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Youth-Powered Ecosystem to Advance Urban Adolescent Health

Sustainability Plan – Lagos 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)	Lagos and Kano
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List of Abbreviations and Acronyms

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

MoH – Ministry of Health

MYSD - Ministry of Youth and Social Development

MLGCA **–** Ministry of Local Government and Community Affairs

NYSC - National Youth Service Corps

LSETF - Lagos State Employment Trust Fund

WAPA - Women Affairs and Poverty Alleviation

JSSV - Joint Support Supervision Visit

PHCB - Primary Health Care Board

MoLGCARD - Ministry of Local Government, Community Affair, and Rural Development

NAPPMED - Nigeria Association of Proprietary and Patent Medicine Dealers

LSMDA - Lagos State Medicine Dealers Association

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 2025, ensuring sustainability is paramount. A comprehensive sustainability plan has been developed, 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 Social Development (MYSD), 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 MYSD, 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 is poised to create 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 was initiated with the primary aim of enhancing the health and well-being of unmarried, out-of-school urban adolescents in Lagos and Kano. With a holistic approach that 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 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 Lagos State Ministry of Health and the Lagos State Ministry of Youth and Social Development. These stakeholders have played instrumental roles in providing invaluable support to the project across various capacities.

The collaboration with the Lagos 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 Lagos State Ministry of Youth and Social Development has been indispensable in engaging and mobilizing youth within the community. Their support has enhanced outreach efforts, 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 Lagos State

As the project approaches the conclusion of its funding cycle in 2025, it is imperative to develop a robust sustainability plan to ensure the continuity and expansion of its impactful interventions. This is particularly vital in a country like 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

During the financial year ending in September 2023, the YPE4AH project achieved remarkable milestones in its implementation. With over 90 percent completion of planned activities and exceeding 80 percent of targets on 17 out of 18 programmatic indicators, the impact on the targeted community has been substantial. Notably, the Activity surpassed expectations on 10 indicators, particularly in addressing gender-based violence and substance abuse/mental health issues. Below are key achievements for the project in the 2023 financial year.

- YPE4AH Activity achieved over 90% completion of planned activities, surpassing 80% of targets on 17 out of 18 programmatic indicators.
- Exceeded set targets on 10 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 a total of 56 PWDs.
- Launched parental engagement sessions to bridge the intergenerational gap in FP/RH conversations, reaching 3,889 indirect beneficiaries.
- Made significant 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 four 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, as well as external and 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 numerous 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 different stakeholders, including hub coordinators, youth coaches, health workers, and implementation partners.
- Strong support from state government MDAs, including Ministries of Youth and Social Development, Health, Women Affairs, 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 at the, 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 numerous 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, a series of sessions were carried out to facilitate discussions to clarify perspectives on what aspects of the YPE4AH Project which can be sustained beyond the current funding period, and what might face challenges in sustainability. It is imperative to highlight the YPE4AH perspective; project success has been built on the establishment of 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. However, stakeholders' perceptions regarding sustainability and areas perceived as potentially unsustainable have been meticulously documented for reference. The stakeholder engagement included sessions with YPE4AH staff including the Senior Technical Director Lagos, 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 directors and permanent secretaries of select MDAs of the Lagos state government including the Ministry of Youth and Social Development, the Ministry of Local Government and Community Affairs, the Ministry of Health, the Ministry of Information and Strategy, and the Ministry of Women Affairs and Poverty Alleviation

The sessions facilitated a comprehensive exploration of 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 within YPE4AH Youth Hubs:** To ensure sustainability and quality assurance, it's proposed that YEDI continues implementing SKILLZ programs within the YPE4AH Youth Hubs, with the Ministry of Youth and Social Development maintaining and operating the hubs.
2. **Collaboration for Community Outreaches:** Collaboration between the Hubs, YEDI, LSMoH, LSPHCB, and relevant agencies is recommended for community interventions outside the Youth Hubs. This collaboration would leverage existing Youth Coaches, providing stipends and transport allowances, and necessitates the establishment of an MoU.

3. **Utilization of the SKILLZ Club for Financial Literacy:** YEDI recommended the continuation of using the SKILLZ Club as a resource for financial literacy for adolescents.
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 the incorporation of YPE4AH TEENSMATA Youth Hub facilities into government-owned facilities, funding human resources, capacity building, and maintenance costs.
5. **Collaboration with Professional Bodies:** Collaboration with health provider professional bodies at state and local levels is proposed to strengthen capacity in adolescent sexual and reproductive health service provision and advocate for continuous training and inclusion of ASRH in professional assessment training.
6. **Sustainability of Social Media Campaigns:** YBR plans to sustain social media campaigns through TEENSMATA and TEESMATA Kano platforms, training adolescents in content creation and video production. Sustainability may be supported by the Lagos 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.

Areas Identified as Not Sustainable:

1. **Radio Campaigns:** Radio campaigns are deemed not sustainable due to their high cost.
2. **SMS Messaging/Campaigns:** Similarly, SMS messaging campaigns are considered unsustainable due to the costs associated with accessing audience databases.
3. **Creation of New Radio Content:** Creating new radio content may not be sustainable, but disseminating existing content could be explored.

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:** Adolescent health interventions and referrals including Sexual and reproductive health, Mental Health, and substance abuse	Sustainable: Can be sustained through a collaboration with the state ministry of health as well as the local government primary healthcare board.
2	**Life Skills:** **Spoke activities**	
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 Social Development, 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 State Ministry of Youth and Social Development, local governments, the State Ministry of Health, and the Local Council Development Areas.
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 Youth and Social Development, local governments, the Ministry of Information and Strategy, and implementation partners such as Yellow Brick Road
6	**Life Skills: Social Behavioral Change Campaigns -** awareness creation through Radio ads, SMS campaigns	Not Sustainable: It is not feasible to sustain SBC campaigns through radio ads due to their high cost, especially in the absence of substantial donor funding.

	and creation of new radio content	
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 Social Development, local governments, and the Ministry of Information and Strategy. Additionally, expanding the mentorship pool to include National Youth Service Corps members is a viable option.
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 Social Development, and the Ministry of Women Affairs and Poverty Alleviation.
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 Social Development, Ministry of Women Affairs and Poverty Alleviation, Lagos State Employment Trust Fund, local governments, and Local Council Development Areas.
10	**Service Provision:** Providing adolescents with FP services through multi-cadre providers and through 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 Lagos State government MDAs have existing frameworks that cater to the provision of these services, including the Domestic and Sexual Violence Agency (DSVA) under the Ministry of Justice and the Ministry of Youth and Social Development (MYSD) for substance abuse. The hubs can continue to collaborate with them to provide services to adolescents. The MDAs have demonstrated a readiness to collaborate and address these issues effectively.

4.3 Summary of Engagement with Ministries Departments and MDAs

I. Ministry of Women Affairs and Poverty Alleviation

Overall, WAPA expressed a strong willingness to support and continue to collaborate with the project and offered suggestions for addressing financial challenges, providing post-training support, and facilitating access to resources for adolescent participants.

1. **Strategic Partnership:** WAPA sees the collaboration with YPE4AH as strategic and sees no reason not to continue it in the future.
2. **Livelihood training:** WAPA operates 19 tuition-free centers across the state, and they are open to collaborating further with YPE4AH. Adolescents from the hubs can continue attending these centers. Sending facilitators to the youth hubs will be deviating from the norm, as the facilitators are not government workers, and they are paid per session.
3. **Financial Challenges:** Some adolescents face financial constraints, leading to dropouts from training programs. WAPA suggests that the project address this issue by providing funding and transportation assistance to adolescents with these challenges.
4. **Post-Training Support:** WAPA promises to accommodate a larger number of students from the project in the deployment of tools post-training to aid the adolescents set up their business.
5. **Women in Agriculture Program:** WAPA is willing to involve female adolescents from the hubs in their Women in Agriculture program, but coordination must be done through the hubs.
6. **Funding Referral:** While WAPA does not provide direct funding, they suggest referring to the LSETF for funding opportunities. They encourage the project to write to the fund for hub and post-training funding for adolescents interested in setting up businesses.
7. **Financial Contribution:** WAPA cannot contribute financially to the project but is committed to continuing collaboration as long as the project works with them.
8. **Tool Provision:** Adolescents cannot participate in courses without the necessary tools for practical. WAPA suggests finding community sponsors to provide these tools instead of solely depending on the government. They also proposed providing tools directly to the hubs for training purposes, these tools would be owned by the hubs and be used by adolescents that do not have the tools to work with.

II. Ministry of Local Government and Community Affairs

The Ministry of Local Government and Community Affairs acknowledged the importance of the project and expressed willingness to support it, albeit with resource constraints. Efforts with this ministry should be focused on engaging local governments and presenting evidence of the project's impact to garner further support.

1. **Continued Support and Awareness:** The ministry expresses a commitment to continue supporting the project by creating awareness and garnering community support.
2. **Resource Challenges:** In response to the ask for possible financial support, the Permanent Secretary highlighted that funding for youth training falls under the jurisdiction of the Ministry of Youth and Social Development. She however gave assurances of support for various aspects of the project that are not financial.
3. **Collaboration and Engagement.** The permanent secretary emphasized engaging local governments and Community Development Associations (CDAs) in project activities as a way of ensuring sustainability. In line with this, a suggestion was made to invite local government chairmen to meetings to pitch the project's story and seek their support. The meetings would be tailored to specific local governments where the hubs are located and held at their offices for convenience. The meeting with local government officials will be evidence-based, highlighting key impact metrics achieved by the project within their respective communities. Beneficiaries of the initiative may also be invited to share their experiences during the presentation.

III. Ministry of Information and Strategy:

The Ministry of Information highlighted the importance of collaboration and effective communication in disseminating project-related information. Leveraging existing resources and partnerships, such as youth corps members and local government support, can enhance the reach and impact of the project's messaging.

1. **Content Sharing and Collaboration:** The ministry suggested that the project continue to share content with them for dissemination. Additionally, there's a proposal for a forum where ministries and MDAs can meet to exchange ideas and coordinate the dissemination of information effectively.
2. **Strengthen Collaboration:** There was an emphasis on strengthening the collaboration between Yellow Brick Road (YBR) and the ministry to ensure seamless cooperation in content sharing and dissemination.
3. **Engagement with Other Ministries:** It's suggested to engage with the Ministry of Youth and Social Development to obtain relevant content for dissemination.
4. **Responsibility and Coordination:** There's a question raised about the ultimate responsibility for coordinating these efforts and putting everything together effectively. This responsibility according to the Ministry of Information and Strategy should fall within the ambit of the Ministry of Youth and Social Development (MYSD)
5. **Leverage Youth Corps Members and Local Support:** The suggestion was made to leverage youth corps members and train individuals within the localities to assist

with content creation and dissemination. Additionally, support from local governments is seen as crucial in this endeavor.

IV. Ministry of Health:

Overall, the Ministry of Health emphasized the importance of integrating the youth hubs into existing infrastructure, addressing resource constraints creatively, and collaborating with other agencies to ensure the sustainability and effectiveness of health services for adolescents.

1. **Integration into Youth-Friendly Centers:** The Ministry of Health suggested integrating the youth hubs into its network of 10 youth-friendly centers to provide similar benefits and services.
2. **Resource Constraints:** The ministry expressed limitations in funding but emphasized the importance of consistent access to mentorship and advice on sexual and reproductive health topics for adolescents.
3. **Utilization of Youth Corp Members:** Due to a shortage of staff, the ministry recommended employment and training of youth corps members to fill in the gaps of hub coordinators, counselors, etc. The ministry also emphasized the need for local government involvement in staffing health facilities for the hubs.
4. **Coordination:** They suggested involving the Ministry of Youth and Social Development (MYSD) to deploy coordinators to the centers and address transportation challenges for youth corps members, who might not live within the vicinity of the hubs
5. **Seeking External Support:** The ministry proposed identifying philanthropists to adopt the centers and support their operations, highlighting the importance of itemizing current funding areas and ensuring a smooth transition to the responsible agency for executing the sustainability plan.

V. Ministry of Youth and Social Development

The Ministry of Health underscores the necessity of strategic planning, financial realism, volunteer engagement, and effective coordination to ensure the sustainability of the project beyond the donor funding period.

1. **Project Advisory Group Meeting:** The Ministry emphasized the importance of convening the Project Advisory Group to discuss the sustainability of the project, allocating roles to each ministry, identifying sustainable project components, and determining areas requiring continued support.
2. **Financial Realities:** The Director acknowledged the inability to sustainably fund the hubs at their current levels and stressed the need to streamline hub costs within the government's financial capacity.

3. **Volunteer Training and Commitment:** The Ministry proposed training volunteers as coaches and building a committed team of volunteers to support the project for a minimum of six months. Youth corps members could be leveraged to support project activities.
4. **Testing Sustainability Plan:** It was suggested that funding should cease before the donor funding ends to test the efficacy of the sustainability plan and identify successful strategies before the donor's departure.
5. **Budget Constraints:** The Ministry highlighted that core programs of the Ministry of Youth and Social Development in 2023 did not receive full funding from the state government, making it challenging to secure additional funding for the hubs.
6. **Training Framework Integration:** Training for adolescents from the hub can be accommodated within the current training framework of the Ministry of Youth and Social Development.
7. **Coordination:** Emphasis was placed on the need for a central coordinating mechanism to bring together and synchronize all efforts.

4.4 Summary of stakeholder engagement

In summary, 6 key areas will be crucial to take note of from the stakeholder engagements that were conducted. This feedback has been instrumental in crafting the sustainability plan.

1. **Strong Collaborative Partnerships:** There is a consensus among stakeholders on the importance of collaboration and partnership between the project and various state ministries, including Women Affairs and Poverty Alleviation, Local Government and Community Affairs, Information, Health, and Youth and Social Development. These partnerships are essential for leveraging resources, expertise, and networks to support project sustainability.
2. **Resource Optimization:** Ministries highlighted resource constraints and the need to optimize available resources to sustain project activities. Suggestions included streamlining costs, leveraging volunteers and youth corps members, and integrating project activities into existing ministry frameworks and programs.
3. **Engagement with Local Communities:** Stakeholders emphasized the importance of engaging local communities and ensuring community ownership of project initiatives. This involves empowering community members, collaborating with Local Governments and Local Community Development Associations (LCDAs), and integrating project activities into existing community structures.
4. **Evidence-Based Advocacy:** Ministries stressed the importance of evidence-based advocacy to garner support for the project and secure additional funding or resources. This includes showcasing the impact of the project through key metrics and success stories to demonstrate its value and effectiveness.
5. **Coordination:** Stakeholders highlighted the need for strategic planning, coordination, and a central coordinating mechanism to align efforts and ensure coherence in sustainability efforts across ministries and stakeholders.

6. **Innovation and Adaptation:** Stakeholders emphasized the importance of innovation, flexibility, and adaptation to overcome challenges and sustain project activities. This involves exploring new funding sources and adapting project strategies to changing circumstances.

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 different categories, and collaborative efforts were made to identify viable funding strategies.

The costs have been broken down into 3 segments:

- Cost for running the Hubs.
- Cost breakdown for Skills training.
- Cost breakdown for specific programs.

Apart from 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 Lagos State.

5.1. Cost Breakdown for Running the Hubs.

Core Section	Sub Section	Unit Cost (₦)	Quantity	Frequency	Total (₦)
	Annual Rent	25,000,000.00	1	1	25,000,000.00
	Furniture and Equipment	29,033,600.00	1	1	29,033,600.00
	Remodeling / Refurbishing	8,500,000.00	1	1	8,500,000.00
Sub Total					62,533,600.00

The TEENSMATA Youth Hub facility structures are typically halls (i.e., a large space structure with capacity to hold at least 50-100 adolescents at a time) with adjoining rooms (such as for health counselling, store, managers offices, convenience, etc). The hallway can be partitioned to offer several services at a time including TV viewing and gaming, life skills and livelihood training classes, amongst others.

Some of the one-time furniture and equipment required for the set up of the TEENSMATA Youth Hubs include generator, general sitting chairs, office chairs for hub managers, printer, computers, television, workstation, cable satellite, Wi-Fi router, cabinets and shelves, water dispenser, air conditioners, tables, window blinds, etc.

"The costs for the hubs are one-time expenses incurred only during the initial setup phase. For the four existing hubs, these costs will not be incurred as the hubs are rent-free and have already been remodelled and furnished."

5.2 Cost breakdown for Personnel, Utilities and Consumables

I. Personnel

Cost Element	Unit Cost (₦)	Quantity	Frequency	Total (₦)
Hub Coordinators	500,000	2	12	12,000,000
Youth Coaches	75,000	14	12	12,600,000
Cleaners	75,000	2	12	1,800,000
Security	120,000	4	12	5,760,000
State General Manager	2,200,000	1	12	26,400,000
Capacity Building and Training Manager	750,000	1	12	9,000,000
Communications and Marketing Manager	400,000	1	12	4,800,000
Finance and Administration Manager	500,000	1	12	6,000,000
Total	4,620,000.00			12,000,000

II. Utilities

#	Cost Element	Unit Cost (₦)	Quantity	Frequency	Total (₦)
1	Water	3,000	1	12	900,000
2	Electricity	240,000	1	12	2,880,000
3	Internet	60,000	1	12	720,000
4	Diesel and Generator maintenance	468,000	1	12	5,616,000
5	Office supplies (stationary, toiletry, cleaning materials)	320,000	1	12	3,840,000
6	Hub maintenance and repairs	250,000	1	12	3,000,000
7	Satellite Cable Network	15,000	1	12	180,000
8	**Total**	**1,356,000.00**			**17,136,000.00**

III. Summary Cost for Running the Hubs

#	Cost Elements	Consultant Analysis (₦)	Cost Type
1	**Hub Setup Cost**	62,533,600	One Off
2	**Personnel Cost**	78,360,000	Recurring
3	**Utilities Cost**	17,136,000	Recurring

5	**Total One Off**	62,533,600	
6	**Total Recurring**	95,496,000	

5.3 Cost Breakdown for Skills Training

I. Apprenticeship Training

Vocational Skill	**Duration**	**Discounted-Unit Cost Per Adolescent**	**Individual Start-up cost for adolescents who have completed training**	**Total Cost (Training +Startup) per Adolescent (₦)**
Shoemaking	2 months	75,000	150,000	225,000
Cosmetology	6 months	50,000	200,000	250,000
Fashion Design & Dress Making	12 months	60,000	240,000	300,000
Hair Dressing	9 months	50,000	250,000	300,000
Barbing	6 months	50,000	150,000	200,000
Welding and Fabrication	6 months	80000	150000	230,000
Plumbing Technology	6 months	80000	200000	280,000
Auto Servicing	6 months	80000	200000	280,000

II. Direct Training

Vocational Skill	**Duration**	**Discounted-Unit Cost Per Adolescent**	**Individual Start-up cost for adolescents who have completed training**	**Total Cost (Training +Startup) per Adolescent (₦)**
Makeup Artistry	1 month	25,000	280,000	305,000

IT & Graphic Design	3 months	40,000	100,000	140,000
Catering & Hotel Management	9 months	55,000	280,000	335,000
Photography	3 months	60,000	500,000	560,000
Hospitality Training	1 month	40,000	0	40,000

5.4 Cost Breakdown for Community Engagement and SBC Campaigns

Programs Activity	**Cost Monthly**	**Frequency**	**Total Annual (₦)**
Outreaches	1,000,000.00	12	12,000,000.00
IEC materials	5,000,000.00	Adhoc	5,000,000.00
Promo Materials	2,000,000.00	Adhoc	2,000,000.00
Recruitment of Hub personnel	500,000.00	Adhoc	500,000
Social Media Engagement	150,000.00	12	1,800,000.00
Refreshment for SKILLZ	500,000.00	12	6,000,000.00
Total	**9,150,000.00**		**27,300,000.00**

5.5. Cost Breakdown for Service Provision

Monthly Medical Consumables	**Qty**	**Freq**	**Unit Cost Estimate (₦)**	**Total (₦)**
Cotton wool roll	6	2	3000	36,000.00
Hand gloves by 100	2	2	4500	18,000.00
Syringes by 100	2	3	7000	42,000.00
Face masks by 50	2	6	1500	18,000.00
Plasters	3	6	2500	45,000.00
Pregnancy test strip by 50	6	6	4000	144,000.00
Methylated spirit	6	6	2000	72,000.00
Lidocaine by 10	3	4	7500	90,000.00
Sub Total				**₦ 465,000.00**

Medical Supplies	**Qty**	**Freq**	**Unit Cost Estimate (₦)**	**Total (₦)**
Stethoscope	1	1	₦13,000.00	₦13,000.00

Blood pressure monitor	1	1	₦25,000.00	₦25,000.00
Weighing scale	1	1	₦10,000.00	₦10,000.00
Pocket thermometer	1	1	₦5,000.00	₦5,000.00
Sterilizer	1	1	₦75,000.00	₦75,000.00
Kidney dishes & scissors	2	1	₦5,000.00	₦10,000.00
First Aid Kits	1	1	₦25,000.00	₦25,000.00
Sub Total				₦ 163,000.00

Family Planning Commodities	**Quantity**	**Frequency**	**Unit Cost Estimate (₦)**	**Total Cost (₦)**
Condoms (packs of 100)	10	4	5,000	200,000
Oral Contraceptives (packs)	20	6	2,000	240,000
Injectable Contraceptives	15	4	10,000	600,000
Intrauterine Devices (IUDs)	5	2	20,000	200,000
Emergency Contraceptives	25	1	2,400	60,000
Total				**1,200,000**

To ensure sustainability, it's crucial to:

- Explore cost-saving measures, such as negotiating lower rent rates or sourcing furniture and equipment at discounted prices.
- 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 feed and sponsorships. Example, dance competitions, basketball competitions, PS5 competitions.
    - Paid health workshops and training sessions
- Develop a detailed budgeting and financial management plan to efficiently allocate resources and monitor expenditures.

6. SUSTAINABILITY STRATEGIES

The long-term vision is to ensure the continued success and impact Project's 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 – Primary responsibility: MYSD

- 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 Lagos State Ministry of Youth and Social Development. 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 - Primary Responsibility: MLGCA

- 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: MYSD, LSMOH

- 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: MYSD

- 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: MYSD

- 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: All MDAs

- 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 2 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 MYSD and all other MDAs:

- Collaborate with the Ministry of Youth and Social Development 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.

In order to successfully implement this ambitious financial sustainability strategy, it is crucial to emphasize the importance of MYSD 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 Social Development 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, MYSD can tap into a pool of talent and expertise essential for driving the financial sustainability efforts forward. This collaborative approach not only enhances the capacity to attract skilled professionals but also fosters a culture of innovation and collaboration that is 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

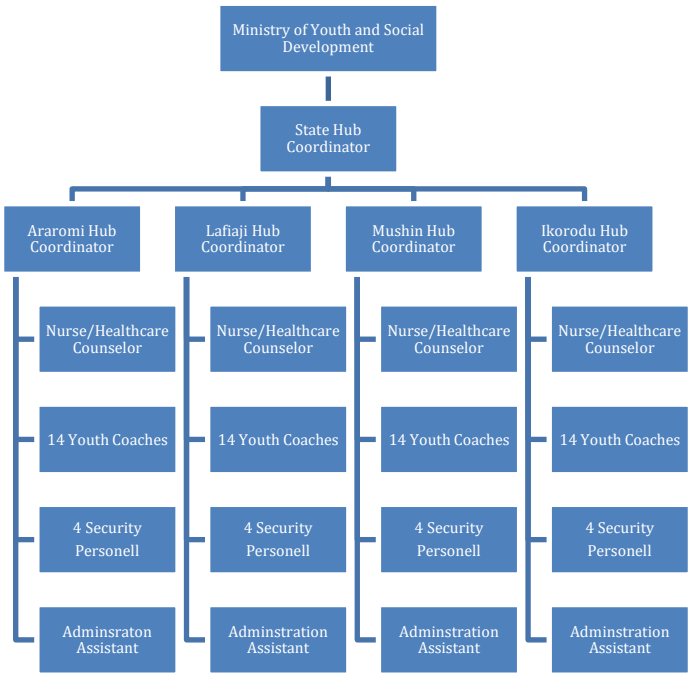
Institutional sustainability refers to an organization's capacity to endure and thrive over the long term, maintaining its operations, fulfilling its mission, and adapting to changing conditions. It encompasses various aspects of organizational health beyond financial stability, including governance,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

Option 1 For institutional Sustainability: Subsume Under MYSD

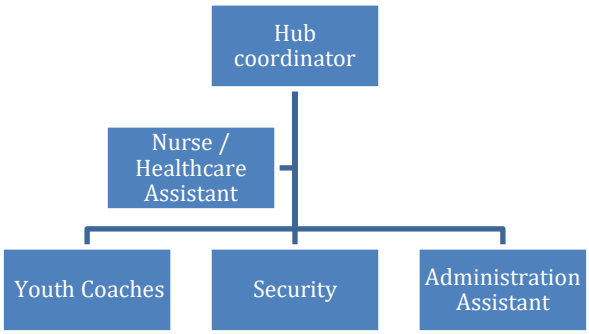
The first option will be to subsume the TEENMATA program under the Ministry of Youth and Social Development. With this structure, the Ministry becomes responsible for coordination and the functioning of the TEENSMATA program. The proposed structure is shown below:

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 Social Development. 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 Social Development down 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, 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**: The 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.

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 Social Development and the individual hub coordinators. This role will be assigned by MYSD.

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, this individual can be a member of the NYSC that would have been given at minimum one-month training by the ministry and preceding coordinator.

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 Ministry can additionally get the Health care workers donated by healthcare-focused organizations as CSR – private hospitals, health maintenance organizations etc.

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 that has been given by multiple ministries engaged that National Youth Corp Members be leveraged 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 skills in 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.

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.

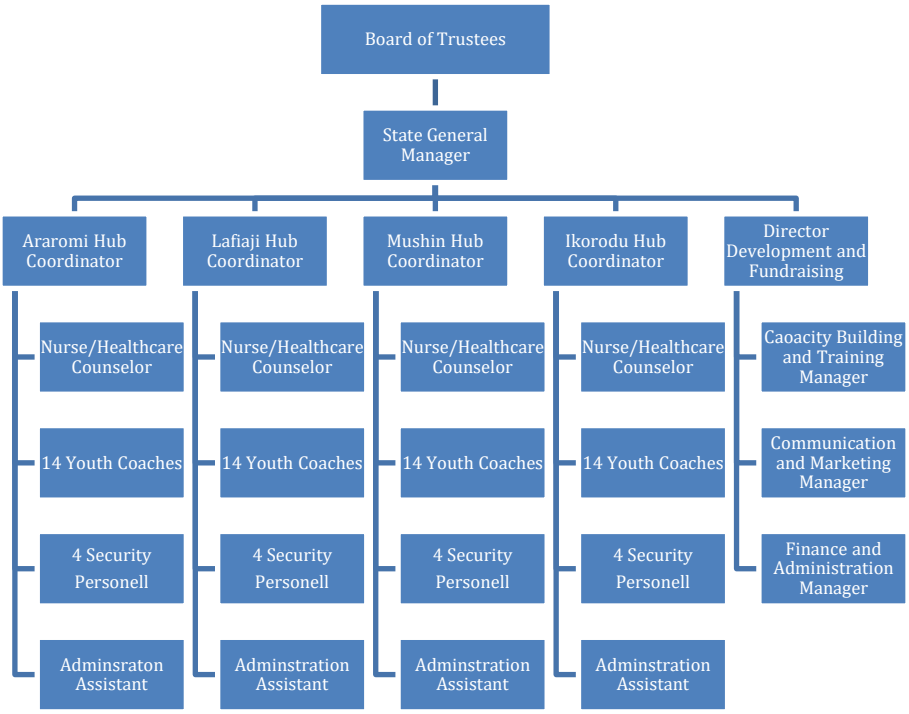
4. Agility and Responsiveness

- **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 be similar to the structure recommended for the state-subsumed structure. However, instead of reporting to MYSD, 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 sown below:

1. Board of Trustees

- **Composition**: Respected individuals from healthcare, business, community leaders, employees, and a MYSD 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 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 four hubs located in Mushin, Ikorodu, Araromi, and Lafiaji in Lagos 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, as well as 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 with its objectives, such as providing, vital family planning and reproductive health services while introducing new health services based on community needs. The group will advocate for providing vital family planning and reproductive health services, promote 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 designed 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 Lagos 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 for advocacy campaigns to broaden our 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 to the table, seeking innovative ways to enhance project sustainability and maximize impact.
2. **Passion for Project Objectives:** Individuals who are 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, while 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 overall operations and management of TEENSMATA.

- **Hub Coordinators**: Assign a coordinator to each of the four hubs (Mushin, Ikorodu, Araromi, and Lafiaji), 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 TEENSMATAs 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 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 Lagos 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 Companies (PPMCs) 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 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 Lagos 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 Lagos State Ministry of Youth and Social Development 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 Lagos 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 Companies (PPMCs) 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 of charge.
  - **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.

b. Livelihood trainings:

The YPE4AH project incorporates livelihood trainings 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, as reproductive health services alone are insufficient to maintain their interest. 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 like the Ministry of Women Affairs and Poverty Alleviation (WAPA) and the Ministry of Youth and Social Development (MYSD).

1. Sustaining Livelihood Trainings:

- **Collaboration with State Ministries:**
  - **Strategy:** Continue integrating interested youths from the hubs into existing vocational training frameworks facilitated by MYSD and WAPA.
  - **Action:** Leverage the commitment from MYSD and WAPA 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 – i.e., 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 remain 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. Private sector partners such as NGOs or CBOs with similar objectives, or multinational corporations with aligned corporate social responsibility in youth development can also be leveraged for sustaining hub activities.

- **Action:** Engage private sector donors and local philanthropists to secure funding for vocational training initiatives and equipment procurement. Similarly, private sector partners open to provide free vocational training services or livelihood start-ups can be engaged for the purpose.

6.3 Implementation Roadmap

The implementation roadmap is designed to 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 MYSD

Activity	Description	Responsible Party	Timeline	Notes
Coordination Mechanism	Finalise Coordination Mechanism – Social Enterprise of Transition to MYSD	YPE4AH & MYSD	Immediate	Establish a robust coordination framework
Cost Re-Alignment	Re-analyse hub and programming costs	MYSD or Board of Trustees	1-3 months	Identify essential cost elements, explore cost-saving measures
In-kind Contributions	Engage local communities for in-kind contributions	Hub Coordinators, Community Leaders	Ongoing	Leverage community resources

Private Sector Donations	Engage local businesses for donations	Hub Coordinators, MYSD	3-6 months	Develop targeted outreach strategies
Partnership Development	Forge partnerships with local businesses and NGOs	MYSD, Hub Coordinators	Ongoing	Explore collaborative initiatives
Grant Funding and Sponsorship	Pursue grant funding opportunities	MYSD, Hub Coordinators	Ongoing	Research and develop sponsorship packages
Social Enterprise Activities	Establish income-generating activities	Hub Coordinators, MYSD	6-12 months	Identify marketable products/services
Crowdfunding Campaigns	Launch community fundraising initiatives	Hub Coordinators, MYSD	3-6 months	Utilize social media and grassroots outreach
Capacity Building for Staff	Provide tailored training programs	MYSD, LSMOH	Ongoing	Implement mentorship and professional development opportunities

Integration into Community Structures	Engage existing community resources	MYSD, Hub Coordinators	Ongoing	Partner with local organizations and institutions
Policy Support and Advocacy	Advocate for supportive policies	All MDAs	Ongoing	Engage with policymakers and stakeholders
Youth Coaches Engagement	Integrate youth coaches into operational budget	MYSD, Hub Coordinators	Immediate	Secure funding from local governments and private donors
Healthcare Provision	Maintain presence of healthcare professionals at hubs	MYSD, LSMOH, Local Govt	Ongoing	Explore private donor funding if necessary
Network of Spoke Facilities	Sustain involvement of private spoke facilities	MYSD, LSMOH	Ongoing	Conduct annual refresher training
Partnerships for FP/RH Commodities	Continue partnerships with organizations	MYSD, LSMOH	Ongoing	Strengthen and formalize partnerships

Commodity Storage and Distribution	Maintain storage and distribution system	MYSD, LSMOH	Ongoing	Utilize public health facilities
Funding Diversification	Identify and secure diverse funding sources	MYSD, Hub Coordinators	Ongoing	Engage with private sector donors and international funding bodies
Livelihood Trainings Collaboration	Integrate youths into existing vocational training frameworks	MYSD, WAPA	Immediate	Leverage commitment from state ministries
Self-Initiated Vocational Trainings	Organize vocational trainings within hubs	Hub Coordinators, MYSD	3-6 months	Assess financial capacity, explore funding opportunities
Provision of Training Tools	Procure equipment for vocational training	Hub Coordinators, MYSD	3-6 months	Ensure equipment remains property of hubs

b) Roadmap for Option 2 – Social Enterprise Model

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 nonprofit, 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 nonprofit 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
Create Business Plan	Develop a comprehensive business plan	State General Manager, Finance Manager	Month 6-7	Include financial projections and strategies

Activity	Description	Responsible Party	Timeline	Notes
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 and feedback systems	Capacity Building and Training Manager, Hub Coordinators	Ongoing from Month 12	Quarterly evaluations
Form Strategic Partnerships	Establish partnerships	State General Manager, Board of Trustees	Ongoing from Month 12	Focus on mutually

Activity	Description	Responsible Party	Timeline	Notes
	with public and private sectors			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

Matching Potential Sustainable USAID YPE4AH Activities with Relevant MDAS			
S/N	**Key Areas**	**Description Of Activities**	**Persons Responsible**
1	**Service Provision Focus Areas: FP, GBV, MH, SA**	Health Provider	Local Government - Recruitment/Staffing Ministry of Health/PHCB - Supervision and Training
		Commodities	Ministry of Health (through) 1 PHC linked to each hub
		Demand Creation	Local Government Area - Health Educators/Community Mobilizers Ministry of Information - Social and Mass Media PHCB - Outreaches
		Tools / M&E	Ministry of Health / PHCB - Discussion guides, Registers, equipment, etc.
		Consumables	Local Government Area (through monthly hub running costs)
2	**Youth Hub Running**	Facility Manager	MYSD - Coordination of adolescent traffic/activities at the hub
		Security / Cleaner	MYSD / Local Government Area
		Electricity Bill / Diesel	MoLGCARD/Local Government Area
		DSTV	MoLGCARD/Local Government Area
		Waste Management	MoLGCARD/Local Government Area
		Water	MoLGCARD/Local Government Area
		Internet	MoLGCARD/Local Government Area
3	**Network of Volunteers (TEENSMATA Youth-Led Organizations)**	Peer-to-Peer Engagement	MYSD - Coordination of adolescents (YAC and C4C)
		Advocacy Initiatives	Ministry of Health, Ministry of Information, PHCB, Implementing Partners
		Mobilization and Sensitization	MoH - Participation in ADH TWG, adolescent health weeks, etc. MoI - Mass and social media sensitization PHCB - Community mobilization
		Play-based Learning	MYSD - Facilitation of revised MYSD play based curriculum YEDI - Committed to using youth coaches for delivery of SKILLZ
4	**Leadership**	Training of OSY	MYSD - Consider training of fresh OSY on leadership
		C4C Engagement as State Ambassadors	MYSD - Leveraging on existing C4C in state led leadership activities
5	**Expansion to other Youth Centres**		MYSD and Ministry of Local Government, Community affairs and Rural Development
6	**Livelihood**	Vocational Trainings	MYSD - Recommendation / Linkage through facility managers WAPA - Training / Placement
		Private Sector Engagement	MYSD - Identify private sector trainers and speakers to engage adolescents at the Hubs
7	**Communication for Behaviour Change**	Social media	TEENSMATA Youth-Led Initiative, MoI, DAI, YBR
		Mass Media	MoI - Leverage state owned media stations to disseminate program messages

		Community Mobilization	PHCB - Build capacity of community mobilizers for continuous awareness creation Local Government - Deploy community mobilizers and health educators Integrate adolescent health into the community mobilisation activities of LGA
8	**Spoke (Inclusion in state system)**	Supervision (JSSV)	MoH, PHCB, LGA M&E Team
		Outreaches	PHCB - Consider involving the private sector spoke facilities into the state system
		Whole of Community	NAPPMED / LSMDA - Getting spoke providers to create awareness at general association meetings

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 for 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 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 by MYSD.
    - Data Collection: Meeting minutes, coordination reports.
    - Responsible Party: MYSD.
2. **Sustainable Funding**
    - Indicator: Number and amount of diversified funding sources secured.
    - Data Collection: Financial reports, funding agreements.

- Responsible Party: MYSD, Private Sector Partners.

3. **Community Engagement and Ownership**
    - Indicator: Level of community participation in decision-making processes.
    - Data Collection: Community meeting records, and surveys.
    - Responsible Party: MLGCA.
4. **Capacity Building and Training**
    - Indicator: Number of training sessions conducted, and participants trained.
    - Data Collection: Training attendance records, pre- and post-training assessments.
    - Responsible Party: MYSD, LSMOH.
5. **Monitoring and Evaluation**
    - Indicator: Regularity and comprehensiveness of M&E reports.
    - Data Collection: M&E reports, and feedback forms.
    - Responsible Party: MYSD.
6. **Partnership Development**
    - Indicator: Number of active partnerships and collaborations.
    - Data Collection: Partnership agreements, meeting records.
    - Responsible Party: MYSD.
7. **Adaptation and Innovation**
    - Indicator: Number of new solutions and approaches implemented.
    - Data Collection: Project reports, and innovation logs.
    - Responsible Party: MYSD, Hub Coordinators.
8. **Advocacy and Policy Support**
    - Indicator: Number of supportive policies and legislations enacted.
    - Data Collection: Policy documents, and advocacy campaign reports.
    - Responsible Party: All MDAs.
9. **Financial Sustainability**
    - Indicator: Cost elements covered by MYSD and in-kind contributions.
    - Data Collection: Financial reports, and community contribution records.
    - Responsible Party: MYSD, MLGCA.
10. **Institutional Sustainability**
    - Indicator: Number of staff trained, and local structures integrated.
    - Data Collection: Training records, integration reports.
    - Responsible Party: MYSD, Hub Coordinators.
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: LSMOH, MYSD, 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 project outcomes' resilience and long-term viability. Collaboration with key stakeholders, including the Lagos 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 Lagos 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 and 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 Lagos 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 Lagos State Ministries, Departments, and Agencies (MDAs) exhibited robust enthusiasm. They expressed readiness to collaborate to ensure the longevity of the 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 of the 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 of 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.