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Youth-Powered Ecosystem to Advance Urban Adolescent Health

Sustainability Plan – Kano State

ACTIVITY INFORMATION

Activity Title	Youth-Powered Ecosystem to Advance Urban Adolescent Health (YPE4AH)
Contract/Agreement Number	72062020CA00011
Name of Prime Implementing Partner	DAI
Names of Sub-awardees	Yellow Brick Road (YBR), Youth Empowerment and Development Initiative (YEDI), Women Friendly Initiative (WFI), and Grassroots Soccer (GRS)
Geographic Coverage (list states)	Kano and Kano
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List of Abbreviations and Acronyms

AYFHS – Adolescent Youth Friendly Health Service

USAID - United States Agency for International Development

YPE4AH - Youth-Powered Ecosystem to Advance Urban Adolescent Health (YPE4AH)

YBR - Yellow Brick Road

YEDI - Youth Empowerment and Development Initiative

WFI - Women Friendly Initiative

GRS - Grassroot Soccer

MDA - Ministries, Departments, and Agencies

KSMOYS - Ministry of Youth and Sport

KSMOI – Kano State Ministry of Information

KMWACD – Kano Ministry of Women Affairs, Children & Disabled

KSMOH – Kano State Ministry of Health

MLGCA – Ministry of Local Government and Community Affairs

NYSC - National Youth Service Corps

KSETF - Kano State Employment Trust Fund

PSE – Private Sector Engagement

TYI – TEENSMATA Youth Initiative

1. EXECUTIVE SUMMARY

The Youth-Powered Ecosystem to Advance Urban Adolescent Health (YPE4AH) project in Nigeria has been a transformative initiative aimed at enhancing the health and well-being of unmarried, out-of-school urban adolescents in Lagos and Kano. Through holistic approaches integrating voluntary family planning, life skills development, and livelihood enhancement, the project has significantly impacted the lives of adolescents in target communities.

Key to the project's success has been the vibrant TEENSMATA youth hubs strategically established across Lagos and Kano, serving as inclusive spaces providing essential services and fostering community empowerment. Collaborating closely with implementing partners and governmental entities, YPE4AH has leveraged multi-sectoral partnerships to address complex health challenges effectively.

As the project nears the end of its funding cycle in 2024, ensuring sustainability is paramount. A comprehensive sustainability plan informed by stakeholder engagement and a SWOT analysis, to guide the project's continuity and expansion beyond donor funding. The plan focuses on financial and institutional sustainability, outlining critical success factors and strategies for long-term viability.

Financial sustainability strategies include cost re-alignment with the Ministry of Youth and Sports Development (KSMOYSD), leveraging in-kind contributions from local communities, exploring private sector donations and partnerships, pursuing grant funding and sponsorship opportunities, establishing social enterprises, crowdfunding, and capacity building.

Institutional sustainability strategies emphasize capacity building for local staff and partners, integrating project activities into existing community structures, advocacy for policy support, and mainstreaming project initiatives. These strategies aim to empower local stakeholders, foster community ownership, and advocate for supportive policies to ensure the project's enduring impact.

Central to the sustainability plan is the engagement of coordinators with entrepreneurial acumen, passion for project objectives, adaptability, resilience, and community engagement skills. These coordinators will play a pivotal role in driving the implementation of sustainability strategies under the auspices of KSMOYS to ensure the continued success of YPE4AH in improving adolescent health outcomes and fostering socio-economic development in Nigeria.

By prioritizing these sustainability efforts and implementing the outlined strategies, the project will create a lasting change in the lives of adolescents and communities, contributing to a healthier and more prosperous future for Nigeria.

2. INTRODUCTION

In response to the critical need for comprehensive adolescent health services in Nigeria, the Youth-Powered Ecosystem to Advance Urban Adolescent Health (YPE4AH) project had the primary aim of enhancing the health and well-being of married & unmarried, out-of-school urban adolescents in Lagos and Kano. With a holistic approach, which integrates voluntary family planning within a broader framework, YPE4AH strives to empower youths through life skills development, leadership fostering, and livelihood enhancement.

The YPE4AH project operates through the establishment of vibrant youth hubs strategically located in selected geographies across Lagos and Kano. These adolescent youth hubs serve as inclusive spaces designed to cater to the various needs of adolescents, providing essential services such as counselling, skill acquisition, entertainment, and access to information and communication technologies. Through these hubs, the project not only delivers vital health services but also fosters a sense of community, empowerment, and belonging among the target population.

Central to the success of YPE4AH are its implementing partners, each playing a distinct yet interlinked role in realizing project objectives. DAI spearheads the project, providing strategic direction and oversight. Collaborating closely with DAI are Yellow Brick Road (YBR), Women Friendly Initiative (WFI), Youth Empowerment and Development Initiative (YEDI), and Grassroot Soccer (GRS), each contributing specialized expertise and resources to various facets of the project.

These partners have demonstrated unwavering commitment to the project's success, leveraging their strengths to address the multifaceted challenges adolescents face in accessing comprehensive health services. Through their collective efforts, YPE4AH has not only achieved its stated objectives but has also significantly achieved the cross-cutting objectives of strengthening the organizational capacity of its implementing partners. WFI, YBR, and YEDI have been recommended as prime recipients of funding from the United States Agency for International Development (USAID) given the enhancement of their organizational capacities as evidenced in OCA, NUPAS and OPI plus scores year on year.

In addition to the pivotal role played by implementing partners, the success and sustainability of the YPE4AH project hinge significantly on collaborative efforts with key stakeholders within its operational areas. Notably, the project has forged strategic partnerships with the Kano State Ministry of Health and the Kano State Ministry of Youth and Sports Development in Kano State. These stakeholders have played instrumental roles in providing invaluable support to the project across various capacities.

The collaboration with the Kano State Ministry of Health has facilitated the seamless integration of project activities with existing health systems and infrastructure, ensuring efficient delivery of health services to the target population. Additionally, their expertise

and guidance have contributed to developing and implementing evidence-based interventions to improve adolescent health outcomes.

Similarly, the partnership with the Kano State Ministry of Youth and Sports Development has been indispensable in engaging and mobilizing youth within the community. Their support has facilitated access to resources and fostered a conducive environment for youth empowerment and participation in project activities.

Overall, the collaborative efforts with these key stakeholders underscore the importance of multi-sectoral partnerships in driving sustainable change and addressing complex health challenges. By leveraging the collective expertise and resources of governmental entities, the YPE4AH project is better positioned to achieve its objectives and create a lasting impact in the lives of urban adolescents in Kano State

As the project approaches the conclusion of its funding cycle in 2024, it is imperative to develop a robust sustainability plan to ensure the continuity and expansion of its impactful interventions. This is particularly vital in Nigeria, which is characterized by a large population of out-of-school children and an increasing youth demographic. Beyond donor funding, sustaining the YPE4AH project activities is important for advancing adolescent health, promoting socio-economic development, and fostering a healthier future for Nigeria.

In the following sections, this sustainability plan outlines strategic approaches and partnerships aimed at ensuring the long-term viability and impact of the YPE4AH project, thereby contributing to the health and well-being of adolescents and the broader Nigerian society.

3. SITUATION ANALYSIS

3.1 Current Activities and Achievements

By September 2023, the YPE4AH project had achieved remarkable milestones in its implementation. With over 90 percent completion of planned activities and exceeding 80 percent of targets, seventeen out of eighteen programmatic indicators, the impact on the targeted community has been substantial. Notably, the Activity surpassed expectations on ten indicators, particularly in addressing gender-based violence and substance abuse/mental health issues. Below are key achievements for the project in the year 2023.

- YPE4AH Activity achieved over 90% completion of planned activities, surpassing 80% of targets on seventeen out of eighteen programmatic indicators.
- Exceeded set targets on ten indicators, including gender-based violence and substance abuse/mental health screening.
- Improved family planning method-mix provided through youth hubs, resulting in exceeding a couple of years' protection targets in USG-supported programs.
- Reached 27,267 adolescents with life skills programming, enhancing their capacity for healthier decisions and financial literacy.
- Provided family planning services to 25,012 adolescents, surpassing 90% of FP targets for the first time.
- Trained 279 adolescents as change agents in their communities and provided livelihood opportunities for 859 adolescents.
- Increased engagement of persons with disabilities in livelihood sessions, reaching 56 PWDs.
- Launched parental engagement sessions to bridge the intergenerational gap in FP/RH conversations, reaching 3,889 indirect beneficiaries.
- Made noteworthy progress in addressing gaps, leveraging private sector supply for Spoke facilities, and expanding reach into inner-city slums.
- Recognized by USAID mission in Nigeria for leading collaboration on gender-based violence case reporting.
- Leveraged an additional \$69,940 through private-sector engagements.
- Continued support for local implementing partners to lead and manage 25% of key project activities.
- Addressed challenges related to Nigerian elections and changes in government, positioning advocacy as a tool for sustainability.

Despite changes in Nigeria's political climate, YPE4AH Activity remains committed to sustaining relationships and expanding reach across two Local Government Areas to create more impact in the lives of direct and indirect beneficiaries.

3.2 SWOT Analysis of the project's Sustainability Prospects.

In putting together this plan, we conducted a swot analysis to gain a holistic understanding of the project's internal strengths and weaknesses and external opportunities and threats. This information helped inform the development of strategies to capitalize on strengths and opportunities while addressing weaknesses and mitigating threats. While we identified strengths, weaknesses, opportunities, and threats, we have streamlined them into the ones below to focus on the key ones that will be significant in the sustainability efforts.

Strengths:

- Strong and knowledgeable, experienced project staff members and support staff with a clear vision of project objectives and deliverables.
- Effective coordination and seamless synergies between stakeholders, including hub coordinators, youth coaches, health workers, and implementation partners.
- Strong support from state government MDAs, including Ministries of Health, Youth and Sports Development, Women, Children and disabled, Local Government, State Primary Health Care Management Board, and others, contributing through training, equipment supplies, and advocacy efforts.
- Strong support from the primary donor, USAID.
- Strong local community support at the grassroots level.

Weaknesses:

- Limited financial resources, with funding primarily reliant on the primary donor, and challenges in securing financial support from the private sector or government.
- Dependency on in-kind support from the private sector rather than cash donations due to existing philanthropic commitments of prospective donors.

Opportunities:

- Potential for revenue generation through the implementation of revenue-generating activities, leveraging the TEENSMATA brand.
- Growth opportunities for the project's social media presence as an outreach and revenue-generating tool.
- Potential to explore funding opportunities from other international donors interested in adolescent health and livelihood.
- Enthusiasm from state MDAs to continue and expand partnerships, presenting opportunities to align project objectives with government priorities.
- Leveraging existing frameworks, such as the National Youth Service Corps (NYSC), to train corps members for roles within the project, tapping into existing government resources.
- Opportunities to expand the scope of project activities beyond out-of-school adolescents in urban slums, potentially attracting additional funding sources.

Threats:

- Dependency on collaboration with state MDAs for sustainability, with the risk of losing priority status without the support of a reputable international donor like USAID.
- Competition from many other youth-focused initiatives and organizations for state MDAs' time, resources, as well as private sector funding.
- Economic challenges in Nigeria affecting the ability to secure private sector funding for the initiative.

4. STAKEHOLDER ENGAGEMENT

In conducting this assignment, meetings with stakeholders were carried out to facilitate discussions to clarify perspectives on what aspects of the YPE4AH project can be sustained beyond the current funding period and what challenges it may face in sustainability. It is imperative to highlight the YPE4AH perspective; project success was established through an effective ecosystem wherein each component played a pivotal role in ensuring the project's success. Sustaining project activities with every facet of the ecosystem intact emerges as the optimal approach to guarantee long-term sustainability. Stakeholder perceptions regarding sustainability and areas perceived as potentially unsustainable have been documented for reference. The stakeholder engagement included sessions with YPE4AH staff, including the Senior Technical Director Kano, the Private Sector Engagement Manager, Senior Organizational Capacity Development Specialist, amongst other staff members, and the project consortium partners, YEDI, YBR, and WFI.

The engagement sessions were concluded with consultations with the Commissioner, directors, and permanent secretaries of select MDAs of the Kano state. The sessions comprehensively explored stakeholders' insights, encompassing diverse viewpoints and considerations. Through collaborative dialogue, stakeholders articulated their assessments regarding the sustainability of various project components, drawing upon their expertise, experiences, and observations. These discussions yielded valuable insights into the strengths, weaknesses, opportunities, and threats associated with sustaining project activities post-funding.

4.1 Engagement with YPE4AH and Implementing Partners

Sustainability Recommendations:

1. **Continuation of YPE4AH Youth Hubs:** To ensure sustainability and quality assurance, it's proposed that the implementing LGAs continue to maintain, operate, and second a health services provider with approval from the Primary Healthcare Management Board. The Ministry of Health provides commodities and opportunities for training to the health service provider. The Kano State Ministry of Youth and Sports Development will make available a facility manager to coordinate activities at the hubs.
2. **Collaboration for Community Outreaches:** Collaboration between the Hubs, TEENSMATA Youth Initiative (TYI), KSMYSD, KSMWACD, KSPHCMB, LGA/Traditional Leaders and relevant agencies is recommended for community interventions outside the Youth Hubs. This collaboration would leverage existing TEENSMATA Initiatives, providing stipends and transport allowances.
3. **Leadership and Vocational Training:** KSMYSD/KSMOH/KSMWACD: Following the registration of TEENSMATA Youth Initiatives (TYI) under the various

ministries, the ministries have all committed to engaging them in state-led activities.

4. **Advocacy for State Funding:** Advocacy efforts are recommended to persuade state and local governments to allocate funds for adolescent sexual and reproductive health services. This includes advocating for incorporating the TEENSMATA Youth Hub facilities into government-owned facilities, funding human resources, capacity building, and maintenance costs.
5. **Collaboration with Professional Bodies (PPMVs):** Collaboration with health provider professional bodies at state and local levels is proposed to strengthen capacity in adolescent sexual and reproductive health service provision.
6. **Sustainability of Social Media Campaigns:** KSMol has committed to creating awareness on ASRH Issues, including CBS, GBV, and SA. To monitor the messages aired on media channels to ensure they meet standards and sustain social media campaigns through TEENSMATA Youth Initiative and TEESMATA Kano platforms, training adolescents in content creation and video production. Sustainability may be supported by the Kano State Ministry of Information initially, with potential for continued funding.

Areas Identified as Sustainable:

1. **Infrastructure and Facilities:** The physical infrastructure, including Youth Hubs and equipment, can be sustained through partnerships for maintenance and support from government agencies.
2. **Partnerships and Collaboration:** Partnerships with communities, internships, job placements, and collaborations with NGOs and government agencies can contribute to sustainability.
3. **Monitoring and Evaluation Mechanisms:** Maintaining monitoring and evaluation mechanisms to evaluate impact post-project is essential for sustainability.
4. **Advocacy for Policies:** Continue advocacy efforts for policies supporting adolescent funding through governmental agencies.
5. **Radio Campaigns:** Radio campaigns are deemed sustainable due to the availability of state-owned radio stations. Existing radio content will continue to be disseminated through these channels.

Areas Identified as Not Sustainable:

A key point echoed throughout the engagement sessions was that the sustainability of the YPE4AH project is contingent upon continued collaboration with relevant stakeholders, advocacy for policy support, leveraging existing infrastructure and partnerships, and exploring sustainable funding models for ongoing initiatives.

4.2 Summary: What is sustainable and what is not sustainable?

S/N	Activity	Conclusion
1	Life Skills: AYFS – Adolescent Youth Friendly Services	Sustainable: Can be sustained through a collaboration with the state ministry of health, local government, and State Primary Healthcare Management Board.
2	Life Skills: Family Planning Commodities	KSMOH will maintain the current strategy of providing commodities and consumables to the Youth Hub through identified Health Facilities- Ungogo PHC and Utai PHC. The LGA MCH Coordinator to facilitate the disbursement of commodities and consumables.
3	Life Skills: Operation of Youth Hubs as a safe space for adolescent family planning, reproductive health, mental health, substance abuse, and domestic violence referrals, including the engagement of local youth coaches for identification and referrals	Sustainable: Sustainability can be achieved through collaboration with the State Ministry of Youth and Sports, local governments, the State Ministry of Health, and private sector donors. However, it's essential to recognize that the hubs may not be able to sustain funding at their current capacity. Therefore, it is crucial to assess the costs associated with running the hubs and identify areas where innovative solutions can be implemented without donor funding.
4	Life Skills: outreach activities on adolescent family planning and reproductive health topics	Sustainable: Achieving sustainability necessitates forging collaborative partnerships with the local government, PHC departments, the State Ministry of Health, LGA/Traditional Leadership, and the TEENSMATA Youth Initiative.
5	Life Skills: Social Behavioral Change Campaigns - awareness creation through social media including other strategic communication channels	Sustainable: Sustainability can be ensured by fostering collaboration with key stakeholders, including the State Ministry of Information and TEENSMATA Youth Initiative.
6	Life Skills: Social Behavioral Change Campaigns - awareness creation through Radio ads	Sustainable: Sustainability can be ensured by fostering collaboration with key stakeholders, including the State Ministry of Information
7	Leadership: Training Mentors and leaders to drive adolescent health advocacy and leadership	Sustainable: Sustainability can be achieved through partnerships with the State Ministry of Youth and Sports, local governments, and the Ministry of Women, Children and Disabled.

8	Livelihoods: Increase workforce readiness by facilitating training in collaboration with the public and private sector	Sustainable: Achieving sustainability is feasible through collaboration with the State Ministry of Youth and Sports and the Ministry of Women Affairs, Children & Disabled.
9	Livelihoods: Facilitating linkages with the public and private sector for youth internship and apprenticeship opportunities	Sustainable: Sustainability can be ensured through a collaborative effort involving the State Ministry of Youth and Sports and other relevant MDAs
10	Service Provision: Providing adolescents with FP services through multi-cadre providers and the Hubs	Sustainable: The multi-cadre providers offering FP/RH services to adolescents are entrepreneurial organizations that operate independently of the project. This autonomy ensures the sustainability of service provision, as the value proposition they receive from participating in the project is highly beneficial.
11	Service Provision: Non-FP/RH services (gender-based violence, mental health, substance abuse)	Sustainable: The Kano State government MDAs have existing frameworks that cater to the provision of these services, The MDAs have demonstrated a readiness to collaborate and address these issues effectively.

4.3 Summary of Engagement with Ministries Departments and MDAs

The Project conducted stakeholder engagement meetings with various ministries and local government representatives to ensure the Projects' sustainability and lasting impact. The meetings aimed to highlight achievements, identify areas for collaboration, and secure commitments for the continuation of adolescent health initiatives. Key stakeholders included representatives from the Ministry of Youth and Sport, Ministry of Women Affairs, Children & Disabled, Ministry of Local Government Affairs, Ministry of Information, State Ministry of Local Government Areas, and community leaders.

4.4 Summary of stakeholder engagement

Overall, all stakeholders engaged expressed enthusiasm to support the project sustainability efforts. Key takeaways from the engagement sessions were:

1. Sustained Structural Support:

- Commitment to maintaining the hubs as safe spaces for adolescents, including essential tools and consumables.
- Continued support for infrastructure and resource allocation to ensure the hubs remain operational and effective.

2. Training and Capacity Building:

- Ongoing training for PHC service providers on Youth-Friendly Health Services (YFHS).
- Leveraging existing adolescent platforms, such as the TEENSMATA Youth Initiative and Youth Champions Initiative, for community mobilization and peer education.

3. Health Service Provision:

- Deploy trained health service personnel, including Community Health Extension Workers (CHEWs), to provide continuous health services at the hubs.
- Ensuring the availability of essential commodities and consumables to aid service delivery at the hubs and during community outreach activities.

4. Community Engagement and Mobilization:

- Active involvement of community stakeholders, including district heads and local government administrators, in supporting and advocating for adolescent health initiatives.
- Utilization of TEENSMATA Youth Initiative as mobilizers to encourage peer participation and engagement in health activities.

5. Collaboration and Partnership:

- Strengthening partnerships with various ministries, local governments, and community organizations to support the sustainability of adolescent health initiatives.
- Keep the Adolescent Technical Working Group (ATWG) active through collaboration with partners and seek additional support to host regular meetings.

6. Policy and Guidelines Implementation:

- Efforts to domesticate national guidelines on promoting access and integrating AYFHS in primary health care centres.
- Encouragement to include adolescent health needs in budget lines and annual operational plans to ensure sustained funding and resource allocation.

7. Recognition and Registration of Initiatives:

- Formal recognition and registration of youth initiatives like TEENSMATA Youth Initiative under the State Ministry of Health, enabling them to access more resources and participate actively in state activities.

Conclusion: The stakeholder engagement meetings were instrumental in securing commitments and fostering collaboration for the continued success and sustainability of the YPE4AH Project. The positive responses and pledges from various stakeholders underscore the project's significant impact and the collective effort to ensure the health and well-being of adolescents in the region. The project team will continue to provide necessary support and resources during the transition process and beyond.

5. ANNUAL COST ANALYSIS OF RUNNING THE HUBS

To assess the cost aspects of running the TEENSMATA Youth Hubs and develop executable strategies for sustainable funding, a workshop was conducted with key project stakeholders, including YPE4AH staff members and implementation partners. During the workshop, the costs associated with running the hubs were broken down into categories, and collaborative efforts were made to identify viable funding strategies.

Except for the annual rent for the hubs, which will vary depending on the location, all other costs are similar across all the TEENSMATA Youth Hubs, and the amounts herein are reflective of the current costs of the items within Kano State

1. Facility Structure

Sub Section	Unit Cost (N)	Quantity	Frequency	Total (N)
Annual Rent (Four-bedroom apartment)	2,000,000.00	2	1	4,000,000.00
Furniture and Equipment	514,000.00	2	1	1,028,000.00
Remodeling/Refurbishing	8,000,000.00	1	1	8,000,000.00
Sub Total				13,028,000.00

2. Personnel

Sub Section	Unit Cost (N)	Quantity	Frequency	Total (N)
Hub Coordinators	200,000.00	4	12	9,600,000.00
Youth Coaches	60,000.00	20	12	14,400,000.00
Cleaners	30,000.00	4	12	1,440,000.00
Security	50,000.00	8	12	4,800,000.00
Sub Total				30,240,000.00

3. Utilities

Sub Section	Unit Cost (N)	Quantity	Frequency	Total (N)
Water	25,000.00	1	12	300,000.00
Electricity	80,000.00	1	12	960,000.00
Internet	60,000.00	1	12	720,000.00
Fuel and Generator maintenance	350,000.00	1	12	4,200,000.00
Office supplies (stationary, toiletry, cleaning materials, dispenser water, etc.)	150,000.00	1	12	1,800,000.00
Hub maintenance and repairs	150,000.00	1	12	1,800,000.00
Hub Painting & Graffiti	500,000.00	1	1	500,000.00
Satellite Cable Network	15,700.00	1	12	188,400.00
Sub Total				10,468,400.00

4. Commodities and Consumables

Sub Section	Unit Cost (N)	Quantity	Frequency	Total (N)
Medical Commodities	200,000.00	1	12	2,400,000.00
Medical Consumables	163,000.00	1	12	1,956,000.00
Hub Registers	50,000.00	1	1	50,000.00
Sub Total				4,406,000.00

Grand Total

	Total (N)
Facility Structure	13,028,000.00
Personnel	30,240,000.00
Utilities	10,468,400.00
Commodities & Consumables	4,406,000.00
Grand Total	58,142,400.00

6. SUSTAINABILITY STRATEGIES

The long-term vision is to ensure the project's continued success and impact beyond the current funding period. This involves establishing a sustainable framework that will support the ongoing operation of existing hubs while possibly facilitating the expansion of the model to additional hubs across target areas.

6.1 Critical Success Factor for Sustainability

1. Coordination Mechanism

- Effective coordination of activities has been a cornerstone of project success thus far, led by the YPE4AH team, who have coordinated the project activities and orchestrated the synergies between all parts of the ecosystem, ensuring objectives are met and resources are utilized efficiently. Post-funding, responsibility for coordination will transition to the Kano State Ministry of Youth and Sports. The Ministry, given its broader scope and sphere of responsibility, must establish a robust coordination framework to oversee the continued functioning of the hubs according to plan.

2. Sustainable Funding:

- Securing sustainable funding sources beyond the project period is imperative for maintaining operations and achieving long-term impact.
- Diversifying funding streams, including government grants, private sector partnerships, and income-generating activities, is essential to mitigate reliance on external donors.

3. Community Engagement and Ownership

- Local communities' active engagement and ownership of the project are critical for sustainability.
- Empowering community members to participate in decision-making processes, contributing resources, and taking on leadership roles fosters a sense of ownership and ensures the project's relevance and sustainability.

4. Capacity Building and Training - Primary Responsibility

- Building the capacity of local stakeholders, including youth leaders, project staff, and community volunteers, is essential for sustainability.
- Providing ongoing training, mentorship, and skill development opportunities enables stakeholders to effectively manage and support project activities independently.

5. Monitoring and Evaluation - Primary Responsibility

- Implementing robust monitoring and evaluation mechanisms is vital for tracking progress, measuring impact, and identifying areas for improvement.
- Regular monitoring allows for timely adjustments to project strategies and ensures alignment with evolving community needs and priorities.

6. Partnership Development - Primary Responsibility

- Cultivating and maintaining partnerships with government agencies, NGOs, community organizations, and other stakeholders are crucial for sustainability.
- Leveraging existing networks and resources facilitates collaboration, resource sharing, and knowledge exchange, enhancing the project's reach and impact.

7. Adaptation and Innovation:

- Remaining adaptable and innovative in response to changing circumstances and emerging challenges is key to long-term sustainability.
- Continuously seeking new solutions, technologies, and approaches ensures the project remains relevant, effective, and resilient in the face of evolving needs and contexts.

8. Advocacy and Policy Support: Primary Responsibility:

- Advocating for supportive policies and legislation at the local, regional, and national levels is essential for creating an enabling environment for project sustainability.
- Engaging policymakers, advocating for youth-friendly policies, and leveraging political support contribute to the long-term success and sustainability of the project.

By prioritizing these critical success factors and implementing strategies to address them, we can ensure the sustainability and enduring impact of the project, fostering positive change in the lives of adolescents and communities for years to come.

6.2 Sustainability Strategies

For simplicity, the plan has been classified into 3 broad categories:

- Financial Sustainability
- Institutional sustainability
- Sustainability of Service Provision:
 - FP/RH Services
 - Livelihood Skills

I. Financial Sustainability

Financial sustainability focuses on how Project can maintain and manage its financial resources in such a way that it can continue its operations and fulfill its mission over the long term. It involves having diverse and reliable sources of income, effective financial management practices, and the ability to adapt to changing economic conditions. Financial sustainability ensures that the organization can continue to provide health services to adolescents and expand its impact without relying solely on donor funding. This can be achieved through diverse revenue streams, efficient financial management, and continuous adaptation to changing conditions and opportunities.

For Financial Sustainability, the following are proposed:

1. Cost Re-Alignment in Collaboration with Ministries MDA:

- Collaborate with the Ministry and MDAs to re-analyze hub and programming costs and identify elements that the ministry can feasibly bear with its limited resources.
- Prioritize essential cost elements and explore opportunities for cost-saving measures without compromising project quality or impact. (Cost savings recommendations and alternative sources are recommended in the appendix)

2. In-Kind Contributions from Local Communities:

- Engage with local communities to identify opportunities for in-kind contributions to offset costs.
- Leverage community resources, such as volunteer labor, donated materials, or shared facilities, to reduce operational expenses and enhance project sustainability.

3. Private Sector Donations:

- Identify potential private sector donors within the locality who may be inclined to provide donations in kind.
- Develop targeted outreach strategies to engage local businesses, corporations, and philanthropic individuals, highlighting the mutual benefits of supporting the project and fostering community development.

4. Partnership Development:

- Forge strategic partnerships with local businesses, NGOs, academic institutions, and community-based organizations to diversify income sources and leverage shared resources.
- Explore opportunities for collaborative initiatives, joint fundraising efforts, or co-branded projects that align with both parties' goals and objectives.

5. Grant Funding and Sponsorship:

- Research and pursue grant funding opportunities from government agencies, foundations, and international organizations that support initiatives in youth development, health, and community empowerment.
- Develop compelling sponsorship packages tailored to potential donors' interests and priorities, emphasizing the positive impact and visibility of their support on project outcomes.

6. Social Enterprise and Income-Generating Activities:

- Explore the feasibility of establishing social enterprises or income-generating activities within the hub framework to generate revenue and enhance financial sustainability.
- Identify marketable products or services that align with project objectives and local market demand, leveraging the skills of adolescents and beneficiaries to create sustainable livelihood opportunities.

7. Crowdfunding and Community Fundraising:

- Launch crowdfunding campaigns or community fundraising initiatives to mobilize financial support from a broader network of supporters, including online donors, friends, family, and community members.

- Utilize social media platforms, events, and grassroots outreach strategies to raise awareness and mobilize support for the project among diverse stakeholders.

8. Capacity Building and Sustainability Planning:

- Invest in capacity-building efforts to equip hub staff, community leaders, and beneficiaries with the skills and knowledge needed to manage and fund project activities sustainably.

To successfully implement this ambitious financial sustainability strategy, it is crucial to emphasize the importance of KSMOYS recruiting individuals with a diverse skill set and entrepreneurial mindset to coordinate the activities at the hubs. This plan requires team members who are innovative, resourceful, and capable of thinking outside the box to identify new funding opportunities and forge strategic partnerships. Additionally, individuals with expertise in fundraising, grant writing, business development, and community engagement will be invaluable.

To attract such individuals, the Ministry of Youth and Sport may consider partnering with entrepreneurial-minded organizations or leveraging existing networks within the community and the state. By collaborating with organizations that share the vision for youth empowerment and community development, KSMOYS can tap into a pool of talent and expertise essential for driving the financial sustainability efforts forward. This collaborative approach enhances the capacity to attract skilled professionals and fosters a culture of innovation and collaboration necessary for the long-term sustainability of the Hubs. This highlights the importance of putting in place a plan for institutional sustainability. The youth hubs need to be seen as an institution, and modalities must be implemented to strengthen and sustain it.

II. Institutional Sustainability

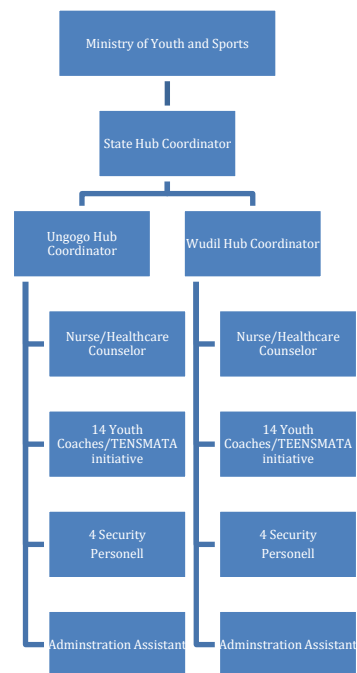
Institutional sustainability refers to an organization's capacity to endure and thrive over the long term, maintaining its operations, fulfilling its mission, and adapting to changing conditions. It encompasses various aspects of organizational health beyond financial stability, including governance, human resources, strategic planning, and community engagement.

Option 1 For institutional Sustainability: Subsume Under KSMOYS

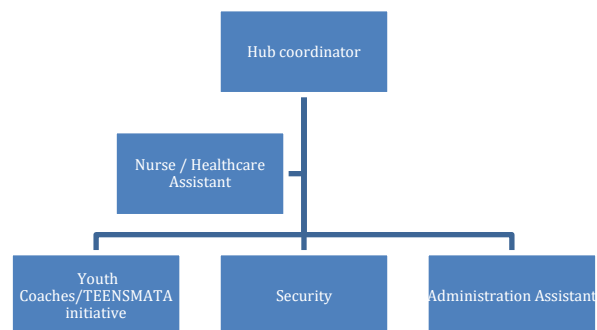
The first option will be to subsume the TEENMATA program under the Ministry of Youth and Sport. With this structure, the Ministry becomes responsible for the coordination and functioning of the TEENSMATA program. The proposed structure is shown below:

Proposed Hub Structure for Sustainability

State Structure



Hub Structure



We propose a centralized structure for the TEENSMATA Youth Hubs under the supervision of the Ministry of Youth and Sport. The advantages of this structure are stated below:

1. Clear Hierarchical Structure:

- **Defined Roles and Responsibilities:** Each level of the hierarchy, from the Ministry of Youth and Sport to the security personnel, has clearly defined

roles. This helps prevent role confusion and ensures members know their specific duties and responsibilities.

- **Efficient Decision-Making:** Decisions can be made more efficiently because there is a clear chain of command. The State Hub Coordinator can oversee all hubs, while individual Hub Coordinators manage their respective hubs, facilitating both top-down and bottom-up communication.

2. **Specialization:**

- **Dedicated Roles:** The structure includes specialized roles such as Nurse/Healthcare Counselors, Youth Coaches/TEENSMATA Youth Initiative, and Security Personnel. This allows each team to focus on their area of expertise, improving the quality of services provided to the youth.
- **Expertise Utilization:** With specialized staff, the hubs can offer more comprehensive and expert care in healthcare, youth development, and security.

3. **Scalability:**

- **Easily Expandable:** This structure can be easily expanded or replicated in other regions or states. New hubs can be added under the same framework, maintaining consistency and standardization across all hubs.
- **Resource Allocation:** Resources such as training, funding, and support can be uniformly distributed across all hubs, ensuring equity and efficiency.

4. **Accountability and Oversight:**

- **Supervisory Roles:** Hub Coordinators' presence ensures continuous oversight and accountability at each hub. Issues can be quickly identified and addressed.
- **Performance Monitoring:** The State Hub Coordinator can monitor and evaluate each hub's performance, facilitating continuous improvement and ensuring that standards are maintained.

5. **Enhanced Communication:**

- **Structured Communication Channels:** With a clear hierarchy, communication flows more smoothly from the top (Ministry) to the bottom (individual staff members). This helps effectively disseminate information, policies, and updates.
- **Feedback Mechanism:** Feedback from each hub can be systematically collected and reported up the chain, allowing for responsive and adaptive management.

6. **Improved Coordination and Collaboration:**

- **Interdepartmental Collaboration:** The structure promotes coordination between different roles within each hub, such as healthcare and youth coaching, leading to more holistic and integrated youth services.
- **Consistent Practices:** Standard practices and procedures can be implemented across all hubs, ensuring uniformity and reliability in service delivery.

Role Descriptions for Key Roles:

Description: The State Hub Coordinator oversees the operation and management of all youth hubs within the state. They serve as the primary liaison between the Ministry of Youth and Sports and the individual hub coordinators. KSMOYS will assign this role.

Responsibilities:

- **Strategic Planning:** Develop and implement strategies for the effective operation and growth of youth hubs across the state.
- **Coordination:** Ensure consistent communication and coordination between the Ministry and the hub coordinators.
- **Monitoring and Evaluation:** Track the performance of each hub, ensuring they meet the set standards and goals. Provide regular reports to the Ministry.
- **Resource Allocation:** Manage the distribution of resources, including funding, training, and support, to various hubs.
- **Policy Implementation:** Ensure that policies and guidelines from the Ministry are effectively implemented across all hubs.

Hub Coordinator

Description: The Hub Coordinator manages the day-to-day operations of a specific youth hub. They are responsible for the overall administration and coordination of activities within their hub. For cost savings, the Ministry of Youths & Sports Development and LGA can second this individual from its staff pool.

Responsibilities:

- **Operational Management:** Oversee the daily operations of the hub, ensuring that all activities run smoothly.
- **Staff Supervision:** Manage and support hub staff, including nurses/counselors, youth coaches, and security personnel.
- **Program Implementation:** Implement programs and initiatives aimed at adolescent health and safety as directed by the State Hub Coordinator.
- **Community Engagement:** In collaboration with the youth coaches, engage with the local community to promote the hub's services and initiatives.
- **Reporting:** Maintain records of activities and outcomes, providing regular reports to the State Hub Coordinator.

Nurse/Healthcare Counselor

Description: Nurses and healthcare Counselors provide healthcare services and counseling and make referrals to adolescents within the hub. They serve as the first point of contact for FP/RH services to adolescents. Nurses and healthcare counselors, though dedicated to the hubs, will be employees of the local government. The LGA will transfer Healthcare workers.

Responsibilities:

- **Counseling Services:** Provide counseling and support for FP/ RH mental health issues, substance abuse, and other personal challenges.

- **Health Education:** Educate the Adolescents on FP/RH practices.
- **Crisis Intervention:** Respond to health issues, providing appropriate care and referrals when necessary.
- **Referrals:** Refer adolescents to PPMS and spoke facilities to obtain FP/RH commodities

Strategies for this approach

1. Capacity Building for Local Staff and Partners:

- **Tailored Training Programs:** Develop customized training programs designed to enhance the skills and competencies of staff members responsible for running hub activities. These programs should cover various topics including project management, youth engagement, health education, and community outreach.
- **Mentorship and Coaching:** Implement mentorship and coaching programs to provide ongoing support and guidance to local staff members as they navigate their roles and responsibilities within the hubs. Pair experienced staff members with newcomers to facilitate knowledge transfer and skill development. This is important given the consideration and advice given by multiple ministries engaged that staff within the LGAs can be redeployed to run the Hub activities. In this case, a framework must be implemented to train them and prepare them quickly.
- **Professional Development Opportunities:** Identify opportunities for professional development, such as workshops, conferences, and certification programs, that enable hub staff members to expand their knowledge and expertise in relevant areas. Encourage staff members to pursue further education or training to enhance their qualifications.
- **Performance Evaluation and Feedback:** Establish regular performance evaluation processes to assess the effectiveness of capacity-building initiatives and identify areas for improvement. Provide constructive feedback and recognition to motivate staff members and reinforce positive behaviors.

2. Integration of Project Activities into Existing Community Structures:

- **Structure Assessments:** Identify existing community structures, resources, and networks that can support the integration of project activities. Engage with community leaders, stakeholders, and beneficiaries to gather input and insights into local priorities and preferences. This is already in play with the engagement with several ministries with existing structures that activities can be integrated into. This has been documented in the stakeholder engagement section of this plan.
- **Partnership Development:** Collaborate with local organizations, institutions, and community groups to integrate project activities into existing community structures. Leverage existing platforms, such as schools, health centers, religious institutions, and youth clubs, to reach target populations and maximize impact.
- **Capacity Building for Community Leaders:** Provide training and capacity-building support to community leaders and stakeholders to enable them to effectively facilitate and support the hub activities within their respective

communities. Empower local champions to take ownership of hub initiatives and drive sustainable change.

3. Advocacy for Policy Support and Mainstreaming of Project Initiatives:

- **Policy Analysis and Advocacy:** Conduct policy analysis to identify gaps and opportunities for supporting local, regional, and national project objectives. Advocate for policy reforms, resource allocation, and institutional support that align with project goals and priorities.
- **Stakeholder Engagement:** Engage with policymakers, government agencies, civil society organizations, and other stakeholders to build support for project initiatives and promote their integration into existing policy frameworks. Utilize evidence-based advocacy strategies to communicate the impact and importance of project interventions.
- **Capacity Building for Policy Engagement:** Provide training and capacity-building support to project staff and partners to enhance their policy analysis, advocacy, and stakeholder engagement skills. Equip them with the knowledge and tools needed to navigate the policy landscape and influence decision-making processes effectively.

Option 2 For institutional Sustainability: Incorporate TEENSMATA into a social enterprise.

The second option is incorporating the TEENSMATA program into a social enterprise. The advantages of this option are:

1. Autonomy and Flexibility

- **Operational Independence:** A social enterprise can operate with greater flexibility and autonomy, allowing quicker decision-making and adaptation to changes. Government bodies may face bureaucratic delays that can hinder timely responses.
- **Innovative Practices:** As an independent entity, the social enterprise can implement innovative practices and programs without being restricted by government policies and procedures.

2. Sustainable Funding

- **Diverse Revenue Streams:** A social enterprise can generate income through various sources such as grants, donations, paid services, and commercial activities, reducing dependency on government funding, which can be unstable.
- **Financial Management:** The enterprise can reinvest profits into the program, ensuring long-term sustainability and growth.

3. Enhanced Community Engagement

- **Tailored Programs:** Being closer to the community, the social enterprise can design and implement programs that are specifically tailored to the needs and preferences of the adolescents they serve.
- **Brand Loyalty:** By building a strong brand like TEENSMATA, the enterprise can foster loyalty and trust within the community, which can be leveraged for advocacy and outreach.

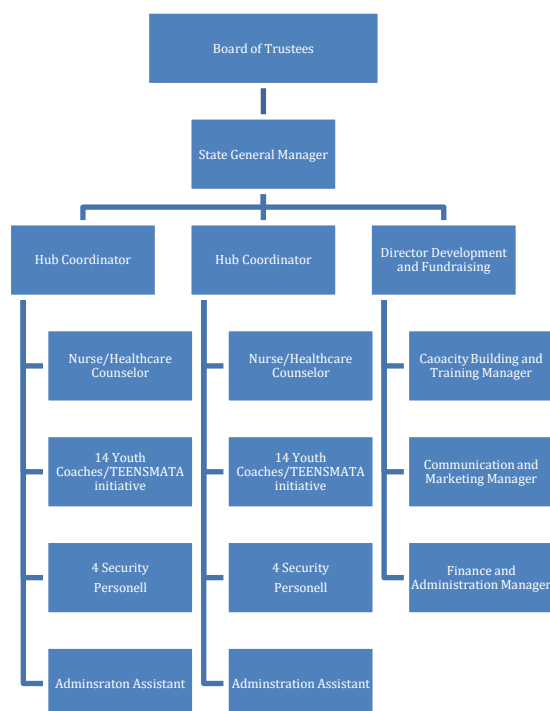
4. Agility and Responsiveness

- **Rapid Response:** The enterprise can quickly respond to emerging health issues and trends, unlike government departments that might be slower due to bureaucratic processes.
- **Scalability:** It is easier to scale operations and expand services to new areas when not constrained by government regulations.

5. Innovation and Best Practices

- **Adopting Best Practices:** The social enterprise model encourages the adoption of best practices from the private sector, such as efficient management and innovative marketing strategies.
- **Experimentation:** The enterprise can experiment with new methods and technologies to improve service delivery without waiting for government approvals.

The structure of the social enterprise will echo the structure recommended for the state-subsumed structure. However, instead of reporting to KSMOYS, the state coordinator will report to the board of trustees. The structure of the hubs will remain the same. The social enterprise model structure will have a dedicated senior officer with reporting lines who will be responsible for development and Fundraising.



Roles of additional Functions:

In addition to the functions previously described, the responsibilities of the additional roles are shown below:

1. Board of Trustees

- **Composition:** Respected individuals from healthcare, business, community leaders, employees, and a MYS representative.
- **Roles and Responsibilities:**
 - Strategic oversight and direction.
 - Accountability and transparency.
 - Approve significant policies and budgets.
 - Oversee the performance of the State General Manager.

2. State General Manager

- **Role:** Oversee overall management of TEENSMATA and its hubs.
- **Responsibilities:**
 - Implement strategic plans as directed by the Board of Trustees.
 - Oversee day-to-day operations of all hubs.
 - Report to the Board on organizational performance.
 - Ensure legal and regulatory compliance.
 - Lead fundraising and partnership initiatives.

3. Director of Development and Fundraising

- **Role:** Manage fundraising efforts and diversify funding sources.
- **Responsibilities:**
 - Identify and pursue grant opportunities.
 - Develop and manage relationships with donors.
 - Organize fundraising campaigns and events.
 - Write grant proposals and funding applications.
 - Report on fundraising progress to the State General Manager.

4. Capacity Building and Training Manager

- **Role:** Enhance organizational capacity and staff development.
- **Responsibilities:**
 - Conduct training needs assessments.
 - Develop and implement training programs for staff and volunteers.
 - Organize workshops and professional development opportunities.
 - Monitor and evaluate training effectiveness.
 - Report on capacity-building initiatives to the State General Manager.

5. Communications and Marketing Manager

- **Role:** Oversee branding, marketing, and communication strategies.
- **Responsibilities:**
 - Develop and implement marketing plans.
 - Manage social media and online presence.

- Create promotional materials and campaigns.
- Coordinate with media partners for advocacy campaigns.
- Engage with community leaders and influencers.

6. Finance and Administration Manager

- **Role:** Oversee financial management and administrative functions.
- **Responsibilities:**
 - Manage budgets and financial reporting.
 - Ensure financial sustainability through diverse revenue streams.
 - Oversee administrative tasks and record-keeping.
 - Ensure compliance with financial regulations.
 - Report financial status to the State General Manager and Board.

Organizational Structure

Option 2 proposes that TEENSMATA be registered as a social enterprise reporting to a board of trustees. A Board of Trustees, composed of carefully selected respectable individuals, will oversee the organization's activities. The State General Manager will manage the hubs in Kano and develop a plan to expand to other hubs. Each hub will have a coordinator who reports directly to the State General Manager. Staff at the hubs will include healthcare workers for counseling and referrals, youth coaches to attract and engage adolescents, and cleaners and janitors to maintain the facilities.

Funding and Income Generation

TEENSMATA Incorporated will seek to diversify its funding sources to ensure financial sustainability. This will include pursuing grants from international donors, foundations, and government grants and forming partnerships with public and private sectors for funding and policy advocacy. The enterprise will also engage in income-generating activities such as offering paid health workshops and training sessions, selling branded merchandise, and organizing community events with entry fees. Additionally, the organization will launch fundraising campaigns and seek sponsorships from corporate organizations and philanthropists.

Programs and Services

TEENSMATA will continue objectives, such as providing vital family planning and reproductive health services while introducing new health services based on community needs. The organization will advocate for providing vital family planning and reproductive health services for adolescent health rights and policies and run social and behavioral change campaigns through various media. Youth engagement will be a key focus, with regular activities and events to attract adolescents to the hubs. Youth coaches will be trained in outreach and engagement strategies to maximize their effectiveness.

Partnerships and Collaboration

Collaboration with both the public and private sectors will be crucial for the enterprise's sustainability. The organization will work with Kano State MDAs to support and fund health services and advocate for policies supporting adolescent health. Partnerships with businesses will be sought for sponsorships and joint programs, and media companies will be engaged in advocacy campaigns to broaden their reach and impact.

Marketing and Communications

To establish TEENSMATA as a leading brand in adolescent health services, a solid online presence will be developed through social media and a dedicated website. Outreach efforts will include using social media, local media, and community events to reach adolescents. Partnerships with influencers and community leaders will be cultivated to spread awareness and promote TEENSMATA's mission.

Critical Characteristics of the State General Manager

Critical characteristics include:

1. **Entrepreneurial Mindset:** individuals with an entrepreneurial mindset are adept at identifying opportunities, leveraging resources, and navigating challenges creatively. They bring a solutions-oriented approach, seeking innovative ways to enhance project sustainability and maximize impact.
2. **Passion for Project Objectives:** Individuals genuinely passionate about adolescents are more likely to invest their time, energy, and expertise wholeheartedly. Their commitment and dedication serve as a driving force behind the successful implementation of capacity-building, integration, and advocacy initiatives.
3. **Adaptability and Resilience:** They must demonstrate adaptability and resilience in dynamic and complex environments. And be capable of navigating uncertainty, embracing change, and overcoming obstacles with determination. Their agility enables them to pivot strategies as needed while staying focused on long-term sustainability.
4. **Community Engagement:** They must have a deep understanding of local contexts and community dynamics which are instrumental in fostering meaningful engagement.

By engaging a State General Manager who embodies these qualities, the enterprise can ensure the effective execution of the sustainability plan.

Steps to Establish TEENSMATA as a Social Enterprise

Below are the steps to be taken to register TEENAMATA as a Social Enterprise

1. Registration and Legal Setup

- **Conduct Feasibility Study:** Assess the feasibility of transforming TEENSMATA into a social enterprise by analyzing market needs, potential revenue streams, and legal requirements.

- **Choose Legal Structure:** Decide on the most suitable legal structure for TEENSMATA, such as a nonprofit with income-generating activities, a social enterprise, or a hybrid model.
- **Register the Entity:** Complete the necessary legal registration processes to establish TEENSMATA as a recognized social enterprise by local laws and regulations.
- **Develop Bylaws and Governance Policies:** Draft bylaws and policies that outline the organization's purpose, operational procedures, and governance structure.

2. Board of Trustees Formation

- **Identify and Recruit Trustees:** Select individuals with diverse expertise, strong community ties, and a commitment to the mission of TEENSMATA.
- **Establish Roles and Responsibilities:** Define the board members' roles and responsibilities, including oversight, strategic planning, and financial management.
- **Conduct Board Training:** Provide training to board members on their roles, governance best practices, and TEENSMATA's specific needs and goals.

3. Organizational Structure Development

- **State General Manager Appointment:** Appoint a State General Manager to oversee TEENSMATA's overall operations and management.
- **Hub Coordinators:** Assign a coordinator to each of the two hubs (Ungogo and Wudil), who will report directly to the State General Manager.
- **Staff Recruitment:** Hire essential staff for each hub, including healthcare workers, youth coaches, cleaners, and janitors.
- **Develop Job Descriptions:** Create detailed job descriptions for all positions to ensure clarity of roles and expectations.

4. Financial Planning and Sustainability

- **Create a Business Plan:** Develop a comprehensive business plan that outlines the social enterprise model, revenue streams, market analysis, and financial projections.
- **Diversify Funding Sources:** Identify and pursue diverse funding sources, including grants, partnerships, donations, and income-generating activities.
- **Implement Financial Management Systems:** Establish robust financial management systems to monitor income, expenses, and overall economic health.

5. Program and Service Expansion

- **Assess Community Needs:** Conduct regular assessments to identify the health needs of adolescents in the community.
- **Design and Implement Programs:** Develop programs and services that address these needs, focusing on family planning, reproductive health, and youth engagement.
- **Train Staff:** Provide ongoing training for healthcare workers and youth coaches to ensure high-quality service delivery.

6. Marketing and Branding

- **Develop Branding Strategy:** Create a strong brand identity for TEENSMATA, including a logo, tagline, and brand guidelines.
- **Create Marketing Materials:** Produce marketing materials such as brochures, social media content, and a website to promote TEENSMATA's services and mission.
- **Engage in Outreach Activities:** Utilize social media, local media, and community events to reach and engage with adolescents and stakeholders.

7. Partnership and Collaboration Building

- **Identify Potential Partners:** Identify potential public and private partners who align with TEENSMATA's mission.
- **Form Strategic Partnerships:** Establish partnerships with government health departments, businesses, and media companies to support funding, advocacy, and program implementation.
- **Engage Community Leaders:** Work with community leaders and influencers to increase awareness and support for TEENSMATA.

8. Long-term Strategic Planning

- **Set Short-term Goals:** Establish specific short-term goals (1-2 years), such as registering TEENSMATA as a social enterprise, securing initial funding, and increasing service utilization.
- **Define Long-term Objectives:** Outline long-term objectives (3-5 years), including achieving financial self-sufficiency, expanding services to new regions, and influencing policy changes that support adolescent health.
- **Regularly Review and Adjust Plans:** Continuously review and adjust strategic plans based on performance data, community needs, and changing circumstances.

III. Sustainability of Service Provision:

a. FP/RH Services:

The YPE4AH project has successfully created an ecosystem that streamlines the provision of family planning and reproductive health (FP/RH) services. This ecosystem incorporates several sustainable components:

1. Youth Attraction and Engagement:

- **Youth Coaches:** The project leverages youth coaches to attract adolescents to the hubs. These coaches are crucial in engaging the youth and can be sustained through the hubs' operational budgets.

2. Counselling and Referrals:

- **Healthcare Workers:** Each hub is staffed with a healthcare worker who provides initial counseling services to adolescents seeking advice or services related to family planning. This aspect can be sustained through the support of the Kano State Ministry of Health and local government. Additionally, exploring private donor funding for this role is a viable option.

3. Spoke Facilities Network:

- **Private Patent Medicine Vendors (PPMVs) and Medicine Stores:** These facilities have been integrated into the ecosystem to provide FP/RH commodities confidentially and non-judgmentally for a fee. The sustainability of these spokes is mainly independent of the project as they are private entities. To maintain service quality, annual refresher training can be conducted, leveraging the state Ministry of Health.

4. Partnerships for Free FP/RH Commodities:

- **Collaborations with Organizations:** The project has established partnerships with organizations like the Ministry of Health, Society for Family Health (SFH), and UNFPA, which provide FP/RH commodities free of charge as part of their initiatives. This collaboration can continue to support the hubs' operations.

5. Commodity Storage and Distribution:

- **Mechanism for Commodity Storage:** The project has a mechanism in place for storing these FP/RH commodities, which can be sustained through ongoing partnerships with public health facilities and implementing partners.

6. Public Health Facility Support:

- **Public Health Facilities:** These facilities also receive commodities from the government, ensuring a consistent supply for the hubs.

Summary:

The YPE4AH project's FP/RH service provision system includes sustainable elements that ensure its longevity:

- Youth coaches' roles are budgeted within the hubs' operations.
- Healthcare professionals at the hubs are supported by the Kano State Ministry of Health and local government, with potential private donor funding.
- The network of private spoke facilities (PPMCs and medicine stores) is inherently sustainable and can be maintained through annual training.
- Partnerships with organizations providing free FP/RH commodities can continue.
- Public health facilities and partners support the storage and distribution mechanisms for FP/RH commodities.

Overall, all aspects of the FP/RH service provision ecosystem established by the YPE4AH project are sustainable with the current mechanisms and partnerships in place.

Sustainability Strategy for the Family Planning and Reproductive Health (FP/RH) Elements of the YPE4AH Project

1. Sustaining Youth Engagement:

• Youth Coaches:

- **Strategy:** Integrate the cost of employing youth coaches into the operational budget of the hubs.
- **Action:** Secure funding from the Kano State Ministry of Youth and Sports and local governments to cover these costs.

- **Additional Support:** Explore private donor funding targeted at youth engagement programs.
- 2. Ensuring Continuous Healthcare Provision:**
- **Healthcare Workers at Hubs:**
 - **Strategy:** Maintain the presence of healthcare professionals at the hubs to provide initial counseling and services.
 - **Action:** Collaborate with the Kano State Ministry of Health and local governments to fund these positions. Seek private donors willing to sponsor healthcare professionals at the hubs.
 - **Backup Plan:** If government support is limited, consider a volunteer model or part-time engagements to ensure coverage.
- 3. Maintaining the Network of Spoke Facilities:**
- **Private Patent Medicine Vendors (PPMs) and Medicine Stores:**
 - **Strategy:** Sustain the involvement of private spoke facilities that provide FP/RH commodities for a fee.
 - **Action:** Conduct annual refresher training sessions for these facilities to ensure service quality and adherence to project standards.
 - **Support:** Leverage the state Ministry of Health to facilitate and support these training sessions.
- 4. Leveraging Partnerships for Free FP/RH Commodities:**
- **Collaborations with Implementing Partners:**
 - **Strategy:** Continue partnerships with organizations that provide FP/RH commodities free.
 - **Action:** Strengthen and formalize partnerships with entities such as the Ministry of Health, Society for Family Health (SFH), and UNFPA
 - **Ongoing Engagement:** Regularly review and renew agreements with these partners to ensure a steady supply of commodities.
- 5. Ensuring Adequate Commodity Storage and Distribution:**
- **Mechanism for Commodity Storage:**
 - **Strategy:** Maintain a robust storage and distribution system for FP/RH commodities.
 - **Action:** Utilize existing partnerships with public health facilities to store and distribute commodities efficiently.
 - **Support:** Seek additional funding or in-kind support for storage infrastructure improvements if necessary.
- 6. Utilizing Public Health Facility Support:**
- **Public Health Facilities:**
 - **Strategy:** Leverage public health facilities to support the hubs with government-issued FP/RH commodities.
 - **Action:** Ensure ongoing communication and collaboration with these facilities to maintain a consistent supply chain.
- 7. Securing Financial Support and Resources:**
- **Diversifying Funding Sources:**

- **Strategy:** Identify and secure diverse funding sources to reduce reliance on a single donor.
- **Action:** Engage with private sector donors, local philanthropists, and international funding bodies interested in adolescent health and FP/RH services.
- **Community Involvement:** Encourage community sponsorships for specific cost elements like medical supplies or youth coach salaries.

Conclusion:

The sustainability of the FP/RH elements of the YPE4AH project hinges on strategic partnerships, diversified funding sources, and robust support from local and state government entities. By implementing these strategies, the project can ensure the continued provision of essential FP/RH services to adolescents, maintaining the progress achieved during the project's initial funding period.

Livelihood trainings:

The YPE4AH project incorporates livelihood training as part of its hub activities, preparing adolescents to support themselves and their families. While these trainings complement the primary objective of adolescent health, they also serve as a significant draw to attract youths to the hubs. The training ecosystem is robust, encompassing vocational skills across various disciplines, and includes both hub-generated trainings and integration into existing state and local government initiatives facilitated by agencies and MDAs of Kano State Government

1. Sustaining Livelihood Trainings:

- **Collaboration with State Ministries:**
 - **Strategy:** Continue integrating interested youths from the hubs into existing vocational training frameworks.
 - **Action:** Leverage the commitment from the Ministries and MDAs to involve more youths from the hubs in their programs, including providing post-training tools to prepare adolescents for success.
 - **Challenge:** While the ministries have agreed to integrate youths, they are unable to send facilitators to the hubs due to resource constraints.
- **Self-Initiated Vocational Trainings:**
 - **Strategy:** Organize and conduct vocational training directly within the hubs.
 - **Action:** Assess the hubs' financial capacity to fund these trainings independently. Explore funding opportunities from the private sector and philanthropists to support these initiatives.

2. Addressing Equipment and Kit Accessibility:

- **Provision of Training Tools:**
 - **Strategy:** Equip hubs with the necessary tools and kits for vocational training.

- **Action:** Procure equipment for adolescents to use for training purposes, ensuring it remains the property of the hubs for ongoing use.

3. Financial Sustainability:

- **Funding Sources:**

- **Strategy:** Diversify funding sources to ensure the financial sustainability of the hubs.
- **Action:** Engage private sector donors and local philanthropists to secure funding for vocational training initiatives and equipment procurement.
- Seek alternative funding sources, such as partnerships with government agencies, private sector donors, or grant funding.
- Consider income-generating activities within the hubs to offset operational costs. These income generating activities can include:
 - Merchandizing – producing and selling TEENSMATA branded merchandise.
 - Growing TEENMATA social media following and monetizing for add revenues.
 - Organizing adolescent focused competitions with entry fees and sponsorships. Example, dance competitions, basketball competitions, PS5 competitions.
 - Paid health workshops and training sessions

6.3 Implementation Roadmap

The implementation roadmap will ensure the project's enduring success and impact beyond the initial funding period. This roadmap outlines a structured approach to transition responsibilities, secure financial sustainability, build institutional capacity, and maintain high-quality service provision. It emphasizes the importance of strategic partnerships, community engagement, and continuous capacity building. By following this roadmap, the project aims to create a resilient framework that supports the ongoing operation of existing hubs and facilitates potential expansion, thereby fostering long-term positive change in the lives of adolescents and communities.

a) Roadmap for Option 1 – Transfer to KSMOYS

Activity	Description	Timeline	Notes	Responsible MDA

Coordination Mechanism	Finalise Coordination Mechanism – Social Enterprise or Transition to State Government	Immediate	Establish a robust coordination framework	State Ministry of Youth and Sports Development. <i>Director Youth</i> State Ministry of Women, Child and Disabled; <i>Director Women</i>
Cost Re-Alignment	Re-analyze hub and programming costs	1-3 months	Identify essential cost elements, explore cost-saving measures	LGA Chairman
In-kind Contributions	Engage local communities for in-kind contributions	Ongoing	Leverage community resources	District Heads
Private Sector Donations	Engage local businesses for donations	3-6 months	Develop targeted outreach strategies	State Ministry of Youth and Sports Development. <i>Director Youth</i> State Ministry of Women, Child and Disabled; <i>Director Women</i>
Partnership Development	Forge partnerships with local businesses and NGOs	Ongoing	Explore collaborative initiatives	State Ministry of Youth and Sports Development. <i>Director Youth</i>

Grant Funding and Sponsorship	Pursue grant funding opportunities	Ongoing	Research and develop sponsorship packages	State Ministry of Youth and Sports Development. <i>Director Youth</i>
Social Enterprise Activities	Establish income-generating activities	6-12 months	Identify marketable products/services	State Ministry of Youth and Sports Development. Director Youth State Ministry of Women, Child and Disabled. Director Women
Crowdfunding Campaigns	Launch community fundraising initiatives	3-6 months	Utilize social media and grassroots outreach	District head
Capacity Building for Staff	Provide tailored training programs	Ongoing	Implement mentorship and professional development opportunities	State Ministry of Youth and Sports Development. <i>Director Youth</i> State Ministry of Women, Child and Disabled; <i>Director Women</i>
Integration into Community Structures	Engage existing community resources	Ongoing	Partner with local organizations and institutions	State Ministry of Youth and Sports Development. <i>Director Youth</i>
Policy Support and Advocacy	Advocate for supportive policies	Ongoing	Engage with policymakers and stakeholders	Youth Champions Initiative, TEENSMATA Youth Initiative

Youth Coaches Engagement	Integrate youth coaches into operational budget	Immediate	Secure funding from local governments and private donors	State Ministry of Youth and Sports Development. <i>Director Youth</i> State Ministry of Women, Child and Disabled; <i>Director Women</i>
Healthcare Provision	Maintain presence of healthcare professionals at hubs	Ongoing	Explore private donor funding if necessary	LGA Chairman State Primary Health Care Management Board, <i>Director Family Health</i>
Network of Spoke Facilities	Sustain involvement of private spoke facilities	Ongoing	Conduct annual refresher training	State Ministry of Health; <i>Director Public Health and Disease Control</i> . State Primary Health Care Management Board, <i>Director Family Health</i>
Partnerships for FP/RH Commodities	Continue partnerships with organizations	Ongoing	Strengthen and formalize partnerships	State Ministry of Health; <i>Director Public Health and Disease Control</i>
Commodity Storage and Distribution	Maintain storage and distribution system	Ongoing	Utilize public health facilities	State Ministry of Health; <i>Director Public Health and Disease Control</i>

Funding Diversification	Identify and secure diverse funding sources	Ongoing	Engage with private sector and international funding bodies	State Ministry of Youth and Sports Development. <i>Director Youth</i>
Livelihood Trainings Collaboration	Integrate youths into existing vocational training frameworks	Immediate	Leverage commitment from state ministries	State Ministry of Youth and Sports Development. <i>Director Youth</i> State Ministry of Women, Child and Disabled; <i>Director Women</i>
Self-Initiated Vocational Trainings	Organize vocational trainings within hubs	3-6 months	Assess financial capacity, explore funding opportunities	State Ministry of Youth and Sports Development. <i>Director Youth</i> State Ministry of Women, Child and Disabled; <i>Director Women</i>
Provision of Training Tools	Procure equipment for vocational training	3-6 months	Ensure equipment remains property of hubs	State Ministry of Youth and Sports Development. <i>Director Youth</i> State Ministry of Women, Child and Disabled; <i>Director Women</i>

b) Roadmap for Option 2 – Social Enterprise Model- (to be supported by the State Ministry of Youth and Sports development and other IPs.)

Activity	Description	Responsible Party	Timeline	Notes
Conduct Feasibility Study	Assess market needs, potential revenue streams, and legal requirements	State General Manager	Month 1-2	Involve external consultants if needed
Choose Legal Structure	Decide on the legal structure for TEENSMATA	Board of Trustees, Legal Advisor	Month 2	Evaluate options such as non-profit, hybrid
Register the Entity	Complete legal registration as a social enterprise	Legal Advisor, State General Manager	Month 3	Ensure compliance with local regulations
Develop Bylaws and Policies	Draft bylaws and governance policies	Board of Trustees, Legal Advisor	Month 3-4	Include conflict of interest policy
Recruit Board of Trustees	Identify and recruit board members	State General Manager, Founding Members	Month 4-5	Seek diverse expertise and community ties
Board Training	Provide governance and roles training to board members	External Trainer, State General Manager	Month 5	Ensure all members understand their roles
Appoint State General Manager	Hire or appoint the State General Manager	Board of Trustees	Month 5-6	Look for experience in non-profit management
Recruit Key Staff	Hire Director of Development, Training Manager, Marketing Manager, Finance Manager	State General Manager, Board of Trustees	Month 6-8	Ensure alignment with organizational goals

Activity	Description	Responsible Party	Timeline	Notes
Create Business Plan	Develop a comprehensive business plan	State General Manager, Finance Manager	Month 6-7	Include financial projections and strategies
Identify Funding Sources	Research and identify potential grants, donors, and revenue streams	Director of Development and Fundraising	Month 6-8	Look for diverse funding opportunities
Develop Training Programs	Assess needs and implement staff training programs	Capacity Building and Training Manager	Month 8-10	Focus on skill development and capacity
Develop Marketing Plan	Create marketing and branding strategy	Communications and Marketing Manager	Month 8-10	Utilize social media and community events
Establish Financial Systems	Implement financial management and reporting systems	Finance and Administration Manager	Month 8-9	Ensure robust financial controls
Hire Hub Coordinators	Appoint coordinators for each hub	State General Manager	Month 9-10	Ensure they are experienced and qualified
Recruit Hub Staff	Hire healthcare workers, youth coaches, cleaners, and janitors	Hub Coordinators, State General Manager	Month 10-11	Ensure full staffing at all hubs
Launch Marketing Campaign	Roll out initial marketing and outreach efforts	Communications and Marketing Manager	Month 11	Use social media and local media
Initiate Fundraising Campaigns	Launch fundraising campaigns and events	Director of Development and Fundraising	Month 11-12	Engage community and corporate sponsors
Monitor and Evaluate Programs	Implement regular assessments	Capacity Building and Training Manager, Hub Coordinators	Ongoing from Month 12	Quarterly evaluations

Activity	Description	Responsible Party	Timeline	Notes
	and feedback systems			
Form Strategic Partnerships	Establish partnerships with public and private sectors	State General Manager, Board of Trustees	Ongoing from Month 12	Focus on mutually beneficial relationships
Risk Management Planning	Identify potential risks and develop mitigation strategies	State General Manager, Board of Trustees	Ongoing from Month 12	Regularly update risk management plan

7 MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation Framework for the YPE4AH Project Implementation Plan Introduction

The Monitoring and Evaluation (M&E) Framework provides a structured approach to tracking progress, measuring impact, and ensuring accountability for the project's sustainability goals. This framework outlines the key indicators, data collection methods, responsible parties, and timelines necessary to monitor and evaluate the effectiveness of the implementation plan.

Objectives of the M&E Framework

1. **Track Progress:** Regularly monitor the implementation of sustainability strategies to ensure that activities are on track and objectives are met.
2. **Measure Impact:** Evaluate the project's outcomes and impacts on adolescent health, livelihood skills, and overall community well-being.
3. **Ensure Accountability:** Hold all stakeholders accountable for their roles and responsibilities in the implementation process.
4. **Inform Decision-Making:** Provide data-driven insights to inform ongoing project management and strategic adjustments.

Key Indicators

The following indicators will be used to monitor and evaluate the implementation of the sustainability strategies:

1. **Coordination Mechanism**
 - Indicator: Establishment and functionality of a robust coordination framework
 - Data Collection: Meeting minutes, coordination reports.
2. **Sustainable Funding**
 - Indicator: Number and amount of diversified funding sources secured.

- Data Collection: Financial reports, funding agreements.
- 3. **Community Engagement and Ownership**
 - Indicator: Level of community participation in decision-making processes.
 - Data Collection: Community meeting records and surveys.
- 4. **Capacity Building and Training**
 - Indicator: Number of training sessions conducted, and participants trained.
 - Data Collection: Training attendance records, pre- and post-training assessments.
- 5. **Monitoring and Evaluation**
 - Indicator: Regularity and comprehensiveness of M&E reports.
 - Data Collection: M&E reports and feedback forms.
- 6. **Partnership Development**
 - Indicator: Number of active partnerships and collaborations.
 - Data Collection: Partnership agreements, meeting records.
- 7. **Adaptation and Innovation**
 - Indicator: Number of new solutions and approaches implemented.
 - Data Collection: Project reports and innovation logs.
- 8. **Advocacy and Policy Support**
 - Indicator: Number of supportive policies and legislations enacted.
 - Data Collection: Policy documents and advocacy campaign reports.
- 9. **Financial Sustainability**
 - Indicator: Cost elements covered by KSMOYS and in-kind contributions.
 - Data Collection: Financial reports and community contribution records.
- 10. **Institutional Sustainability**
 - Indicator: Number of staff trained, and local structures integrated.
 - Data Collection: Training records, integration reports.
- 11. **Service Provision Sustainability (FP/RH Services and Livelihood Training)**
 - Indicator: Number of youths receiving FP/RH services and livelihood training.
 - Data Collection: Service delivery records, training attendance.
 - Responsible Party: KSMOH, KSMOYS, Hub Coordinators.

Data Collection Methods

1. **Surveys and Questionnaires:** Collect quantitative and qualitative data from beneficiaries, community members, and stakeholders.
2. **Focus Group Discussions (FGDs):** Gather in-depth insights and feedback from various stakeholder groups.
3. **Interviews:** Conduct structured and semi-structured interviews with key informants and project staff.
4. **Reports and Records:** Review meeting minutes, training attendance records, financial reports, and other relevant documents.
5. **Observations:** Conduct site visits and observe project activities and interactions.

8 RISK MANAGEMENT

Several risks threaten the ability to execute this plan appropriately. It is important to highlight some of these risks and propose mitigation strategies to address them. By proactively identifying potential risks to sustainability and implementing targeted mitigation strategies, we can strengthen project outcomes' resilience and long-term viability. Collaboration with key stakeholders, including the Kano State Government and local governments, is essential for mitigating risks and ensuring the continued success of sustainability efforts.

1. **Dependency on External Funding:** Reliance on external funding sources, such as donor grants, poses a risk to sustainability if funding ceases or decreases after the project period.
2. **Limited Government Support:** Insufficient support or engagement from key stakeholders, including the Kano State Government MDAs and local governments, may hinder the sustainability of project activities and initiatives.
3. **Community Resistance or Disengagement:** Lack of community buy-in, resistance to project interventions, or disengagement from target beneficiaries could undermine the long-term viability of project outcomes and initiatives.
4. **Capacity Gaps:** Inadequate capacity among project staff, partners, or community members to carry out and execute the sustainability plan activities, manage resources effectively, or navigate challenges independently.
5. **Policy and Regulatory Changes:** Government policies, regulations, or priorities may impact the enabling environment for the initiatives, affecting sustainability prospects.
6. **Political Instability or Changes in Leadership:** Political instability or changes in leadership at the local or state level may result in shifts in priorities, reduced government support, or policy reversals that affect sustainability.

Mitigation Strategies to address these risks:

1. **Diversification of Funding Sources:** Implement strategies to diversify income sources and reduce dependency on external funding, such as developing revenue-generating activities, cultivating partnerships with local businesses, and exploring alternative financing mechanisms.
2. **Stakeholder Engagement and Advocacy:** Strengthen collaboration and engagement with key stakeholders, particularly the Kano State Government and local governments, through regular communication, advocacy efforts, and aligning project objectives with government priorities.
3. **Community Empowerment and Ownership:** Foster community empowerment and ownership through participatory approaches, capacity-building initiatives, and inclusive decision-making processes. Build strong relationships with community leaders and stakeholders to promote sustained engagement and support.

4. **Capacity Building:** Prioritize capacity-building efforts to enhance the skills, knowledge, and capabilities of staff, partners, and community members. Provide training, mentorship, and technical assistance to build resilience and empower stakeholders to address challenges effectively.
5. **Policy Advocacy and Alignment:** Engage in policy advocacy efforts to advocate for supportive policies, regulations, and institutional frameworks that facilitate the sustainability of project activities. Build alliances with government agencies, policymakers, and civil society organizations to influence policy change and mainstream project initiatives.

9 CONCLUSIONS.

The sustainability plan is anchored on fundamental premises derived from comprehensive consultations and analysis with varying stakeholder groups. Throughout the formulation process, key stakeholders from various Kano State Ministries, Departments, and Agencies (MDAs) exhibited robust enthusiasm. They expressed readiness to collaborate to ensure the longevity of project activities to ensure project activities within their respective domains.

It was evident, however, that the MDAs lack the financial capacity to match the funding levels provided by USAID, considering the broader scope of their responsibilities and limited resources. Consequently, prioritizing TEENSMATA Youth Hubs or giving them particular focus over other critical focus areas would be impractical.

In response, the sustainability plan adopts an innovative approach to hub maintaining the hubs' functionality. This approach encompasses diversifying funding sources and forging strategic partnerships while advocating for policy changes to benefit the youth TEENSMATA hubs. All of these plans are meticulously outlined within this plan.

All stakeholders are urged to join hands in championing the implementation of sustainability strategies outlined herein. Active involvement and commitment are paramount to ensure the long-term success and impact of the initiatives.

MDAs:

- Collaborate closely with YPE4AH to integrate project activities into existing government frameworks and policies.
- Allocate resources and support to sustain project interventions within respective mandates.
- Champion policy reforms and institutional changes that facilitate mainstreaming project initiatives.

Local Communities:

- Embrace and take ownership of project activities, contributing insights, resources, and expertise.

- Engage actively in community-based initiatives and mobilize support for the sustainability of the TEENSMATA adolescent Hubs.
- Advocate for the prioritization of project objectives and the allocation of local resources to sustain project activities.

Together, all stakeholders have the power to sustain this project's noble activities and continue to create a safe space for adolescents to seek life skills and livelihood interventions.

Summary of meetings with key MDAs

I. Kano State Ministry of Information

Meeting Details:

- **Location:** Ministry of Information

Participants:

- Honorable Commissioner - Baba Halilu Dantiye
- Deputy Director Internal Affairs - Halima Ishak
- YPE4AH Kano Program Coordinator - Maryam T. Bello
- YPE4AH PSE Manager - Esther Akerele Okochi
- YPE4AH SBC Support Officer - Hadiza Mustapha Namadi

Key Points Discussed:

1. Introduction and Purpose:

- The meeting began with an introduction and a statement of purpose by the SBC Support Officer, highlighting the need for a comprehensive sustainability plan for the YPE4AH Project.

2. Collaboration with SMOI:

- Halima Ishak, Deputy Director of Internal Affairs, outlined the ongoing collaboration between the Ministry and the YPE4AH project.

3. Presentation by Maryam T. Bello:

- Provided an analysis of sustainability opportunities within the project.
- Discussed viable components for sustained implementation and mechanisms for continuous awareness of adolescent reproductive health.
- Invited feedback and commitments from the SMOI team to ensure ongoing support.

4. Key Commitments from SMOI:

- Coordinate and secure more free slots from media stations for publicizing adolescent reproductive health.
- Ensure adequate attention to adolescent health information on media stations, focusing on childbirth spacing and reproductive health.
- Assign information officers in the LGA to communicate with gatekeepers about adolescent health needs.
- Use social media platforms to showcase activities related to CBS, GBV, Mental Health, Substance Abuse, Nutrition, and Menstrual Hygiene.

5. Commissioner's Response:

- Acknowledged the request for sustained support.
- Assigned the Director of Public Enlightenment and Deputy Director of Internal Affairs to draft a brief for the Governor, informing him of the project's conclusion in July and the presented sustainability plan.

- Emphasized the importance of continued support from the Ministry.
- 6. Acknowledgment by PSE Manager:**
 - Esther Akerele Okochi expressed gratitude for the support received from the Ministry.
 - Commended the positive collaboration and thanked the Ministry for securing free slots for the project during International Days.

The meeting concluded with a strong commitment from both the Ministry and the YPE4AH team to ensure the project's sustainability and long-term impact.

II. Kano State Ministry of Youth and Sport

Meeting Details:

-
- **Location:** Office of the Director, Admin and General Services
- **Representing:** Commissioner Alhaji Mustapha Kwankwaso

Participants:

- Director of Youth Development - Mallam Nura Rabi
- Deputy Director of Youth Development
- YPE4AH Advocacy Officer - Mallam Danladi Aliyu
- YPE4AH Program Coordinator - Maryam T. Bello
- YPE4AH PSE Manager - Esther Akerele

Key Points Discussed:

- 1. Introduction and Purpose:**
 - The meeting began with remarks from the Director of Youth Development, emphasizing the importance of developing a sustainability plan and the Ministry's supportive role in the YPE4AH project.
- 2. Presentation by Maryam T. Bello:**
 - She elaborated on potential sustainability models and components within the project.
 - Discussed mechanisms for continuous awareness and collaboration.
 - Presented the Project Sustainability Overview, Areas of Collaboration, and Achievements.
- 3. Highlighted Areas for Sustainability:**
 - Support for skills acquisition and vocational training for adolescents, including essential tools/start-up kits and equipment.
 - Linking youth centers to hubs for skills acquisition and vocational training by master craft persons.
 - Sourcing workshops, training opportunities, and empowerment schemes for adolescents.
 - Integrating registered adolescent groups into the YPE4AH SKILLZ curriculum network.

- Sending facilitators from centers to hubs or outreaches for peer training.
- 4. Response from the Director:**
 - Commended YPE4AH on their work.
 - Announced a budget allocation of thirty million naira (N30m) for adolescent programs, including YPE4AH blueprints.
 - Assured the Ministry's commitment to sustain and replicate the project across other LGAs.
 - Requested a list of other collaborating Ministries for extended collaboration and continuity.
- 5. Acknowledgment by PSE Manager:**
 - Esther Akerele expressed gratitude for the Ministry's support and positive collaboration.
 - Reiterated YPE4AH's willingness to support the transition process and closeout.
- 6. Closing Remarks:**
 - Directors extended their regards and shared closing remarks on behalf of the Ministry.

Recommendations:

1. Deploy a Youth Officer to manage the Youth hubs and run adolescent activities in the LGA.

III. Ministry of Women Affairs, Children & Disabled:

Meeting Details:

- **Location:** Office of the Commissioner, Ministry of Women Affairs, Children & Disabled

Participants:

- The Honorable Commissioner
- Director, Planning, Research Statistics – Yakubu Muhammad
- Director, Women Affairs – Bilkisu Shafiu
- Director, Child – Hadiza Rabi'u Shitu
- Director, Social Welfare – Binta Muhammad Yakasai
- Director, Special Duties
- Director, Admin and General Services
- YPE4AH Program Coordinator - Maryam T. Bello
- YPE4AH AYFHS Coordinator - Dr. Salem Iyorwuese
- YPE4AH PSE Manager - Esther Akerele
- YPE4AH Advocacy Officer - Mallam Danladi Aliyu
- YPE4AH SBC Support Officer - Hadiza Mustapha Namadi

Key Points Discussed:

1. Introduction and Purpose:

- Remarks from the SOCDS outlined the meeting's purpose and the importance of a sustainability plan for YPE4AH.

2. Presentation by Maryam T. Bello:

- Opportunities for creating sustainability models.
- Components within the project that can be sustained.
- Mechanisms for continuous awareness at the LGAs.
- Specific requests to the Ministry for support and commitments.

3. Requests Presented:

- Continued support for skills acquisition and vocational training, including essential tools and start-up kits for adolescents.
- Linking hub facilities to the nearest sexual assault and referral centers.
- Extending the Women in Agriculture Initiative to include adolescents.
- Integrating YPE4AH life skills training into the Ministry's existing Skills Acquisition Centers.
- Collaboration with YPE4AH Adolescents (Youth Advisory Committees & Champions for Change) for key international events.

4. Commissioner's Response:

- Commended YPE4AH's work.
- Confirmed the Ministry's willingness to continue collaborations.
- Emphasized the effective use of adolescents C4C and YAC to mobilize and train peers in vocational and soft skills.
- Open to further collaborations with youth groups.

5. Acknowledgment by Dr. Salem Iyorwuese:

- Expressed gratitude for the Ministry's support.
- Reiterated YPE4AH's commitment to support a successful transition and closeout.

6. Closing Remarks:

- Directors extended their regards and shared closing remarks on behalf of the Ministry.

IV. Ministry of Local Government:

Meeting Details:

- **Location:** Ministry of Local Government
- **Attendees:**
 - Sole Administrator Ungogo LGA - Bilkisu Yakubu Indabo
 - Sole Administrator Wudil LGA - Sani A. Ungogo
 - Director Planning Research & Statistics - Rilwanu Yusuf
 - Assistant Chief Planning Officer - Garba Bello Ibrahim

- YPE4AH Program Coordinator - Maryam T. Bello
- YPE4AH AYFHS Coordinator - Dr. Salem Iyowuese
- YPE4AH PSE Manager - Esther A. Okochi

Key Points Discussed:

1. Introduction and Purpose:

- Remarks from the SOCDs outlined the meeting's purpose and the importance of developing a sustainability plan.

2. Presentation by Maryam T. Bello:

- Discussed potential sustainability models and components that can be sustained.
- Presented mechanisms for continuous awareness of activities at the LGAs.
- Highlighted aspects of the project with the potential for sustained support from SMOLGA.

3. Key Requests for Sustained Support:

- Continued structural support for hubs as safe adolescent spaces, including essential tools.
- Leveraging YPE4AH Champions for Change, Youth Advisory Committee, and Youth Champions for mobilization.
- Deployment of CHEW to provide counseling and health services around FP/MH/SA/GBV at the two LGAs.
- Provision of essential commodities and consumables to aid service delivery at youth hubs and during community health outreaches.
- Deployment of key personnel to support hub operations.
- LGA health team coordination of outreaches, advocacies, sensitizations, and parental engagements.

4. Response from Sole Administrators:

- Commended YPE4AH's work and expressed willingness to continue collaborations.
- Requested the YPE4AH project blueprint.
- Emphasized the use of trained adolescents (C4C and YAC) to cascade skills to peers across the 44 LGAs.
- Stressed the openness of the LGAs to continue the YPE4AH project.

5. Acknowledgment by Dr. Salem Iyowuese:

- Thanked the LGAs for their support and provision of youth hubs.
- Emphasized the need to maintain hubs as safe spaces.
- Reiterated YPE4AH's commitment to support a successful transition and closeout.

6. Closing Remarks:

Directors extended their regards and shared closing remarks on behalf of the Ministry.

V. Meeting with the District Head Wudil

Meeting Details:

- **Location:** Palace of the District Head of Wudil

Participants:

- Program Coordinator - Maryam Tafida-Bello
- PSE Manager - Esther A. Okochi
- SBC Support Officer - Hadiza M. Namadi
- LG Focal Person - Jamilu Hamza

Key Points Discussed:

1. Welcome and Opening Remarks:

- The representative of the District Head welcomed the participants and expressed pleasure over the visit.
- The Program Coordinator, Maryam Tafida-Bello, gave the opening remarks, highlighting the meeting's purpose and presenting the Project Sustainability Overview, Areas of Collaboration, and Achievements.

2. Highlighted Areas for Sustainability:

- **Structural Support:** Continued support for the hubs as safe adolescent spaces, including necessary tools.
- **Adolescent Mobilization:** Leveraging YPE4AH beneficiaries like C4C, YAC members, and Youth Champions for mobilization.
- **Health Service Delivery:** CHEW health service providers are deployed for continued service delivery at the hub.
- **Essential Commodities:** Provision of essential commodities and consumables to aid service delivery at the hub and during community activities like outreaches and sensitizations.
- **Key Personnel:** Deploy key personnel at the hub to support operations.
- **Community Engagement:** LG Health team will work with community stakeholders on community-level activities like outreach, advocacy, sensitizations, and parental engagements.

3. Response from the District Head's Representative:

- Commended the YPE4AH project for its impact in Wudil, describing the results as audible and visible.
- Expressed the Emirate's continued support and commitment towards improving adolescent health in Wudil.
- Pledged oversight functions to the community members and advocacy to the LGA leadership to ensure commitments are executed.

VI. Meeting with the State Primary Healthcare Board

Meeting Details:

- **Location:** Tahir Guest Palace Hotel

Participants:

- Director of Family Health - Dr. Habibu Ahmad
- RH/FP Focal Officer – Haj. Gambo Musa
- YPE4AH AYFHS Coordinator – Dr. Salem Iyorwuese-Igyundu
- YPE4AH Program Coordinator – Maryam Tafida-Bello
- YPE4AH PSE Manager – Esther A. Okochi

Key Points Discussed:

1. Welcome and Opening Remarks:

- Dr. Habibu Ahmad welcomed the participants and apologized for the change in venue and time.
- The AYFHS Coordinator, Dr. Salem Iyorwuese-Igyundu, gave the opening remarks, highlighting the purpose of the meeting and presenting the Project Sustainability Overview, Areas of Collaboration, and Achievements.

2. Highlighted Areas for Sustainability:

- **PHC Facility Branding:** Branding PHC facilities as YFHS centers with AYFHS and FP Green dot logos.
- **Health Outreach Initiatives:** Championing the continuous conduct of health outreach initiatives and advocacies on adolescent health needs.
- **LGA Health Team Leadership:** Ensuring prominent leadership of the LGA Health Team in adolescent initiatives.
- **Community Mobilization:** Leveraging existing adolescent platforms trained by YPE4AH for community mobilization.
- **Health Service Personnel:** Assigning trained health service personnel to the hub.

3. Response from Dr. Habibu Ahmad:

- Dr. Habibu commended YPE4AH for its impact on the implementation of LGAs, describing the results as both audible and visible.
- He divided the highlighted aspects into quick and long-term goals:
 - **Quick Wins:**
 - Ensuring prominent leadership of the LGA Health Team in adolescent initiatives.
 - Leveraging the Champions for Change Initiative as mobilizers and incorporating them as volunteers within the LGAs.
 - Assigning trained health service personnel to the hub.
 - **Long-Term Goals:**

- PHC facility branding is subject to cost implications and access to government funding for ASRH, which can be embedded in the state budget during AOP development.
- Conducting health outreach initiatives and advocacies, requiring significant logistics and captured in the AOP, but funds need to be released via memos and follow-ups to ensure inclusion in the next budget cycle.

4. **Commitments and Action Points:**

- Dr. Salem Iyorwuese pledged to make the soft copy of the AYFHS and FP Green Dot logo designs available to support the board's production.
- Dr. Habibu expressed gratitude for the project's intervention and impact and wished the team a smooth closeout process.

Action Points:

- **Activity:** Share AYFHS and Green Dot Logo Designs
- **Person Responsible:** AYFHS Coordinator

VII. **Meeting with the Ministry of Health**

Meeting Details:

- **Location:** Tahir Guest Palace Hotel

Participants:

- Director Public Health and Disease Control - Dr. Imam Wada
- RH/FP Coordinator - Dr. Umma Isa Abubakar
- Adolescent Desk Officer - Haj. Hajara Muhammad Ali
- YPE4AH AYFHS Coordinator - Dr. Salem Iyorwuese-Igyundu
- YPE4AH Program Coordinator - Mrs. Maryam Tafida-Bello
- YPE4AH PSE Manager - Mrs. Esther A. Okochi
- YPE4AH AYFHS Advocacy Officer - Mr. Danladi Aliyu Abubakar

Key Points Discussed:

1. **Welcome and Opening Remarks:**

- Dr. Imam Wada welcomed all participants.
- The AYFHS Coordinator, Dr. Salem Iyorwuese-Igyundu, gave the opening remarks, highlighting the purpose of the meeting and presenting the Project Sustainability Overview, Areas of Collaboration, and Achievements.

2. **Highlighted Areas for Sustainability:**

- **PHC Service Providers Training on YFHS:** Ensuring that PHC service providers receive training on YFHS.

- **Commodities and Consumables for the Hubs:** Provision of necessary commodities and consumables for the hubs.
- **Active Engagement of TEENSMATA Youth Initiatives:** Ensuring the active engagement of TEENSMATA Youth Initiatives in the state.
- **Collaboration with Partners:** Keeping the Adolescent Technical Working Group active through collaboration with partners.
- **Domesticating National Guidelines:** Domesticating the National Guidelines on promoting access and integrating AYFHS in PHCs.

3. Response from Dr. Imam Wada:

- **PHC Service Providers Training on YFHS:** Service providers will be included in upcoming partner-supported training sessions to enhance their YFHS orientation. Updated modules will be used, and already trained providers will be invited to keep up with best practices.
- **Commodities and Consumables for the Hubs:** A quantification analysis will be conducted to determine the available commodities, aiding in the allocation to the hubs in the next distribution cycle.
- **Registration of TEENSMATA Youth Initiatives:** The TEENSMATA Youth Initiatives will be registered under the SMOH, ensuring their active engagement in state activities. Having a directory of these initiatives will facilitate their involvement.
- **Collaborating with Partners:** Partner support will be sought to maintain the quarterly hosting of Adolescent Technical Working Group meetings. The ministry will reorganize to fill the vacuum left by YPE4AH and push for increased funding for adolescent health needs in the next AOP development workshop.
- **Domesticating National Guidelines:** The ministry will look forward to receiving copies of the National Guidelines on promoting access and integrating AYFHS in PHCs and will work towards domesticating them.

4. Commitments and Action Points:

- Dr. Salem Iyorwuese pledged to provide the National Guidelines on promoting access and integrating AYFHS in PHCs.
- Dr. Imam expressed appreciation for the project's intervention and promised to ensure the Hon. Commissioner of Health attends the wider sustainability and closeout meeting.

Action Points:

- **Activity:** Share Directory of the TEENSMATA Youth Initiative
 - **Person Responsible:** Private Sector Engagement Manager YPE4AH, Presidents (Wudil/Ungogo) TEENSMATA Initiative
- **Activity:** Share National Guidelines on promoting access and integrating AYFHS in PHCs
 - **Person Responsible:** AYFHS Coordinator

VIII. Meeting with the District Head Ungogo

Meeting Details:

- **Location:** Palace of the District Head of Ungogo.

Participants:

- YPE4AH Program Coordinator - Maryam Tafida-Bello
- YPE4AH PSE Manager - Esther A. Okochi
- YPE4AH SBC Support Officer - Hadiza M. Namadi
- YPE4AH Advocacy Officer - Mohammed Aliyu Danladi
- District Head Representative -

Key Points Discussed:

4. Welcome and Opening Remarks:

- The representative of the District Head welcomed the participants and expressed pleasure over the visit.
- The Advocacy Officer gave the opening remark.
- The Program Coordinator, Maryam Tafida-Bello, highlighted the meeting's purpose and presenting the Project Sustainability Overview, Areas of Collaboration, and Achievements.

5. Highlighted Areas for Sustainability:

- **Structural Support:** Continued support for the hubs as safe spaces for adolescents, including necessary tools.
- **Adolescent Mobilization:** Leveraging YPE4AH beneficiaries like C4C, YAC members, and Youth Champions for mobilization.
- **Health Service Delivery:** Deployment of CHEW health service providers for continued service delivery at the hub.
- **Essential Commodities:** Provision of essential commodities and consumables to aid service delivery at the hub and during community activities like outreaches and sensitizations.
- **Key Personnel:** Deployment of key personnel at the hub to support operations.
- **Community Engagement:** LG Health team to work with community stakeholders for community-level activities like outreaches, advocacy, sensitizations, and parental engagements.

6. Response from the District Head's Representative:

- Commended the YPE4AH project over the resounding impact in Ungogo LGA, ascribing the results as both audible and visible.

- He spoke about how the project has impacted the lives of the adolescents, the Youth Coaches, and the various beneficiaries of the project across the LGA.
- How he has witnessed firsthand these impact at the various Outreaches he has observed and the Health Services the adolescents have continually enjoyed at the Youth Hub and during community-level interventions during SKILLZ delivery and outreaches.
- He expressed the continued support and commitment of the Emirate towards the improvement of adolescent health in Ungogo, and oversight functions to the community members and advocacy to the LGA leadership to ensure they execute the commitments.
- He also committed to continually support the TEENSMATA Initiative, with adolescent targeted health activities like the Outreaches, sensitizations and community-level activities.
- Will work collaboratively with the PHCC to oversee and monitor the activities at the Hub to ensure that the space is used appropriately by the LGA.
- Will also ensure to include program beneficiaries for inclusion at all LGA and state level activities as targeted beneficiaries.

Recommendations: The district head representative made the following recommendations for the seamless implementation of the sustainability plans.

- He recommended that the banners that sign-post the Youth Hub should be maintained for easy identification of the Hub Space by the adolescents.

Medical consumables

Monthly Consumables(Medical Consumables)	Frequency	Num of Hubs	Unit Cost Estimate	Total
Cotton wool	12.00	2.00	3000.00	72000.00
Hand gloves	12.00	2.00	4500.00	108000.00
Syringes	12.00	2.00	7000.00	168000.00
Face mask	12.00	2.00	1500.00	36000.00
Plasters	12.00	2.00	2500.00	60000.00
Pregnancy test trip	12.00	2.00	4000.00	96000.00
Methylated spirit	12.00	2.00	2000.00	48000.00
Lidocaine	12.00	2.00	7500.00	180000.00
Medical Supplies	Frequency	Num of Hubs	Unit Cost Estimate	Total
Stethoscope	1	2	₦14,000.00	₦28,000.00
Blood pressure monitor	1	2	₦25,000.00	₦50,000.00
Weighing scale	1	2	₦10,000.00	₦20,000.00
Pocket thermometer	1	2	₦5,000.00	₦10,000.00
Sterilizer	1	2	₦75,000.00	₦150,000.00
Kidney dishes & scissors	4	2	₦5,000.00	₦40,000.00
First Aid Kits	1	2	₦25,000.00	₦50,000.00
Sum Total				₦348,000.00
Medical Commodities	Frequency	Num of Hubs	Unit Cost Estimate	Total
FP Commodities	12	2	₦35,000.00	₦840,000.00

Furniture

Furniture (one- off purchase)	Qty Required Per Hub	Num of Hubs	Unit Cost Estimate	Total
Plastic tables	4	2	₦6,500.00	₦52,000.00
Plastic chairs	60	2	₦5,000.00	₦600,000.00
Computer table	2	2	₦54,000.00	₦216,000.00
Computer chair	2	2	₦25,000.00	₦100,000.00
Cushioned armless metal chairs	2	2	₦15,000.00	₦60,000.00
Sum Total				₦1,028,000.00

