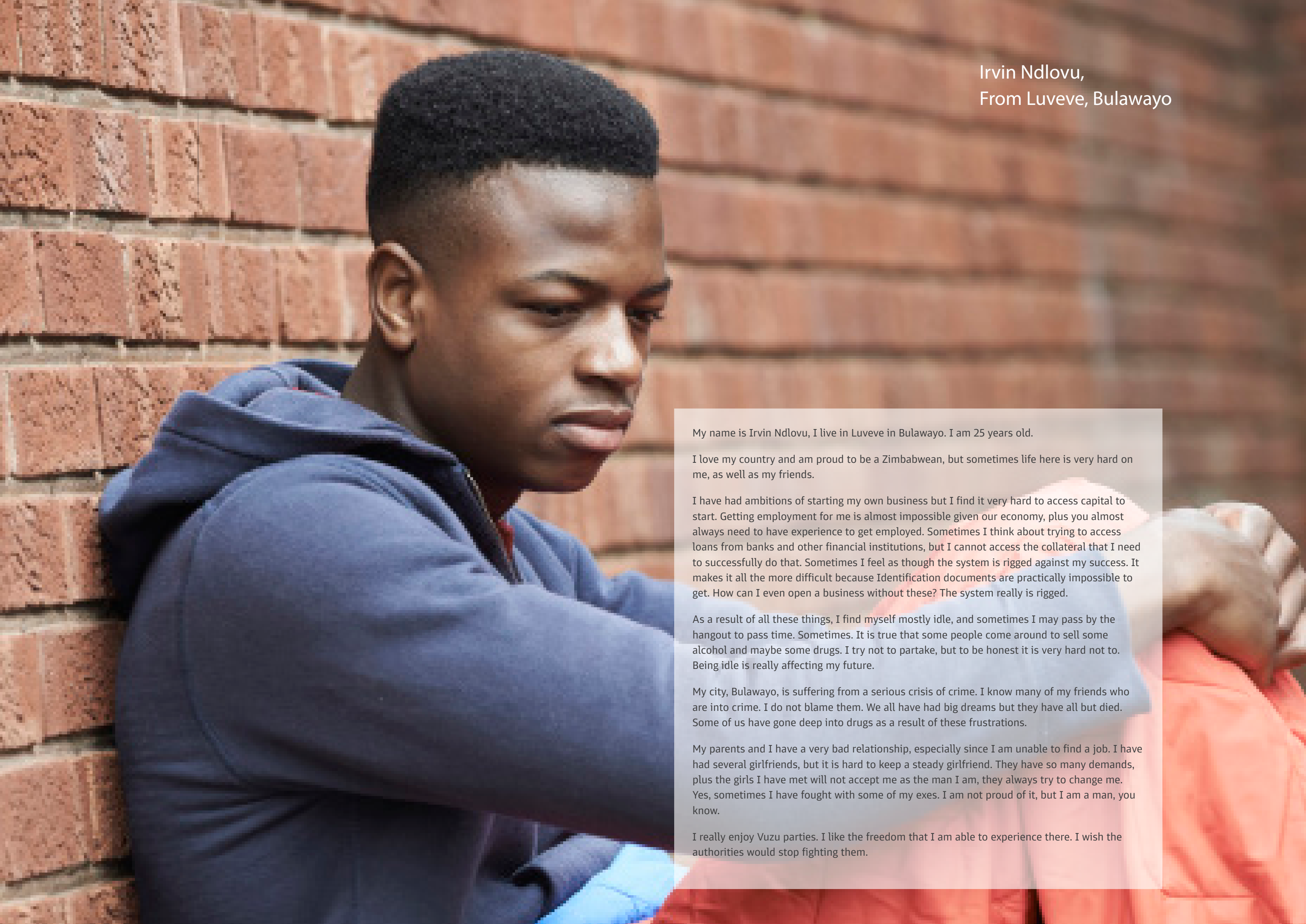
As a consolidation of finding, the Persona profile is an attempt to draw a general consensus on the experience of the person under study, and is a considered a representation of a wider community of individuals. The design team in this case was asked to map out this consensus by mapping out the experience of the subject under study based on 4 key questions:

1. What are the major pains that the subject is experiencing
2. What are the hopes, dreams and aspirations of the subject (what can also be referred to as the “Gains”)
3. What is the subject trying to achieve on a day to day basis (What are the jobs the subject is trying to do?)
4. What barriers are they facing in the process of trying to achieve their daily objectives

The assessment of these four factors can be supplemented by 2 further enquiries being “what are the most striking observations that can be made about the subject” and, “what are the most common, interesting quotes that can be attributed to them?”

The design team is then asked to give life to the subject by giving them a name and age, and a location from which they come. This enabled the design team to have improved clarity of the community of individuals for whom they are working.

The description of the persona is best told in first person.



Irvin Ndlovu,  
From Luveve, Bulawayo

My name is Irvin Ndlovu, I live in Luveve in Bulawayo. I am 25 years old.

I love my country and am proud to be a Zimbabwean, but sometimes life here is very hard on me, as well as my friends.

I have had ambitions of starting my own business but I find it very hard to access capital to start. Getting employment for me is almost impossible given our economy, plus you almost always need to have experience to get employed. Sometimes I think about trying to access loans from banks and other financial institutions, but I cannot access the collateral that I need to successfully do that. Sometimes I feel as though the system is rigged against my success. It makes it all the more difficult because Identification documents are practically impossible to get. How can I even open a business without these? The system really is rigged.

As a result of all these things, I find myself mostly idle, and sometimes I may pass by the hangout to pass time. Sometimes. It is true that some people come around to sell some alcohol and maybe some drugs. I try not to partake, but to be honest it is very hard not to. Being idle is really affecting my future.

My city, Bulawayo, is suffering from a serious crisis of crime. I know many of my friends who are into crime. I do not blame them. We all have had big dreams but they have all but died. Some of us have gone deep into drugs as a result of these frustrations.

My parents and I have a very bad relationship, especially since I am unable to find a job. I have had several girlfriends, but it is hard to keep a steady girlfriend. They have so many demands, plus the girls I have met will not accept me as the man I am, they always try to change me. Yes, sometimes I have fought with some of my exes. I am not proud of it, but I am a man, you know.

I really enjoy Vuzu parties. I like the freedom that I am able to experience there. I wish the authorities would stop fighting them.



# Case Study

## Bulisani Ndlovu

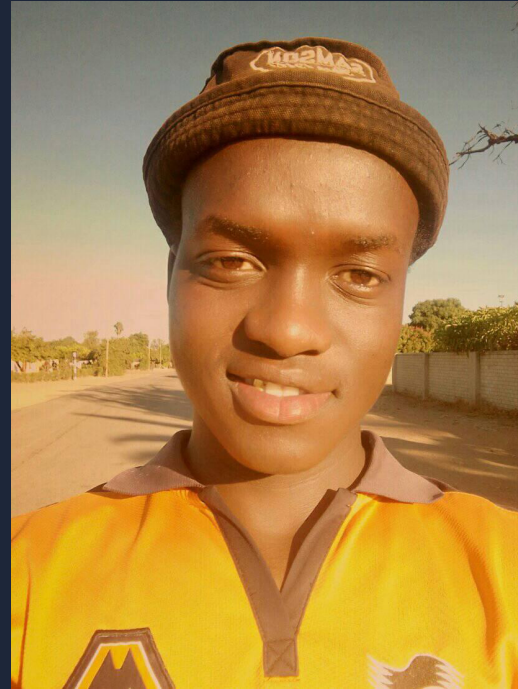
### A day with my father

As a boy you do not realise the importance of a father and a role he plays in one's life that is until you embark on a journey of becoming a man and making wrong decisions unknowingly.

Like any other boy I never thought I would need my father until I knew the importance of his role. I was chilling with my friends who are also my neighbours they refer to each other as brothers even though they are not from the same family. Being older than me my friends always gave me advice on everything, I later realised that only one of them was giving advice and the other was making bad decisions himself as he had a child at the age of 17. One day a question crossed my mind, what was the difference between these two brothers and I later discovered that the one who gave advice had a father and the other grew up without one.

At that moment I thought it was a good idea to make the relationship I had with my father strong, by calling him, as it was weakened by the separation between him and my mother in 2011. After they separated, my mother played both mother and father roles in my and siblings life. The first six years of the separation my sister and I, never saw our father only he knows the reasons why because my mother never even once refused him to see us. As time went by he made efforts to see us, but for me that was not enough as I was admiring my friends having "THE TALK" with their fathers anytime they wanted.

After nearly two years without seeing him, I recently got a chance to spend a day with him. It was on the last Saturday of October 2021, my friends and I were preparing for a soccer match in the fields a few yards from home. I heard a notification on my phone. It was a message from my father saying he had some documents I should collect. I was so happy to such an extent that I left the field before the match even started, my friends tried to stop me but I just could not miss out such a golden opportunity to see my old man. I got home bathed and left for his house.



Upon approaching his house at around 11:30am I got nervous, the questions stormed into my mind like, what are we going to talk about or how should I react when I see him, things like that. As I was about to knock, the door opened, there he was with the vintage clothing as always. We greeted each other shook hands and he invited me in. Truly speaking for the first hour or so there were awkward silence moments but as time went by everything was smooth. There were some moments where emotions kicked in but intentionally ignored by the change of topic.

As there was nobody else in the house we made our way to the kitchen so that we can prepare something for lunch, there, we shared ideas on how to cook different meals even though he had fewer ideas to share. Though sometimes I felt like I was talking with a stranger, I had a pretty amazing day. The feeling of having conversations with my father was so magical that I was even planning to sleep over but could not due to some reasons.

If I were to get that opportunity again I would not miss it for the world. I always wonder if that one day gave me so much joy how much will there be if I actually lived with him or if we lived together as a family. I guess in life one does not always get what they want. "What can I do to improve the relationship I have with my father?" that is a million dollar question for me even now.

# Stakeholder Analysis



The second stage in the analysis of potential youth beneficiaries in Bulawayo consisted of a Stakeholder Analysis of a typical young person in the city. The typical 3i Stakeholder Analysis is a facilitated process conducted by participants of a Design sprint workshop. The stakeholder analysis process in this case was a hybrid workshop with selected government employees, staff of the YMCA, legal experts and potential project beneficiaries in attendance. The activity involved making enquiries of the potential beneficiaries in regards to who exactly they interact with on a regular basis, and how much influence these people had on their daily lives. The daily interactions were then categorized into personal interactions and professional engagements. These engagements and interactions were thereafter plotted on 3 concentric circles, with the more frequent and potential impactful relationships occupying the circle closest to the center. In the most central circle was placed a representation of the persona, in this case named Irvin Ndlovu. A representative of what Irvin Ndlovu would typically look like is depicted in figure XX, along with a description of what he typically would state to be his life experience.

This analysis was closely tied to the journey map analysis of the beneficiaries. The 3i model has developed 2 approaches to the journey map: one based on a snapshot of the most frequently conducted activities, and a second based on a scenario situation, depending on activities that potentially have significant impact on the persona. For the Zimbabwe YMCA, the facilitator employed the first instance of the Journey Map and asked participants to use the results of the rapid assessment, as well as with feedback from the participating potential beneficiaries, to trace a day in the life of a typical potential beneficiary (Irvin Ndlovu). The Journey Map is illustrated in diagram XXX below.

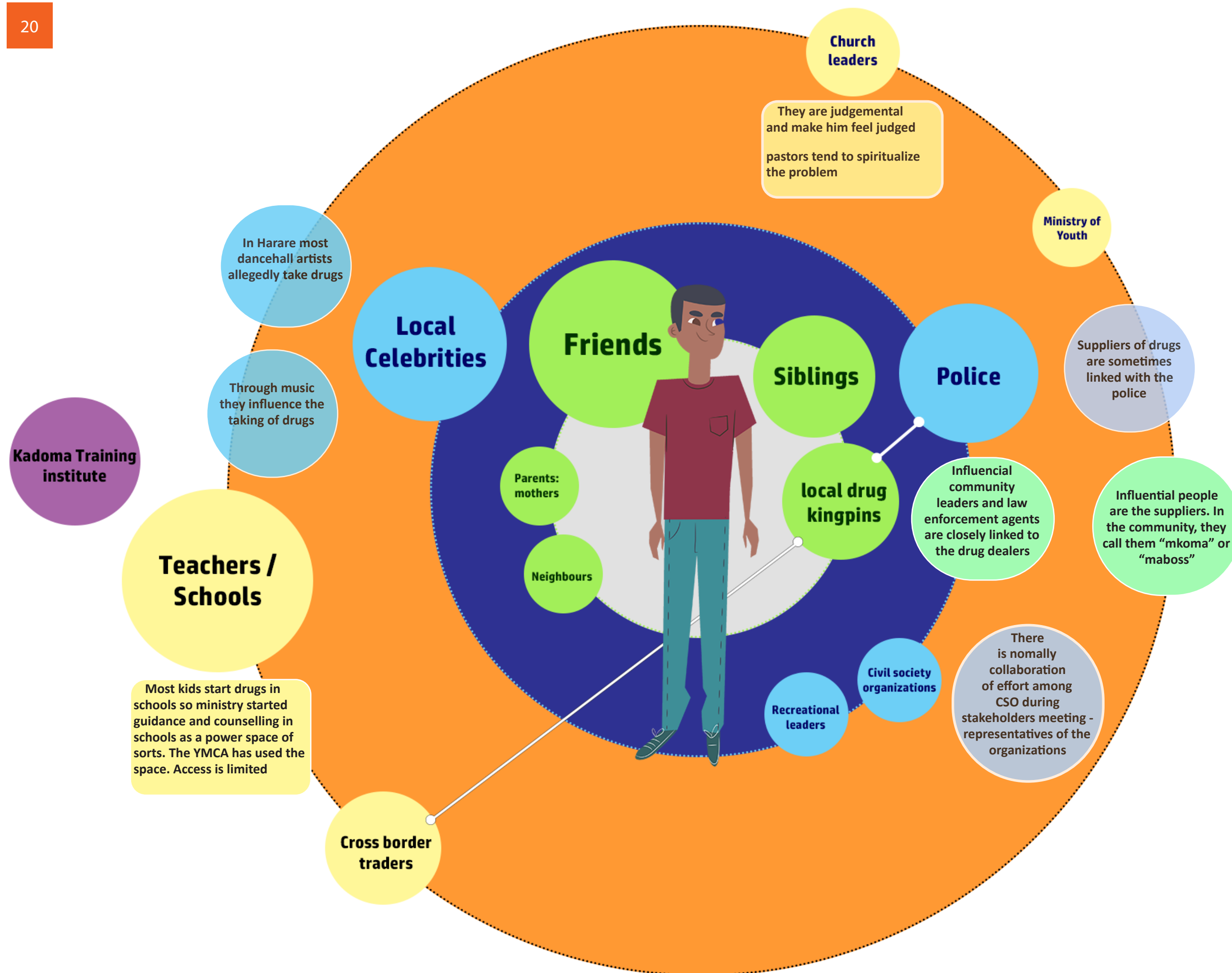
In the analysis, the participants identified Irvin's friends (his in-group of peers) as having the most significant impact to him, influencing a majority of decisions he makes, and having more influence than even his parents. The analysis also revealed that Irvin's siblings also were very important to him and were very instrumental in influencing the decisions that he made. His parents, teachers and even religious leaders in the vicinity of his existence were quite peripheral, especially so in the case of his teachers. It was then discovered that most mentorship and guidance that Irvin would potentially

receive would be from persons very close to him in age.

The analysis also revealed that the Zimbabwean youth typified by Irvin was also exposed to a very large extent to drug use and abuse, and as a result was constantly exposed to situations of conflict with the police. Whether this would be at a "Vuzu" party, or at the local young persons hangout, at the "safest" end of the spectrum, or whether this would be as a potential user and/or seller of illicit drugs with intimate knowledge of police interactions at the other- the point was that Irvin was in constant contact with the law, and the likelihood of serious offense against the law was very likely very soon.

Seeing this to be the case, the workshop participants sought to look into opportunities for institutional intervention outside of the familial space. Participants discovered that the persona is most likely not to seek any help from the traditional institutions: the government, school, church or Non-governmental organizations. It is noted that there is very low trust of government by the community represented by the persona. Church leaders, teachers, community leaders and even influential government personalities like political party leaders all appear very peripheral to the lives of the young people. Even the YMCA was not spared and was judged by the potential beneficiaries to be very much a peripheral outfit with little impact on the youth. This revelation was an area of concern as it meant a good number of the potential beneficiaries would struggle to cope with relationships out of their inner-circles, and especially because the inner-circle relationships tended to include activities that would put them in risk of conflict with the law. It was also noted as an area of concern because the risk of gang activity was likely very high, especially because of a strong in-group sentiment among the young people, a very important factor as relates to gang activity. It was also noted from the exercise that the government has attempted various interventions as relates to young people in Bulawayo, some of which were mentioned by participants. It would be of great importance to measure the actual impact of the interventions so as to ascertain whether or not to invest further in the interventions. These interventions, do not seem to have significant impact on the youth and as far as the workshop was concerned remained peripheral.

The figure below is a representative of the Stakeholder analysis.





# Journey Map



With the results of the Persona profile, the Design team developed a Journey Map. The analysis from the Journey map was derived using the ethnographic data in regards to the persona, and consisted of a procedure of marking out the high-level stages of the journey. In this case, Irvin Ndlovu's day can typically be divided into 3 broad chunks, Early Morning, Afternoon and Late Evening.

The design team then conducted an analysis based on the activities that Irvin was engaged in in detail. The team analysed every activity and plotted each against an X and Y Axis, according to how the persona feels at the particular moment in the journey: higher up for positive emotions, and lower down for negative emotions.

Some of the activities that Irvin was involved in caused more pain than others (pain points) and reason why they were considered painful was written in a black background bubble. The activities were also analysed for their positivity and the reason for the positivity was marked in turquoise. The activities were plotted on the emotion graph, with the positive vs negative emotional outlook of each adding to its weighting on the graph. The result of this was that after drawing a line connecting all the activities, there was a clear visual indicator of the ups and downs of Irvin Ndlovu's journey.

In the case of Irvin, it was noted that it was during the afternoon time that he would get involved in activity that would increase risk of conflict with the Law. It was in the afternoon time that he would visit youth hangouts ("Goshtos"), be involved in illegal gambling, and even put himself and others at risk of contracting of sexually transmitted diseases. One of the main challenges for the intervention was that these activities have seemingly taken over as the most engaging and exciting activities that Irvin is either involved in, or that he would desire to be involved in. In the journey map, these are the activities that produced more "Gain" and/or positive emotions for him.

Some other key issues to note is that it was noted the likelihood of Irvin being involved in Gender Based violence as a perpetrator, especially as he returns home (either as a victim coming from a violent home or as a perpetrator where he would be having his own abode). The situation of women and girls in the persona's life is a critical point of concern as it does seem as though the risk of violence remains particularly high.

*This analysis notes the need for further interrogation of the lived experiences of the persona in light of Gender relations, drugs and criminality.*





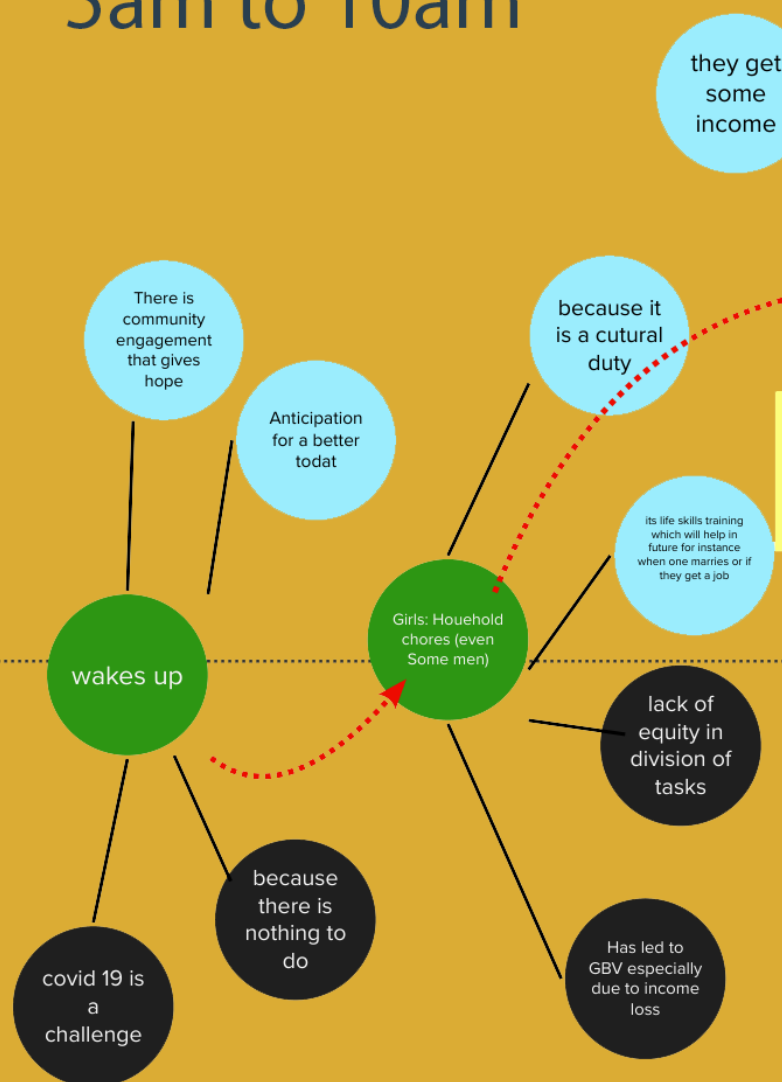
Emotional Status

Emotional Status



## Early Morning

5am to 10am



### Goshto Activities

try to hustle for money

soccerbetting

Dog betting

playing video games

Drink beer

go for smoking

chill by the bridges

Gambling and online trading

Goshtos can be mobile

Sexual relations the girls are referred to as "bi□bronclear" - Bronclea is a cough syrup

Eat in the evenings and afternoons in the braais



## Late Evening

5pm to 10pm



## Afternoon

11am to 4pm

Ideation



## Design Challenge

How Might We empower youth in Zimbabwe to better access opportunities for improved livelihood and greater resilience?

In order to address the multiplicity of factors that youth in conflict with the law are facing, the design team developed a strategy linked to these critical factors:

- The lifestyles of youth at risk, a depiction of which is exemplified by the Journey Map.
- The relationships that they dabble in, depend on and rely on. This includes all positive and negative relationships, weighted on how close and intimate the relationships are to the youth. The Stakeholder Analysis is a depiction of these relationships.
- The ideation plan as a basis for prototyping interventions, coupled with a validation plan to guide the collection of evidence. This evidence is important for scaling interventions that have the greatest opportunity for impact in the lives of young people in conflict with the law.

# Ideation



1

Task each gang with their own activities to develop their own activities at THE SHADE. The YMCA will come in as the facilitators.

Formation of Clubs within clubs which are exclusive

Involve members as clusters e.g entrepreneurship clusters, health, paid-up sports gala, fundraising (selling reusable clubs to the communities around us for a small project

Connection to existing business community

2

Using wifi to pull youth to the clubs - giving one hour free access to the Wifi as a way to bring in youth

Leagues for indoor games with competitions with discussions before the games so as to encourage come-back.

Giving YMCA branded merchandise for the winners

Those that come become members of the YMCA

3

Need to partner with corporates as opposed to partnering with the corporate. Need to have a baseline survey to see the current knowledge to identify gaps

Brand the services like the corporates do

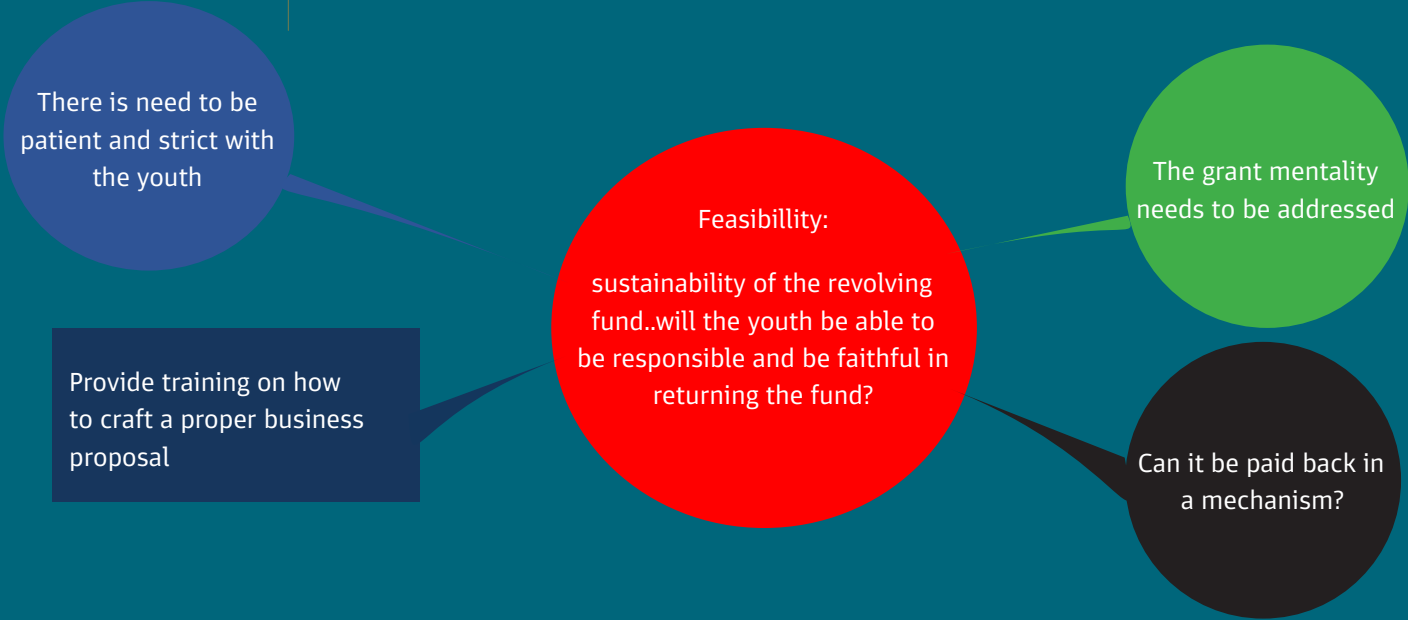
Create YMCA Hub (the YMCA “Goshto”) to continuously come for upgrading as they would like. Need to develop a YMCA syllabus which becomes a model for offering training to our etreperneurs

Awarding certificates so as to motivate the participants

We award start-up kits so that we link to mentors and coaches to see how they are progressing and see how they are progressing

Sustainability - to grow the businesses need to make it a revolving fund and assist youth

constant site visits guided by a scorecard





In order to facilitate a sustainable intervention, the YMCA team developed a broad strategic framework based on idea number 3 on the Ideas for prototyping page. This idea is based on the provision of Micro loans for youth in conflict with the law so as to support them initiate small businesses.

The first step in developing this intervention was to develop a prototype experiment to be carried out by one of the branches of the YMCA .

The prototype experiment has the following characteristics:

**Target: Youth in conflict with the law aged 18 -25 from low-income situations with no access to credit to expand their businesses**

**Institutional target: Microcredit and small lender institutions looking to invest in critical masses and who have a social entrepreneurship focus**

**Indirect target: Consumers of affordable labour and products in low-income communities**

**Location: Bulawayo (Mzilikazi District)**

Implementation of the prototypes is guided by a Validated Learning Plan (VLP). The VLP is a Knowledge Management framework that is co-created and developed by project implementation teams to guide efficient prototyping of new and innovative ideas. The Plan consists of three key elements namely: Citical assumption, Data points



for validation and a cost estimate list per Assumption. The critical Assumptions are the most important pillar of the plan. For this process, the Ideation process developed several potential ideas for implementation, ideas that were tested for viability and feasibility and the most potentially impactful selected (Idea No. 3 in this case). The entire plan took approximately 2 years to implement, with there being 3 major pivots (each taking the shape of an individual Prototype), and was based on the below foundational plan.

The implementing team was tasked to focus on the Key Assumptions and to use the datapoints developed in the

Validation dataset to test the feasibility of the prototype. In order to keep tabs on the cost factor, the project team kept the funds at a minimum, keeping to the principal of “Fail fast, Fail cheap, Fail early.” The main intention of the principle is to allow for quick learning, at relatively low cost (and/or loss) to the project, and to maximize on available, limited resources. As a result, the YMCA was able to altogether run a successful project prototype with a limited budget of USD 7500 per year for the duration of the project. Herebelow is the initial validated Learning Plan that was used to determine all the assumptions and the accompanying datapoints which supported learning.



# Validated Learning Plan

Assumption	Validation Dataset	Funds Required
The target young people are more interested in starting their own small business ventures given the high levels of unemployment, meager salaries by those employed and more enterprising minds amongst young people.	Low-cost experiment: Provide initial micro-loan/start up kit (Maximum 100USD) to a minimum number of youth (approximately 10) so that they can invest in their micro businesses after they attend a short training. The loan is based on practicing what they learn in the course and is paid back at 0.10% pm cumulative monthly	100USD for the loan
Despite the policy and security challenges regarding licenses and others that face youth in conflict with the law, the rate of default of loans will be lower than 30% of issued loans, provided the YMCA is constantly providing support.	Data: rate of repayment and time taken to make full repayment	Staff to monitor the rate of repayment and to capture delinquency
	Data: 50% of the group has a good credit history and 50% has no payment track record	
	Experiment: issuing of loans and ensuring that at least 7 out of 10 of the original group successfully pay back their loans. Continuous assessment on the defaulting rate on loan repayments and provide support	200USD as administrative and procedural fees for staff level of effort
	Data: rate of repayment, defaulting and continuity in business	



Beneficiaries will diversify their business ventures to increase streams of income	Experiment: assess the number of young people that use the knowledge gained in the trainings to diversify their business ventures  Data: consistence in the initial business versus diversifying	Staff to monitor the number of projects drop outs
The project and beneficiaries will not be affected by Covid-19 restrictions and lock downs	All the start-up kits are bought immediately after training.  Data: continuous accessibility to markets and customers	Monitoring by staff and project participants on the Covid-19 regulations
The target youth can invest at least 2 hours a day for four days to attend training without suffering significant income loss as a result	Experiment: conduct a two hour training session for four days for 10 targeted youths  Data: reported income loss (or lack thereof) by participants: Staff to draft survey and interview participants. Staff to draft customer journey map	Staff to draft survey and interview participants. Staff to draft customer journey map
We have the requisite people, tools and curricula to execute	Experiment: implement a short course on basic financial management skills by YMCA staff/volunteers  Survey of participants and interviews to validate  Data: analysis of skills gained after training  Data: level of examinable skills gained by participating youth	400 USD to facilitate the training (trainers, material and venue, transport for participants)  Staff to design and conduct surveys and interviews
The youth will be able to access loans from the bank to scale up their business once they have a good track record on business management. That they also register as SMEs	Survey on the number of young people that approach and receive help from banks.  Data: confirm number of registered SMEs	1000USD for the loan  Staff to monitor the rate of repayment to capture delinquency
Beneficiaries will reside in the same area or be accessible through out the program	Experiment : contract of commitment by beneficiaries  Data: consistence in communication and reporting	Staff regular monitoring
The potential market is estimated at 1 million traders	Online Market research, reaching out to the Empower bank	Staff/consultant to conduct research with the bank and further desktop research





Implementation



Value Proposition

Customer	Young people (18-25) in conflict (or at risk of getting into conflict) with the law, lacking financial access, business acumen and support
Value Proposition (core benefit/s to the customer)	To inculcate young micro-business traders, empowering them with start-up capital/ kits for business sustenance, growth, and establishment of revolving funds.
Value Chain Architecture	Baseline survey -> identify corporate(s), mentors/coaches -> Create course content /curricula-> Selection of program recipient -> create YMCA power space -> Delivery of course curricula -> conduct workshops / train on business fundamentals -> award certificates -> credit line and or start up kits -> partner with corporate(s) -> capacity building and regular site visits
Core Competencies	<ol style="list-style-type: none"><li>1. Monitoring expertise</li><li>2. Networking</li><li>3. Behavior Change influencer</li><li>4. Outreach and Recruitment expertise</li><li>5. Course Content Developer / Trainer</li></ol>







# The Prototype

## 1st Iteration



April 2021

10

Youth engaged in the first iteration of the Prototype  
(6 female, 4 Males)

77

Percentage of participants having completed payback  
of Micro loans as at December 2021

The project team initiated the first test of the critical Assumptions as listed in the Validated Learning Plan,. The experiment involved the provision of an initial micro-loan/start up kit (Maximum 100USD) to a minimum number of youth (approximately 10). The idea was to test the potential successes of providing a minimal capital injection into the micro-enterprises owned and operated by the vulnerable, otherwise “unbankable” youth. The youth entrepreneurs were expected to invest the monies in their micro businesses, but access to the money was pegged on diligent attendance in a YMCA developed training course. The loan was based on practicing what they had learned in the course and was to be paid back at an initial 0% interest rate.

The project staff collected the following data:

Data: rate of repayment and time taken to make full repayment

Data: 50% of the group has a good credit history and 50% has no payment track record

The project team further studied the VLP and suggested milestones to use as a determinant of success or failure. These included the following:

- Recruitment and successful training of project participants
- Issuance of micro-loan
- Participants starting projects
- Return of micro-loans
- Growth/continuity of projects by participants beyond loan repayment
- Number of participants joining as members of the YMCA
- Continuous Project success stories by participants





## The Training

1. Ten youth were trained, six came from the community identified through community caseworkers, four were from Percy Ibbotson Hostel, which is a rehabilitation centre for young offenders
2. The training covered topics such as leadership, bookkeeping, and finance, conflict management, negotiation skills, grooming, and etiquette
3. Ministry of women affairs, community development, small and medium enterprises were some of the key stakeholders that attended and also shared with participants on different opportunities for young entrepreneurs
4. Participants embarked on different projects such as floor polish making, chips, fat cooks, keeping broiler chickens (group), bales, chicken cut sale, selling kitchen wears

## Microbusiness Projects

After receiving the initial loans, the participants initiated the following micro - businesses

1. Selling chicken - 100 chickens bought for the 1st batch
2. Floor polish making (black, white and red) and sells to local community
3. Selling bale (old clothes) for kids and also selling small eats for children
4. Selling fat cooks and teas at an industrial site
5. selling fatcooks with chicken livers at an industrial site
6. Selling mince, sausages and perfumes
7. Preparing and selling chips

All 10 beneficiaries received start-up loans based on the

budget submitted. The budgets ranged from US \$60-100. The participants signed agreement forms and payment forms before receiving funds, which acted as receipts for receiving funds.

## Challenges

1. The project participants lack strong social safety networks. Because of these various vulnerabilities, the success of their initiatives was affected. For example, Two days after disbursing the start-ups, one participant lost a grandmother who also happens to be her guardian. This caused a month delay for her to initiate her project and would potentially affect her ability to service the relatively small loan. Another participant had her child admitted at the hospital and this affected the smooth running of her business. The lack of alternative social safety networks
2. Some of the participants settled into a group in order to secure their investment and started a broiler business. This was an organic, self motivated initiative from the youth. The group bought 100 chicks and despite initial losses (about 5% of the total stock of animals), were able to effect remedial measures that prevented further loss. This was an early indicator that apart from internal challenges, loan recipients would in future also have to contend with environmental and external factors, and any interventions would have to address this level of vulnerability.

## What did we learn from this iteration?

During the first Iteration of the prototype project in Zimbabwe, the team used the validated learning plan to derive lessons that will be applied in the second iteration of the project. These included the following:

1. Working with community caseworkers and parents is critical in supporting the young people in their business efforts
2. A context specific training Manual for the participants is very useful. The Y-Justice Training guide draft was developed, and was to be completed in the course of the project
3. The lack of social safety Networks is a significant risk to the success of the youth enterprises. As a result, the project team would have to develop an implementation model that took into account the risk factors and shocks that have the potential to reverse any gains on the part of the beneficiaries, and indeed

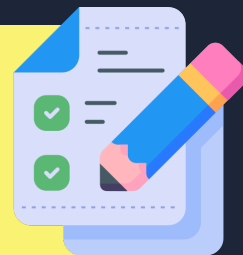
place them further into debt. It was noted that there is need for flexible payment plans backed by an insurance scheme that protects the young person.

4. It was also noted that project implementation would have to empower the participants to deal with competing priorities, especially when income and revenue is potentially overburdened by priorities outside of the business.
5. There is also need to actively link the beneficiaries to financial institutions which offer loan to assist in diversification and boosting of business. A sustainable loan offering financial institution would be of great utility to the participants, however participant vulnerabilities keep them away from accessing professional services offered by the institutions
6. Institutions such as Percy Ibbotson represent an untapped asset in the process of rehabilitation of Juvenile offenders, especially as potential incubators of small businesses. A theory of change can be drawn and a model developed as a transition for juveniles to become entrepreneurs within the institutions.
7. The YMCA branch (Bulawayo) after this first iteration saw the need to establish the project as a signature intervention for sustainability and transitioning juveniles into the community. Further iterations would test the readiness of the branch and the efficacy of the project.
8. The Validated Learning plan process assists in the Continuous monitoring visits to address challenges beneficiaries face. Agility of this model ensures that the challenges are addressed as they arise and this assists in efficient transitioning.
9. The trainers and the staff of the YMCA, for the purpose of further iterations, would continue with mentorship and coaching roles as the practical approach. A full project implementation would need the replication of the roles of mentorship to other institutions and/or persons, whether employed by the project or as volunteers, and even both where applicable.
10. It was noted the need for the YMCA (for the purposes of the prototype - Bulawayo YMCA branch ) to assist beneficiaries to register companies in partnership with Ministry of Youth, culture, Sports and recreation
11. It was noted the need to factor in Behaviour Change Management modules, Parent to Child sessions during trainings and support visits to assist the youth to develop resilience strategies for coping.



# The Prototype

## 1st Iteration Case Studies



## A cross section of Experiences from the 1st Iteration: From success to challenge

### Justin Moyo

No police officer has ever reported for duty on swim wear, because there is no one doing menial a job turns up for duty dressed in a suit. Observing this, Justin, a 20 year old, set to get them dressed for the occasion by getting into partnership with a friend to sew work suits.

He bought the first 10 metres at USD\$43 and they made seven work suits, which they sold for USD\$15 each. They sold them to the workers around their hood.

The first batch did not go as planned as there were some hiccups, with the friend leading to a delay in delivering the work suits, but after he had received the work suits, they sold very well.

*“My friend was supposed to get the first batch ready earlier but had some challenges which made him postpone the deadline for delivery and it was a major setback, as it was the pilot project,”* said Justin.

He pointed out to the fact that relying on his friend for sewing was a malfunction to his business and wished to own his own machine, as he now has the skill to sew.

He had received USD \$60 for the business start-up and has fully paid back the loan. As a young man with dreams, Justin wants to broaden his business and be a known fashionista with his own brand name.

*“I want to grow my business as a fashionista to where I won a brand label and have its sold worldwide,”* said Justin. This, however, demands more commitment for him as a young person faced with a lot of peer pressure.

One of the greatest secrets that push young people to strive for success is having parents who believe in them. MaNdlovu, Justin’s mother, said: “I want to see my child succeed in life and become someone in the future that even when I am no more he may survive alone.” Limukani Moyo

Entrepreneurship is about bridging the gap by solving

problems as you stand between the customers and the product, Limukani, stands out as he has been a service provider, providing the market with electricity tokens and airtime thus being an agent of connectivity. He received a loan of USD\$60 and has repaid the entire amount, which shows how business has been good for him. No one wants to stay in the dark and everyone wants to connect to family and friends via calls or internet connections.

*“I am happy to have paid the total amount and still continuing with the business which keeps expanding. Everyone wants to be online, and this makes the business very viable,”* said Limukani.

Everyone at one point is in dire need to communicate, which makes the service provided to be rated among the basic needs. Limukani uses affiliate marketing, where some of his customers market for him while he markets their products and services, thus increasing his market size.

The young man expressed his gratitude as he can now shoulder the obligation of paying the rentals. “I am happy because this training was very helpful; giving us the much needed knowledge. I have now fully taken the responsibility of paying the rental fees” explained Limukani.

His biggest challenge is the hike in prices that forces him to neglect some packages as they pose as an enormous risk not worth taking in his business. Also another challenge is the fluctuating prices in the market for forex exchange.

### Nyarai Ngorima

Sitting by the street corner to lure all those coming from different angles to make a living out of selling vegetables and basic commodities, Nyarai, a 22 year old single mother, is not an exception of the young woman who want to be independent and take care of her child and family by becoming an entrepreneur.

She applauds the great training that she received as it was

the tool needed for her to stand up and start something instead of being a dependent yet capable lady of at least doing something on her own that will help her survive the economic recession especially after the Covid-19 pandemic.

Nyarai said: *“the training was awesome; it was what was needed to activate that which was lying silently within us. I was sitting idle, not doing anything, but after the training and the start-up capital I opened my spaza and sell vegetables and some basics like rice and flour.”*

She received a start-up loan of USD\$50 and has repaid half of the amount. Greatest joy comes from being able to pay her rentals, supplying the family needs and taking care of her one year old daughter.

*“After I started this business, I have been able to assist my family to pay the rent and buying food for them,”* echoed Nyarai. However, Nyarie feels like the time given to pay back the loan is rather too diminutive, as one will be still trying to find their feet. *“I haven’t been able to pay back the full amount because the time to pay is little, considering that we have some other responsibilities that require the money. If I can be given more time to pay back, it will be good for me.”*

## Constance Sibanda & Siyabonga Sikhosana

Two minds put together are better than one. Siyabonga and Constance have taken the saying into cognizance as they have joined forces and formed a partnership to push their business. The two 21-year-old girls from EMakhandeni attended the Y-Justice training where they were capacitated with the knowledge that challenged them to do something with their lives instead of sitting sluggish in this day in time.

Sitting idle at home makes young people susceptible to the world as it may lead to early pregnancies, substance abuse and many other related moral decency behaviours. To most young people the drive to venture into business are mostly the push factors rather than the pull factors. The situation from where they come from and what they have gone through drives them to get into the business arena.

Some come from struggling families that need young people to grow a thick skin and take some responsibilities

and helping the strained breadwinners at home. The two girls finished their Ordinary level and the wish is to be able to pay their school fees as they continue with education.

“I entered into the business because I wanted to be independent and relieve my single mother from the burden she has” asserted Constance. Echoing to the sentiments from the business partner Siyabonga said “I got involved in business because I wanted to be independent and be helpful at home considering that my father is self-employed and sometimes he is overwhelmed with the responsibilities as my mother is unemployed and not feeling well.”

The two supply Stock (butter) spread which is selling at a good pace. Upon documentation, it was just few days after they acquired the loan and already they were singing praises of the business. The two business-managers were not in business before they attended the Y Justice training and after the training it was like they were given the business minds and programmed to venture into business. They were given a loan of US\$200 (US\$100 each).

They also said that their business is not just limited to poultry and Bread Spread but they will sell the manure from the chickens and sell at US\$1 a bucket. This will boost their business income because many residents with gardens need manure for their plantations. Pertaining to the poultry business they mentioned that they had already bought 50 birds at US\$50 and 4 by 50kg feeding. There will be labor division in the partnership, Siyabonga will handle the financial side because they are traces of accountability and Constance will handle the sales department.

However, there were fears of poultry theft but, that was resolved by reinforcing the security in fowl run.

## Nokwanda Ncube

Nokwanda Ncube is 21 years and at that age she now has the vehemence to enlarge her expanse in business. She attended the Youth Justice training under Cohort 3. The young lady sets up her vending stand retailing fruit and veggie merchandise.

Before attending the Y Justice Training, Nokwanda was already in business sitting by the corner of a shopping Centre to sell vegetables, airtime and eggs thou she had less capital to go big as desired. The challenge she is currently facing is that she does not have a vending license and she is at risk of losing her stock to law enforcement

agents though she claims to be working on it.

After attending the training she was boosted with a loan of US\$50, with how passionate she was with developing her business she ventured into selling Chickens cuts, thereby providing variety to the trade. She stocked 15kgs of Chicken at US\$42, she sells at S\$4 per kg and anticipating that it make her profits.

From the interview conducted with Nokwanda on how the training was essential to her she mentioned that it “helped her to improve her marketing skills and it has been pivotal in contributing to the sales that she had made.” She further revealed that her marketing strategy is not only confined to where she stays and her selling point but has also pushed sales since the use of social media for example community whatsapp groups. She also acknowledged the training taught her how to do book keeping.

Fewer challenges she mentioned pertaining her business were that selling perishable foods is proving to be risky because they need to be sold fast and most of the traders end up opening to creditors who at times fail to honor their debts.

*“In trying to minimize the danger of the chicken cuts going bad, some of my customers take them on credit and they either delay in paying or never pay at all which is a big dent in business,”* Nokwanda added.

To find other sources of income she mentioned that she is considering being employed though the advice given to her was that even if she is considering that, she should keep in business to supplement her salary from the job.

*“Though you are thinking of getting a job or going to school but keep in business and diversify wherever possible.”*

Another advice that was given to Nokwanda by the documentation team was to package even in smaller quantities which could be less than a kg and costing less than \$4 to accommodate all customers and minimize giving out on credit.

## Wendy Moyo

Wendy was recommended by one of the YMCA stakeholders for the Y-Justice training program, hoping she will engage herself in something that will help her take care of her responsibilities as a single mother. The 20-year-old would have embarked into the fried potato chips making. This venture was to be a collective with a group of other three young people. The group was lucky to have been given a potato frying machine and gas cylinder by another organisation.

Due to emerging group conflicts, the group split up, and she ended up going solo. For some time, the business seemed to take the right direction with her, making some profits. However, she did not understand the entire agreement/arrangement with the organisation that had given them the machine concerning its usage. The organisation reposed the machine and gas cylinder. She had reserved no funds for her to continue with business. The YMCA had given her a loan of USD \$80 and has not yet paid back. The YMCA team prompted her not to sit sluggishly but to make sure she earns herself a living and support her child and family. She promised to find something to do and re-start another business, hoping she will be viable and pay back the loan.

## Chante Chirara

A 20-year-old entrepreneur, Chante, from Mzilikazi Township is doing all that she can to make it in the business world selling clothes, toiletries and perfumes. She ventured into the commerce in 2018 when she was still at high school as she had to source for her transport fare to and from school. She would sell toys at school to raise funds for her to be in class the following day consequently becoming independent and responsible at a tender age.

Chante said *“it was my responsibility to make sure that I showed up in class the next day and learn. I sold Yoyo toys and the money I got was channeled for transportation.”*

To her being in the business has helped her to pay for her studies but then the responsibilities that she has ended up sucking the life out of the business. After paying for the studies the money was used up and the business broke. Chante said *“the business profits helped me pay for my studies in hotel and catering course. But then I was left with nothing to keep the business afloat until YMCA helped me and loaned me the money to revive my business.”* Chante received a loan of US\$60 and has not started paying back the loan but is yet to pay back in Installments. She takes a soft loan from Royal Secrets and the agreement is that she takes perfumes from them which she sells at an agreed price then she is given commission based on the sales made.

*“The material loan from Royal Secrets also helps me boost my business as long as I make great sales at the end of the month”* said Chante.



<https://youtu.be/HWLDuJ0n74o>

<https://youtu.be/f8M1nVZ85Ks>

<https://youtu.be/crDIWhv94yc>

<https://youtu.be/ZErUSVqtnvk>

<https://youtu.be/7LwRahceDuw>

<https://youtu.be/BX4sDk9GDns>





# The Prototype

## 2nd Iteration



# 70

(45 female, 25 Male)

Youth engaged in the second iteration of the Prototype

	Females	Males	Month of Training
Cohort 2	13	13	September 2021
Cohort 3	20	5	December 2021
Cohort 4	12	7	December 2021

The second iteration of the prototype was a scale up and involved more youth, engaged through 3 separate cohorts. Taken from learnings of the first iteration, the projects for the second iteration also varied and included fruit vending, selling electricity tokens, and keeping broiler chickens, selling clothes and detergent making.

A total of 60 participants were taken through four days of training after which they received certificates. Certificates were noted as a key motivation to most of the young people. Trainings focused on empowering the participants to understand how to run their businesses professionally and as much as possible to grow them into bigger entities. The first three days of the training are all essential, and all project participants were expected to attend at least two of the training days for them to be awarded certificates.

The Ministry of Youth, Sports, Arts and Recreation, Ministry Women Affairs, Community, Small and Medium Enterprises Development (SMEs), Bulawayo Vendors and Traders Association (BVTA) and Bulawayo City Council (Recreation Department) were part of the stakeholders that engaged the young people during their trainings, giving them relevant information about how they can benefit in their organisations.

A key learning from the first iteration of the prototype was that the participants need a stronger focus on resilience building and improving social safety networks around them. For this reason, during the second iteration, the YMCA worked closely with parents/guardians to ensure support for the project. Parents/guardians of the project participants were invited during the graduation day where they are also given a briefing about the project's aims and targets.

## Progress Monitoring

YMCA Bulawayo put together a team made up of staff, the project trainers, youth members who helped in the project's documentation to assess its impact.

Assessment was done in selecting the participants prior to training. Home visits were done soon after training before giving out micro-loans. This was also a way of knowing where the participants stay, their home environments and helped lessen the chances of absconding in payments.

Staff from the National office did monitoring of Cohorts 1 and 2 in December for some participants.

Recommendations from the monitoring include the need to factor in behaviour change components, parent to child sessions during trainings and support visits.

## Activities implemented differently than planned

### 1. Community sensitization and Expo:

Taken from learnings on the need to increase the Networking capabilities of the youth, the YMCA held an expo in Feb 2022. This activity brought together project beneficiaries, stakeholders and policy makers who give loans. The project participants got a chance to interact and ask questions. Through the expo activity, one of the project participants got a tender to supply detergents.

### 2. The YMCA supported Four youth representatives to attend the Zimbabwe International Trade Fair

### 3. Attended expo on the 16th of June which the YMCA



organised together with Home of Arts where young people got access to interact with Member of Parliament of Pumula Constituency and had access to get information on company registrations. This was an activity partly commemorating the Day of the African Child.

4. Youth Representatives attended a national expo which was a face meeting with Minister of Finance and other relevant ministers and entrepreneurship was one of the topics discussed.
5. Increased dialogue with service providers and financial institutions

The Service providers and financial institutions were invited in the trainings for sessions with project beneficiaries. These were valuable opportunities for youth to engage with decision makers. Further iterations will focus on increasing the number of young people who participate in the dialogues and the number of decision makers who participate as trainers

6. Convened dialogue in February, 2022 where the young people were sharing stories about their businesses and supported each other in terms of running petty businesses. It is hoped that these micro enterprises will grow bigger with time
7. Digital Skills Training: An additional training on digital skills was done with project beneficiaries. Most marketing is being done on social platforms and therefore the training for the beneficiaries was focused on skilling the beneficiaries to be able to design and attractively market their products.

## What did we learn from this iteration?

Business plan flexibility is a key component in delivering success, especially in particularly difficult economic situations for the majority of vulnerable entrepreneurs. Due to extremely challenging economic times in Zimbabwe, majority of the beneficiaries were forced to diversify their products depending on the market demand and prevailing prices. However, there were some that managed to keep their initial line of business even when they added new products. There was need for agility and ability for co-creation between amongst both the entrepreneurs and the project teams.

To illustrate further, it can be noted that both Cohorts 1 and 2 were affected by the COVID-19 lockdowns as they were forced at some point to scale down operations. However, to some it became a boost as they were able to follow the trend of the market. This required both an agile

team and a responsive system that was able to quickly adjust to the expanding needs of the young entrepreneurs.

There is need for the infrastructure to be responsive to needs of the youth, but also to adjust to economic realities. To illustrate, one beneficiary indicated he was successful in applying for a loan with a local bank, but did not take it as it was to be given in the Zimbabwean currency and deposited at the bank. Zimbabwe has a complex currency system and this approach meant that the money was going to be difficult to withdraw in good time, and the repayment period would overlap with the loan issuance period - meaning that the receipt would in effect be paying back the loan before receiving it.

## Successes for scale

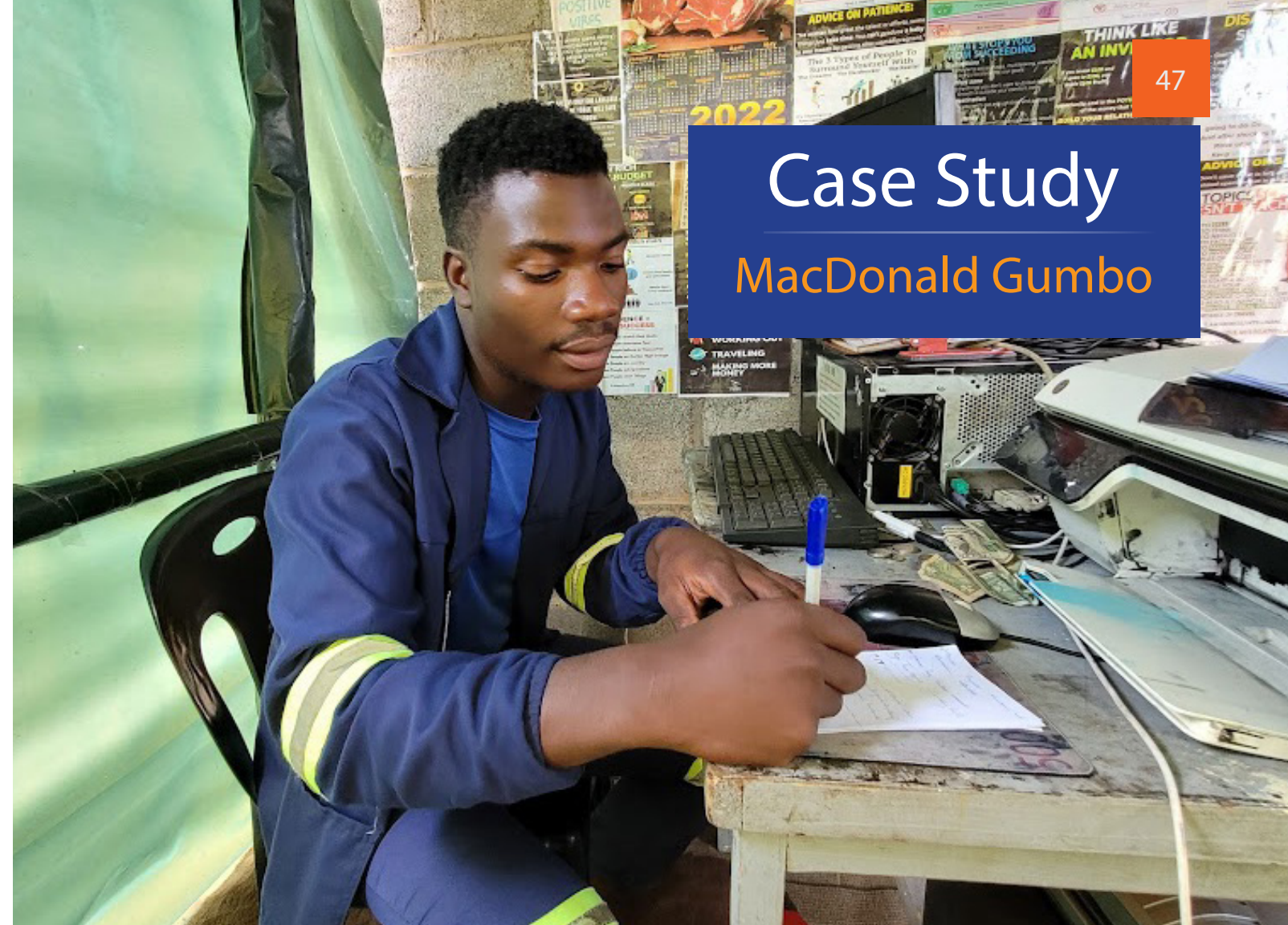
One beneficiary acquired a vending license, few others have applied for company registrations and are affiliated to companies licensing traders. Seven (7) young people applied for funding to SNV organisations in 2021 after collaborating through the Youth Justice project. Future iterations and larger projects developed from this prototype project should carry forward the successes of acquisition of the licenses. These can be notoriously difficult to acquire for young entrepreneurs and therefore the YMCA providing that avenue is a significant boost for the youth enterprises.

The initiative has started to receive positive feedback as some have been contacted for training in entrepreneurship after which they will receive financial support. The YMCA can scale the number of loan providers and financial competence trainers, with a specific target on youth in conflict or at risk of being in conflict with the law. These avenues are particularly absent for youth coming out of the Rehabilitation centres.

Four of the beneficiaries have changed places of residency. Three have relocated out of Bulawayo. Two of the young people under Percy Ibbotson were released back to the community before their project realised profits. This has presented an interesting challenge in relation to the youth being released from the Juvenile facilities and into the community. Contact tracing can be quite difficult and expensive to carry out. The YMCA team proposes to develop an incubation model approach within the two rehabilitation centres as a way to address the challenge. The incubation model shall be discussed in later chapters of this document.

# Case Study

## MacDonald Gumbo



After the three-day training of financial literacy and entrepreneurship by YMCA under the Youth Justice Project, McDonald is singing praises on how his life has been transformed following an opportunity of networking and interaction.

The 20-year-old was already in business, but there were some hurdles as he felt like he was swimming in the deep end without the superlative expertise of how to administer a business productively.

“I had attended none business training seminar, the one facilitated by YMCA was the first and it had a significant impact on me and my business as I realized that creativity and uniqueness make the secret recipe for a lucrative business. I learnt a lot about running a sustainable business”.

The sprouting entrepreneur received a loan of USD80 for boosting his business as he strives to make an honest living out of by the busy street corner of Cowdry Park. He has paid back USD\$20 and is yet to pay the remaining

balance, and his business seems to be promising.

Though the young entrepreneurs try to sail through, they face a lot of challenges of having to bear the burden of their responsibilities, which makes the funds to be diverted to other needs and not the business.

McDonald said “After receiving the money I faced a problem as I had to pay my rentals which were already two months behind. When I got the money, three-quarters of it was channeled to the clearing of that debt and then, with the remaining USD\$30, I set myself up and continue the business.”

On an average, the business makes USD \$20 a day, and he re-stocks daily. His selling spot is strategically located as there is no competition because he has built a strong customer base.

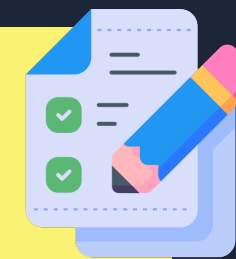
Macdonald's vision is to expand his business and become the supplier to other vendors and supermarkets not only those but has also diversified his business into printing.





## The Prototype

### 2nd Iteration Case Studies



## A cross section of Experiences from the 2nd Iteration: Expanding Outwards

## Trade Fair

Young Men's Christian Association (YMCA) Bulawayo sent a team of five members to the Zimbabwe International Trade Fair (ZITF) to network with different stakeholders who might get on board to support the Y-Justice program.

The team attended the exhibition on the official opening day and had a time to visit various stands for engagement as each connection would serve a unique purpose. They paid the visit to the Small to Medium businesses because most trained Y-Justice participants go that route as they venture into business.

One exhibitor who visited the YMCA stand said: *"this is a very good initiative and we would like to partner with YMCA to magnify the impact of the program and help the leaders of tomorrow, today,"* after hearing about the Y-Justice program.

The team also went to exhibition stands YMCA could partner with for skills training. The idea is to have companies with different vocational expertise coming on deck to teach the different specialized skills which can help the young people conflicted or at risk of being conflicted with the law.

Some discussions were with the people into craft work, fashion, detergents making, among many others. The targeted groups were keen on that kind of relationship and for further engagement and deliberation, just like how the team had expected. Banda, one of the team members, said: *"these are the relations we seek to establish as we make sure that young people are in business even in such stringent economic conditions. We will definitely get in touch and work towards achieving the same goal."*

The engagement was not only limited to SMES but extended to some companies with Corporate Social Responsibility (CSR) who have an obligation to give back to the communities.

This is one way to mobilise support for the program to run smooth and reach out to more young people in conflict or at risk of conflicting with the law.

This engagement is not entirely for the Y-Justice project only, but also to establish relationships with CSOs and the private sector to fund or support the branch's current and future projects.

## Percy Ibbotson

Six boys from Percy Ibbotson rehabilitation Institution started a poultry project. The six youngsters who were trained in Cohort one received \$400 and Cohort two received \$200 amounting to USD\$ 600 towards starting their poultry business. The patrons at Percy Ibbotson Probation Hostel have been of great assistance for the success of the project as they are supporting the boys with knowledge and guidance. The first group bought 100 broiler birds together with the feed and vaccines. The youngsters are proving to be excelling and have managed to pay \$400 back to YMCA of the \$600 startup they were given.

One of the boys said *"the training was a good opportunity which incited us to do more about our lives and our future."*

As they have people who believe in them, there is a ray of optimism that being in an institution is not the end of the road but a chance to rectify all the wrongs and be ready to integrate back in the community.

The six are all promising young people. There is hope that when they go back to the community they can make a living out of poultry and other skills they are learning in the institution. They now have the business management skills and knowledge of chicken farming.

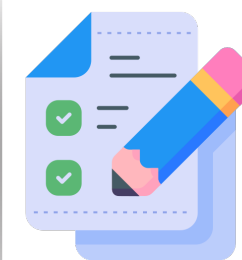
Since April 2021 when they received the funds, they are now on their third batch which matured very well, thereby anticipating a massive sale from the batch.

The challenge that they faced was having immature birds on their first batch which was a huge setback to the crew. However, giving up was never an option to them especially after getting yet another chance and gaining more experience from the loss.



# The Prototype

## 3rd Iteration



	Females	Males	Month of Training
Cohort 5	11	9	25-28 January 2022
Cohort 6	13	2	27-30 June 2022
Cohort 7	0	26	8-11 November 2022

For the third iteration of the prototype project, the project team expanded from solely working with young people in business from low income situations to include youth in incarceration. The Project expanded to include three rehabilitation centres in Bulawayo: Luveve Girls Rehabilitation Hostel, Percy Ibbotson Remand Hostel and Bulawayo Prison.

The Power space methodology was expanded to the young people in the rehabilitation centres to engage the youth through appealing activities, building of self-awareness, building skills and eventually linking them to opportunities that will ensure effective reintegration back to the community. Rehabilitation officers/patrons within the institutions are working with YMCA staff to identify and recommend youth to the PowerSpaces. PowerSpaces were added as part of dialogues with boys at Percy Ibbotson Remand Hostel since April 2022, the first iteration of this new strategy. The Percy Ibbotson based PowerSpaces were conducted to encourage behaviour change and address issues around bullying and drug abuse that were noted as a concern. Using the same model, PowerSpaces are also planned for implementation at the Luveve Girls Hostel which is a remand hostel for adolescent girls.

YMCA staff are also implementing PowerSpaces in Bulawayo Prisons targeting young inmates who are nearing release back to the community. These youth constituted Cohort 7 of the Prototype and was made up of 26 young men who were trained and eventually were graduated within Bulawayo Prisons.

The 26 participants went through a four day training on entrepreneurship and financial literacy and received certificates of attendance. A graduation ceremony was then held at Bulawayo Prison with a number of prison

officers attending the graduation - an indicator that the prison authorities were positive about the possibilities of the new model. The graduates were also awarded with hampers of vaseline petroleum jelly, bar soap, toothpaste and toothbrushes - essential for comfortable living within the prison.

### Psychosocial Support Training

In order to strengthen the capacity of staff assigned to the project, the implementation team added a component of targeted Psychosocial Support training. This was designed in response to learning from implementation of the iteration of the prototype that there was need to capacitate the staff and rehabilitation officers in relation to youth living at risk or in conflict with the law. Fourteen people were trained as psychosocial support training of trainers (PSS TOT). Officers from the Ministry of Justice, Legal and Parliamentary Affairs (Pretrial Diversion Department) conducted the PSS training. Amongst the participants were three patrons from the rehabilitation centres (Bulawayo Prison, Percy Ibbotson Remand Hostel, Luveve Training School for Girls).

The Pre-Trial Diversion is a program launched in 2019 in Zimbabwe and seeks to provide children in conflict with the law with a more favourable criminal justice system which caters for their special needs. The program seeks to keep children away from the harmful effects of the formal criminal and penal systems; address the reasons behind their offenses; and to provide victims of crime with re-dress and rehabilitative interventions that allow them to re-integrate into society.

Insight: The YMCA needs to strengthen the partnership as this is a key stakeholder to the project.





The training had the following objectives:

1. To improve understanding of Psychosocial Support
2. To build the capacity and skills of the project team in understanding and dealing with project beneficiaries.
3. To facilitate a better understanding of re-integration and case management in preparation for expanding the youth justice project

Different topics were addressed including definition of psychosocial support, principles of PSS, reintegration using model of PSS, Social Behaviour Change Model, drug intervention, positive parenting skills and case management. Participants received PSS training of trainer's certificates.

## Bulawayo Prison Poultry Project

The YMCA assisted the Bulawayo Prison to construct a fowl run that will cater for 100 chickens. It was necessary to assist in building the fowl run for the project to have more impact within the facility.

The money for construction is part of the loan given to the Bulawayo Prison participants that are working under the supervision of prison patrons. The loan amount that includes purchasing materials for construction and the chickens was \$516.00. Bulawayo Prison contributed labour and other smaller materials in the construction of the fowl run.

## Power Spaces

The YMCA incorporated PowerSpaces within Percy Ibbotson Remand hostels, Luveve Girls Training Centre and Bulawayo Prisons. These sessions have been continued to ensure a relationship is established with young offend-ers and their institutions. The team focussed on ensuring participants complete all the four stages of the Powerspace. This will help evaluate the impact of the project.

## Challenges

1. Participants from rehabilitation centres are not easy to plan with if they have not been committed as they are transferred to other rehabilitation centres. Therefore the reason of having power space sessions was to develop working relationships with participants
2. More consistence is needed in conducting PowerSpaces

3. There was a delay in initiating Prisons Poultry project due to the administrative procedures of working with the high security facilities
4. Monitoring of discharged convicts remains a challenge as their details remain confidential. More engagement with the Prisons department is needed

## Outcomes

1. The major outcome of the project is to have entrepreneurial skilled young people based on a human centered approach: most of the trained young people are keen to succeed.
2. Some of the project participants have reverted to formal employment and continuing with education. These have been encouraged to continue with their entrepreneurship.
3. Diverse business enterprises amongst young people: at least 50% of the project participants are diversifying their business ventures, ensuring they meet the market demand.

## Successes

1. The YMCA registered a significant milestone in the project when the team received the list of discharged young people that were part of the project for the purpose of reintegration. This marked the completion of the engagement of the team in the value chain of conflict with the Law.
2. As an add-on, the team began discussions with the administration of Percy Ibbotson and Luveve Girls to allow the inmates to participate in small-scale solar installation projects and beauty therapy as part of their learning and grooming. This is a possible area of future engagement and feasibility is yet to be seen.





# Insights



## Assumption

## Insights

The target young people are more interested in starting their own small business ventures given the high levels of unemployment, meager salaries by those employed and more enterprising minds amongst young people.

1. Initially, the amount was perceived to be small but after the first iteration, this amount was proven to be manageable
2. 61% of participants were able to pay back the loan with incomes generated from their micro projects
3. The Credit history factor was a major factor in the implementation of the prototype iterations.
4. In the first iteration, the team began to see the utility of leaning on the parents and guardians as a useful “trust” colateral. The unintended positive consequence of this strategy was that, at least in one instance during the experimental phase, the management of the loan helped build trust between a recipient and their father, who was included in the schem as a partner. Within the 3 months it became possible for the recipient to pay back, whereas it would otherwise have either taken longer or have been impossible. The involvement of the parents and guardians became a motivating factor to pay it back. Payback of the loans also became critical in the relationships between YMCA staff and beneficiaries, contributing to the levels of trust between the YMCA and the loan recipients.

Despite the policy and security challenges regarding licenses and others that face youth in conflict with the law, the rate of default of loans will be lower than 30% of issued loans, provided the YMCA is constantly providing support.

Continuous payment of loans is a major issue. Given the prevailing economic conditions, coupled with the risk factors in the process, it became clear that loan repayment is possible, but it would add value to consider variables that can be adjusted, for example time of repayment. It was also noted that without deliberate psychosocial support, reduction of participants and constant monitoring, the most vulnerable of participants would struggle to pay back, creating a new risk factor for the YMCA (loss of trust in the participants), as well as risking the role of the YMCA as a facilitator of empowerment to one of debt collector

Beneficiaries will diversify their business ventures to increase streams of income

With Covid 19, the young traders were in many instances forced to diversify, mainly as a coping mechanism. However, the approach was largely ad hoc and not structured. There is need to invest in a small business insurance scheme that allows for a better transition to new enterprise. An Incubator-Accelerator model would also be helpful in setting up the infrastructure to support the transition process when need arises.

The project and beneficiaries will not be affected by Covid-19 restrictions and lock downs

The participants were greatly affected by Covid 19 restrictions. There is need to invest in mechanisms to ensure that participants are better protected by adverse conditions as the one caused by Covid 19

The target youth can invest at least 2 hours a day for four days to attend training without suffering significant income loss as a result

Most of the young people in the prototype were able to invest four (4) hours of their time per day. This was indicative of a great need for training of the youth. Majority of youth at risk, as indicated during the research phase of the prototype project either drop out of school early, or are not exposed to lifeskills education that enables them to make a sustainable living. The youth are largely unprepared to handle the money.

At least 5 participants in all the 6 cohorts trained dropped out as they could not attend the four day training. To minimize the rate of dropouts, the implementation team restructured the graduation approach to ensure that everyone who attended at least 8 hours of the trainings (2 days) graduated. This helped to reduce the pressure on the participants and ensure that more of the participants graduated.

We have the requisite people, tools and curricula to execute

The Implementation team developed a training manual based on the context of the trainings

The youth will be able to access loans from the bank to scale up their business once they have a good track record on business management. That they also register as SMEs

1. Only one beneficiary indicated success in applying for a loan with a local bank, but he did not take it as it was to be given in the Zimbabwean currency and deposited at the bank which eventually was going to be difficult to withdraw out on time. This experience was indicative of the need to address the policy framework in Zimbabwe as pertains young traders and access to credit. The fiscal policy within the country would have to be restructured to give more confidence to young traders to access credit. The multiple currency framework adds a layer of complexity and decreases the likelihood of a young trader accessing critical credit lines.

2. Most banks still require collateral for young people to access loans. The prototype indicated that there is a higher likelihood of loan repayment if the loaning institution would consider a partnership approach where a loanee applies for the loan in partnership with a mentor (whether an institution like the YMCA or the parents/guardians of the loanee). This would create a unique opportunity to improve familial relations, create new avenues for youth-institution engagement and a structure of follow-up where this is lacking. The value of institutions like the YMCA is that they present a framework that includes Psychosocial support, training, mentorship and critical, personalized follow up.

3. One beneficiary acquired a vending license, few others have applied for company registrations and are affiliated to companies licensing traders. Seven (7) young people applied for funding to SNV organisations in 2021 after collaborating through the Youth Justice project. The initiative has started to receive positive feedback as some have been contacted for training in entrepreneurship after which they will receive financial support

Four of the beneficiaries have changed places of residency. Three have relocated out of Bulawayo

Beneficiaries will reside in the same address or be accessible through out the program

A specific challenge exists in regards to youth released from the rehabilitation centres of Luvuvu and Percy Obotson. It can be noted that two of the young people under Percy Obotson were released back to the community before their project realised profits, and therefore were not able to participate in the project fully.

# The Prototype Microloans



The Issuance of the Microloans was based on several assumptions made during the initial Design Thinking workshop and captured in the Validated Learning plan. All participants were encouraged to take up the micro-loans as per their need and ability to pay it. The loans ranged from between US\$50 to US\$100. The beneficiaries had a say on how they intended to pay back the micro-loans. 141 project participants distributed through 7 different cohorts were issued with loans in the period of the project. By December 2023, out of a total of 5012 USD that had been issued, 2905 USD had been paid back, reflecting a repayment of 61%. Distribution of payback was as below:

	Females	Males	Loan Amount	Total Paid	Total Owing	Percentage payback
Cohort 1	6	4	850.00	640.00	210.00	75%
Cohort 2	13	13	980.00	920.00	60.00	94%
Cohort 3	20	5	483.00	147.00	336.00	30%
Cohort 4	12	7	315.00	136.50	178.50	43%
Cohort 5	11	9	682.50	371.00	311.50	54%
Cohort 6	13	2	1,186.00	690.70	495.30	58%
Cohort 7	26	0	516.00	-	516.00	0%
	101	40	5,012.50	2,905.20	2,107.30	

The loaning prototype was based on the following Assumptions:

1. The target young people are more interested in starting their own small business ventures given the high levels of unemployment, meager salaries by those employed and more enterprising minds amongst young people.
2. Despite the policy and security challenges regarding licenses and others that face youth in conflict with the law, the rate of default of loans will be lower than 30% of issued loans, provided the YMCA is constantly providing support.
3. The youth will be able to access loans from the bank to scale up their business once they have a good track record on business management. That they also register as SMEs
4. Beneficiaries will reside in the same address or be accessible through out the program

## 1st Cohort

All participants were encouraged to take up the micro-loans as per their need and ability to pay it. The amounts ranged from between US\$50 to US\$100. The beneficiaries were given a say on how they intended to pay back the micro-loan.

As of December 2021, the pay back of the micro-loans for cohort 1 was still in progress, although it was moving slower than expected. Cohort one had paid back 75% of

the loans and had three participants that had not been able to make any payments.

The slow progress in paying back the loans was likely caused by the general challenges in the economy and also lack of diversifying business ventures by the participants that were affecting continuity in business. 2021 was a year that was particularly affected by Covid 19 Lockdowns, and the loan recipients were not exempt. The slow progress also proved that the assumption that

“The project and beneficiaries will not be affected by Covid-19 restrictions and lock downs” was not accurate. The assumption was based on a perception that the project recipients were resilient against the effects of Covid 19 lockdowns.

The rate of loan default was, however within the expected rate of 70%.

## 2nd Cohort

As of December 2021, the pay back of the micro-loans for both cohorts 1 and 2 was still in progress, although it was moving slower than expected. Cohort 2 participants had only in that month taken up the loans, although 4 participants did not get a loan. Of the beneficiaries that had received training and the loan in September of that year, 55% of them had paid back. Four (4) of the beneficiaries from the Remand hostel managed to pay back all their loan. By end of the prototype period, 94% of the participants had paid back the loans that had been given to them making this cohort the most successful.

## 3rd Cohort

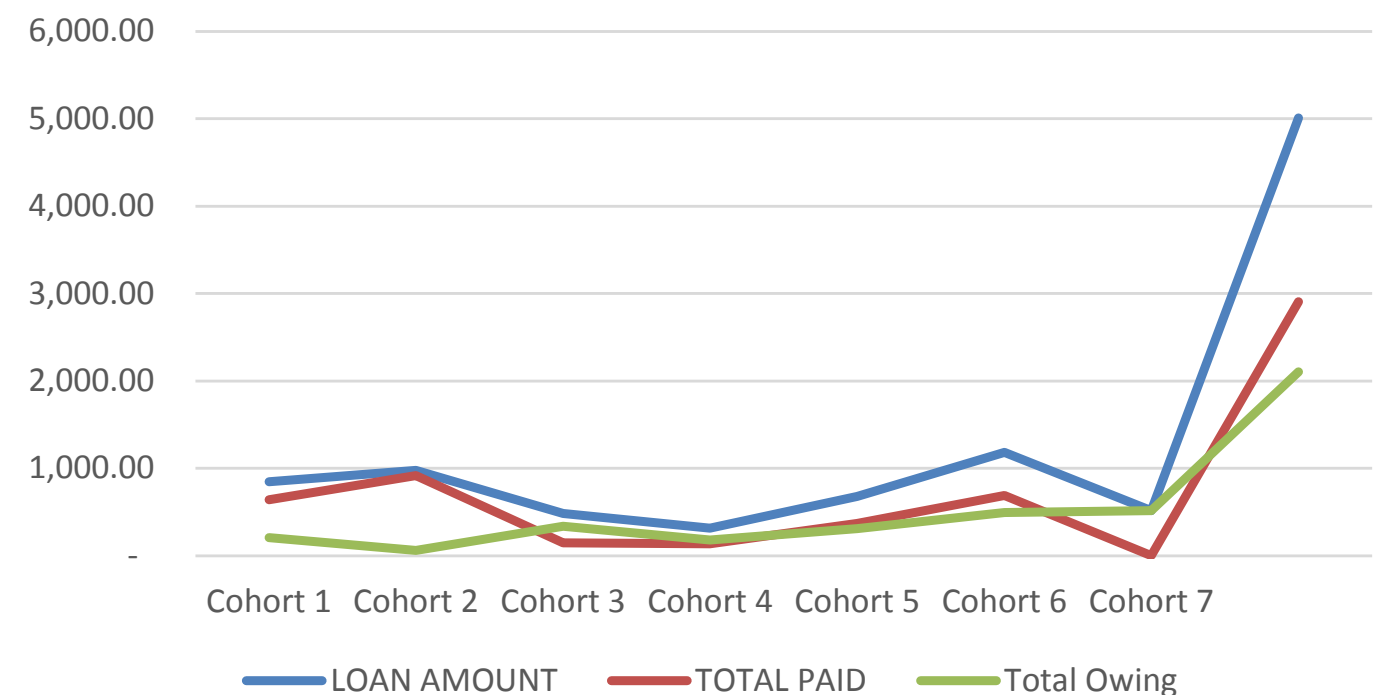
The third cohort of 25 participants registered the lowest payback rate of the entire Microloans prototype. It was also the largest increase in the number of female participants into the project - representing 80% of total participants. This cohort was also the first group to incorporate parents into the training programme as a support structure to facilitate efficient pay-back. This strategy did not however work in effecting payments from the participants. The low payment could be attributed to

effects of covid 19 on youth and Zimbabwean economy. The Zimbabwe YMCA team made several monitoring visits to the homes of funds recipients to ascertain the challenges faced. From the visits, it could be ascertained that a good number of recipients were still largely unprepared to receive loans, or were unable to effectively manage credit. It was noted that a good number of the youth even changed location in order to escape having to repay the loans. This challenge was not entirely unanticipated, given that the youth had significantly at-risk profiles.

## 4th Cohort

The 4th Cohort consisted of 19 at-risk youth, majority of whom were young women (58%). Cohort 3 and 4 were on-boarded at about the same time (December 2021), right in the middle of the Covid pandemic lockdowns. The two Cohorts were especially important in testing the resilience of the youth in the face of the crisis, and it is therefore very important to note that there was a positive uptick in terms of repayment between the two cohorts. Nonetheless, repayment was very low, going below the expected threshold rate of 70% of participants. Despite the most efficient of monitoring and home visitation efforts, the loan repayment remained at 46% by the end of the project period. It should also be noted that due to the high risk situation of the project participants, loan repayment was taken as a very positive indicator of likely success, and project monitoring teams, including from the AAYMCA, did investigate possible scenarios of intervention to improve the percentages. These included the possible embedding

## Loaning Trends





of a loans security module that would potentially enable the defaulting participant to request for a credit boost to enable them make catch up payments. This mechanism would be implemented on the basis that default was caused by factors demonstrably outside of control of the recipient, and would be limited to a percentage of the original loan and with significantly lower interest rates. This facility would be available to recipients who had taken the initiative to remain connected to the YMCA staff, irrespective of frequency or rate of repayment. It would be considered a “good faith” security facility.

### 5th Cohort

The 5th Cohort of micro-loan recipients was embedded into the project after a training conducted in January 2022. It represented an important shift in the trajectory of the project, with the significantly increased involvement of youth in incarceration as project micro-loan beneficiaries. This pivot presented a new dataset for consideration, and was considered quite radical in its approach. This is because, as was confirmed by the staff of the facilities in Luveve Girls Centre, Percy Ibbotson Boys’ Rehabilitation Centre, and later the Bulawayo Prison, there had not been recorded a similar initiative before. The cohort locality consisted of providing training to 20 youth in the 2 facilities of Percy Ibbotson and Luveve Girls, and then later setting up a localised cottage industry within the facilities, which would act as incubation modules for the youth. Luveve Girls centre opted to introduce a multi-product approach, focusing on floor polish and poultry farming. Percy Ibbotson focussed almost primarily on Poultry farming, and they set up a poultry hatch as their business incubator. The incubators then received the microloans from the project. The iteration also allowed the project implementation team to test a business incubation model for the most-at risk. It also coincided with the launch and implementation of Powerspace sessions within Bulawayo Prison.

### 6th Cohort

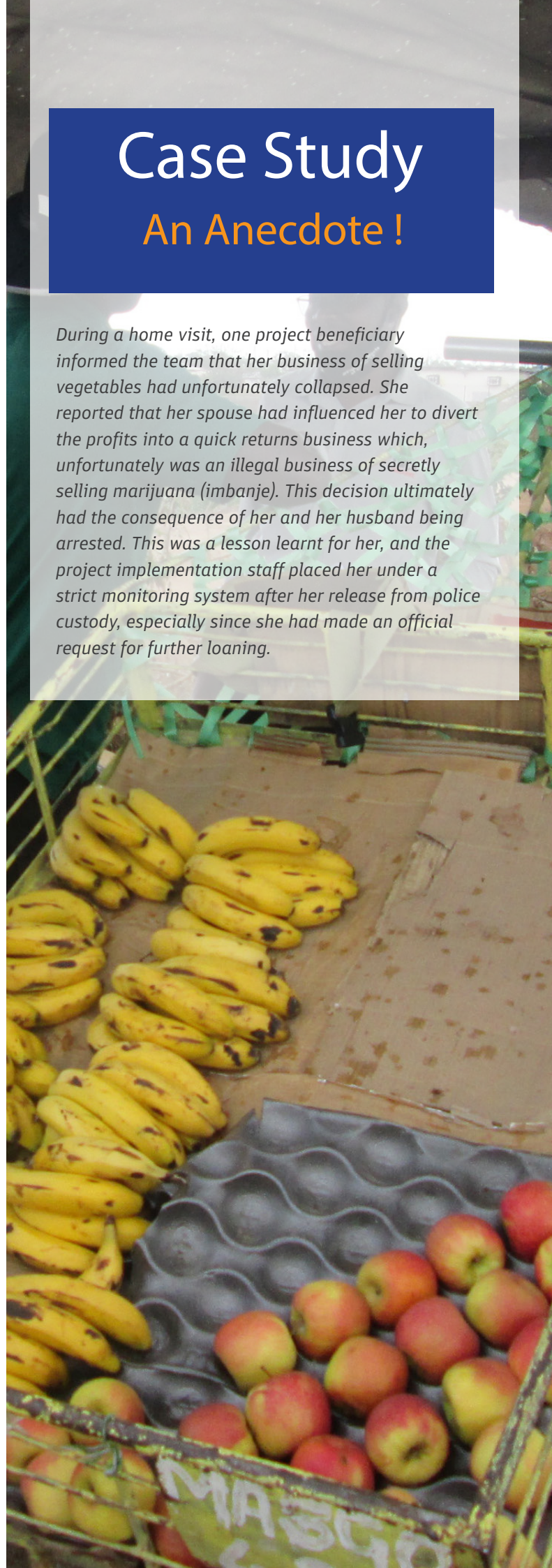
The sixth Cohort was the last cohort to be supported that still had youth who were from a non-institutional background. Out of the 15 youth in the cohort, 10 were girls from the Luveve centre, split into two groups. Each of the two groups had their own assignment, one with a detergent selling project and the other with a poultry project. The Luveve based projects were being implemented with the assistance of the patrons. Some of the participants were released before the projects realised profits. The teams also had to diversify to new products because the initial products were not sufficiently profitable.

In analysing the entire loans process, especially anchored

## Case Study

### An Anecdote !

*During a home visit, one project beneficiary informed the team that her business of selling vegetables had unfortunately collapsed. She reported that her spouse had influenced her to divert the profits into a quick returns business which, unfortunately was an illegal business of secretly selling marijuana (imbanje). This decision ultimately had the consequence of her and her husband being arrested. This was a lesson learnt for her, and the project implementation staff placed her under a strict monitoring system after her release from police custody, especially since she had made an official request for further loaning.*



within the Validated learning Plan, the team made the following conclusions and recommendations for future implementation:

There is a valid argument to be made regarding the motivation of the participant to engage in entrepreneurial ventures. The International Labour Organization’s Regional Director for Africa, Aeneas Chuma, is a leading advocate of boosting entrepreneurship to address the challenge of youth unemployment in the continent. The challenge of youth unemployment in Africa in general and Zimbabwe in particular is severe, and especially so for the most vulnerable and at-risk youth - those in constant risk of or in actual conflict with the law. This prototype project directly addressed the challenges of 141 youth in Bulawayo, Zimbabwe and attempted to implement a Microloans project with the intention of getting the youth to implement micro-enterprises.

The first observation made by the implementing is that, it does appear that a good number of the participants opted to start small businesses as a means to survival, and not necessarily as a career choice. In 6 Cohorts of engagement, each representing an iteration of the prototype, at least 2 participants per cohort dropped out of the programme at the earliest opportunity, with some of them not honouring their commitments to pay back the loans. To illustrate, a 3-day monitoring exercise was conducted on the 11th to 13th of July 2023. A total of 16 beneficiaries were sampled from different cohorts and geographical areas, including Nkulumane, Entumbane, Mpopoma, Matshobane, Makhandeni, Luveve, Magwegwe North, Pelandaba and Pumula East. 5 of the Beneficiaries had opted to discontinue their micro-enterprises and pursue either Nursing studies, or access other forms of employment. There seems to be a stigma attached to entrepreneurship as a poor alternative to employment or as a last alternative for youth who have criminal records and thus no chance of securing formal employment.

With this realization, it is the recommendation of the project team that focus be given to the systemic challenges faced by young people before they are forced to make the choice to take the entrepreneurial route. These systemic issues are related to the quality of education - including vocational training and the preparation it gives youth entering the job market. They are also related to the provision of sufficient capital to young people with entrepreneurial ambitions, ensuring that there is access to decent amount of capital to enable the young entrepreneurs to start productive ventures. There is also need to address the resilience capacity of the youth. The prototype also identified a number of youth with the capacity and resilience for productive entrepreneurship, but

they continue to struggle to sustain their entrepreneurial ventures against shocks like Covid 19 and high rates of inflation. The banking and general economic system in the country needs to address the challenge of access to credit for these entrepreneurs. A number of these young entrepreneurs (Case in point MacDonald Gumbo, featured earlier in the report) already had taken the step of having their own employees. Additionally, 22 loan recipients had taken loans at a 5% repayment rate and had fully repaid. This is encouraging given that this is a high risk group, considered totally unbankable, factoring that the project only provided basic financial literacy. It should be noted that, in total, out of 141 loan recipients, 61% of them had paid back, with the said 22 being included.

Another recommendation from the loan issue process is that the chances of success for the management of loan recipients is likely to increase where there is constant guidance and mentorship of the recipients, whether by institutions like the YMCA or others. The institutions provide a safe space for the youth, are able to provide structured engagement in form of training, psychosocial support and so on. This was exhibited when the implementing team identified a group of ex-detainees in a support group and provided them with mentorship support. This institutional support is best implemented through a incubation model. The incubator would be based at the YMCA and supported through key partnerships including the Government and local banks. This incubator would be a go-between between the most at risk youth and opportunities, including entrepreneurship opportunities. The recommended model would take the shape of a Powerspace Business Incubator, and a social enterprise.



## Key observations

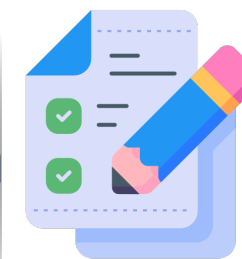
On average, Female beneficiaries had a slightly lower average loan amount (\$88.22) compared to male beneficiaries (\$104.17).

In total, female beneficiaries borrowed more (3176.0) and paid more (1311.0) compared to male beneficiaries (1250.0 borrowed and 655.0 paid). The average repayment rate for female beneficiaries was slightly lower at 56%, while for male beneficiaries, it is 67%.

Interestingly, male beneficiaries paid a higher percentage of their loans (52.40%) compared to female beneficiaries (41.28%).

These statistics suggest that while female beneficiaries tended to take larger loans on average, male beneficiaries were slightly more successful in repaying their loans as a percentage of the borrowed amount. However, it's important to note that there were nearly twice as many female beneficiaries as male beneficiaries, which could influence these overall trends.

## Implementation



## Towards scaling

The Youth Justice and dignity Prototype was implemented in Bulawayo from 2021 to 2023 at a significantly low cost of USD 22,000. The prototype was developed as part of the collaborative effort of the AAYMCA's Africa Renaissance Hub (ARH), and the Zimbabwe YMCA, specifically in Bulawayo. The main intention of the prototype was to explore strategies of reaching out to young people in conflict with the law, or at risk of getting into conflict with the law. The staff teams from the ARH and Zimbabwe YMCA identified various initial strategies of engagement but the implementing staff of Zimbabwe YMCA was given collaborative license to expand the project with technical support from the AAYMCA. The project was fully built on Design Thinking tools and skills and implementation was guided along this methodology.

Going forward, from the prototype, and in reflection of the Insights and learnings developed in the process of implementation, the following can be inferred:

1. There exists a Value chain of conflict with the law that starts from Youth experiencing critical risk factors but who are not yet at the inflection point. These youth, often due to sustained frustrations, shocks and lack of adequate social skills (including the effects of drug use and negative peer pressure) often get to the point of inflection and commit lower levels of crime. Sustained exposure to risk causes the youth to become more desensitized and/or exposed to riskier activities, after which they eventually get into full offense with the law. Many of them are arrested and find themselves in incarceration, often times becoming outcasts at home. The incarceration processes includes specific institutions for the younger offenders (for example Luvave and Percy Ibbotson. The youth often lose touch with society and their education, especially in the more formal penal institutions like Bulawayo Prison. Thereafter, these youth conclude their sentences and hopefully exit the chain. There are significant risks of re-offense if interventions are not made early enough.
  2. The YMCA, through this prototype has demonstrated the possibilities of intervention at every step in the value chain:
- In the risk factorization, the YMCA presents the case for guided credit facilitation, demonstrating that it is possible to provide at-risk youth loans and expect a default rate of 70%. The YMCA recommends various strategies of reducing the default rate, including pairing loan recipients with parents or guardians; and, providing a loan insurance model to cater for catastrophic events. Continuous training and psychosocial support are key pillars to the success of these loans
  - For youth in incarceration, the YMCA has through this prototype demonstrated that the Powerspace model can play a vital role in the psychosocial support preparedness of young people for release. The team also demonstrated that running business incubation activities in partnership with the Juvenile centres presents an opportunity for the youth to engage in practical running of enterprise that may well assist them to reintegrate post release. The team noted the importance of having a multi-institution approach to setting up of the centre based incubation centres, with the government playing a key role. The incubation units should be based in the Rehabilitation centres and the staff trained on business models to support the centres. Furthermore, the team should explore the role of the YMCA and other NGOs in accelerating the businesses set up by the youth after release from incarceration. These Acceleration centres can be set up within the YMCA and can be staffed and supported by government and other players.
  - There is need to develop a policy framework that allows for inter-governmental agency between the ministries of youth and the Prisons system in Zimbabwe for the purpose of youth rehabilitation. This policy framework would enable the smooth operationalization of the Loans - incubator-Accelerator model as an intervention related to the Value Chain of conflict with the law.
  - Further research needs to be conducted as per various recommendations within the document. This research would provide further evidence and clarification of issues including Gender Based Violence, the role of drugs and drug abuse in the value chain of conflict with the law, among other items.





## Youth Justice and Dignity Prototype Report





Nobody will take medicine for the sick person



This report was developed with the coordination and cooperation of the Africa Alliance of YMCAs and the YMCA of Ghana. The project activities were implemented with the funding support from YMCA/YWCA of Sweden (Online Inspiration, Ideation and Implementation workshop), CVJM (Germany) and Bread for the World (Implementation of Powerspace prototype)

## Introduction

AAYMCA conducted a 5 day Online Inspiration, Ideation, Implementation workshop with staff of the Ghana YMCA between 27th September and 2nd October 2020. Briefly, the purpose of the workshop was to get participants to think in a design-based solution mindset as they build solutions for Youth Justice PowerSpaces in Ghana. A second session was conducted in Kofuridia in 2022.

## Purpose: Understanding our youth

*It has been very interesting to get to know certain things that people go through in the community and their takes on certain issues. And if I was to have answered that question there, I don't think I would have chosen certain answers. But then I realized that others views really count and the fact that most of them have the same views. Yet when it came to me, I didn't even think of that. And so for me that was quite interesting and gave me the opportunity to get to know certain .. this has given me the opportunity to get to know more about people in my community.*

Tatyana Kwabi, Participant and Change Agent, Ghana YMCA

The participants were tasked with going out into the field to collect data on potential participants of the Youth Justice PowerSpace in Ghana. The data collection involved conducting Focus Group discussions and Key informant interviews in the immediate vicinity of the YMCA Regional Offices. The sampling for the interviews was only instructional and not scientific.



Inspiration



Let us assess the subject



# Tools



## Tools

1. Persona tool
2. Journey map
3. Stakeholder analysis

## Practical tasks

1. Assessment of the findings of the interviews and Focus groups
2. Reading patterns on the information gathered on the customer
3. Drawing the Persona

# Persona Mapping

The persona is a tool designed to help teams visualize and better understand customer segments. It is the starting point of the problem exploration journey.

Participants used the Tool to conduct assessment of the findings of the interviews and Focus groups. The process involved consolidating the information gathered and aligning it according to the broad categories as below:

1. Pains
2. Gains (Wants, needs and Hopes)
3. Daily Aspirations
4. Reality
5. Interesting Stories and observations
6. Any other factors to be considered.

It also has provisions for assigning a name and character profile to the aggregation of the interviewees and observed participants.

The key to completing a persona is realizing that it is never finished. It will be continuously updated as the interviewer gathers more stories and insights from interactions with the youth.

## Key questions:

1. Why do you think these are the right people to be engaged in?
2. Why did you talk to them?

3. Why do they do what they do?
4. When is the most available time you can reach them (if you can come to that conclusion)?
5. What are they doing?
6. Do you think that you find out anything interesting, or any aha moments that you may have had?

## Tool: Customer Journey Map

For the purposes of the 3I process, the journey Map is an analysis of the experiences of the persona in a given fixed period of time, often determined by the persona. The journey map is developed after an analysis of the timeframes that appear most repetitive (for example – a day in the life of the subject can tend to be repetitive and can yield similar patterns day in, day out). The facilitator of the process thereafter has the ability, with guidance from the participants, to attempt to map out these repetitive patterns. At the core of the process is the identification of most and least pleasant emotions and the identification of the activities that elicit the emotions. After listing these activities, a joining line is drawn across each activity to produce a graphical analysis of the emotions of the persona. The map is also helpful in identifying points of intervention.

The Persona and Journey Maps can be used concurrently or can replace each other. In the case of the Ghana YMCA participants, the tools were used concurrently.

# Results

## Volta Region



## Valentine Agbeleho.

18 years old. Due to Covid, teachers and students are currently on vacation so, he is at home. He lives in a community within the central portion of Ho called *Anglo Kaji*. This community is perceived to be a crime prone area.

<b>Pains</b>	1. He currently does not have enough money to feed
	2. He worries about how the future will be for him, looking at the situation he finds himself in
<b>Gains</b>	Savings: whatever menial jobs he does, he gets money and saves a good portion of it.
<b>Fears and Anxieties</b>	He does not know what the day brings for him.
<b>Wants, needs, hopes and dreams</b>	He is also looking at getting a better education
<b>What is he trying to do and why is it important for him?</b>	1. hope is that he gets a better job in the future to do
	2. He is looking at working to become successful, and then, he would like to help others
	3. also looking at furthering his education to the highest level



Reality

- 1. Currently, he is doing menial jobs, to raise money to support himself.
- 2. in the farming season, he goes to weed for people to get a little money.
- 3. Sometimes he also goes to the construction site to do some of the jobs to get money to support himself.

Any other information that can be useful

He mentioned about STIs and HIV AIDS once young people who are currently sexually active and can be promiscuous. It's important to really take care of themselves and protect themselves so that they don't get involved in some of these things.

Quote of what he said:

Despite of all the difficulty I am going through now, I will never give up

Greater Accra



Mary Takyiwaa (Maame Ekua)

Mary is a 15 year old student in Junior High School who relocated from Kumasi with her mum. She lives in a small wooden kiosk with 3 other members of her family. She has not been going to school due to covid lockdowns.

Pains

- 1. poor diet
- 2. Not enough time for herself and is forced to look after her own siblings and there are shared resources

Gains

Likes being around her friends

Fears and Anxieties

- 1. No father figure
- 2. Has to look after her siblings but is sometimes too tired to do the chores as required

Wants, needs, hopes and dreams

Wants to study hard

Reality

Peer influence has potential for trouble as there is a lot of delinquency and the risk of the young girl getting into problems is a real challenge

She is hot tempered and thus there is high risk of getting into conflict with the law as there is fighting with her aunties and uncles.

Routine



Wakes up

Does the chores which means taking care of sibling. (No feelings towards it as she recognizes it as her duty)



She hangs out with her friends a lot – there is opportunity for peer influence

She also washes clothes to make money though it is a form of child labour. She is not very keen on it but it is a money source



In the evening she is with her friends or watching telenovelas

Conflict with her mum because of hanging out with boyfriends although she feels old enough

Due to not having much to do, there is potential for conflict with her mum

Eastern region









Ayisha Abubakar

Ayisha is a 25 year old Kayaye (head load carrier)<sup>1</sup> and informal petty trader who lives in Lives in the Affordable Housing Scheme.

Pains	<div><div>1.</div><div>She is subjected to constant sexual harassment and is vulnerable as a result</div></div> <div><div>2.</div><div>she does not have enough money to get medical care for her children</div></div> <div><div>3.</div><div>she does not have enough money to build savings</div></div>
Gains	Being able to get money for upkeep during the day
What are they trying to do and why is it important for them	Wants to get money to look after family and help others
Reality	<div><div>1.</div><div>Has to work even when not feeling well</div></div> <div><div>2.</div><div>She is expected to look after her family back home in her rural area</div></div> <div><div>3.</div><div>Peer pressure is leading to them being exposed to drugs and being discouraged from making decisions that would ultimately help them to achieve their aspirations eg savings</div></div>

Routine

			
Waking up is the start of a struggle. The challenge of looking after her child is real and apparent in trying to balance the beginning of her day and the challenges of looking after her child	A positive time for her to interact with her friends and peers with whom she can share the challenges of her daily experience and who can be a support system.	Allows her a little rest and therefore is positive	Stressful due to long distances of walking and fear of becoming a victim of rape again. She lives in a crime zone.
	However, the unhappiness of not being able to negotiate good pricing for her services is very apparent during the day and is the cause of her emotional low during the day. She also suffers from repeated theft of her goods. This is combined with the challenge of not being able to provide adequate care for her child.		

<sup>1</sup> Every day, young girls generally between 14 and 16 years old migrate from the rural areas of northern Ghana to the urban centres of the south: Accra, Kumasi and Takoradi. There, they work in markets or on the streets as s, domestic assistants to traders, and in other menial jobs. In the best of cases, they become domestic workers)

Eastern region



Priscillah Nyaune: 16 years old student

Pains	Some are already in drugs (especially marijuana)  Some are already in petty theft
Gains	All in school and want to do something with their lives
Wants, needs, hopes and dreams	They are willing to offer support to their families and take care on their younger siblings
What are they trying to do and why is it important for them	Want to gain knowledge and stay in school. When supported in school, the community can benefit
Reality	The difference between leisure activities for boys and girls  They are not clear about what chosen careers are about e.g what is engineering
How do they achieve those goals today? Any barriers in their way	The engagement and addiction to drugs is a hinderance  No group activities for girls that are fun and safe in the community

## Routine



1. general activities like packing things for the shop: the shop belongs to the mother so she has to set the shop up and that is stressful.
2. getting the kids prepared for school,
3. prepares herself to go to school.

packing the things to the shop is a negative emotional experience for her as well as Preparing the kids for school. Preparing the kids comes with a lot of regrets (perhaps of poor choices) and so is negative as far as emotions are concerned.



when she gets back from school, in a normal circumstance, she should be able to revise, probably in the night before going to bed. But she must pack things for selling and then go back and put the children to sleep. it is stressful and she is quite frustrated during doing that.



Because she is selling at night, young men who are doing drugs or drinking take advantage of the fact that she is a young lady to harass her. But because she is selling and trying to make ends meet, she is forced to tolerate it.



## Aha! Moment

There are strong familial ties among all the personas. The market is an important place for majority of the people interviewed: Either they work in the market or are supporting parents who work in the market or any other such activities

## Tools



# The How Might We Statement (HMW)

The How Might We Statement helps the design team to zero in on particular challenges and is part of an important priority building process. The HMW is a three-part tool that focuses on the action to be taken, the subject of the action and the desired outcome. It is preceded by a process of sifting where the team, together with the user, carries out a weighting process on the problems. The outcome of this weighting process is often to pick out the most painful problems and to use these as anchors in designing solutions. It is the penultimate process of the Inspiration phase.

For the Ghana YMCA Youth Justice session, participants addressed the listed problems, analysed the Journey Maps and the Persona profiles and listed, for each region, the 3 most painful experiences for the identified personas. As a follow up, the teams developed the following How Might we statement. Each focusing on the direct needs of the Persona as indicated:

## Ideation

Ideation is the process of generating new ideas and concepts to solve specific problems. These can be problems that youth are facing (enabling the participants to come up with concepts for new products and services the YMCA can offer), or problems that the organization is experiencing (thus improving the internal structure or

processes).

### The Idea Mash Up tool

Once the How Might We statements were defined, teams were asked to use the Idea Mash-up tool. The Mash-up brings odd or unexpected things together to spark fresh ideas. Participants were asked to do the following:

**Step 1 - Frame** - Articulate the challenge as a How Might We statement.

**Step 2 - Narrow** - Pick two broad, unrelated categories, one of them being the elements of the existing YMCA activities (could be related to the Power Space) and Mobile phone applications.

**Step 3 - Generate** - Starting with one category at a time, list as many elements of these two experiences you can in two minutes.

**Step 4 - Mash-Up** - Combine items from the two lists to ideate as many experiences as possible

Participants were asked to ensure that the Idea Mash Up process will deliver solutions to the challenges as listed in the How Might We Statement. The instruction was to make sure that linking the elements together in the Idea Mash up process will deliver viable solutions (They address real problems; they will be popular with the user and they are financially feasible). This was noted to be the process of beginning to create the Powerspace.



Element 1	Element 2	Mash Up
Eastern Region		
		Conversational Peer talk activity
Studies	Facebook element of Facebook groups	Group study
Chores	Help and support on Facebook	Help and support will be provided on request (What if the help and support is coming from the YMCA PowerSpace?)  YMCA can dovetail on the household chores and the YMCA can provide support on best ways to engage in a multitasking process. It can be through education
Ashanti Region		
Mentorship and counselling	WhatsApp chat	Mentoring and counselling using whatsapp
Dinner party	Whatsapp Invites	Inviting the participant through chat
Life transition	Whatsapp Calls	Using Whatsapp calls to invite the participants. The region was challenged to take the conversation further and look at the function of the WhatsApp element and incorporate this into the delivery of the old element. They were challenged to create new elements using the functionality idea of the WhatsApp elements.
Western Region		
Guidance and Counselling	The levels in a Gaming up	Guidance and counselling levels where first level is the peer session, then the next level is where a n overcomer is introduced and the third level is where a life coach is introduced and then the final level is where the she herself can also give guidance and counselling
Small Business Startup sessions	Tips	Small business startup sessions and tips provided for starting up businesses
Donations	Store from the gaming app	Persona can “shop” within the donation store and “download” what they feel is useful to them as opposed to having to receive what is not necessarily useful for them. They were challenged to reconsider the donations store for it to force the recipient to make an investment into the donations store to make her an active participant in the process.
Greater Accra Region		
Learning a craft through the vocational training	Community	Building a sense of community that focuses on the learned craft. He can be learning in a safe space where there is a positive peer process. Effective VT programme with an emphasis on community
Entrepreneurial training	Online	Using online assistance to engage the youth in providing simple entrepreneurial training sessions at very manageable timelines that are available to them online.

Volta Region		
Freesbie games	Download	Engage valentine to introduce the activities and encourage choice
Cultural drumming and dancing	Levels and Stages	When he picks any he will be introduced to the leader to help him avoid getting into crime
Football	Levels and stages	He will be introduced to career guidance and counselling
Greater Accra		
Jogging	Piano tiles app: challenges and rewards	Fitness and Daily challenges that allow the persona and siblings to use their environment as a form of exercise and they would be encouraged to leave the house
Daily workout		To make it more attractive, the introduction of Table tennis can be linked to access to other more games. Participants in the table tennis will have access to more games, the more they participate.  Using a community fanfare as an introduction to new activities by incentivizing visits to centers as packages in a reward process  An idea was brought up to have the participants pay part of the tuition fees but the money would be treated more as an investment that would be reverted back to the participants as part of the start up kit. The idea was to build this as an investment or savings fund  Certification for practical exams for the purpose of professionalizing



How will the persona become Aware?	How will the persona be onboarded and convinced to participate in the PowerSpace	What should the experience of the persona be in the Powerspace?	How will you retain the persona
Through WhatsApp	Filling forms through personal invitation (there is assistance to do this)	To be fun	Maintain youth friendliness
Through phone calls (if they have phones)		To be educative	
Personal contacts and visits	Sign up the guarantors	Engaging as possible	When they feel the impact of the training, they will come back – the quality will be excellent
Using influencers and peers		Concise	
		Straight to the point	
		Commitment of the user	Ensure that it is peer-accepted and there is space for everyone
		Educative	
		Exciting enough to encourage membership	By ensuring timeliness of the programmes
		Easy to participate in and the participant should feel free, not so formal	
		Have a sense of belonging	

## Conclusion

Most Important Learnings and Activities as listed by the participants

- It was important to begin to understand the persona, especially through the Journey Map. Understanding especially the Kayaye was very useful
- It was useful to engage the process by first recognizing what the YMCA has in terms of untapped opportunities and begin to see how to use these opportunities to have a deeper engagement.
- The persona tool is useful and can be used to address the key issues that youth are going through in the YMCA
- The Idea Mash up tool is very useful in helping the participants to be innovative in the projects. One participant stated that it allowed them to see how to expand projects even to online
- The participants stated that they felt the workshop was useful in building their capacity for action
- The journey map was noted as an important tool in building empathy and understand people and what they go through.
- Participants understood the link between the 3I process and the Powerspace and the process of youth empowerment.
- The Idea Mash up tool is important in bringing innovation to the local branches in ideating for new projects
- There is need to have a larger sample
- Participants understood the need to have constant engagement with users and beneficiaries, noting the need to have these as a key part of the processes.
- The journey map is an important tool in getting close to the participants and proving or disproving assumptions. It was important in building the empathy muscle of the Ghana YMCA.

## Tools



## The Idea Selection tool

The Idea Selection Matrix is an important tool for qualifying solutions based on two key factors, how much is the idea loved by the user and how much business sense does it make (How many problems does it solve? It is a 2X2 matrix that assesses all the ideas that have been developed and subjects each idea to a vote. The idea is to have participants (including the persona) discuss the idea according to how the problem has been assessed. The main question is, does the idea solve the problem as has been pointed out in the “How Might we” question?

Participants discussed the Greater Accra idea on participant investing 10% of the total cost of the project as a start-up (the participants pay part of the tuition fees but the money would be treated more as an investment that would be reverted back to the participants as part of the start-up kit. The idea was to build this as an investment or savings fund). It was noted as a challenge in some of the projects currently implemented by the Ghana YMCA where free courses are not necessarily well attended. It was noted that the idea would be to secure the commitment of the persona or beneficiary.

Did this solution have the biggest user value and will it solve the most problems?

As there was limited time in fully getting to the core of the problem, there was disagreement in whether the user (persona or youth at risk of getting into conflict with the law) especially in the amount of the cost to be withheld would be a practical idea. However, the conclusion was that there was need to prototype the project with a select number of potential users. Participants also appreciated the need to find compromise in the process of developing the final solutions.

## Implementation

The beginning of the Implementation phase of the project was

based on the Service Scenario Storyboard tool. The Storyboard is a matrix that asks several key questions on the idea that scores highest on the Idea selection tool: The idea would be most implementable. This idea is then subjected to the tool.

It was feasible and implementable...Selected day implementation for training with avoidance of busy days for vocational classes

It was noted that the Service Scenario also serves as an implementation Schedule





# The Prototype



1. Vulnerable Youth aged 18 -22 from low-income situations with no access to credit to expand their businesses
2. Microcredit and small lender institutions looking to invest in critical masses and who have a social entrepreneurship focus
3. Consumers of affordable labour and products in low-income communities

Location: Tema Station

**Customer** Young (<21) majority female traders, lacking financial access, business acumen and support

**Value Proposition**  
(core benefit/s to the customer) To upskill young micro-business traders, empowering them with angel capital for business sustenance and growth

**Value Chain**



**Core Competencies**

1. Delinquency management expertise
2. Loan Disbursement and Risk Management expertise
3. Outreach and Recruitment expertise
4. Course Content Developer / Trainer/ Coach



# Validated Learning Plan

Assumption	Data
We are confident of a low rate of delinquency of the loans given the performance of fintech solutions in the market today, generally	<p>Low-cost experiment: Provide initial micro-loan (Maximum 5USD) to a minimum number of youth (approximately 10) so that they can invest in their micro businesses after they attend a short training. The loan is based on practicing what they learn in the course and is paid back at 0.83% pm Data: rate of repayment and time taken to make full repayment and request for new cash</p> <p>Data: 50% of the group has a good credit history and 50% has no payment track record</p>
Our target youth are more interested in running their own businesses than in getting employment	<p>Experiment: conducting a controlled trial comparing two groups of youth – those running their own businesses as a profession and those doing so as a stop gap</p> <p>Data: rate of repayment and request for new micro-loan</p>
The target youth are willing and able to pay up to 10% of the total cost of a training session if they are sure it is a direct investment into their microenterprise	<p>Low-cost experiment: Provide initial micro-loan (Maximum 5USD) to a minimum number of youth (approximately 10) so that they can invest in their micro businesses after they attend a short training. The loan is based on practicing what they learn in the course and is paid back at 0.83% pm Data: rate of repayment and time taken to make full repayment and request for new cash</p>
The target youth can invest at least one hour a day continuously for a week without suffering significant income loss as a result	<p>Experiment: provide a one-hour training session every day for approximately one week for 10 targeted youth (see cohorts described above).</p> <p>Data: reported income loss (or lack thereof) by the participating youth: Staff to draft survey and interview participants. Staff to draft customer journey map</p>
We have the requisite people, tools and curricula to execute	<p>Experiment: implement a short course on basic financial management skills by YMCA staff</p> <p>Survey of participants and interviews to validate</p> <p>Data: analysis of skills gained after training</p> <p>Data: <u>level of examinable skills gained by participating youth</u></p>
The price point for the course is 25USD per individual, each individual contributing 5USD and a (matched) microloan being a further 5USD, paid back at 0.83% pm	<p>Low-cost experiment: Provide initial micro-loan (Maximum 5USD) to a minimum number of youth (approximately 10) so that they can invest in their micro businesses after they attend a short training. The loan is based on practicing what they learn in the course and is paid back at 0.83% pm</p> <p>Data: <u>confirm business model is successful</u></p>
The potential market is estimated at 1 million traders	<p>Online Market research, reaching out to the SME bank in Ghana for loan-book size</p>



## Implementation



# The Prototype

## 1st Iteration



# 10%

Recommended Annual Interest  
rate on Microloans

## Preparation and recruitment of participants

Staff of Ghana YMCA interviewed potential beneficiaries including; street hawkers, head porters (kayayes) and micro businesses owners on the streets of Accra. There was need to understand their skills needs with regard to entrepreneurship. The project team applied the Persona Journey Map to delve into the individual situations of beneficiaries. This strategy assisted the team to diagnose the challenges of the potential beneficiaries as well as opportunities from their individual situations.

Places visited

1. Tema Station
2. Castle road
3. 37 lorry station
4. Makola market
5. Circle lorry station

In total, the team interviewed 25 prospective beneficiaries to gain an understanding into key areas they needed training on.

Based on the data obtained, the respondents indicated that they needed training on the following skill areas;

1. Financial Literacy i.e. saving money, investing money, scaling a business.
2. Customer service i.e. how to talk to customers, how to build relationships with customers.
3. Life skills i.e. life planning, goal setting, and sexual reproductive health.

The YMCA project team also gathered data on the loan amounts that micro business owners (beneficiaries) required to invest in their micro and small businesses. The research team also sought to determine the amount and interest rates that could be easily afforded by the beneficiaries. The most common response was GHC 200 at a 10% interest rate to be paid between a period of 2 to 4

months.

Following the successful design of the 6-week curriculum, staff of the Ghana YMCA engaged the prospective beneficiaries who participated in the preliminary survey to form the first batch of trainees.

## Participation

Ten (10) respondents made up of four (4) males who sold lemons on the streets and six (6) female head porters signed up to participate in the first batch of the training. To attract participants to the training and to save them from the cost of transporting themselves to the Ghana YMCA National Secretariat, a special transportation arrangement was made to pick up the beneficiaries from their place of business to the training venue. A hot meal and a bottle of water and drinks were also provided to incentivise the beneficiaries and increase their commitment to completing the training. After testing, this arrangement was deemed to be unsustainable due to escalating costs of transportation. External experts who had specialized skills in the skill areas identified by beneficiaries were also invited to engage with beneficiaries during the training.

The table above details the first batch of beneficiaries who participated in the PowerSpace prototype training for 6 weeks:

## Training Outcomes

Guided by the data gathered from the respondents on the skill areas they needed training on, lessons and the content plan were designed to directly reflect the needs of the beneficiaries. The resource persons to deliver the training researched the context of the beneficiaries to determine the right approaches to developing the lessons in a manner that was straightforward and impactful on the businesses of beneficiaries. This process to develop the content plan was participatory as it received input from the beneficiaries. The beneficiaries therefore felt empowered and valued thus motivated to complete the full training.

All the lessons delivered by the trainers were taught in

# 70%

Female Head porters (Kayaye)

55% of whom are aged 18 – 25 years old

45% of whom are aged 31 – 35 years old

# 30%

Male Lemon hawkers

Aged 18 – 25

GENDER	AGE	PROFESSION	LOCATION	AMOUNT
Female	18 – 25	4 Head porters	Tema Station	GHC100.00
	31 – 35	2 Head porters	Tema Station	GHC100.00
Male	18 – 25	Lemon hawker	Castle Road	GHC100.00





Twi, which is the most common vernacular spoken in Ghana. Due to the extremely low levels of education, all the concepts were broken down to the barest minimum for easy assimilation by the participants. The participants could not take notes because they were mostly unable to write. Therefore, the lessons were presented using illustrations and visual cues to enable them to recall them easily.

The trainees also received some education on COVID-19 safety and prevention protocols since it was relevant to their own safety and the safety of their customers. They learned how to wear the mask properly, wash hands thoroughly and the tell-tale symptoms of COVID for which they had to report immediately to a health facility. They also received education on government interventions such as free COVID testing for the entire public and free treatment for some sections of the public.

In sum, beneficiaries acquired the following immediate skills

- Improved understanding of the concept of customer relation and satisfaction
- Enhanced knowledge on Financial Literacy i.e. saving money, investing money, scaling a business.
- Gained understanding on the work of the Ghana YMCA and its core values.

## Data on Loan Beneficiaries

After the participants received training on the thematic areas, they were briefed on the conditions for accepting the loans and the modalities for repayment. The interest rate was pegged at 10% as agreed with them earlier with a period of up to four months to pay back in instalments that favoured the participant. Participants who agreed to take the loans filled a form and thumb printed on the form as a way of providing documented consent.

Participants who shared similar business interests but initially wanted more than GH¢100 willingly came together to combine their loans to start the businesses.

## Loan Repayment

The Ghana YMCA set up a mobile money account to enable participants pay their loans with interests via mobile money transfer without necessarily coming to the offices. All the participants were enthused with this platform and

repayment will commenced on the 8th of April 2021.

## Challenges

1. Feedback from our initial data gathering and expectations expressed during the lessons indicated that the GH¢100 micro loan was too small to establish or substantially scale a micro business within the Accra Metropolitan area.
2. Participants sometimes forgot some of the lessons taught because they could not take notes for subsequent revision.
3. Even though all of the participants could comprehend the Twi dialect, some of them could not adequately express themselves during training sessions.
4. The hectic and unstructured nature of the participants' jobs sometimes resulted in delays in the start of the training, causing the training to run beyond the apportioned time.

## Lessons Learned

Participants who are unable to read and write may need to be given small visual-based pamphlets to enable them to revise the lessons at home and improve the retention of knowledge gained.

## Opportunities

1. Findings from the conclusion of the project can inform the development of an effective loan scheme to support vulnerable micro business owners in the Greater Accra Region of Ghana.
2. The training has increased the access of the Ghana YMCA to vulnerable young people within the Accra Metropolitan area for subsequent engagement.
3. The Ghana YMCA can explore developing programmes to satisfy the enthusiasm of participants for learning practical skills such as handicraft and multimedia skills which can immediately provide them with self-employment.



# The Prototype

## 2nd Iteration



**20** Number young women living with disability accessing the Microloans

Following the successful implementation of the first phase of the PowerSpace Prototype project and the feedback that was received from the beneficiaries, the project staff at the Ghana YMCA sought to further increase the impact on its beneficiaries. The Phase II of the PowerSpace Prototype therefore sought to increase the number of participants for the training workshops and extend its impact on target beneficiaries.

The first phase of this project was held in Accra, Ghana between mid-February to March ending 2021 for ten head porters and hawkers popularly called kaya yei who work at Tema Station and Adabraka. The beneficiaries were successfully trained in Financial Literacy, Customer Service Excellence, and educated on Life Planning and Sexual, and Reproductive Health Rights. Following their successful completion of the course, all the beneficiaries received a micro loan of GH¢100.00 (US\$17.00) to invest in their micro businesses. The beneficiaries were expected to pay back over a maximum period of four months with an interest rate of 10%. The purpose of this scheme was to test the viability of giving micro loans to vulnerable young people who otherwise could not attain loans in the mainstream banking sector. All participants except one paid the loans on time with 80% of the beneficiaries paying back within two months of receiving the loans. These findings are promising and indicate the potential readiness of the beneficiaries to increase the investment levels and work hard to repay the capital with interest.

### Second Phase

Upon careful consideration of potential groups of beneficiaries i.e. at-risk youth for the second phase,

the project staff settled on partnering with the Accra Rehabilitation Centre to train its students in key skill areas. The skill areas included entrepreneurship, life planning and financial literacy.

The Accra Rehabilitation Centre is Ghana's foremost vocational training facility for persons living with all forms of disability. The centre provides shelter and training for persons living with visual impairment, physical disability, and hearing impairments. The Centre's mission is to empower persons with disability to reduce their risk into unlawful ventures while empowering them to become productive members of society.

The Rehabilitation Centre was chosen because of its current situation. For several decades, the centre has been neglected without any government support. Students at the centre depend on the benevolence of other individuals and organisations for survival. It was observed that majority of the students had their own micro businesses from their skill areas and relied on it for their own survival. Generally, the condition of the students remains impoverished and neglected. Upon hearing the impact of the first phase of the prototype project, the centre called on the YMCA team to engage with its students to enable them improve on their skill and their micro small businesses. The project team held several engagements with the leadership and management of the Rehabilitation Centre to further discuss the needs of the students and how the training could be designed to deliver knowledge and skills that would be beneficial to the students in their various skill areas.

Based on the engagement with leadership and management, the YMCA project staff and teachers of the

Centre designed an intensive 6-weeks training workshop to address the following knowledge gap, improve their skills and their respective micro and small businesses;

1. Financial Literacy i.e. saving money, investing money, scaling a business.
2. Customer service i.e. how to talk to customers, how to build relationships with customers.
3. Life skills i.e. life planning, goal setting, and sexual reproductive health

Similar to Phase I of the project, the microloans component was also rolled out to participating students for a short period of 6 weeks. The 6 weeks was chosen because the participating students were preparing for a long vacation.

### Skills acquired

1. Guided by lessons learned from Phase I of the Power Space Project, the project team held a meeting to review the curriculum, the lessons to be delivered and method of delivery to ensure that they were designed to be easily assimilated by students of the Rehabilitation Centre.
2. The following modifications were made based on the lessons from Phase I and engagement with the Rehabilitation Centre
3. The lessons would be primarily delivered in a popular local vernacular i.e., Twi mixed with English and interspersed every now and then with another local vernacular Ewe.
4. More practical examples and case studies that were relatable to the contexts of the beneficiaries were designed to facilitate the teaching of the lessons.
5. The facilitators discussed using disability-friendly language and agreed on specific terms to use in describing the participants and engaging them.

The trainees also received some education on COVID-19 safety and prevention since it was relevant to their own safety and the safety of their customers. They learned how to wear the mask properly, wash hands thoroughly and the tell-tale symptoms of COVID for which they had to report immediately to a health facility. They also received education on government interventions such as free COVID testing for the entire public and free treatment for some sections of the public.

### Innovations

Due to the exigencies on the ground, some inventions and adjustments were made to ensure a smooth implementation of the project. The following are some inventions that were achieved:

1. Frequent contributions were allowed from the tutors and managers of the Rehabilitation Centre during the training. The Centre staff summarised the lesson intermittently using everyday examples from the Centre.
2. Lessons were extremely interactive. Less half of the lesson time was spent delivering the lesson. Participants were encouraged to share everyday challenges they face in relation to the lesson for advice from the facilitator.
3. The project team took photos of some of the artefacts made by the beneficiaries to share in YMCA groups on WhatsApp and on the facilitators' personal social media.

### Disbursement of funds

The micro small loan facility was disbursed to all the 20 students at the interest rate of 10% with a repayment duration of 6 weeks.

So far, 70 percent repayment had been received and the remaining 30 percent outstanding. The remaining 30 percent of beneficiaries have asked for extension of two weeks and have promised to pay.

### Challenges

1. It was quite challenging to equally engage all the participants especially the visually impaired group who could not respond to visual cues.
2. Participants sometimes forgot some of the lessons taught because they could not take notes for subsequent revision.
3. Despite the modifications with the language for lesson delivery, some participants who were not entirely fluent in either of the three languages used (Twi, English, and Ewe) sometimes struggled to follow the lesson.

### Lessons learnt

1. The students at the Accra Rehabilitation Centre were a truly inspirational group of young people who were





working hard to become independent entrepreneurs.

2. Greater engagement with the leadership of the beneficiaries ensured that the workshop was delivered much more smoothly than in Phase I.
3. In the interest of fairness, the substitute of visual cues i.e. braille material should have been developed to engage the visually impaired participants.
4. The team gained a better understanding into the plight and situation of persons living with disability in Accra.

## Opportunities

1. The successful engagement of management and training of students paved the way for the Ghana YMCA to further engage with the Rehabilitation Centre to strengthen the partnership with trainees and the Centre as a whole.
2. The training has increased the access of the Ghana YMCA to vulnerable young people and reaffirmed YMCA's commitment to inclusiveness.
3. The Ghana YMCA can further explore from the Accra Rehabilitation Centre to assist in the marketing of the artifacts created by the students. The Ghana YMCA Media Hub can become an asset for creating videos of the students' artifacts and promoting them online to increase their patronage.

## Conclusion

Feedback from the participants confirmed that the lessons were indeed educative and have increased their business readiness and deepened their entrepreneurial understanding. Phase II of the PowerSpace Prototype project has further affirmed the burning need to continue engaging with young people and empower them economically with micro and small loans and with skills that make them financially independent. Further engagements should therefore be held to discuss the continuation of this project which brings hope, inspiration, and opportunity for many of its beneficiaries.

# The Prototype

## 3rd Iteration



## Objectives

Between April 4-6 2023 the staff team of the AAYMCA conducted a Learning session with the participants of the project, including staff from the Ghana YMCA. The main objective of the session was to improve the implementation of the prototype project. The iteration of the prototype was being implemented at Tema Station in Accra and was targeting 100 women who lived and worked at the bus station, with the intention of improving livelihoods.

The following activities were carried out:

1. A deep dive into the project persona profiles
2. Development of improved project implementation plan
3. Analysis of project progress including staff and participant briefing

Three new project personas were identified:



**Name:** Abida

**Age:** 23

Her story: She sells pure water in the North. Most of the people around her also sell. She comes from Yama village with no education. She has zero interest in formal education. Her biggest challenge is with poverty. She is in a situation that needs a lot of help but she has learned some art work from the YMCA. She wants to have a job to do with the knowledge gained so that she uses it to educate others and make money to sustain she and her family. This will help ensure that she don't come to the city as she will already be empower to stay home and make money.



Name: Rubaba

Age: 22

Village: Walewale

She is pregnant with two kids, her biggest challenge is poverty and no love from her partner. She is mostly left to take care of the kids and do the house work without any help from her partner. She wants to get a job and find a better place to stay and take care of her children. She wants to learn trade and be a business woman. She wants to leave her village and go somewhere else but also want to be independent. She is currently a Kayayei.



Name: Yahaya Kande

Age: 34 yrs

She carries load for pay while her daughter sells tomatoes. Her daughter's name is Jamellia. She came to seek greener pasture because she lost her husband and never wanted to turn to a beggar. She has seven children. What she earns help her to buy farming materials and during the farming season, she returns home to make her farm. She wants financial assistance; the assistance can come through her kids or her. She wants her kids to go to school.



The AAYMCA constituted a project team made up of the YMCA Ghana staff and representatives of the Beneficiary group, including a representative from the local community leadership. The project team highlighted the challenges and areas of intervention needed for the participants who fit the persona profiles. Through this, they highlighted the following areas of need/intervention:

1. In most part, participants want a training but also want a start-up package after the training
2. Educational support, some want to further their education, especially for those who have completed senior high school.
3. Small scale business idea and support for start-ups

Three priority areas in order of ranking were then identified::

1. Trade: training
2. Getting a better place
3. Financial support

The project team then decided on the following three component implementation strategy for going forward.:

## Training

The training program was organized to include a variety of skills such as soap making, tailoring, bread making, make-up, carting, and tie and dye. The initial phase involved one month of Training of Trainers (TOT), who were



then continuing with a three-month training program for the beneficiaries. The participants were primarily women aged 20-25 years.

The planning team was partnering with the YMCA to facilitate this initiative. Success for the planning team was defined by having at least 35 out of 50 participants (70%) complete the training, which they believed would significantly benefit the learners.

However, the planning team was anticipating some challenges, including financial issues related to feeding families, the time-consuming nature of the training, and potential inadequacies in training materials or tools. To address these, the planning team was planning to provide adequate training materials, establish a clear time duration for the program, and offer financial support where necessary.

### Startup kits

The kit was planned to contain materials for catering and financial support of at least 500 cedis, tools and materials for sewing along with financial support, make-up tools, bead materials, soap making materials, and a few pastry equipment items. We needed tools and materials for every start-up and also financial support.

The duration of the program was set to be between three months to a year. The kits were intended for serious trainees, with a maximum of 20 persons receiving them. The YMCA was partnering with the planning team to implement this initiative using a business incubator model.

Success was envisioned as the kits being given to serious learners who would use them appropriately, generating positive outcomes by enabling the learners to start their own businesses. It would be considered very successful if 35% of the kits were given to serious trainers, as this would likely result in effective usage and increased profitability due to the trainees' dedication. A significant number of participants were expected to create businesses out of the training.

However, the planning team foresaw challenges such as inadequate kits and the possibility of participants disappearing after receiving the startup support. To mitigate these challenges, the planning team planned to ensure the provision of adequate kits.

### Soft loans provision

The loan amount was set at 200 Ghana cedis, with conditions requiring monthly repayments until the full

amount was repaid, plus a 10% interest rate applied to the loans given to the kayayes. Serious participants or trainers, comprising up to 70% of the total participants, were the intended beneficiaries.

Success was defined as achieving an 80% repayment rate. However, the planning team anticipated challenges such as not receiving the exact loan amount requested, difficulties in repayment, and the possibility of non-repayment by the kayayes.

To address these challenges, the planning team planned to conduct regular follow-ups to ensure repayments and provide support where necessary.

## The Implementation

### Introduction:

This report provides an overview of an initiative aimed at empowering young female kayaye (head porters) to establish sustainable livelihoods post-COVID-19. Leveraging the Power Space framework and employing design thinking tools, the project sought to equip these women with the necessary skills and resources to navigate economic challenges effectively.

### Livelihood Skills Training

In 2023, the intervention commenced with a comprehensive livelihood skills training program held on two Sundays in April and May at the Centre for National Culture, Accra (Arts Centre). Over 140 young female kayaye, aged 15-35, participated in training sessions conducted by industry experts. The training covered essential skills such as liquid soap making, bead making, nail technology, and value addition techniques with plastic waste.

### Intervention Date and Duration

The training sessions occurred on the 30th of April and the 7th of May 2023 at the Centre for National Culture, ensuring accessibility for participants from various locations.

### Target Beneficiaries:

The initiative targeted over 140 female kayaye from diverse areas such as Tema Station, Makola, Odorkor, Akoma Village, Law School, Sukura, Bus Stop, and Tudu, ensuring inclusivity and widespread impact.



### Livelihood Training Areas:

Tailored to meet the specific needs of participants, the training curriculum included makeup artistry, bead making, liquid soap production, and pastry making. Expert trainers facilitated these sessions, ensuring high-quality instruction and skill transfer.

### Outcomes of the Intervention:

Following the training program, participants demonstrated improved capacities and increased knowledge in small business management. They expressed empowerment and readiness to pursue entrepreneurial endeavors, viewing the acquired skills as viable means to ensure economic independence and well-being.

### Business Start-up Kit Support:

Forty exceptional participants received business start-up kits on the 23rd of July 2023. These kits, curated in consultation with expert trainers, comprised essential tools and materials tailored to each field of livelihood support training.

### Immediate Outcomes of the Intervention:

Initial assessments indicate promising progress among beneficiaries who received business start-up kits. More than 50% of recipients have already initiated their small businesses, demonstrating early signs of success and financial independence.

### Future Prospects: Micro/Mini Grant Support:

Plans are underway to extend micro/mini grant support to twenty beneficiaries, facilitating the establishment of micro and small businesses. Thirteen individuals have already benefitted from grant support, marking a significant step towards self-sufficiency and entrepreneurial success.

### Output:

The intervention has empowered young female kayaye to establish sustainable livelihoods and pursue entrepreneurial endeavors. Continued collaboration and support from stakeholders are crucial in sustaining and expanding the impact of such initiatives on vulnerable communities.

## Micro/Mini Grant Support

The micro/mini grant support was specifically designed to enable twenty (20) beneficiaries set up their own micro and small businesses in the respective fields. By benefiting from this support, the beneficiaries were required to pay back with a 10% interest rate.

Essentially, a total of 13 beneficiaries received a mini grant support of GHC 350.00 each to set up their own micro small businesses in the fields they were trained.

The grant support was rolled from the 1st September until 1st of December (3 months period).

Out of the 13 persons who received the small grant, 8 of them were able to pay back. However, only 5 persons were able to pay back the grant in full plus the 10% interest rate.

Also, 5 persons out of the 13 beneficiaries have not paid back the grant with interest with 3 having paid a quarter of the grant given them. (December 2023)

It was observed that the additional 7 persons who could not benefit from the mini grant support was due to the fact that these persons had migrated back to the northern part of Ghana to commence the new farming season.





## Youth Justice and Dignity Prototype Report





The 3I workshop

The first workshops was a hybrid (virtual and in-person) workshop implemented between the 30<sup>th</sup> of August and 2<sup>nd</sup> September 2021 with staff, volunteers and participants of Nigeria YMCA's programmes. The Workshop was structured as a 5-day Design sprint whose main deliverable was 3 prototype projects to be implemented by Nigeria YMCA and monitored by the Africa Alliance of YMCAs. This report covers the findings of the workshop and details the prototype projects as developed by the participants. The details of the findings of the Design sprint are written from the perspective of the three personas developed by the 21 member design team.

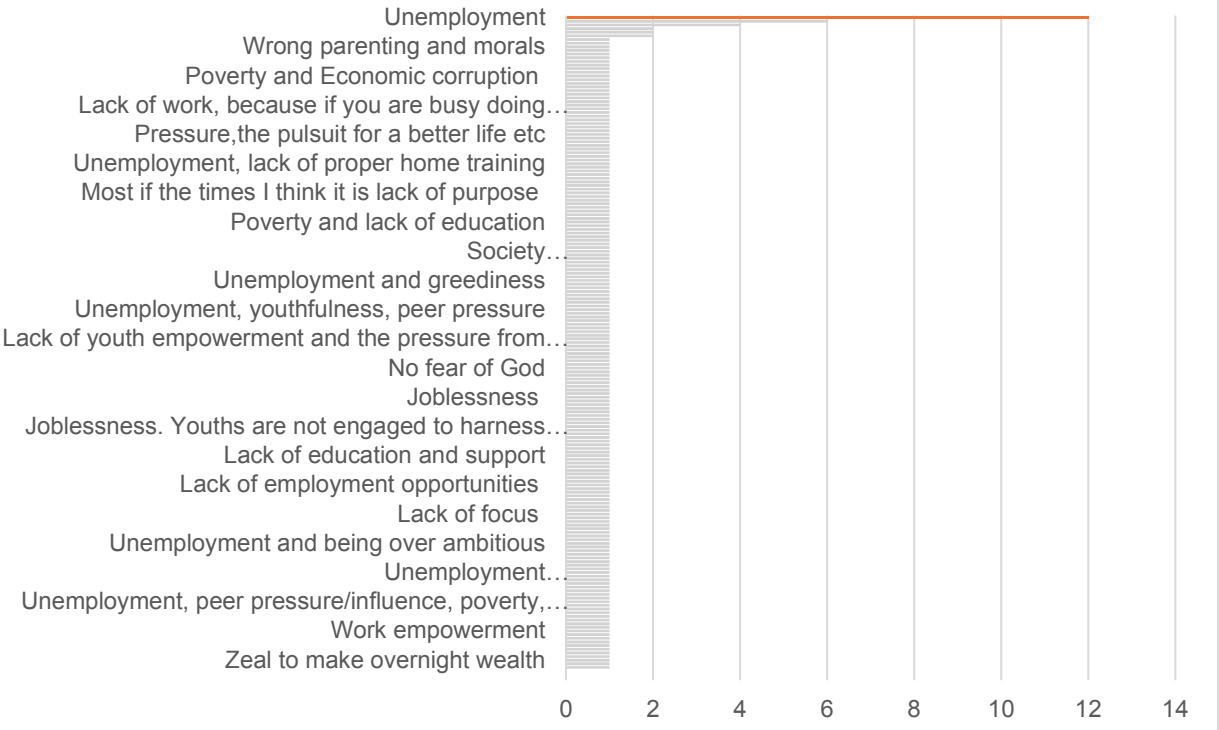
Pre-workshop Survey

Nigeria YMCA staff led the process of collecting and collating data from youth in Nigeria for the purpose of analysis in preparation for the workshop. The analysis was conducted on 204 Nigerian Youth and followed a questionnaire format. The purpose of the survey was to create a dataset from where further enquiry could be made regarding youth in Nigeria.

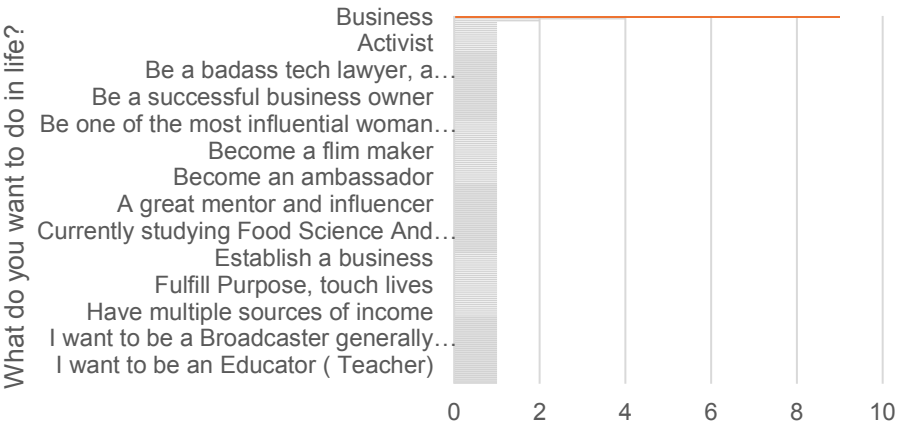
The dataset, though very informative, did not specifically target youth in conflict with the law in Nigeria but was an analysis from a broader context of youth in Nigeria. The survey results should therefore be considered as a simple guide to the process. Further investment is needed for a full-fledged scientific survey.

Some Highlights from the Survey (relative to the Design workshop) are indicated below:

'What do you think are the major reasons that cause youth to commit crimes?': **Unemployment** appears most often.



'What do you want to do in life?': **Business** appears most often.



After consideration of the main ideas captured in the survey results, the design teams developed three different persona types. The frame of reference was the surveys and interviews that were conducted prior to the sessions.

The teams then wrote the stories of the personas. They analyzed, in groups, the information that had been collected.

The following are the profiles of the youth that we are potentially going to work with, having identified their pains and joys, their motivations and frustration. The teams then consolidated findings and built a picture of the youth that they will be working with. To do this, they used the Persona tool.

The results follow (The personas are described in the first person)



# Prototype #1

Kemi Audu,  
Makeup Apprentice

“

I am not very comfortable with my looks and many times feel lonely. I need good friends that I can speak to and share life with.

## About Me

My name is Kemi Audu, a 19-year-old girl From Mushin, Lagos. I am a Muslim. I am the first-born child and have 2 brothers and a sister.

I am an SSCE graduate working as a Makeup Apprentice and would love to be a model and Social Media Influencer. I Love music and my boyfriend as well as Hanging out with friends. I spend a lot of time on the internet (Instagram and Facebook).

My Parents are separated and my father lives with my stepmother. My mother has many boyfriends. I was previously living with mother in 1 room apartment but left when one of my mother's boyfriends sexually assaulted me.

I am Currently living with friends, have an unstable source of income working as a bar attendant part time. I am addicted to smoking weed and I occasionally drink alcohol with my friends. I love following Toke Makinwa and Agbani Darego, as my Celebrity role models. I am motivated by money and my greatest Desire is for a better life.

My friends and mum tell me that I am Competitive, Emotional and Temperamental. I think I just love partying and also am very adventurous.

I am very frustrated by the Economy which is full of Poverty. I also get very angry by the Sexual advances by men at the bar where I work. I also find it very difficult to deal with all the pressure from my friends. I wish I had bigger hips, though. Because of the difficult economy, I struggle to get money to rent personal apartment – (500k naira/year), money to pay for data – I am sometimes not able to watch training videos online, money to buy wigs and money to buy weed.

## I Need

1. Accommodation So that I can have my privacy. But, I can't afford it.
2. To Start a business So that I can be independent. But, my money is not enough.
3. A constant companion So that I can forget/share my depression. But, I have not found one
4. Wigs and clothes So that I can compete with my age mates But I am broke
5. To feel better about myself So that I be comfortable with who I really am But I am not confident and have low self esteem



# Prototype #1

## (b)

Kemi Olanrewaju ,  
Sex Worker

When the first iteration of the prototype was conducted it was discovered the need to split Kemi's persona to 2 individuals. One who is relevant to Lagos and one who is a Makeup artist specific to Kaduna.

This is the story of Kemi Olanrewaju

“ My people must chop

### About Me

My name is Olanrewaju, a 19-year-old girl from Mushin, Lagos. How I live my Life My lifestyle is not a routine; what happens from Monday to Tuesday is different from what happens during the weekend. On Monday and Tuesday, for example, there is no much hustling to attend to, so I sort myself. At that time, it is a moment for me to relieve myself of certain things; so it is a moment of excitement for me because I have the whole time to search the internet, sit with friends, and gist (gossip/chat) about what transpired during the night. I get excited when gisting so it is a positive moment for me. However, I am expected to go for tutorials and vocational classes between 10 am and 2 pm, but because it is not the things I appreciate I attempt to not go and if at all I go, I go reluctantly so it is negative and not a very positive moment for me. I was brought up in a Christian home and I know that I just have to pray so I struggle to pray and this means that I am not always happy; that's why my prayer life ends

here. However, I do not like making up I don't like to make up. When you meet here you will understand that I do not like applying makeup; however, I have to do it for the purpose of my hustling. Knowing that making up is not a fair interest for me. I wake up always tired so it is always a negative moment for me and I struggle to get up. However, I love clubbing irrespective of what I have passed through during the day, I enjoy clubbing that's why it is a very positive moment for me. I also love partying so it's a happy moment for me. I also love hanging out with guys. Between 3 pm and 6 pm that is when clients come around and they start to target me so it is a very happy moment for me. Even though hustling is something of a joy to me it is not as if it is my desire or that I appreciate it or I'm proud of it. There is no joy having interactions with people I am not emotionally attached to. Clubbing, gisting (chatting/gossiping), listening to music, and searching the internet is something I enjoy doing.



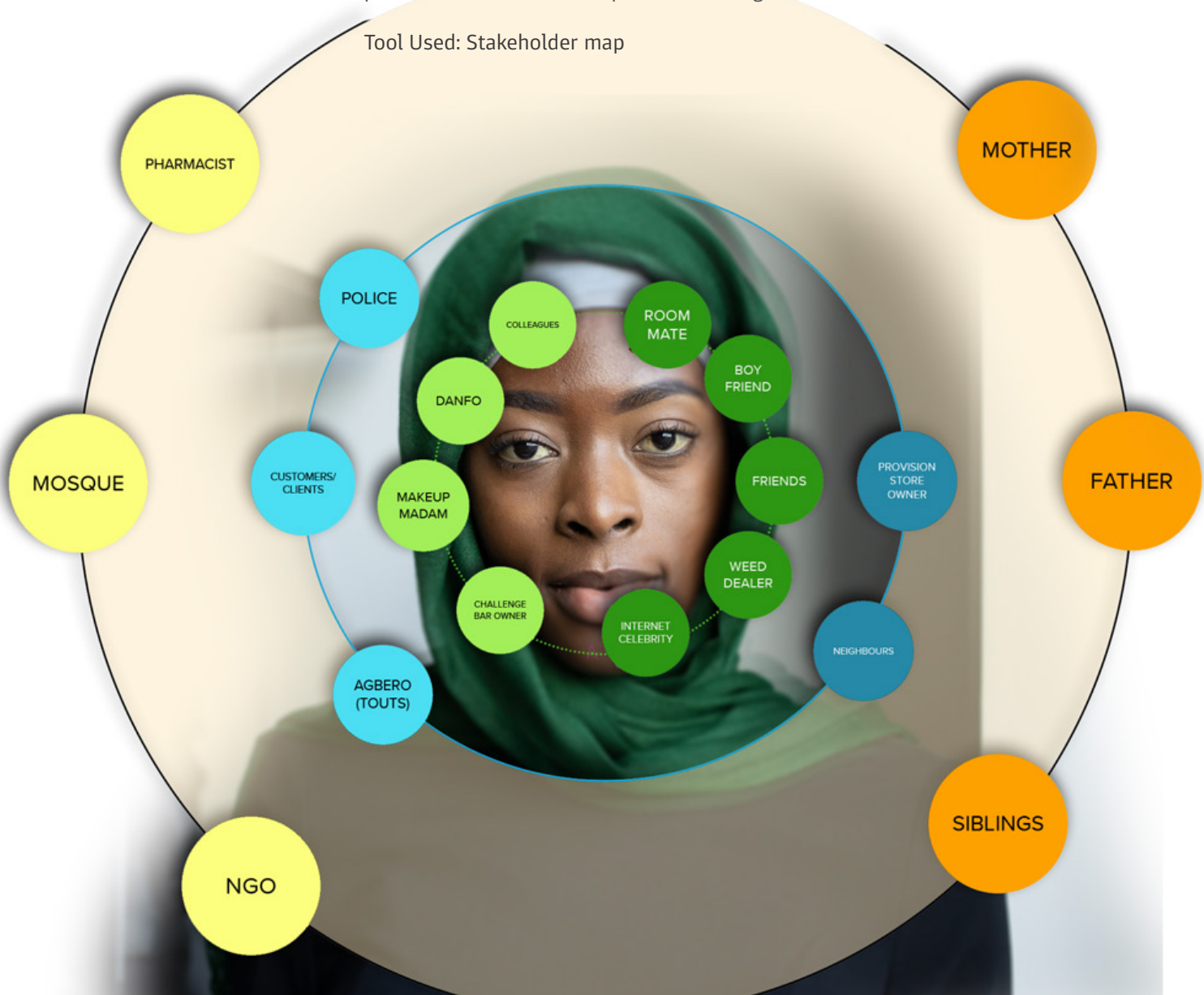
The Design process video is accessible. Please subscribe to the Africa Alliance of YMCAs YouTube channel to watch the process and learn more on how to use the tools in the process..



So, given the story of our persona's life (a day in the life of Kemi), the design team asked, "who do we notice to be the most important people in Kemi's life?" They called Kemi's people her stakeholders.

The stakeholders were divided into two, the professional stakeholders (related exclusively to their everyday money earning situation) and personal (related exclusively to their personal relationships). Professional stakeholders are placed on the left of the diagram while personal stakeholders are placed to the right..

Tool Used: Stakeholder map







## Problem Statement

Young women in Nigeria do not have the appropriate skills and access to credit facilities to enhance their small and micro businesses. They also lack sufficient emotional and social support systems and suffer from low self-esteem as a result.

## Design Challenge

How might we effectively engage young, at risk women who do not have access to community groups to build personal resilience?



# Ideation



1

By establishing YMCA hangouts in secondary school & Universities to create awareness about a topic affecting at-risk girls like drugs.

2

By hosting a 2 Weeks intensive online & Offline summer Camp in partnership with micro finance banks that grant soft loans with no collateral and interest free for participants to avail themselves the opportunities.

3

By hosting a Bi-Monthly YMCA Comic basketball competition with mentorship sessions.

4

By developing an App that encompasses partners and NGOs in linking young people to health facilities and financial institutions nearest to them. The YMCA would stand as the middleman and open a radio station where professionals have talk shows and life sharing experience from victims.

5

By bringing young, at risk youth together to showcase their skills so that people can pay stipends to watch them.





The Design team considered the implementation of the idea 5 listed above.

## Bringing at-risk youth together to showcase their skills so that people can pay stipends to watch them

In order to successfully prototype the idea, the team identified 6 critical Assumptions to be tested through several iterations of low cost experiments.

The Validation plan below informs on the assumption being tested, the data being collected and the minimal cost it would take to have a successful first low cost experiment to be conducted. The Nigeria YMCA will thus be financed to conduct the prototype project based on the validation plan below:

### Validated Learning Plan

Critical Assumption being tested	Low cost Experiment to be carried out
The prize will be enough to attract them to the event and motivate their change	Experiment: Social media ad - flyer/short clip  Data: How many people engaged the ad
We do not need to have a follow-up because the event will be enough	Experiment: Mini Road Show  Data: Measure level of satisfaction of the people who attend the activity
To have a team to effectively plan the logistics for the show within the finances available	Experiment: Organise a training for the team members and role play  Data: Effectiveness of the designated roles
The targetted participants will have the time to attend	Experiment: Mini Road Show Data: The number of people that come around
YMCA will provide adequate security during the event to make the event safe	Experiment: Meeting with community leaders and law enforcement agencies in the communities  Data: Assessment of the demands, acceptability and safety of the show in that community
The show will showcase talents to the people scouting for talent around the community of Lagos which will give participants the fame and financial liberation they crave and need.	Experiment: Reach out to talent management agencies  Data: To know how to engage them to be present at the show

Following the initial Design thinking workshop, low-cost experiments were carried out in two locations, Kaduna (16th December 2021) and Lagos (20th December 2021).

In the process of conducting the low-cost experiment, the implementing team encountered the following: a Persona revision question:

1. is Kemi a sex worker?
2. is Kemi a make up worker?
3. Or, Is she both?

It was also noted that there are other sub-categories of the persona that need to be granted sufficient attention

1. those in school
2. those in other more sophisticated areas

For the persona who fits the profile of a sex worker, is she only a sex worker at night? Is it possible that there is a combined income source? Day:make up, Night:Sex work For future iterations, learning from the first iteration indicate that the YMCA will have to develop a strategy to deal with the challenge of attracting the persona

1. Getting them interested
2. Managing the risk of conflict with Brothel owners and “pimps”

## Kaduna

The Kaduna experiment had 56 people in attendance who fit the persona description of Kemi Audu, out of whom were 15 who were later interviewed as part of the post-activity survey. The YMCA in Kaduna experienced challenges in attracting the persona. Outreach activities, including design of the posters led to a number of potential participants committing to attend but eventually not attending at all. There was also the critical question regarding the choice of day for activities, between early in the week or on weekends.

The 15 fit the following descriptions:

- 10 to 15years – 1 person,
- 16 to 20years – 7 persons,
- 21 to 25years – 5 persons,
- 26 to 30years – 1 person,

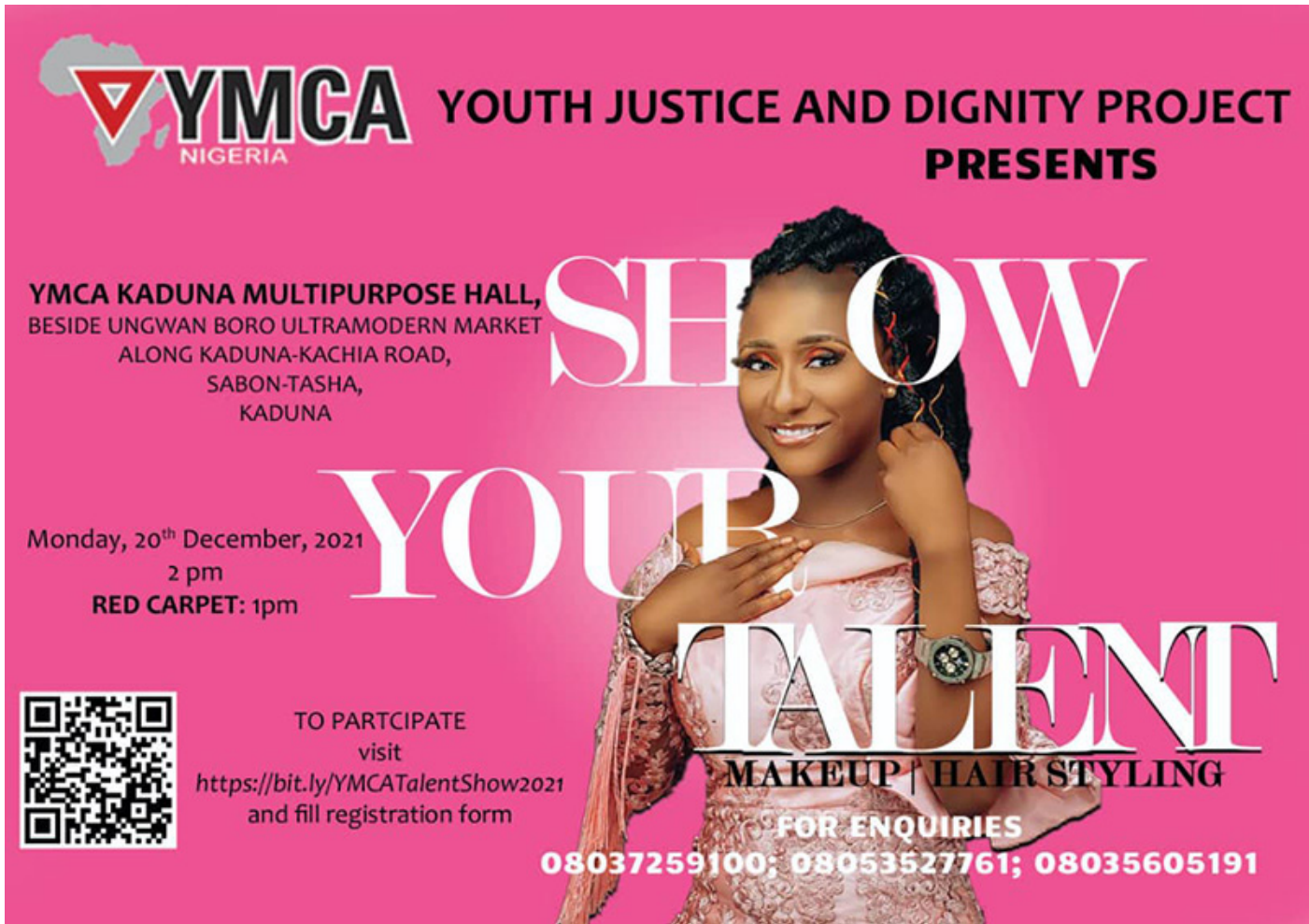
- 31 to 35years – 1 person.

## Lagos

The Lagos Experiment had 30 people in attendance who fit the persona description of Kemi Olanrewaju. A campaign was done but the older ladies did not come out to participate, instead it was mostly the 14-18 that came out, Nevertheless, the planned event was held and a lawyer was invited to give them a talk. It is noted that, just like in Kaduna there were challenges in attracting the persona to attend the campaign. In total, there were 30 sex workers in attendance, 11 of whom participated in a post activity survey. The 11 fit within the following age group descriptions:  
18 to 25years – 10 persons,  
26 to 35years – 1 person.

Based on the survey, the following was observed

1. The girls engaged were very young, some being teenagers. However, some of them were not willing to disclose their real ages.
2. The girls are struggling for survival hence sex work is a tool for them to pay their bills.
3. A very high percentage of them are the breadwinners of their families.
4. A very high percentage are already mothers with at least a child and at most 3 children.
5. Some of the young girls stated that their family members are not aware that they were engaged in Sex work.
6. They crave for a better life but need help and support.



The displayed posters were used by the project implementation team in both Lagos and Kaduna to attract participants and share information on the projects

# The Prototype



experiment to include an element of building financial resilience

In Lagos, the assurance of a safe space free of stigmatization and judgment for them to interact and learn was a huge positive.

The limited success of the event was boosted by the availability of Incentives to motivate and attract them which most cases was cash and food. This further emphasizes on the need to include a financial resilience model for the participants

## 1st Iteration

### Kemi Audu (Makeup Apprentice) Low-cost Experiment

#### Critical Assumption being tested

The prize will be enough to attract them to the event (Powerspace Component 1: Attractive activities) and motivate their change (eventually lead to engagements which will lead to an alternative, sustainable lifestyle and livelihood that does not put them at risk of being in conflict with the law)

#### Results of first experiment

**Experiment:** The creation and deployment of a social media ad - flyer/short clip

Flyers were produced, shared physically and on the social media especially in Kaduna

#### Data:

How many people received and interacted with the ad?

Over 300 individuals engaged the fliers with likes and comments on Facebook and Whats App and receiving the flyer

How many people turned up to the event?

56 were physically present at the event.

#### Initial conclusions:

1. It is likely that the prize was not enough attraction to the event and certainly insufficient in motivating change:
2. It is likely that the timing and location of the event did not help improve results. This is because the team planned and executed during a festive period (Christmas). However, it can be noted that the makeup artists present in Kaduna especially were attracted to the high volume of clients. To the artists, this had more value than the prize money allocated. This places emphasis on the need to iterate on the

#### Critical Assumption being tested

An engaging and interactive event will suffice as a follow up tool for the Persona and so no further investment is needed..

#### Results of first experiment

Experiment: Mini Road Show

1. Lagos YMCA pivoted to a seminar that addressed issues specific to sex workers. This was carried out along with a mini concert
2. Kaduna YMCA also pivoted to a talent show and competition on makeup (facial and hair).
3. **Data:** Measure level of satisfaction of the people who attended the activity
4. It was noted that free t-shirts (Lagos) and free aprons (Kaduna) as well as food and drinks provided incentive for attendance to the events.
5. In Lagos, the participants were actively engaged during the seminar and actively displayed their singing and dancing skills.
6. In Kaduna, participants prepared their models through facial make up and hair styling as they competed using the aprons given to them. They were excited by the certificate, gift and recognition accorded to their skills.

#### Discovery:

1. There is need to invest in follow up activities because the event itself is not enough.
2. The event serves as an attractive activity and sufficient gateway to providing a platform for self-discovery, skill identification and development, linking to opportunities.





## Critical Assumption being tested

She will have the time to attend

### Experiment: Mini Road Show

Data: The number of people that attended

The Kaduna experiment had 56 Ladies but on 15 were Makeup artist in attendance

The Lagos Experiment had 30 sex workers in attendance

### Discovery:

1. In Kaduna over 100 Makeup artist assured they will attend the event but did not attend as promised due to the Christmas preparation.
2. The event was held on a Monday because they said it is a day they are less busy but Tuesday to Sunday are their high moments but still they were unable to attend.
3. Those who participated had less workload.
4. In Lagos, most of the sex workers did not come because they are busy with other activities.

We conclude that she will not have time to attend due to the tight schedule and nature of her life except if the event will be executed in a place and time that synergies with her activities

## Critical Assumption being tested

YMCA will provide adequate security during the event to make the event safe

**Experiment:** Meeting with community leaders and law enforcement agencies in the communities

In planning for the event, YMCA met with relevant community leaders and law enforcement agencies to receive support and permission for the event to hold which went a long way in ensuring security and adding value to the event.

Data: Assessment of the demands, acceptability and safety of the show in that community

1. The demand and acceptability for the event cannot be judged by the rate of attendance but instead by the satisfaction of those in attendance which was very visible from their participation as shared in 2. Above.
2. The event was safely executed as no violence or disruption was witnessed or reported

### Discovery:

Working with community leaders and law enforcement is an obligation to guarantee security and acceptance within a project community.

## Critical Assumption being tested

The show will showcase Kemi's talents to the people scouting for talent around the community of Lagos which will give Kemi the fame and financial liberation she needs. Experiment: Reach out to talent management agencies

Not carried out

### What Worked

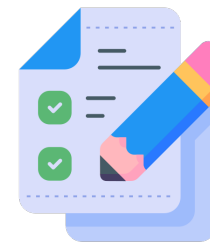
1. Interest to learn a vocation was created
2. Getting their attention



### What did not

1. Attempts to get her off the street immediately did not work
2. Deciding possible vocations on her behalf was not successful
3. Timing did not work – sessions were held when the participants were otherwise held up in their daily livelihoods experience

# The Prototype



# 2nd Iteration

The Youth Justice and Dignity project in Ibadan, Oyo State was actively involved in interventions aimed at securing decent accommodation and shops for identified commercial sex workers who were ready to let go of the commercial sex life and embrace a dignified livelihood. The primary goal was to provide these individuals with an alternative means of livelihood, thereby enabling them to transit away from commercial sex work.

The first round of intervention/empowerment in July and August 2023 was devoted to intensive search for decent and affordable accommodation and shops, and the YMCA Nigeria Team held several meetings and consultations with the identified Sex Workers and Estate Agents. The result was encouraging where the YMCA Nigeria Team was able to secure seven (7) separate rooms for accommodation and five (5) lock-up shops for business activities.

On Wednesday 20th September 2023, a contingency of Thirty-Five (35) persons comprising the YMCA Nigeria Project Team in the company of Barrister Akin Ajidagba, Mrs. Tubi (a Nurse), and twenty-seven(27) other Commercial Sex Workers paid a visit to one of the empowered previous commercial sex worker who was based in the Aba-Eleshin Area of Ibadan City, Oyo State – Nigeria. The participant had started selling assorted drinks courtesy of the YMCA Nigeria intervention through the Youth Justice and Dignity Project.

A talk was given by Barrister Akin Ajidagba enlightening the group on Legal Matters while Staff Nurse – Mrs. Tubi talked on Health Matters.

The final round of Intervention/Empowerment project was a continuation of resettling the identified CSW by securing decent, affordable accommodation, shops, and startup businesses; and this took place in December 2023.

Twelve (12) reformed Commercial Sex Workers were identified and comfortably settled in their new abodes and businesses within the months of September to December 2023. Ten (10) of the Commercial Sex Workers were able to start their own businesses as mentioned, namely;

## Impact:

The empowering impact of the intervention and anticipated outcome includes:

1. Economic Stability – By transiting to a legitimate business, the empowered persons are expected to achieve financial stability and independence, and will allow them build their income without the constant insecurity of their previous living conditions.
2. Social Integration – the transition away from commercial sex work also involves a shift in social circles. The shift will allow them interact with customers and other business owners, fostering a sense of belonging and community support, and
3. Personal Development – The provision of accommodation and business outlet to the individuals will instill a sense of pride and self-worth. It will permit them envision a future beyond their previous circumstances and empowers to take control of their lives, and also be a source of help to others who want to transit from the commercial sex work too.
4. Community Impact – where the intervention will contribute to reducing the prevalence of commercial sex work in the community leading to improved community well-being and perceptions.

## Challenge:

One of the primary concerns with the Youth Justice and Dignity intervention project is that the beneficiaries have the potential for capital depletion. With the new source of livelihood, and almost all of the reformed CSWs having one or two dependents, these beneficiaries may be forced to use their capital to support these dependents. This is already evident even in this initial stages of the intervention project. In addition to this, many of the beneficiaries lack financial literacy which makes it challenging for them to manage their finances effectively.

## Conclusion:

Aside the immediate output of having held the Activities and mobilizing participants, there are anticipated long time impacts. It is projected that the project will help stem out anti-social behaviors and engage youth in positive activities.

It appears that the economic hardship currently faced in Nigeria is reducing the patronage/income of commercial sex workers and there is intense pressure on the YMCA Nigeria for succor/ more intervention in future.

The Commercial Sex Workers initially thought the Youth Justice and Dignity Project was a joke, but seeing their former mates in sex work in their shops now has given the project credence and awoken renewed hope for them. The YMCA Nigeria has received several calls from other sex workers seeking similar interventions.

This project has been crucial in providing a platform for young individuals to develop and transform for the better.





# Prototype #2

John Oni  
“Danfo” (Bus) Conductor

## About Me

My name is John Oni from Osun state, south-western Nigeria. I am 20 years old and the first son of my parents and an SSCE holder. I am a bus conductor at Obalende, Lagos.

I am currently living with my two young siblings aged 7 and 12 years old and I am the breadwinner. We live together in a 1-bedroom apartment in Obalende. I have a few girlfriends as I find it difficult to concentrate on just one girlfriend. I meet most of the girls while doing my work, and mostly they are petty traders. I don't normally talk about this, but I am a cultist and occasionally I smoke Indian hemp and love to drink gin as they help me to calm down when I am stressed.

I am motivated by the possibility of getting a good job with better payment than what I enjoy today. The encouragement I get from my friends and siblings as well as fellow cultists motivate me to wake up early and work harder

People think I am a Hoodlum and drug addict. They also say that I am rude.

I have been applying for work as a sales representative at malls, with the latest one being at Shoprite in Lekki and have had the applications rejected. As a result of my bad luck in changing jobs, I am unable to further my education due to insufficient funds. The little money I make can't pay other bills such as electricity, waste and so on and is just barely enough to feed myself and my siblings.

I generally feel oppressed.

### I Need

#### My own bus

So that i can be self-employed but i don't have capital.

#### A scholarship.

So that i can further my education but,there is no means of getting scholarship.

#### Money

So That I can pay my house rent. But., There is no means of making enough money

#### A way out from cultism

So That I can live a free life But I'm scared of speaking up because I can get judged or killed.

#### To stop being arrested by LASTMA

So that i won't have to face the wrath of the law but i don't always comply with the rules and regulations

“

I need my own bus So that i can be self-employed but i don't have capital.





## Problem Statement

John Oni (a bus conductor in Obalende who earns less than 3,000 Naira a month) daily lacks access to credit fund with government agencies, he had issue with proper upbringing which has affected his level of reasoning and decision making.

## Design Challenge:

How might we help John Obi's build his resilience against negative peer pressure so that he is able to reduce dependence on drugs



# Ideation



1

By converting the YMCA conference room into an after-work counselling center for John Oni where he visits thrice a week. This may possibly prevent him from visiting the Local bar and help him improve his Self-confidence and personal Development

2

By taking the YMCA to the Bus garage and engaging the YMCA Board of Directors to help facilitate a program in collaboration with the NURTW Leaders that would engage John twice every month. This would ensure that John Oni remains at work while also indirectly changing his mindset and encouraging him to find value in himself.

3

By organizing a talent hunt and mini-Carnivals. Through a gathering of young people at the Garage or during the carnivals, the YMCA can use this opportunity to reward people like John by giving awards to participants and sensitizing people about the YMCA. By including sponsors to fund the show, it would be possible to host the show twice a year.

4

By hosting a YMCA camp for Bus conductors and touts



The Design team considered the implementation of the idea 3 listed above.

## Organizing a talent hunt and mini-Carnivals.

Through a gathering of young people at the Garage or during the carnivals, the YMCA can use this opportunity to reward people like John by giving awards to participants and sensitizing people about the YMCA. By including sponsors to fund the show, it would be possible to host the show twice a year

In order to successfully prototype the idea, the team identified 6 critical Assumptions to be tested through several iterations of low cost experiments.

The Validation plan below informs on the assumption being tested, the data being collected and the minimal cost it would take to have a successful first low cost experiment to be conducted. The Nigeria YMCA will thus be financed to conduct the second prototype project based on the validation plan below and related to the persona of Danfo Conductors in Lagos:

# Validated Learning Plan

Critical Assumption being tested	Low cost Experiment to be carried out
When we involve the garage leaders as part of the carnival committee members, it will help us to get the conductors and drivers to come to the event;	We will hold meeting with the garage leaders at the garage with a little refreshment
When we will use the Riffle draws as side attraction to bring them to the carnival;	We will be organizing a mini event within the garage and give out souvenirs like; wrist band, face cap with safety tips as drivers and conductors;
When will make available souvenirs like windscreen wiper, fire extinguisher to catch the attention of the drivers and conductors to the program	We will be doing a mini raffle draw within the garage to win small prizes like windscreen wiper, tyre, small extinguisher, and other little items (5)
If we invite Street pop artist/ comedian such as Olamide (Badoo), Small Doctor, Naira Marley and another well known artist within our community to help draw the attention of our persona to come to our carnival and add;	We need to meet with the community leaders, garage leaders to discuss the plan of having a carnival and invite some artists and comedian. We will be planning an event during the weekend with refreshments
When We make the carnival venue close to the garage, we would have more kind of John Oni to attend the event	Same as above





presents

# YOUTH JUSTICE & DIGNITY PROJECT

theme:

## TALENT HUNT FOR BUS CONDUCTORS:

Resilience against negative Peer Pressure



WEDNESDAY,  
December 15th, 2021.



10:00 am  
PROMPT



Obalende Roundabout, opp. Oando Filling Station,  
Obalende, Lagos State.

 YMCA of Lagos

## The Prototype



### 1st Iteration

3. In Kaduna it was discovered that majority of the Makeup artists are less likely to be in conflict with the law due to the distraction they have from their busy work schedule. (The activity failed to attract a sufficient number of sex workers – the original Kemi has less in conflict with the law. This has necessitated a pivot of focus to sex workers specifically in Lagos as they are more in conflict with the law than the original Kemi)

show within the finances available

#### Results of first experiment

**Experiment:** Organise a training for the team members and role play

1. This is very necessary in ensuring the team members understand what is expected of each and every one for success.

Short meetings were conducted within the limited time available but an intensive training and role play will result

#### Critical Assumption being tested

To have a team to effectively plan the logistics for the



132		133
<p>in better result in the future. (future expanded projects can include the modalities of how this intensive project can be delivered)</p>	<div> <div> <div>Not implemented</div> <div> <p><b>Discovery:</b></p> <ol style="list-style-type: none"> <li>Partnerships have been established for success of future events from the garage leadership without the hiring of buses in Lagos.</li> <li>Partnerships have been established for success of future events have been secured from the “jungle” leadership in Kaduna.</li> </ol> </div> </div> <div> <p><b>What worked</b></p> <ol style="list-style-type: none"> <li>Meeting and organizing the event with the leaders at the garage.</li> <li>Provision of Refreshments</li> <li>Facilitators were able to drive home</li> <li>Points why conductors should not get in conflict with the Law (we need evidence to support this)</li> <li>Music /DJ added a party vibe and attracted a lot of people</li> <li>Provision of Souvenirs attracted a lot of bus Conductors.</li> </ol> </div> <div> <p><b>What did not</b></p> <ol style="list-style-type: none"> <li>The conductors do not really stay in a particular location</li> <li>The refreshments did not go round</li> <li>The variety show event could not work because of the overwhelming interest from the community to participate, the crowd was overwhelming</li> <li>Time constraints given the activities to be done given the demand for the space by other events</li> </ol> </div> <div> <p>Data: Assessment of the demands, acceptability and safety of the show in that community</p> <ol style="list-style-type: none"> <li>The demand and acceptability for the event cannot be judged by the rate of attendance but instead by the satisfaction of those in attendance which was very visible from their participation as shared in 2. Above.</li> <li>The event was safely executed as no violence or disruption was witnessed or reported</li> </ol> </div> </div>	<p>Critical Assumption being tested</p> <p>When we involve garage leaders as part of the carnival committee members, it will help us to get the conductors and drivers to come to the event;</p>
<p><b>Data:</b> Effectiveness of the designated roles</p> <ol style="list-style-type: none"> <li>To ensure effectiveness, roles and responsibilities were assigned to specific team members thereby resulting in success of the experiments within limited time.</li> <li>Other team members providing support in situations a team member is overwhelmed by his/her roles. (The YMCA can effect a model based on the 3 Boxes solution “borrowing” methodology)</li> </ol>	<ol style="list-style-type: none"> <li>Artists were not considered for invitation due to the high cost of recruiting their services which the project budget cannot afford. Therefore, there was not in the agenda for the meeting with the community leaders.</li> <li>The meeting was used to plan the event in Lagos and Kaduna respectively</li> </ol> <p><b>Data:</b> How many leaders/people at the meeting and resolutions taken</p> <p>Not applicable</p> <p><b>Discovery:</b></p> <p>YMCA members volunteered themselves to serve as the master of ceremony whereby they made presentations, sang and cracked jokes which attracted and retained the attention of not just the conductors in Lagos but also drivers, petty traders and street hawkers and not just the jungle boys in Kaduna but people passing by.</p> <p><b>Assumption</b></p> <p>If the carnival venue is close to the garage, it will result in more of the persona participating in the event</p> <p><b>Discovery</b></p> <ol style="list-style-type: none"> <li>Having the event at Obalende made it possible for more John Oni to attend due to its proximity to the park</li> <li>The event in Kaduna was held in Kakuri which is the same community hosting the jungles thereby many Musa were attracted to the event.</li> </ol> <p>Proximity of events to business or activity locations of personas will easily attract more of them to attend any planned activity.</p> <p><b>Assumption</b></p> <p>When We partner with the garage for some of our event, we need to hire bus which will make the kind of John Oni earn more income</p> <p><b>Experiment:</b> Staff will hire a bus to take the participants to YMCA events within and outside the city</p> <p>Not implemented</p> <p><b>Data:</b> To know how to partner and the difference it can make</p>	<p><b>Results of first experiment</b></p> <p><b>Experiment:</b> we will hold meeting with the garage leaders at the garage with a little refreshment</p> <ol style="list-style-type: none"> <li>A Meeting was held with the Obalende garage leaders in Lagos</li> <li>In Kaduna, an attempt to meet with the garage leaders brought about the understanding that John Oni persona was not readily availability.</li> <li>In Kaduna, the team discovered “Jungles,” which are hide-outs where drugs are consumed by youth in conflict with the law. Three meetings were held with the leaders of the groups in the Jungles at the YMCA Kakuri, Kaduna and refreshments provided.</li> </ol> <p><b>Data:</b> How many leaders/people at the meeting and resolutions taken</p> <ol style="list-style-type: none"> <li>Each meeting had an average of 6 leaders/people from the YMCA and the “Jungles” in attendance.</li> <li>Resolutions taken included agreeing on dates for the event, mobilization of the persona to the event, security and management of the persona during the event, type of gifts to be provided, roles during the event and how to sustain the relationship after the event.</li> <li>We agreed to briefly talk about Christ at the end of our interaction in Kaduna considering our values as a Christian organization.</li> <li>The decision was made to have just two teams in Kaduna 1. *Bridge FC* and 2. *Cartoon Boys* and not calling the match a competition because it can cause dispute among them and some others that might not be privileged to know about the Match will not be happy.</li> </ol> <p><b>Discovery:</b></p> <ol style="list-style-type: none"> <li>The meeting with the leaders of the garage and jungles made mobilization of the participant very easy thereby ensuring success of the event.</li> <li>The meeting helped the Kaduna YMCA to identify challenges and difficulties with the persona and was</li> </ol>

# Prototype #3

Kunle David,  
Okada rider

My name is Kunle David, I am a 25-year-old man living in Mararan barido in Kaduna state. I am an Okada rider. I am the second child in a family of five, married, and have one child. I did not finish high school.

I like clubbing, gambling and watching football. I live in a semi-urban area and a member of Okada riders association. I also belong to an informal daily contribution group of other Okada riders.

In addition to my wife, I also have 2 girlfriends and I also am quite distant from my extended family.

Occasionally, I smoke some MARIJUANA to help me cope with the tough days. I am a Muslim, but I rarely go to the mosque or pray. My income as an Okada rider is not much, mostly less than 800 Naira a day. I am constantly getting into conflict with the law, mainly due to the nature of my job.

People in the area misunderstand me, they think that I am aggressive, competitive and proud. My aggression and ambition are often seen as desire for wealth at all costs.

I need:

1. More income so that i can buy more okada
2. A lawyer to guide and represent me when i get in conflict with the law but i can't afford to get a lawyer
3. To stop gambling and smoking so that i can improve my life but i don't know how to stop
4. A loan so that I can get more okadas but i can't get a guarantor and government might ban okada riding due to consistence insecurity in kaduna
5. To have a closer relationship with my parents but my parent lives far and they can't operate their mobile phone as they are illiterate







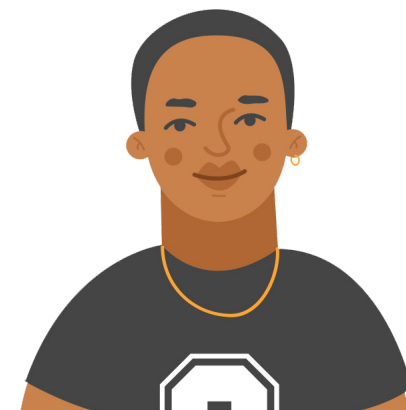
## Problem Statement

Young okada riders in Kaduna struggle with personal issues and financial problems due to poor upbringing, financial illiteracy and negative peer pressure

## Design Challenge:

How might we build resilience in youth with David's profile to help them improve their life outcomes?

# Ideation



1 By starting a YMCA branch at the roadside to help improve their lives. There can be a vocational center in 3 parts of Nigeria: North, east & West with computers. The vocational centre can be for printing using new technology, making hand made products, hand work etc. respectively. A start up loan can be given to them after graduation.

2 YMCA can have viewing centers, a facility with big parking space for Okada riders. YMCA can also organize football matches for them and can use a very big field or school field for the purpose of bringing them together

3 By setting up a Camp site for Okada Riders: The YMCA sets up a campground in the three regions in Nigeria, the camp site in Eruwa should be modernize and repairs should be done where necessary. David and his friends or people should look forward to camp in programmes and see it and the members of YMCA and the volunteer as a safe space.

4 Having regular football/sport activities at the park and share newspaper, tracts, short write-up in the language they understand with features on evil in gambling and change their mind set and orientations on negative things they are addicted to

5 Setting up vocational training centre in empowering youth in POS businesses and building their self-esteem. Give them financial management lessons, teach them about self-esteem, during break, mix with people and improve on them on self esteem. Using YMCA Vocational Training plan, to step down/organize empowerment plans/programs with free lunch, incentives and motivation.

6 Organize a basketball tournament where there is a competition between each different zone and there will be a prize attached to it at the end of the tournament.



The Design team considered the implementation of the idea 5 listed above.

***Having regular football/sport activities at the park and share newspaper, tracts, short write-up in the language they understand with features on evil in gambling and change their mind set and orientations on negative things they are addicted to and there will be briefing before, during (break time) and after the sport activities.***

In order to successfully prototype the idea, the team identified 6 critical Assumptions to be tested through several iterations of low cost experiments.

The Validation plan below informs on the assumption being tested, the data being collected and the minimal cost it would take to have a successful first low cost experiment to be conducted. The Nigeria YMCA will thus be financed to conduct the prototype project based on the validation plan below:

Critical Assumption being tested	Low cost Experiment to be carried out
We are confident that the sport activity will draw his attention	Experiment YMCA staff will conduct opinion sampling Experiment: Organize 5- aside mini football tournament. e.g., park Avs park B
someone like our persona will pay attention	Experiment: Giveaway, Refreshment, special package for the participants Experiment: briefing/evaluation during breaks and after the match
We are sure he will sacrifice his time to attend the program and continue till the end	Experiment: YMCA to make friends and interact with the participants
Our target youths will be well coordinated throughout the execution of this project.	Okada rider Leadership and YMCA Stakeholders will be involved in the Coordination of the Mini Tournament
We are confident that our target youths will stop gambling, smoking, and other addictions.	There will be Briefing on Evil embedded in Drugs and invitation to YMCA Life transforming activities
The target audience are 500 people like Kunle in Mararan barido community and mobilization will start from the street.	Yakuwa Street at Mararan barido community will be used for this mini experiment

## The Prototype 1st Iteration



**YOUTH JUSTICE & DIGNITY  
2021  
IBADAN  
EXPERIMENT  
PROJECT**

**YOUTH JUSTICE & DIGNITY  
2021  
IBADAN  
EXPERIMENT  
PROJECT**

**Theme :  
CLASH  
OF THE RIDERS**  
A MINI-FOOTBALL COMPETITION AMONG OKADA RIDERS

**KUNLE DAVIDS  
THE OKADA RIDER EXPERIENCE**  
**Date : 15th December, 2021**  
**Time : 10:00am**  
**Venue: Federal College of Agricultural  
Institute Sport Complex, Bora Gbekuba  
Area, Apata, Ibadan.**

**Empowering Young People for African Renaissance:**

able to pivot to a more relevant persona within the limited time available.

### Assumption:

Using a Raffle draws as side attraction will be incentive to the persona to participate in the carnival;

**Experiment:** The YMCA will organize a mini event within the garage and give out souvenirs like; wrist band, face cap with safety tips as drivers and conductors;

A mini event with entertainers was held in Lagos under the bridge in Obalende. Present at the programme in Lagos were officials from the Federal Road Safety Commission, Legal Aid and National Drug and Law Enforcement Agency who educated participants on the need to be compliant with the rules and regulations from Law enforcement agencies.

In Kaduna, a football match was organized and played by the youths from the jungles within the YMCA premises. The teams were each given a gift of a ball while each of the player and technical teams received certificates and customize YJDP medals from the YMCA alongside food and drinks.

**Data:** Measure level of satisfaction of the people who attend the activity

The participant's level of satisfaction was high as can be attested from their participation and staying to the end of the event.

### Discovery:

1. There was no need for a raffle draw to draw them to the event.
2. Their leaders succeeded in attracting them to the event therefore we should sustain working with their leaders so as to easily get their attention.

### Assumption

Making available souvenirs like windscreen wipers, fire extinguishers will be beneficial towards catching the attention of the drivers and conductors to the program

**Experiment:** Conducting a mini raffle draw within the garage to win small prices like windscreen wiper, tyre, small extinguisher, and other little items (5)

Raffle draw was not conducted







Data: Effectiveness of the raffle draw

Raffle draw was deemed not important and not conducted

Discovery:

There was no need for a Raffle draw to draw the attention of the conductors instead the music and sounds made was able to draw their attention in Lagos.

Low-cost Experiment

The experiment was carried out in Ibadan on Wednesday 13th of December ,2021 among Okada Riders at Apata area and its environs and was tagged “ CLASH OF THE RIDERS”

Assumption

That the sport activity will draw the attention of the riders

**Experiment:** YMCA staff will organize a 5- aside mini football tournament. e.g., park A vs park B

- 1. YMCAStaff,membersandvolunteersconductedopinion

sampling through discussions and interview during which relationships were developed with the Okada riders leading to success of the event.

- 2. The5asideminifootballtournamentwascarriedoutand was tagged “CLASH OF THE RIDERS”. The riders were grouped into 4 Teams who played the tournament:

- Team Youth
- Team Justice
- Team Dignity and
- Team YMCA.

Team YMCA and Team Youth made it to the final. Team Youth eventually emerged as First by defeating Team YMCA 3 goals to 1.

**Data:** Number of people willing to participate in an opinion sampling and their feedback,

- 1. Over 300 persons participated in the event with only about 10% involved in the opinion sampling. The participants included the players, their Union ( executives), some of their wives, passers-by, officiating personnel ( Referee, lines man and co) other spectators, some students of the Institution

whose sports facilities was used and YMCA crew led by NGS and GS of Ibadan YMCA.

- 2. Only one tournament was played in one day with about 8 matches played.

Discovery:

- 1. The sport activity was able to draw the attention of Okada riders.
- 2. The Riders are always at logger- head with the Police and other law enforcement agencies and they expressed their dissatisfaction about their services.
- 3. Some of the riders said they can never have any mutual relationship with the Police.

Assumption

The activity will be attractive to the persona

**Experiment:** Provision of giveaways, refreshments, special packages for the participants; briefing/evaluation during breaks and after the match

- 1. We presented 110 Pull-over long sleeve shirt, branded with YMCA trademark with YOUTH Justice Caption.
- 2. Other gifts Presented are:
  - YMCA Branded Crash- helmet for the highest goal scorer.
  - 25,000 Naira WAEC scholarship and free tutorial enrollment was given to the Youngest Rider,
  - A special gift/ recognition was also given to the oldest Rider.
  - Cash gift to their executives.
  - On the day of the event, everyone was served rice, beef and soft drinks.
  - Services of a Disk Jockey (DJ) was employed and spectators and others were made to dance and cheer the teams.

**Data:** Measure level of satisfaction of the people who attend the activity

Right from consultation and discussion stage, the riders displayed high level of optimism. After the whole event, most of them expressed high level of satisfaction.

Quote: “If government, other Organizations can do this, the rate of crime among Youths will reduce and Young indigent people will know that there is hope for their future and that of our Nation. YMCA is the best”

Discovery:

- 1. Okada riders were attracted to the event. It was noted that only a few of them reported being active consumers of alcohol and cigarettes.
- 2. Based on research, there was envisaged large turn out during our interviews and publicity, and the level of enthusiasm and acceptability of the Riders was significantly high.

Assumption

The persona will sacrifice his time to attend the program and continue till the end

**Experiment:** YMCA to make friends and interact with the participants

**Data:** Effectiveness of the activity in attracting the persona

The activity was effective in attracting the Okada rider

Discovery:

- 1. Though it took almost the whole day from them, they did not show any sign of worry or impatience but were happy to take part in the experiment.
- 2. Long lasting friendship now existing between the Okada riders and the YMCA staff and volunteers who organized the event so much that free rides are being offered to them.

Assumption

The target youth will be well coordinated throughout the execution of this project.

**Experiment:** Okada rider Leadership and YMCA Stakeholders will be involved in the Coordination of the Mini Tournament

The Okada riders Union (executives), officiating personnel (Referee, lines man and co) and YMCA crew led by NGS and GS of Ibadan YMCA were involved in coordinating the tournament.

**Data:** The number of people that participated in the coordination of the event





About 15 persons participated in the coordination of the event

**Discovery:**

Target Okada riders were well coordinated all thanks to the important mobilization and coordination role of their Union executives

**Assumption**

Due to the activities, the target youths will stop gambling, smoking, and other addictions

**Experiment:** There will be Behaviour Change Communication embedded in the project, as well as an

invitation to YMCA Life transforming activities

An awareness on dangers of drug and substance use/ abuse was provided.

**Data:** Assessment of the new learnings received

They followed with excitement and provided feedback

**Discovery:**

- 1. Only a limited number of participants reported consumption of excessive alcoholic drinks and smoking of cigarettes.

- 2. Only through a follow up monitoring activity can we be confident if they will stop gambling, smoking, and other addictions.
- 3. The experiment was an eye opener as it exposed YMCA staff to the needs and yearnings of young people in Ibadan metropolis and Nigeria at large.

**Assumption:**

the target audience are 500 people in Mararan barido community and mobilization will start from the street

**Experiment:** Yakowa Street at Mararaba Rido community

will be used for this mini experiment

Due to security concerns (kidnapping) within the Mararaba Rido community of Kaduna State Nigeria, the event was not carried out

**Data:** To know how many people can be engaged

Not applicable

**Discovery:**

Peace and security are essential for the success of planned events and activities.





# Implementation

## Towards scaling

### Kunle David, Okada rider

From implementation of the first iteration of the experiment in Ibadan, the Design group confirmed the Okada riders have frequently been having crisis with the Law. The team further assessed the activities that had been conducted during an experiment in Ibadan, with the intention of extrapolating some of the findings and learnings to Mada Hills, Kaduna State. The team identified gaps and were able to come up with a number of novel activities that had not been yet implemented as a result.

In Ibadan, for example, it was discovered that the most significant gap was that Okada riders were not ready to work with representatives from law enforcement agencies. To address this learning, the team concluded that there was need to facilitate a meeting point where the Okada riders and the law enforcement agency can meet and reconcile.

Based on this, the team developed the following:

**Design Question:** *How might we Improve relationship amongst the Okada riders and all the law enforcement Agencies?*

**Hypothesis:** Improving the relationship between Okada riders and Law enforcement agencies will result in a reduction in the risk of Okada riders getting into conflict with the law.

**Assumption:** The core assumption is that Okada riders risk of getting into conflict with the law will decrease with the development of a good relationship between Okada roders and the law enforcement agencies

### Kemi Audu & Kemi Olanrewaju

It was noted that the other personas likely come into contact with Kemi, especially the version of Kemi who is a sex worker (it should be noted that there are two versions of the persona, Kemi the makeup artist and Kemi the sex worker). For the purpose of further interventions, the persona is referred to as Kemi Olanrewaju.

Based on this, the team developed the following:

**Design Question:** *“How might we encourage Kemi to leave her comfort (of higher incomes etc., with the assumption that the main reason for her engagement in sex work is purely economic and that any alternative would initially be of lower income than what she currently earns) and come to the YMCA to have an engagement (Attractive engagement of the Powerspace).“*

Through previously implemented activities (the first experiment), and from subsequent learnings, it was identified that Kemi has talent or interest in showing her talent around. Learning from the experiments shows that it is possi-ble to have Kemi to participate, in large numbers in organized talent shows (as was shown in Kaduna). The concern, therefore, was not exactly about gathering Kemi, it is very possible for the YMCA to facilitate this, the concern is not either about talking to or addressing Kemi; the concern actually is about real change in lifestyle, and that change does not come from a one-off activity but from regular, consistent activity.

The Talent show is an opportunity to invite Kemi to see what is possible and to follow trends. in the persona map, Kemi is described someone who loves fake life and what is happening online and following trends. As a result of this mapping, the design team believes that she will be interested in fashion, make-up and “facebeating” or any of those trends. The Kaduna experiment in the first iteration also showed that it is possible to have the persona turn out in large numbers. The challenge for the design team is in making sure that beyond the turning out, there is

consistent engagement with her.

*How might we creatively engage Kemi with her feeling safe (not bringing undue attention to her and stigmatize her), at the same time addressing her challenges and providing a shift from Sex work.*

One of the opportunities that was discussed was finding a way to provide an alternative source of income that would make financial sense.

**Hypothesis:** Engaging the persona in a safe, consistent activity will provide incentives for transitioning to a lifestyle shift that will extract her from risky lifestyles and provide resilience against stigma

**Assumption:** Activities will only succeed if they are tailored to adjust to the unique lifestyle of the persona. No activity can provide suitable alternatives unless it addresses the economic situation of the persona and addresses trauma experienced by the persona as a result of her income generation lifestyle

## Musa The Artisan (new)

After due consideration, the design team developed an experiment activity called “Majalisa football tournament” This is a platform to gather different artisans (Musa) and to also play a football match that will provide an opportuni-ty to interact to communicate behaviour change messages.

Based on this, the team developed the following:

**Design Question:** *“How might we build the reselience of Artisans in Kaduna “jungles” given that they are at risk of getting into conflict with the law*

After due consideration, the design team developed an experiment activity called “Majalisa football tournament” This is a platform to gather different artisans (Musa) and to also play a football match that will provide an opportunity to interact to communicate behaviour change messages. Activities that will be carried out in this experiment will have the following:

Meeting with stakeholders (this is coming from learnings and discussions after the experiment and it is for addressing the gaps identified) This activity will cost eighty thousand Naira for Transpiration, communication, entertainment, stationary and printing and hall rental. The artisans will require that the YMCA makes effort to meet

them in their own environment.

Project planning and action plan: How do we go about the project with the information derived from the Stakeholders? This activity will cost thirty thousand Naira for: Transpiration, communication, logistics, and entertainment and generator fuel. At this stage, this will only involve the project team.

Football tournament: This activity will cost five hundred and eighty thousand Naira for the following: Communication, purchase of football, medals, and rent of jersey for street kids, publicity, and production of T-shirts, a DJ, entertainment, communication, meals, rental and also good security.

Dinner and Award night: After the football match there will be a platform where the DJ will be needed in the field and at the gathering. The team will have a session to interact with the persona. For publicity, there will be advocacy flyers communicating key messages: “Say no to drugs” at the end of the implementation.

**Hypothesis:** Creating a platform for Artisans in Kaduna, based in the natural and familiar environment of the artisans will create an opportunity for the YMCA to interact with the artisans and also to communicate messages that will provide the basis for reduction of risk of conflict with the law

**Assumption:** Due to the vulnerable nature of incomes of the artisans, there will be demands for incentivetrauma experienced by the persona as a result of her income generation lifestyle