EVALUATION: UNDUGU SOCIETY OF KENYA.

A Participatory Outcome Harvest, November 2019

Abstract

This Participatory Outcome Harvest, done by a team of external evaluators, Undugu staff members and youth from associations took a systemic view of the context in which Kenyan street youth live. We sought outcomes (changes in behavior, attitudes, relationships and policy) amongst homeless youth, parents, police, trainers, government staff and international and local NGOs. This deep, actor centered evaluation found remarkable outcomes in all the actors, evidence of system change and significant Undugu contribution. We finished with a large database of stories of change which together paint a hugely positive picture of the value and merit of the work. Several new directions emerged which youth, Undugu and Taksvarkki might follow to become an even more context appropriate project. The most exciting possibility is visioning and implementing a for and with youth project led by youth. To widen the scope of their successful, relationship-centered approach to youth in Kenya's streets Undugu might deliberately evolve, becoming mentors and system changers.

Jeph Mathias, Andrew Nzimbi

jephmathias@gmail.com andrewnzimbi@gmail.com

Executive Summary.

This Evaluation commissioned by Taksvarkki had four primary purposes:
1. To define in terms of outcomes (changes of behaviour, attitude relationship and policy) where Undugu has arrived with homeless youth in Kenya,
2. To make some comments on Value, Merit and Shortcomings of this journey (the evaluators rephrased 'shortcomings" as "new directions to consider".)
3. To be truly participatory and build both capacity of Undugu and youth association members and also their relationships and co-ownership of the project.
4. To be a start to rethink directions for Undugu given Taksvarkki's funding gap policy starting in 2020 with the other funder having discontinued from 2019.

We used Outcome Harvesting (OH), adding the innovation of using Undugu staff and Youth Association members as an evaluation team. We all worked together on OH theory and interview practise and then in four pairs talked in depth to youth, parents, government administrators, government implementors, police, vocational trainers, NGOs employers and members of society. Over three days in Nairobi and three in Kisumu we collected 94 stories which we stored coded and analysed in an electronic database. It was empowering and built both capacity and relationships. We enjoyed and learned from working as a team together.

The stories yielded nearly 2000 outcome excerpts- i.e. qualitative data points. The rich, actor centred picture we built up shows deeply significant outcomes distributed throughout the system in which youth live. There is clear contribution from Undugu to youth but also other actors. Some emergent changes go well beyond what one might reasonably hope for. However stories also indicate that in this context many troubling elements of life exist for homeless youth remain

We found enormous value and merit in Undugu's significant contribution to an important issue, not just for Kenya. Undugu's naturally complexity oriented approach is adaptive, deals flexibly with youth associations, is highly relationship centred, works with many actors and hence influences the system in which youth live. A new strategy with parents, predicated on prevention and systemic thinking is already successful and opens up many new possibilities. Rather than shortcomings we see possible new directions and thinking as Undugu continues to evolve. It's complex action space needs continuous action-reflection rather for which behaviour centred project planning and outcome-centred monitoring is a high priority.

Possible changes in funding are an opportunity more than a problem, a stimulus to radically and creatively re-think the value in this project, and how it can be taken to another level. As evaluators we see a truly for youth, with youth, _led by_ youth project shimmering on the horizon. Undugu could mentor while also deliberately and creatively upscaling prevention and systemic initiatives, in Kenya and beyond. We suggest what that might look like.

This OH, using project staff and participants eyes, ears and hands fully fulfilled Taksvarkki's hopes for a participatory evaluation. We all learned OH together, skills stayed with Undugu and youth. The "team OH" enhanced relationships between Undugu and youth, office and field, funder and youth. As well as fun it showed an excellent project contributing to deep system change. It leaves Undugu in a good place for its next phase.

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says that he first got into contact with Undugu in 2014 but he never listened to them. In his second chance to be in one of the youth group's formed by Undugu, he can say things have really changed. " I confess if I would have never met Undugu again, I know my life would have been no more either being shot by the police or life imprisonment. Thanks to Undugu for creating a good environment for youths."-D, Association Member

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Purpose

The key reasons for this evaluation as stated in the ToR are;

- It is to assess the value, merit and shortcomings of the project to learn and improve approach and practises.

- It is to identify outcomes in terms of changes in people's behaviour, relationships, attitudes and policies that can be traced back to the contribution of Undugu's Taksvärkki funded project, and to produce a compilation of good practice examples and lessons learnt (for example based on database of specific, verifiable, exemplary outcome narratives and stories) observed for sharing insights and learning from work.

- It is to serve as a forward-looking exercise, informing Taksvärkki and Undugu and potentially the development of the next joint project.

- It is to be a truly participatory process and to include capacity building regarding Outcome Harvesting methodology to improve the understanding of project planning, monitoring and evaluation related to the Outcome Mapping approach.

I addition the ToR states: *"[This] evaluation is meant to provide an opportunity for learning for Taksvärkki and Undugu, while it also produces evidence of the outcomes achieved. The evaluation is to employ the principles of utilization-focused evaluation using an Outcome Harvesting (OH) approach. The project and Taksvarkki were both happy to focus on outcomes- defined as changes of behaviour attitude relationship and policy – rather than on impact or activities. It was much more focused on effectiveness (depth and breadth of outcomes achieved) than efficiency (resources used to achieve the observed changes). "*

So this is a learning focused evaluation, intended to be participatory, outcome centred and looking for the depth and meaning of what has been achieved much more than efficiency and strict accountability. For me with strong relationships to the project team and a representative from Taksvarkki the third purpose (forward looking suggestions) emerged as perhaps the central theme of what we were doing. Looking forward is in sharp focus given Taksvarkki's policy of a one-year funding break to be instituted from 2020. Stated simply my evaluation question became:

"Where has Undugu reached with youth associations, how have they got here, what is the value of this journey and how might it be continued?"

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Outcome Harvesting.

A recent addition to the evaluation field, Outcome Harvesting has roots in Outcome Mapping and Utilization Focused Evaluation. A brief accessible explanation can be found in this video by Ricardo Wilson-Grau, one of the key developers of the methodology. A fuller explanation and resources are available at: www.outcomeharvesting.net. For me OH captures five essential features of change in complexity:

Social Change Happens in Social Systems. For multifactorial, interconnected issues like youth living in the streets in Kenya there is no single point of change nor causative chain (A causes B which causes C). Change in these types of issues comes if perspectives boundaries and relationships of a group of interconnected actors change all together resulting in a system that works differently. The interconnected actors in this case include youth, families, government at implementation level, government at policy making level, police, general society, various vocational trainers, national and international NGOs and others. Essentially homeless youth in Kenya live in a system, and that system must be evaluated. (it is totally clear that the youth themselves understand they live in an interconnected system. They naturally and easily drew a system diagram during our preliminary workshop)

Change is About Other People, in institutions and as individuals. Rather than focus on Undugu and its activities or even the outputs of those activities, this OH started with what parts **homeless youth and** *other actors and institutions* play in the social system. Change in those actors behaviour attitudes relationships and policies is what changes the reality for youth living in Kenya's streets. National policy too derives from multiple inputs. My question was not whether Undugu changed the system in which Kenyan youth live (it did not). I asked if Undugu contributed to changes in people and institutions which alter the system dynamics and if this changed system has generated and might generate a more enabling environment in which youth live. We focused on other people and institutions not on Undugu.

Systems Speak in Outcomes. Our job was to listen to the system. In Outcome Mapping (the spiritual parent of OH) outcomes are changes of behaviour attitude relationship or policy. In OH philosophy system change is evaluated by collecting many relevant, objectively verifiable outcomes (changes of behaviour or policy), finding when and where they occurred and tying them together in a story of change. To analyse system change one must listen in the language systems speak- Outcomes. That's what we spent two weeks harvesting.

Contribution not Attribution. In OH thinking human behaviour and policy very seldom occur along one-to-one if-then pathways (A causes B). Outcome B almost always has multiple contributory factors while output A has many effects in many places e.g. Undugu's strategy of helping youth to get ID cards increased the confidence of youth themselves when talking to police or in general society, it changed the behaviour of the police themselves (less aggressive) and the attitudes of vocational trainers who prefer students with legitimate IDs. For none of them were ID cards the single causative factor (A therefore B) of changes in their behaviour relationships or attitudes. Our OH tries to ascertain contribution (hard to quantify) to important outcomes but never claims attribution.

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Reverse Logic. Evaluations typically start with the project and its activities follow them to their outputs (immediate, visible changes) and infer bigger changes (impact). OH goes the other way. It starts with behaviour or policy changes of others (not project activities). These are outcomes. When outcomes are found we look 'backwards' to ask what helped them to happen (particularly Undugu activities). Then piecing together all the outcomes, like a mosaic, OH aims to understand how the system is now different. So, OH first finds outcomes, uses "reverse logic" to ask where those changes in behaviour or policy came from and "forward" logic to understand what, all together, those outcomes mean.
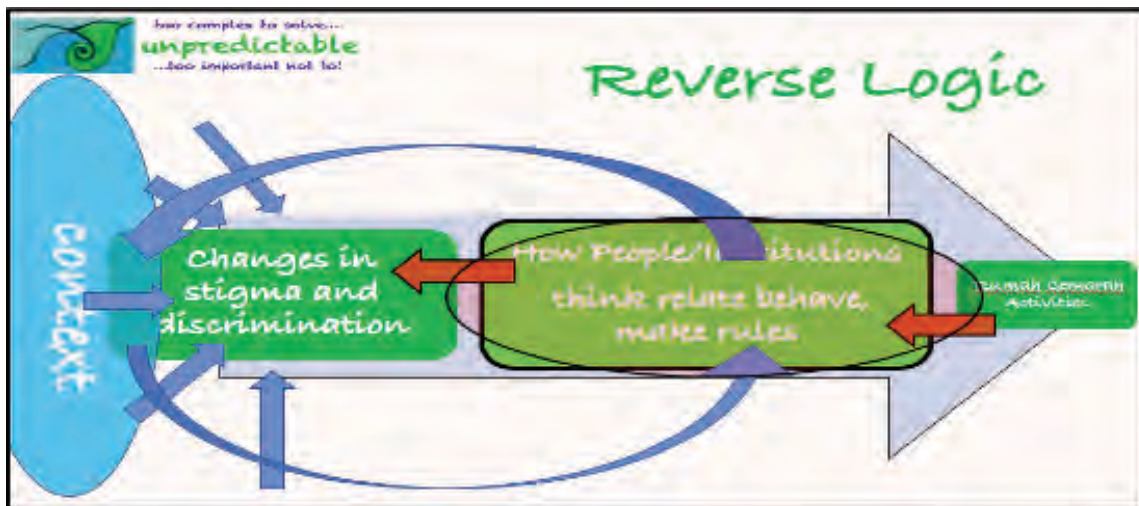
Most evaluations eliminate the noise, focus on project activities and work forward to outcome and impact. OH first finds outcomes. looks for contribution from project activities and finally asks what these outcomes mean amongst all the other influences from the context. Rather than a simple, straight line, project effects are seen as nested in many causal chains and feedback loops. I think that is closer to how the world actually is than standard evaluation models.

Evaluation process.

This evaluation started with a lot of communication between lead evaluator Jeph Mathias and Taksvarkki representative Anna Jaurimaa. I was also in communication with the Undugu team in Nairobi from well before the evaluation. I also requested permission for Andrew Nzimbi, a Kenyan evaluator to join the evaluation. Meanwhile there was some uncertainty in Undugu- the project coordinator changed roles and her job was filled by Francis Kinyua and the evaluation was postponed. Between us we narrowed down the objectives to a participatory Outcome Harvest in Kisumu and Nairobi to see where we have got to and ways forward from here.

Andrew then led Undugu in specifying outcome statements. These are unverified descriptions of changes in behaviour attitude policy and relationship that the project team thinks have emerged in boundary partners. Outcome statements orient the evaluation team to what the significant changes might be and where, how and with whom to specifically look for them. In this case we felt Undugu was not thinking as widely and systemically pre-evaluation as they could.

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Association members' rich picture is a system map of their world.

I (Jeph) arrived in Kenya on 2 November and with Andrew Nzimbi conducted a two day workshop in the Undugu's Dandora office on 3 and 4 November. This included Undugu staff and Association members they had selected to be part of the evaluation team. The workshop went from OH theory to practical harvesting. By the last afternoon we were practising interviewing and identifying outcomes. On 5 6 and 7 November we collected outcomes in Nairobi. The schedule organised by Francis Kinyua had us interviewing Association members in the Dandora office on 5 November and on 6 and 7 November going to where young people live, to vocational trainers, police, government administrators etc and listened to them '*in situ'*. This process allowed us to efficiently get many stories from youth (without travel time) on the first day but also visit and get to know the situations in which homeless young people and other actors live and work. Though Youth Association members were obviously at home in USK's office in Dandora we got a greater depth of understanding by also going to their contexts and listening to them where they live and of course we had to visit the other actors in their homes and offices.

We followed a similar process in Kisumu- first a day interviewing association members in the office, allowing many interviews in a short time. Then two days we talking to youth and other players in their own context widening our vision and contextual understanding.

We spent Thursday Nov. 14 travelling back from Kisumu to Nairobi. On Friday November 15 Andrew Nzimbi and I presented the evaluation to senior staff in the USK offices in Arnold Plaza and then to the USK team, association members and parents in the Dandora office.

For interviews we organised ourselves into four teams of two, allowing one person to focus solely on talking and listening to the participant while the other wrote. After training and practise on what outcomes are and how to work with them, were all quite good at elucidating and recording the components of a full outcome (who did what, when where with whom and why).Nevertheless story fragments often do not contain full outcomes. Who did what is always there, when and where may not be. Contribution (why) is not always overt in the story. It is sometimes implied, sometimes hard to define.

All our stories were transcribed into English and uploaded to a qualitative research software database. Andrew and I both had team access to this database. We coded (highlighted excerpts containing outcomes) and categorised them. The code tree we started with was constructed under headings of each group we got stories from (Youth, Parents, police ,

Government functionaries , trainers etc). Outcomes in each group were further subdivided into sub-groups of behaviour attitude relationships and policy. We extracted 1148 excerpts and 1987 outcomes (some excerpts fitted more than one category). By far the largest number, 977, were for youth association members- totally appropriate for a youth centred project. For these a further set of subdivisions emerged ("granddaughter codes" in the jargon). We had no preconception of what the headings would be, they simply came out as we coded (e.g. "taking responsibility for others" is clearly a significant set of new behaviours in Youth association members, but I had no idea this would be a category before coding). So the context itself 'told" us the structure of the code tree that describes its new outcomes.

Methodological considerations.

Objectivity

In participatory harvests I have done this way the question of objectivity always arises. How can an evaluation team that consists of external evaluators, Undugu team members and project participants possibly be objective? It can't. This was not an objective evaluation, it was an evaluation by people who deeply understand the context. (I suggest actually no evaluation is objective. It is always done by and with humans who inevitably bring biases and preconceptions). The trade-off for sacrificing a veneer of objectivity is depth. This was an immensely deeper evaluation because it was done with the (trained) eyes and ears of project staff and participants. In my case I walked around Kenyan slums and talked to youth and family with Fresia (an association member). Working with Fresia added vision, Swahili and the contextual understanding of a young local woman who has lived hard years in Kenyan streets. Interviews with her were immeasurably deeper than what they would have been without her. For a learning focused evaluation I am convinced that the added depth of a participatory approach far outweighs the biases it brings.

Running a vegetable stall integrates a young woman into society.

Credibility

Each story is a micro narrative, each excerpt one person's micro-anecdote, or one focus group's specific view. The stores were collected by deep interviews (between 30 and 90 minutes). However though these may be deep the question arises of how we can possibly draw general conclusions from a set of anecdotes?. My counter is that we are not drawing conclusions from anecdotes. The conclusions in this evaluation are based on finding patterns of change in behaviour attitude relationship and policy that emerged from many actors (not just youth) in the development space. There are nearly 2000 'datapoints' in our set. A traditional evaluation with 2000 quantitative datapoints would be considered very strong. Qualitative datapoints are even richer. I believe this evaluation is highly credible.

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"Results"

There are two types of results in this evaluation. Of course there are those 1987 outcomes harvested by a team and analysed by Andrew Nzimbi and Jeph Mathias. We will discuss those shortly but this evaluation also has other results. Perhaps as important as the significance of the harvested outcomes are results for the team and programme that are derived from the methods and process we used. Let us discuss those first.

Team and Programme Related

Capacity. The evaluation was also a two week in-depth OH theory and practise course in which Undugu members were involved alongside members of their youth association. A significant result is the team's understanding of theory and practise of OH, the techniques and thinking behind it and skills in qualitative research, taking and listening to narratives and understanding their significance. This leaves Undugu in a much better able to implement outcome-based development.

Relationships. A huge take home for me is relationships particularly Kinyua, Andrew and Fresia with whom I worked directly. This evaluation done as a team enhanced relationships between members of Undugu because we were all working together on something big, new and very important for us. Further listening appreciatively not only to perspectives of youth but also to parents, trainers, government, NGOs etc strengthens Undugu's relationships with their own boundary partners. For project participants to see Undugu working with youth association members as evaluators changes how they see Undugu and how they see youth.. Relationships were also enhanced between Undugu and Taksvarkki. Anna Jaurimaa was hugely supportive throughout. To have her skype in to the project presentation in the Dandora office and listen to youth tell their stories was a highlight for youth who felt valued that an international funder had time and interest to listen to their stories and for Anna who was privileged to directly hear Kenyan youth telling stories from their hearts. Finally I believe a result of this evaluation is an enhanced relationship between the Dandora field staff and Undugu's Arnold Plaza central senior office staff. Undugu CEO Mr Aloys Opiyo's support was clearly evident throughout. He came to the training, listened to stories and even travelled to Kisumu. I have not previously done an OH at which a CEO travels hundreds of kilometres to spend a day listening to stories from youth sitting under trees.. Senior office staff did so much to organise the evaluation and invited Andrew and Jeph to present initial findings in Arnold Plaza. They were interested and engaged as we presented. Mr Opiyo and his senior staff's interest in the methods and the results of this evaluation is a hugely affirming. I am sure the relationship between the Dandora and Kisumu field teams and the central office has been enhanced.

Project-related Outcomes.

Finally the harvested outcomes. We got 94 stories in our database from four two-person teams. After coding there are 1987 excerpts and outcome fragments. These grew into a code tree the structure of which captures the changes in the system in which Undugu operates. We did not come with a pre-set structure for the code tree. Instead as we coded we added categories that captured the changes we saw and a tree emerged. The qualitative

research software, as well as storing stories was thus a way of showing what the context was saying. Let's discuss results under each major actor.

Youth Association Members

Appropriately the largest number of stories by far and the most outcomes is the 977 from Youth Association members. For each group Undugu works with I divided outcomes into daughter codes of behaviour attitude relationships and policy. For youth I further subdivided those into granddaughter codes. These emerged from the data rather than being pre-set. The expanded code tree for youth Association members is to the left with numbers indicting how many changes in each category.
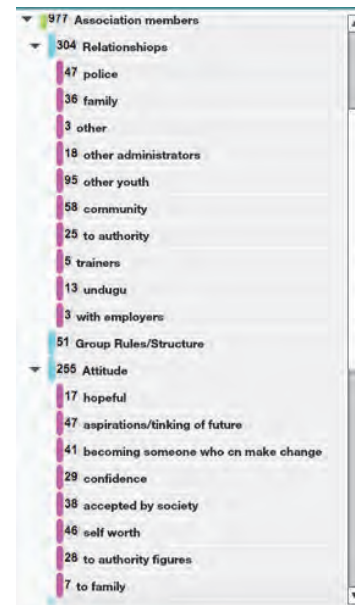
Granddaughter codes for youth.

Attitude: 255 Outcomes

17 related to becoming hopeful,

47 abut aspirations for the future

29 related to increased self confidence

38 feelings of acceptance by society

7 regarding changed attitudes to family.

46 having new feelings of self-worth

28 changed attitudes to authority

Note the high numbers (i.e. many interviewees spoke about this) of becoming aspirational feeling more accepted by society and increased self-worth

Relationships 304 outcomes

47 changed relationship with police,

36 Family

95 related to other youth

58 changed relationship with community

25 changed relationship to authorities

.

5 spoke of new relationships to trainers

3 New relationships to employers

13 the relationship with Undugu

18 changed relationship with administrators

Note the overwhelming importance of relationships with other youth and relative importance of police, community and family

Policy and Group rules 51 outcomes.

I did not subdivide these. My working definition of policy is "Rules a group makes for itself"

"We started 1 year ago with 18 members and is made up of girls only. The association is of young single mothers in Dandora Slum who had nothing to support us. In the beginning we had to be pushed to meet and even have life skills. But our meetings helped us in coming up with rules which helped us reduce in drug intake and going to the streets at night. We were so closed up but life skills have helped us have ideas and open up on our issues. We good relation with community and the hospital management in the area allows us to meet at the facility every week. We are more united compared to before and the area chief is working with us as change agents. We mentor other young mothers We save money something never used to do and have started up a soap making business which gives the group some income."-Outcomes (changes in behaviour attitude relationship and group rules (policies)) emerge in a women's association

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New Behaviour367 Outcomes
19 related to membership of a group
38 reducing crime/sex work other
"antisocial behaviour"
58 about earning or managing money
52 about education or employment
23 moving off street to other
14 related to sports
76 taking responsibility/positive action for
self or others
3 related to violence
21 navigating or using systems

Note the large numbers of positive behaviour for oneself and others and high numbers related to education , employment and managing money. Navigating the system has significant though not huge numbers but I see as these stories as very important. See analysis.

Trainees
(These are Association members but spoken to in their capacity as vocational trainees.
46 outcomes 15 related to relationships, 15 to attitudes, 16 to behaviour

Trainers
These are people who have Undugu Association members in their classes. Just the fact that they have accepted stigmatised youth is an outcome in itself
111 Outcomes 42 related to attitude, 18 to policies, 35 to behaviour and 16 relationships

Parents
These are mainly derived by interviewing members of parent support groups
113 outcomes, 6 in policy/rule category, 29 in new attitudes, 58 related to behaviour, and 22 about relationships.

Other NGOs (MSF in Nairobi and NGO Consortium in Kisumu)
47 outcomes- 13 about new relationships, 16 about behaviour,12 about attitudes and 6 about policies

Government administrators/Policy Makers
50 Outcomes 11 about relationships, 5 about policies 15 about behaviour and 18 about attitudes

Government functionaries:
70 Outcomes, 13 about new behaviour, 20 about relationships 25 about behaviour and 12 about policies.

"Youth in the ghetto have low self-esteem. We feel we have no future"- Association Member

Police
81 Outcomes 14 about new ways of relating to youth, 5 about new policies, 37 about different behaviour and 25 about different attitudes.

Community:
98 Outcomes, 33 about new behaviour, 42 about changed attitudes, 22 about new relationships and one about new policy

Some extra categories in the database, not directly related to boundary partners are:

Undugu Contribution – 201 excerpts
As well as asking participants about what they were doing or thinking differently we listened for their perception on what Undugu has contributed to that.

3 about financial contribution	2 about income generation,
12 related to structures in youth life,	27 about life skills training,
4 related to changing the thinking of others,	15 group membership contributed to life change
5 connecting stakeholders around youth	6 Undugu had contributed new thinking
20 about education or skills ,	21 new relationships,
6 counselling,	17 parenting and other skills and
8 having an ongoing relationship,	23 helping youth work with officials.

This is what youth and others saw as Undugu contribution Note the relatively high numbers in Life skills specifically, education and skills generally, helping with official structures and membership, new relationships, parenting and relationships with other youth.

Pink Dolphins
(extraordinary outcomes or stories of change) 96 excerpts or full stories

Red flags-
Troubling or concerning aspects of the context or questions about Undugu's work- 52 stories.

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Analysis of Outcome Excerpts.

All together what do so many outcome excerpts related to many actors in the space in which homeless youth in Kenya live and Undugu works mean? A common narrative stitched together out of many excerpts goes something like this:

A young person ends on the street typically because of some traumatic event in her/his story (family/migration/personal tragedy). (S)he often ends living in difficult conditions, maybe participating in crime, sex work and substance abuse. Soon (s)he feels hopeless and excluded, living from day to day without aspirations. Her/his only relationships are with other street youth in a similar position. The story changes when Undugu comes into it. Early changes are a feeling of inclusion and membership as (s)he becomes part of a group. The rules and structures of group life are hugely welcome. Learning life skills and how to navigate the system around her is important. Slowly hope and aspirations for the future start to develop, sometimes before and sometimes after employment or education. Self-worth increase and somewhere in this narrative is decreasing or stopping drug use. This is possible from a combination of increased self-worth, structure, employment or education and, hugely, from associating with other youth who are now moving in a similar direction. Along with this also come moving off the streets and changing previously problematic relationships with family, society, police etc. There may be new relationships too- with a marriage partner, employers and different relationships with government functionaries. The most successful individuals and groups find sufficient empowerment, motivation and resources to attempt changing systems around them.

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We found Undugu contributing at many levels and many places in this story, both directly to the youth themselves but also by working with those around homeless youth in Kenya.

How did we derive that story? We uploaded stories to an electronic database (Dedoose) coded ,analysed and grouped into a tree". Conclusions can be drawn simply from numbers (e.g. look at how many youth have begun to manage and/or save money). However numbers do not say everything. Depth and meaning are very important too. There are 31 outcomes, a reasonable but not huge number, in the category "working the system". However the significance of these stories is well beyond their number. In this category are stories like a youth association organising neighbourhood collections, talking to lawyers and finally paying a bribe to police to get one of their friends out of an (according to them unjust) trial. Bribing the police may not be ideal but we saw huge significance in young people seeing themselves not merely as victims waiting for the world to inflict its hurts on them, but actors able to manipulate the system in which they live, creating the changes they need. The same group of youth managed to stop the Deputy President's convoy, talk their way past security guards, talk directly to the vice-president and get him to make a donation of 100,000 shillings. They used this to build a roof and buy a tank for their carwash. Just one story like this is significant, 31 such excerpts indicate youth themselves can change their reality. Similarly another story opened with *"I can say my life used to be kinda hell"* but finishes with its teller saying he now works during the morning earning maybe 400 or 500 shillings (US$5), then sleeps in the afternoon and studies international relations in night school! He is currently in his third year of a degree and dreams of a job with an NGO so that he can contribute to "a less violent world". He talks to his previously estranged father daily. This story, grouped among

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"education" and "family" outcomes, clearly means much more than another youth doing vocational training. By coding all the stories (even ones we did not collect) Andrew and I got to know the qualitative data intimately. We analysed groupwise for patterns (essentially numbers) and individually for meaning and significance.

Scope

The ToR defined the scope as changes related to the last two years of activities and new strategy. The evaluative challenge for the type of work Undugu does is that it is not a single intervention but long term, relationship based work where the "results" of an intervention appear much later woven into the narrative of a young person's life. It is almost impossible to find outcomes in youth and tease out contribution but only contribution since 2018. All Undugu's contributions are braided into each story in different ways Work with parents in Kisumu implemented mostly since 2018 can have this narrow scope. Most of Undugu's youth work cannot. A major suggestion of the review two years ago was increasing girls participation. It is somewhat unclear how much of this is a result of the last two years work. Undugu did not have figures for girls joining associations in the last two years. For girls joining it is difficult to separate if they joined because of the activities of the last two years or previously. Most young people join associations because someone else on the street invites them so previous year's work contributes to membership.

 Therefore, rather than limit the scope of the review to the last two years, following OH philosophy, we simply looked for changes and essentially tried to tell a story from them, a theory of change. The last two years has seen a continuation of this narrative, now with many more young women in the early stages. Girls and new members are generally on a similar pathway to young men and members who have been in associations for longer, but that they are much earlier in that change process. Rather than limit ourselves to changes in the last two years we tried to place the last two year in the evolution of a continuing narrative.

Emergent patterns: Youth

Extraordinary potential amongst youth.

I always create a category in my analysis of "Pink Dolphins" those extraordinary, almost unbelievable, stories of change that capture the essence of the programme. The two stories above- stopping the Deputy President and studying international relations- are Pink Dolphins. I collected 94 pink dolphins, stories in which the extraordinary energy possibilities and hopes of youth association members emerges. Amongst the Pink Dolphins are stories like a young woman leaving sex work and now running a small business, youth forming an association seeing and very soon finding other homeless children and sharing food with them. Youth showing themselves as agents of system change is perhaps our biggest finding and will re-appear amongst the suggestions.

Family tragedy often leads to street life.

More than half the youth interviewed specifically mentioned a family tragedy as leading to them ending on the street. Family tragedies included divorce, imprisonment or death of a parent or just plain desperate poverty. This suggests Undugu's new family centred approach in Kisumu is a highly relevant innovation.

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"There is still looming neglect of street children. We are at high risk of attack by security personnel. Those without shelter and sleeping on the street are held with suspicion. Our biggest threat is the Hatari security firm"- A Red Flag.

Structure is hugely important-

Again and again in the stories youth say that street life removes the structures and routines from their lives. They often say they need timing, rules (often they make rules for themselves) and a sense order. Later changes often come because a dislocated young person has first been able to find a group and structure One of my categories in "Undugu contribution" is "structure"- contribution statements that clearly stated Undugu's contribution was about creating order in this young person's life.

Self-confidence, particularly young women.

I noticed that particularly girls who had recently joined the programme most spoke of attitudinal outcomes. Self-worth and confidence seem to be early milestones in their journey. There is not enough here yet for proof, but a suggestion of this as a theory of change:-Dislocated youth on the streets lack structure and consistent relationships in their lives. Youth Associations even before formal life skills and education/work nurture supportive relationships. From these come self-confidence and self-belief. Meaningful activities (work education, sports) as formal documentation further these feelings of worth. Maybe confidence and self-worth underpin most of the behavioural outcomes like vocational training, setting up business etc. Many of the young men were further along the track than young women who have joined later. It would be worth probing some of those who have really turned their lives around to see if attitudes and relationships were the start. I think we would find that to be true for men too. Attitudes are not easily visible, but if attitudes and relationships are truly enabling, (I think this is likely) Undugu should continue to focus on them and work with them.

Personal changes.

At different places in the narrative come comments about reducing or stopping drug use (52 excerpts) and antisocial behaviour (32 excerpts). There are also excerpts about personal hygiene and starting to take regular medicines or treatment. It seems relationships and structure are almost a prerequisite for such changes ("my association friends helped me" " because of our group's rules I stopped… " etc), A few youth mention Undugu counselling as contributing to reduced drug use but most see it as their own personal triumph. However what I see is Undugu contributing to creating the prerequisites for youth to make these changes. So many stories about reducing substance abuse and taking responsibility validate Undugu's strategy of starting with relationships, connecting youth in associations and having structure around them and supporting them via skills and opportunities to make changes from there.

Life Skills is a start..

Many stories, particularly from young women, started with "Undugu taught me life skills and then…" the stories that follow are about work or education or other important life changes. The real story is likely more complex than "Undugu teaches life skills and then dislocated young people change their lives" but the life skills component is clearly important to many youth. Our OH logic- find changes and then look for contribution supports this statement: Undugu' life skills programme contributes to attitudinal shifts and life changes. It would be

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interesting to explore further to unravel how much it is the skills themselves how much it is the structure and relationships that come with being part of the class that enable change.

Education and Employment Come Later…
With structure , consistent relationships and some personal changes things like education and employment become possible. Sometimes Undugu is mentioned as a contributor to these outcomes (Often Undugu arranges vocational training, or connects youth with possible employers). Sometimes Undugu is not mentioned. However as with personal changes above Undugu is buried in the story- they already contributed to the steps the young person takes to get to the place they can start education or employment from.

Sometimes Money Helps
Under "Undugu contribution" are several about a financial contribution from Undugu. I am certain there were also many stories in which an Undugu contribution was critical but was not mentioned. Here is my analysis:

In OM strategy sometimes use a "supportive strategy" is used. Supportive strategies are for participants who want to change but do not have resources to make it happen. A grant or loan (an output) to enable behaviour change (outcome) is an outcome centred way of working if and only if the change agent has appropriately tracked attitudinal and relational changes to know that attitudes and relationships have changed and thus the grant is likely to result in behaviour change that is sustainable. Money given or loaned without attitudinal change can be hugely problematic because it probably will not support new behaviour and may create dependency. Given Undugu's highly relational style and sensitivity to where youth are we support grants. If Undugu is to continue with grants they must continue to work in a personal and relational way to know for whom a little financial resource is the only block to behaviour change. Undugu should also use strategy maps, which give a nuanced multi-faceted way of supporting behaviour change.

Our guess as to why Undugu grants are not mentioned more is that for many recipients they are a single event buried deeply in their story of personal change. Of all the hurdles they have crossed the grant was only one and not <u>the</u> major one. This, to me, says that grants are single life changing events but not creating dependency. Grants are in a similar category to one-off payments say for tuition fees- appropriate if the young person has reached a point where they <u>want to and can</u> study.

A grant helped her start her stall- now she is self-sufficient. Money supported behaviour change

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Self-worth and Seeing Oneself as a Valuable Member of Society.

There were many excerpts in this category, again particularly for girls. A huge contributor to self-worth is having a role in society. Work obviously gives a young person a role, but so too does education and even sports. Young people spoke with pride of people asking them to fix their electricity or handing over money for the snacks they made, playing in official football tournaments The pride came from feeling they had become participating members in society. There was no clearly articulated contribution from Undugu evident in the data but a strong correlation between stories mentioning life skills and self-worth.

There is also a strong correlation of these codes with codes related to relationships with other youth. The code "taking responsibility for others" occurs most frequently with "relationships to other youth" The implication is that youth feel better and change behaviour in many ways because they have relationships with other youth. This is a strong support for the Undugu association model.

Young men who have redefined their lives by being in a group and finding a small space between buildings to live in

Aspirations and hope.

A common theme was young people saying "Now I have plans to xxx" or "In future I want to.." This was particularly evident amongst those who were in education or employment. My analysis is that those who have come a long way in changing their life and have achieved some behavioural outcomes start developing hopes and aspirations for the future.

Taking responsibility for Self and Others.

Also later in the stories are a large group of outcomes about youth taking responsibility for themselves and, even more encouragingly, for others. Youth in associations mentor other youth, young people in associations give food to homeless youth, a group of youth take up a community collection for a friend incarcerated by the police….. these type of outcomes were found in those who had already passed many of the milestones above. Usually there is no direct contribution from Undugu to these stories. This to me is ideal in development- the change agent contributing early in a story, then participants taking over and able to change their narrative and other's without help. The suggestion later about moving to a "for youth, by youth" programme is about finding ways to facilitate such youth-led change to go even further.

Working the system….

A summary of the theory of change is: Youth start as victims of a social system but can become players in that system. At the beginning an administrative system, judicial system, family systems which all seem to conspire to put youth on the street and keep them there. Then the narrative is changed (with Undugu contribution). Youth first navigate the system, and finally a few even change the system itself. Bribing a friend out of police custody is an example, changing from sex work to mentoring other girls about their life options is too. What about one association member who is considering running for local election? Undugu contributed early in his story, now he wants to change the system on a large scale! We have about 31 outcomes in "working the system" category and many of the 94 stories in the Pink Dolphins category are about system change. This is an amazing achievement.

Groups and individuals are on their own journeys.

One morning in Nairobi I met a group of young men who had begun living in a tiny stirp of land 2.5 m wide) between two buildings. They had started raising chickens and selling eggs. Soon they were raising rabbits for meat and collecting garbage for money. Graffiti saying "No illegal cigarettes" and other rules was their own policy document on their wall. They told me they are now confident with police. They have ID badges and stand their ground and show them to the police. This is a journey that has come far. Other spectacular journeys are a young man studying international relations, young women who have left sex work to run businesses and a group running a successful car wash. However the same afternoon in Nairobi I met a group of young men all high on glue, dishevelled and talking with difficulty. At first sight it looked like they had not started any journey, a 'failure' perhaps. However they then took me to a s*hamba (small garden)* they had set up and look after on a small roadside verge in front of a large business. They had permission from the business for this and said society looked on them positively because they worked their *shamba* . It was in good condition and yields some fruit and vegetables. Clearly there are some outcomes here. My take home is that different groups' journeys are different both in speed and route. In the complex world street youth live in and the multiple blocks to progress every person and every group is on a different journey. Undugu's highly relational and individualised approach to each group and each person is perfect. They accept people change things in their own order at their own speed. Clearly there was trust between those youth association members and Undugu. They do not lay out a correct path but in a non-judgemental way journey with their associations along whatever path they choose.

Parents groups

The parent's support programme is producing outcomes. These are still at an early stage and mostly about parents changing themselves and about support, relationships and income generation in support groups. There are some stories of at risk youth being able to stay in families rather than move onto the streets (as Undugu's theory of change would suggest) but it is not clear yet at what scale this is happening. My impression from how this works is that we are seeing early outcomes which are significant in themselves. If Undugu perseveres it could be that a similar hierarchy develops- desperate and isolated families become united families with rules and a support network for resources and parenting skills. Many at risk youth will not go to the street if their families are stronger. These families, together may eventually become forces of change in the communities and government systems around them. (e.g. Advocating to government for policy and funding, changing school structures and

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policies around at risk youth etc.).These system changes are still a way off but there is enough evidence in the outcomes harvested to affirm that Undugu should continue and develop its work with parents.

System change is evident.

To me development is about system change. Somehow Undugu has to stimulate the system in which homeless youth live in Kenya to become a more enabling one. There are some beautiful outcomes regarding system change. These include perhaps unsurprising examples like vocational trainers who would not accept street youth in their programmes now being happy to have such students and employers now happy to have former street youth employed. It also includes surprising changes like the registration department having changed policy so street youth do not have to wait in line for cards, secretaries and even security guards welcoming them and even a party last month including government staff and street youth singing and dancing together in the government office. A direct suggestion as an outworking of this is that Undugu should become more strategic and system focused in its work. It has already shown it can contribute to system change, now it should see that as its aim.

For me the holy grail of development is a system changing itself to move to the ideal. There are the first seeds of that here- homeless youth taking other homeless youth under their wing, mentoring to prevent others moving to the street, a wealthy business man buying uniforms and paying costs for a group of homeless youth to play in a football tournament etc. These examples are not widespread yet, but their mere existence proves they are possible. I suggest Undugu rework it's strategy to deliberately aim to contribute to the system starting to change itself.

A, whose workshop is initiated at M, just a few metres from the dumpsite where most youths hustle, has had a lot of experience with the youths around more so in previous years. Many a times he could be attacked by youths; pick pocketing his phone, and other properties, a number of them were being involved in criminal activities and a times were being shot dead by the policemen. The youths were using a lot of drugs and people feared getting around them since no one knew their intentions.
"When USK took the initiative to form the group at the dump site, it really motivated me since it wasn't easy for anyone to approach the youths. I came to understand that environment and family background are one of the contributing factors for youths to go to streets. I and other people around the area more so the police now named " coaches Karau" who used to shoot the youths involved in crime, initiated the football activities just next to the dump site. This has also help improve the condition of youths at the dump site together with the activities implemented by Undugu. The issues of criminal activities have really reduced to zero so far, drug and substance abuse have reduced since most youths are engaged in football and others are supported in trainings by Undugu." He currently trains K one of the Undugu's beneficiary and other youths from different areas. K has shown his interest and really determined in his training. A says apart from training youths, he also take his trainees through life skills session and they are free to consult him in every situation. He even follow up trainees through their friends or family if they fail to attend trainings."- An example of deep and convoluted pathways change takes.

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Undugu contributes at multiple places in multiple ways.

Embedded in these extraordinary outcomes is a tick for Undugu's model. The association model at least in these cases, has been supportive enough to help youth change their lives, but enabling and freeing enough (in other words not too supportive) so that some energetic and talented young people take their energy and aspirations to another level. Throughout the evaluation we were aware of Undugu having strong relationships with youth, but not giving overwhelming support and from the stories it seems appropriate. Most support has

been in the early stages of a young person's story while Undugu is apparently less involved with the more overtly spectacular changes that come later. (I say overtly because some of the invisible internal and attitudinal changes may in fact be the most spectacular). We also found Undugu contributing at other places in the system- with police, government agencies, trainers and society in general.

Pink Dolphins.
94 stories and excerpts relate to spectacular changes beyond what the project may have hoped. The outcomes above are like a trail of markers- young people by following that trail have reached some amazing points of change, including one association member who wants to run for local government. Undugu, by starting the journey is now deeply embedded in these spectacular Pink Dolphin outcomes. They are a huge credit to the programme.

Red flags…
While there are many "Pink Dolphin" stories they are swimming amongst red flags. When analysing a qualitative database I always have a category for troubling stories that demand a rethink of a

Surprise- a young man in an Association carwash is a Pink Dolphin.

programme's strategy. Amongst my Red Flags are systemic issues that highlight how difficult the context is. Things like one youth saying 20 of his contemporaries have been shot by the police and security agents. The exact number may not be correct but this scale is obviously troubling. It demands a response from Undugu). There are stories of young women taken by the police and forced to have sex with them to get out. Amongst the red flags are the highly sexualised environment in which youth live combined with violence, a high prevalence of drug use and HIV. These stories also demand a response from Undugu. See suggestions for some ideas of responses to such issues. There are also red flags concerning the programme itself. There are stories of young people in vocational training who do not complete the classes, of chaotic lives making attending medical treatment options impossible etc. Again we think Undugu needs to listen and add something to the (very good) strategy of using existing vocational trainers to deliver education.

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Summary:

An outcome based approach was ideal for uncovering many changes in the lives of youth and the system in which they live. From the stories a hierachy of changes emerged- first personal and relational changes then personal behavioural changes then group outcomes and finally some outcomes related to system change.

Undugu also works creatively the context around young people. This is the Kisumu office of youth services.

After mother's death my father got a stepmother for us. Life was not easy and I found myself divided between home and street. At that point street was the only safe home I knew.

I met Undugu society who took me through life skills and helped me realize the need to change my way of life. I am now working hard involved in garbage collection as a source of income and able to save 50 Kenyan shillings every day this goes to paying rent and purchase of food and clothes something that was news to me earlier on .

It was not easy to start saving until I had reduced on my drug intake.

We realized to be in a position where we can afford better life, I joined with a friend to share one house hence able to pay rent.

Currently I feel good about myself because I am clean and healthy. Never used to shower or have clean food. I proud that I can also take time to reason with friends and family, I am now more calm and relaxed never rushing for results.

I take care of my family plus take my dads responsibility after his death, I took care of my step mother who used to miss treat me until she died 2 weeks ago plus my other siblings once in a while.

My friend and I are working to collect money for her transportation back home for burial

I feel am a role model and mentor to my friends in the hood.

-Another winding pathway to a new life

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An analysis of Undugu work style.

The Undugu's development space is clearly complex. There are multiple actors involved each behaving according to different, mostly unclear rules. the context is changing with instability in rural areas, migration to Kisumu or Nairobi and family trauma being common precursors to youth moving to the street. The key actor with whom Undugu works are young people. Their stories may be dramatic and their behaviour is not easily predictable because each responds in a unique way to multiple traumas in their story. Thrown into the mix are alcohol, drugs and violence, often with unforeseeable effects. Not every organisation can sustainably work in such contexts. Many aspects of Undugu make it naturally complexity aware:

- Highly relationally based approach. They treat each of the young people as individuals and as such adapt approaches to the individual involved.
- Reflective and iterative work style. When we asked the team about their new interventions over the last few years and why and how they have arisen, it was totally clear that Undugu is reflective and adaptive. Many of their current interventions have arisen from reflection about what is happening in the context. This is also a credit to their funders who have given enough space for the programme to evolve.
- Wok at multiple parts of the system. Undugu does have strong relations with young people and are able to change style and approach when working with e.g. Parents, Vocational trainers, government functionaries, police, government administrators and policy makers and other NGOs.. The skills to work at multiple parts of a system are mandatory in complexity.
- Multiple strategies. As well as working with different people and institutions in the system in which homeless youth live, Undugu works with a variety of strategies (e.g. life skills, advocating for policy, help with identification, administration with vocational trainers etc. It is not a one-size-fits-all approach.
- Reactive: Have plans and programmes but are also able to respond reactively to issues as they arise. In these kinds of contexts simply planning a project and sticking to a predefined tasks is not enough. Surprises and changes will certainly emerge

However there are some things that Undugu could do better in their context (expanded in suggestions)
- Better time management. We did not see a normal working day but during the evaluation time management and organisation sometimes slowed us down. This may have been during the evaluation only but it would be worth looking at whether Undugu could be more efficient with time.
- Outcome based motioning system. Of course activities are important but to be truly iterative and adaptive the project needs to know who is doing what in the context, why and what the significance of these outcomes is. Then it responds as it gathers that outcome based data. That can only be done by deliberately organising an outcome based monitoring system. I think this would be a significant addition to the project
- Formal strategy maps. Undugu has just started Outcome mapping and will get better at this as it goes. One of the keys of Outcome Mapping approach is to define who you

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are working with (this has been done) what their role in the system is, what their ideal behaviour would be to maximally contribute to the vision. Then comes the nitty gritty of planning and implementing activities designed to contribute to behaviour change. (strategy maps in OM jargon). Ideally a complexity aware project continuously collects outcomes, tries to understand what activities contributed to them then feeds that into their strategy maps and appropriately rework what they do. These last two- outcome based monitoring and reworking strategies have been started by Undugu but I think can be done more completely.

-

A young woman in a teashop with her employer. Employment is a major step in acceptance and self-worth.

> He used to be a great thief who could not sit next to any stranger even his friends because he could attack any one at any time just to get the chance to steal from him/her. He could pick pocket on streets, severally he was being arrested by the police. He had been jailed in xxxx for quite some times."
>
> Association member.

Specific Answers to Main ToR Themes;

These are thumbnail summaries to the four main themes in the ToR. The entire report is an expanded answer to these questions.

Value Merit and Shortcomings.

Andrew and Jeph see **high value** in this project. The dislocation of children and families in Kenya in a context of urbanisation, family stressors, issues of employment housing and poverty and government services which have not caught up to the need. Work with young people who suffer from this process has to be done, and Undugu certainly adds value. Further Undugu specifically adds value by working with <u>youth</u>. The Kisumu NGO consortium said no others work with youth and cited several examples of Undugu being part of taking them out to do things they had not previously (e.g. walking streets at night, writing a best practise manual) We also see value in Undugu's systemic approach to a significant social issue, and starting to think about prevention as well as results of the social upheaval and working with other players the system.

We found **great merit** in Undugu's contribution. They do many things a good complexity aware project should. Undugu is highly relational with youth, works iteratively reflecting and feeding learning back into their approach as they go. They adapt their approach to the specific reality of each associations. Undugu is enabling and empowering, not purely delivering services. Some of the extraordinary outcomes youth demonstrate are related to being first supported in change but then encouraged to take subsequent steps themselves. Undugu does not work only with youth but woks on the fabric of the system around them- police, community, parents, vocational trainers, government policy makers, government service providers national and international NGOs. Reorienting a system by altering boundaries perspectives and relationships is an excellent approach in complexity, far more effective than simple service delivery. (e.g. Working with existing vocational trainers and youth so they accept and learn from each other rather than simply providing vocational training) We found significant outcomes in all of the groups Undugu works with. Together these outcomes show a system that can change to become more enabling for Kenyan youth.

The final part of this question is Shortcomings. We prefer "**areas for improvement**" or perhaps more enabling **"New Directions".** No project can fully address such a complex issue so we prefer to suggest directions to move in rather than criticise the existing approaches (which are very good). We think project management may consider efficiency, project design might expand on strategic behaviour change activities (the Outcome Mapping approach) and an outcome centred monitoring system should be developed. Specific areas to consider moving towards are: a justice dimension to interventions, Health skills and accessing resources, and wider training options for the youth unable to consistently attend a vocational training class. (all expanded in suggestions) In terms of programme structure we think some things could be changed. These include moving to being a project for and with youth, led by youth with Undugu's role becoming more mentors than implementors,, finding ways to upscale (this is a good project but tiny in scale compared to the needs in Kisumu/Nairobi or

Kenya or Africa.) On a similar note current Undugu staff might revision their role and creatively redefine themselves once the funding break happens.

This "Project" is an amalgam of youth, Undugu and Taksvarkki. We see areas for change in Taksvarkki funding model. While supporting the idea of a funding break because it forces creative rethinking we think Taksvarkki might be open to bridging funding to supporting mentoring rather than a complete break. We also suggest Taksvarkki consider making moderate financial resource available for creative "high risk" youth led activities. (unproven ideas they want to try). For instance the a creative arts centre in the Dandora office is totally worth trying though 'success' is not guaranteed. Other ideas are found in suggestions.

In summary this project is of high value and merit and has directions to which it might move to become even better, more innovative, more context adapted.

Outcomes, Outcomes, Outcomes,

WE collected 94 stories during this evaluation, about half of them in-depth interviews with Youth Association members. These were mostly individual although we did have some focus groups. Other stories came from Parents, trainers, police, Government administrators, government policy makers and members of society. It was a youth centred system wide evaluation. Coding the stories yielded 1148 excerpts and 1987 outcomes, a huge database. The summary is that deep and sometimes extraordinary changes in behaviour attitude relationship and policy have emerged, often going well beyond what might have been predicted and planned. Youth are changing their lives and reality, changing the lives and reality of people who live around them and changing the perceptions boundaries and relationships in the system around them. Undugu's work also contributes directly to changing behaviour of other actors in the system. There is much to celebrate. However there are nearly 50 stories in our "Red Flags" category- troubling stories of risk violence and chaos in the difficult system Undugu is engaged in.

The ToR asked for a database of stories of hope and good practise. We created a category "Pink Dolphins" in our database for the most surprising, unbelievable and wonderful stories of change. They are available from me (JM) on request. The ToR asked for a compilation of best practise. We would like to rework that concept. In complexity a step by step list of

> "community that was neglecting him now he is their trustee when they want someone to work for them eg he took 12 boys to a businessman who gave them jobs in security and carwash "
>
> Association member

how to do best practise is not relevant. (See this short clip by complexity expert David [Snowden on the Cynefin framework](#)) Instead these Pink Dolphin stories demonstrate emergence (results that happened almost by themselves, extending beyond project plans). The relevant question is not a step by step Best Practice "in these cases what did Undugu do?" manual. Instead a more process oriented "what was it about Undugu's approach that contributed?" is more appropriate. The general answer is that Undugu's contribution to emergent results came from being highly relational with youth, being enabling (supporting in initial desperate situations but becoming more hands-off as youth get their lives together), providing ways for youth to have structure in their lives and connecting youth to other parts of their own system. If Undugu were to take their approach more widely these general process lessons, are the ones to take to work in other contexts.

Looking forward:

Taksvarkki has a policy of a funding break, due in 2020 for this project. Initially this was seen as a huge problem by all inside Undugu- their jobs were threatened and a one year break risks breaking those magical relationships on which this project runs. Everyone was despondent. However by the end the funding break had become an opportunity as we visioned and re-visioned taking the enormous merit and value of this project to a new level.

We left with a sense of excitement about the challenge of a project for and with youth, **led by youth**. Undugu would be one step removed in a mentoring and support role. There is certainly capacity amongst the youth and Undugu has the relational and context skills to support and mentor. Undugu would focus on upskilling and supporting key youth in working with associations. Skills for youth leaders may involve health, negotiation, system thinking, communication, navigating the administrative systems, linking to justice organizations, project management... and much more.

We envisage that Taksvarkki would have to delay the funding break for say 6 months to support Undugu to really mentor their youth leaders. In the short term the Taksvarkki budget might increase rather than decrease. However in the medium term, when a youth led model is established creative and context sensitive work with homeless youth could continue on a much wider scale at a much reduced cost. I also suggest Taksvarkki set up a "social venture capital" fund for youth to be able to try out ideas they have. There would have to be appropriate rules of when it may be accessed. As an example one idea that emerged during the evaluation is youth setting up a creative arts centre in the Dandora office with visual and electronic and musical resources available. This could be a total wonderful youth led innovation. Complexity expert David Snowden suggests "Probing" (experimenting) in complex contexts. This would be exactly that. Taksvarkki or another funder should support it as a safe-to-fail experiment

Youth led work would (in about 6 months) free up Undugu staff for other things. They have developed an extraordinarily good model (as evidenced by so many Pink Dolphin outcomes). It would be great if they could start this work in new geographical areas. They might visit other projects and research new approaches (e.g. is creative arts really a good idea, how should it be done?) They might try to work in other areas of the complex system which drives youth to the streets and keeps them there (e.g. work on youth rights in political spheres or develop media work or increase the parenting side of the project). Thinking more widely they might begin to take their wisdom and experience more widely in Kenya or

Define "Policy" as "rules a group makes for itself" and this is an association policy document

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further to help others with creative, systemic youth centred work. This may be via conferences ,consultancy or research and publishing

This is just a suggestion of what is possible. A (?facilitated) brainstorming with Undugu, Taksvarkki and youth together might unlock ideas which can be worked into a creative proposal for how to move forward while continuing the existing work and expand its scale and scope.

Participation and capacity.

This OH was highly participatory with two external evaluators, members of Undugu field team and several youth association members doing the training, interviewing, practising recording and writing outcome rich stories and present at the feedback day. We all felt part of this, a single team with the special perspectives of different people valued. It was an in depth, hands-on Outcome based development training. Anna from Taksvarkki Skyped in on the final day which enhanced the "we are all in this together " sense. Andrew and Jeph also presented at the Undugu head office to senior staff which helped with inclusion and understanding inside Undugu. We are very happy that we fulfilled the fourth specific purpose of the ToR really well.

> "Whenever there are quarrels, we do reconciliation by ourselves." Association Member

Scope- a difficult ask

The ToR asked to look specifically at what outcomes are related to the project extension phase (since 2018). I attempted to do this by getting my interviewing team to try to elucidate both what Undugu's contribution was and when if a participant mentioned Undugu as a significant contributor to an outcome. This was not very successful because it became clear that street youth and others change in a continuous process and Undugu's ongoing continuous relationship with them becomes woven into their story. Change happens organically as that story unfolds. Usually participants do not identify discreet intervention that caused any outcome. So if it is not fruitful to answer the question of which activity, when resulted in any specific change the other way is to start with Undugu and ask which strategies changed and what the results were. There has been increasing focus on girls and mixed groups since 2018 and the Kisumu parenting intervention is also attributed to the extension phase, but essentially the extension phase is not separable from the rest of the project. They have to be analysed together.

Generally we found that the extension phase has continued the trajectory of a relationship based Association model of intervention. Existing youth associations have gone further and achieved more during this phase, more youth have joined. The focus on young women has drawn more participants into the programme. They seem to be on a similar trajectory to longer term participants. This trajectory in the best cases is for young people who are excluded and isolated with little structure in their lives and no aspirations to first become parts of groups, start creating policies rules and structures in their lives and then from a more stable place of living with a group with rules they (with Undugu support) find ways to re-integrate into society via work, sport and education. Participants who have joined since 2018 are on a similar trajectory but have not travelled so far. Those who have joined recently

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" B has totally changed from the kind of girl she was, she has stopped using drugs and doing sex work. I am now very happy with her work because she is very responsible and I involve her whenever I am making any decision. I am happy and ready to work with more girls from Undugu" G, Employer.

typically have the affirmation of group involvement and some structure in their lives but have not gone so far with education and work. It is reasonable to think their stories are likely to follow the same course.

The parents groups have blossomed in the extension phase. The direct outcomes are highly valuable but for me the huge positive is that Undugu which had been largely youth association focused has now moved into targeted work on prevention (what might stop youth moving to the street) and a system based approach (who is it around children that we can also work with). This shows a philosophical and strategic shift in how Undugu conceives of itself and its work to being an organisation working on causes and prevention of youth living on the streets as well as the results of that. It also is evolving into working systemically rather than just at a single point in a social issue. Both of these are evolving changes- Undugu could take its prevention work to wider levels again (e.g. working on causes of migration, or with government on housing options for poor people) and it could work intensively with other players in the system as it has started to do with parents. The summary is that the extension phase has seen two major shifts in Undugu: working on a whole system not just targeting youth and working on causes, not just results of youth living on the streets.

As well as four themes the ToR has nine specific questions. These are brief answers

Relevance

1. Are the project activities responding to the needs and interests of the youth in associations and parents in support groups? How would the duty-bearers and the youth change the project to make it more relevant for the current context?

   The outcome-based approach- listening to the youth stories hugely validated the Association model. Roughly Undugu works first by having youth feel included (membership in an association) and slowly add structure (rules and boundaries) as well as skills to deal with the world as it is. Aspirations follow and then Undugu facilitates pathways into inclusion in wider society via education employment and sports. In depth stories from youth totally validated this. Undugu becoming less hands on as youth capacity increases was also validated by the youth themselves. Youth who are now in functioning associations, and have skills and employment are ready to and want to navigate the world by themselves. We see Undugu's contribution as relevant at each stage of their journey.

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2. **What are hindering other youth not to take part in youth associations or parents not to take part in parents groups?**

Parents and youth were all positive

> "I Used to be suicidal but not anymore. With the help and counselling from USK I am now hopeful about my life."
> Association member

about their involvement in groups. We did not find hindering factors in the project . The biggest issue is of course capacity. Undugu is a small project and the scale of the issue is massively larger. A project of this size can only support so many youth associations. To connect and include other youth in the programme Undugu has to find a model where a small Undugu team can somehow work with more people. The suggestion that Undugu takes a step back, mentors youth to support youth associations and focus more on starting work in new areas and working on other parts of the system is one way to address this. Another answer is to continue at small scale, maintain quality and actively nurture partnerships with government and large NGOs to upscale.

3. **Has there been any negative, otherwise surprising project outcomes or lessons-learned? Has OM added value to the project?**

A red flag we have to take seriously is several young people in training and education programmes not finishing or dropping out. This is not surprising given the chaotic and uncontrolled lives many live and the fact that they may not start education or vocational training with the same set of personal skills as other young people. There are enough of these stories to mandate a response from Undugu. Perhaps there are other training models that would be more relevant to some youth e.g. taking training to the streets, more sports programmes, music and creative arts etc. We do not have the answer here but we do say it is valid to question whether training or education in institutions is appropriate for all street youth and if it is not, what is?

Another red flag is health. Several young people spoke of various health issues including HIV. Undugu does help with health but again we think a valid question (particularly for an organisation now thinking of prevention) is whether another model is possible. As a doctor who has worked in these type of programmes I wonder if training youth to be mobile health workers amongst youth is a valid option. This would fit with a for youth, by youth philosophy. Again we are not giving the answer but are raising a question.

Not unexpected but hugely troubling is the consistent stories of police and others brutality. Many young people are killed by police or private security agencies. There

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are also stories of young women forced into sex with the police to be released from detention. In the current environment little can be done. Youth are outsiders without skills to negotiate and advocate for their rights and few supporters. A suggestion for Undugu to think about is adding a legal dimension to its work, perhaps including police. Also training in negotiation skills for youth will be hugely beneficial. Surprising in a positive way is the enormous capacity of youth. 94 outstanding changes beyond what anyone could have predicted validate that emergent and magical things are happening in good numbers in this project.

Undugu got OM training earlier this year and are impressively aware of systemic change and that this happens through outcomes. However OM is a journey and there is still a whole strategic behaviour change way of working and monitoring for outcomes that needs to be added.

Outcomes and effectiveness

> "We recently came together and held a demonstration about the killings going on in our area committed by a private security firm"- Association member

4. **How have the lives and future prospects of the girls and boys and young women and young men who have been members of the youth associations in Kisumu and Nairobi changed and how significant is the contribution of Undugu project to these changes? How have their new skills translated into changes in their own behaviour, attitudes and relationships with others?**

   The whole report is about this. There is no unique pathway no single way to answer how lives have changed- but lives have changed. Skills and relationships do transfer into new behaviour (many unpredicted), Time and again we heard youth say that the Undugu life skills was what gave them the stimulus and the ability to change their lives. Our answer is that Undugu's contribution is hugely significant in changing the trajectories of young people

5. **How has the project succeeded in enhancing the youth (including the most vulnerable youth) to claim their rights and duty bearers in protecting the rights of the youth? How has the gender-based violence situation changed and what could be the reasons for that?**

   We did not hear much about youth thinking in terms of their rights and government and others as duty bearers. One of the suggestions to address issues is a legal/justice

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dimension to the project. Undugu may consider if they would link this with a more rights-based approach and training. I do not know the context and issues well enough to give an opinion on whether a rights-based approach would be better.

We also did not hear much about GBV but did hear a lot from young women on confidence and empowerment. The evidence says that empowering women and giving them skills is one of the best ways to reduce GBV. I assume there has been a reduction in GBV due to women becoming empowered but do not have formal evidence to support that assertion.

> "To remain together we jointly decided some group rules. We agreed to manage group dynamics and conflicts within the group. We ensure everyone is improving their livelihoods through table banking and missing group meeting is not allowed except with very good reason". Associations form policies

6. **How has the project succeeded in enhancing social inclusion, incl. gender and disability inclusion in the associations and in other activities related to the project? What kind of roles girls and women have in the associations and how the participation and internal dynamics could be improved in all associations?**

In the bigger picture this project is all about social inclusion- street youth who are marginalised and stigmatised become included in youth associations, apply rules to themselves, increase in self-confidence and skill, and slowly via work, education and sport become included in wider society. We head many stories of successes on this pathway. Within the associations inclusion of women and disabled has some way to go. There are some mixed associations, though not all are, but even in the best functioning the young men are sure there needs to be strict division of labour (to me young women can wash cars as well as young men, if they set up a café young men can serve coffee as well as women) talk about problems and issues girls bring to the group etc. In the suggestions is an idea for Undugu to deliberately support a highly gender and disability inclusive association as a model which can them be widened to all associations.

To be fair to the young people in the associations let's remember that they are all products of their society and cannot be expected to be totally inclusive and gender neutral in a world where women and men still have different roles and rights. While it would be wonderful if Undugu Associations were leaders in changing thinking to more inclusive societies, given multiple issues and difficult context Undugu has to ask how much of a priority this is right now.

"If USK was not there I would be nowhere. I am where I am because of them" Association member

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Sustainability

7. **Is there evidence that the project achievements are to continue although external support would come to an end? Is there evidence that the livelihoods of the youth have become more resilient**?

We directly asked many of the youth what it would be like if Undugu were not there for support. Even the strongest and best functioning associations said that they would find it hard to continue. The strong and well-functioning associations say they like the relationship and the advice. For Undugu's highly relationship centred work style trust is central and continuity really important Undugu leaving, even if temporarily , would make it hard to re-enter the space (you left before, how do we know you will not leave again?). Undugu has to think of how to maintain relationship with a different model. To me mentoring youth as youth workers is a way to achieve this.

Additional evaluation question

8. **What can be identified as major lessons learned at the level of practices, processes, approaches, methodologies and thematic issues?**

Major lessons: A relationship centred association model is highly relevant and successful. Supporting youth initially but allowing them to set their own agendas and fulfil their own aspirations later is an empowering way to work.

Systemic thinking seems almost mandatory for Undugu to take its work to the next level. Undugu has been entirely youth focused but is now thinking in terms of prevention and systems. Outcome mapping as design tool fits the current place Undugu is. A useable outcome-based monitoring system is mandatory. An opportunity might be to build on the outcome-based skills and understanding gained from this evaluation.

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Tabulated Brief answers to Main Questions.

A brief summary with page numbers where fuller answers can be found.

Question	Brief Answer	Comments	Suggestion	Page.
Value	High value-	A major issue		23
Merit	High merit	Undugu work style highly appropriate for the issue	Continue to evolve Programme content and structure	23
Shortcomings	Few-none major	Many new directions	Multiple ideas for continued evolution	23
Outcomes	Many behaviour and system changes	Impressive depth and breadth of changes in. youth and other players	More strategic with activities and monitor outcomes	24
New Directions	Huge Opportunity	Perhaps the key evaluation issue	The next step? Undugu mentors a youth led project.	25, 37
Relevant to needs	Yes.	Parents and youth hugely supportive	Personal approach- Undugu responds at each stage in a youth/ parent's life. Suggest changes in content	27, 34
Hindering factors	capacity	Few hindering factors, but high human resource need	Continue relational approach. Use youth facilitators and/or enlist partners to upscale	28,37
Negative results	Several	Not unexpected given context.	Specific response required to each red flag (and red flags that will arise in future	28 19
How have lives changed	In multiple ways	No single best-practise answer	Relational process very important.	29
Rights, GBV	Little specifically			29
Social Inclusion	Some changes but a long way to go	Amidst all the other issues, this. has not advanced.	Specific work on girls inclusion and roles. More support for mixed associations	30
Sustainability	Not yet	Even most successful groups still want support	Moving to a youth led project is step towards supporting change without Undugu	31, 34-39
Lessons	many	Actor centred, relationship focused, system oriented, strategically outcome based	Support continued evolution to more system focused, strategically outcome based and preventative as well as supportive.	31 34-39

Young men rightfully proud of the *shamba* they planted

"I left my training (USK supported) at some point and went back to the streets to get some money. I was not able to go back to my initial trainer now that I had left, but managed to get carpentry training from somewhere else"-
Youth Association member

"Started in 2012. Slowly changed the policies- Young people get restless if they have to wait so we decided they do not have to wait. They feel more confident coming.
We also don't make them pay fine for losing their card. If necessary, we pay for them out of our own pocket. (we would like Undugu to pay)

Our whole staff has changed, especially the women. They used to be scared but now they like them.
We have meetings with other offices and they like want we are doing.
For customer service day we invited young people to come here and we danced together and had drinks together. It was lots of fun.

Have noticed the behaviour of young people has changed- now they dress more cleanly and talk more respectfully Even the guards who used to be very aggressive to young people now they welcome them."
Official in Registrar Office describes system change.

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Suggestions-

I never give recommendations to projects because they understand the context much better than I do. I do however offer a number of suggestions- ideas that I think the team might consider and, if suitable, modify as necessary and try to implement. There is also a suggestion for funders. Please take these as suggestions and ideas that might be implemented if appropriate, certainly not as recommendations that should be done. The suggestions are in two groups: "Content"- about new elements the programme might include and "Structure" about how the project might organise itself to deliver its content.

Content.

> their trainer is like a friend and a dad to them they feels very comfortable being around him plus he gives them all the attention they want-   A Trainee sees a new relationship, I see an outcome

More focus on women and mixed groups

The review suggested more focus on young women. We found young women often recently recruited seemed to be on similar trajectories to young men. Inclusion in groups, structures, increasing confidence and then integration via employment and education is the unifying story. A theory of change almost. Young women were generally earlier in their path than men but we fully expect them to go just as far. We see focus on women as a good step and suggest increasing it. We also suggest focusing more on mixed groups. Some groups do have women and men together but roles seem to be clearly divided. I saw men still holding more power and decision making positions in mixed groups. Strongly functioning mixed groups would represent an enormous success for Undugu and a good model for the society in which they live.

Justice/Legal/Rights Based.

There are huge injustices in the world homeless youth live in in Kenya. Police and armed guards shoot them, young women are forced into sex, educational institutions do not accept them as students etc. A justice dimension to the project would add a lot. The exact shape of this needs to be worked out but might include a socially minded lawyer on call, training in legal rights and negotiation skills, media intervention in blatant misconduct, training in rights based thinking and advocacy etc. Including police in delivering rights based training would have youth meet and understand police in a safe space and also help police to change their perception and understanding of youth and their own approach to justice

Deliberate work with media.

So much of what happens in the world Kenyan street youth live in is related to perceptions and one of the best ways to change perceptions is media. This could be mainstream television, newspapers and magazines but could also include social media etc. This was a suggestion from the previous evaluation but not much has happened. Kinyua and I talked about this in November 2019 and this [television interview](#) screened in December 2019. This

> "Being involved with Undugu in night street work to help us see the situation of the children on the street at night. This has opened our eyes and helped us relate much better with changed perception for the children on the street-" Undugu changing behaviour and attitudes in the youth service of the Government Kisumu.

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is just what Undugu needs more of.

Perceptions being changed- Kinyua on television in December 2019.

Health.

Many youth talked about health issues. Alcohol and drugs are obvious risks of life on the street (and appeared in many outcomes), HIV also. However just the difficult lives and poor nutrition are health risks in themselves. Undugu does connect youth with service providers in cases of illness and accident but I wonder if a more formal and prevention based approach is appropriate. One suggestion is to consider training some youth as street health workers, able to treat common medical conditions give advice and know when and whom they need to call in more serious conditions. A small payment for this would be huge validation and if members of society start respecting and using their services it would be an inclusion strategy. I have worked with programmes like this.

More Sports.

Many young people found sports to be an important step in their journey. We also found outcomes (new behaviour and relationships) facilitated by sport. (e.g. a group working with a local businessman to buy their football shirts or a football tournament with youth and police playing together). As Undugu moves more towards system change in its strategic directions we suggest sports could be very important. We strongly recommend continuing with sports work, adding sports that are more accessible to women and deliberately using sports as a vehicle of inclusion and system change (e.g. events with key actors like police, inviting media to such events, getting articles written about youth association football teams etc.)

> "Undugu is consistent in their outreach and work with the youth. Other NGOs come and stay a short while and leave, and their impact is not felt"- K, association member

Creative arts.

A suggestion from youth was a creative arts centre where they can practise play and build relationships. There are many things to recommend this, most importantly that it has come from the youth themselves. It also might be away of addressing needs of some youth who

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struggle with formal education institutions and also a way of building community and interconnection between associations. Dreaming of years in the future, if it is successful maybe street youth and youth not in streets might both come to the centre. This would also be a step towards integration and inclusion. Or imagine how wonderful it would be for all to have Association Youth leading creative arts times for local children.

Continue with parents.

There is absolutely no doubt in our minds that dislocated families often lead to youth on the street. Identifying such families and working with them as a prevention and system change strategy has already yielded results. It should be continued. An answer the question about the high intensity of resources required for this work is in the structure section below.

Programme Structure/Design

> "For a second time she become pregnant and had to drop out of training"- a Red Flag reminds us that youth lives are complex.

More formal OM including behaviour change strategy.

This team has recently had training in OM, an excellent tool for working in complexity and systems. They have now harvested their own outcomes and thus have all the understanding and skill required for a really strong system focused outcome-centred project going forward. We suggest reworking the OM design based on this evaluation's huge outcome database. I would like to see Undugu with a clear idea of the system which they hope to change and formal strategy maps. The system map helps focus on which actor's behaviour needs to change and strategy maps se help with planning activities by forcing the tm to think about how what they do might alter the behaviour of the person/group they are working with.

Outcome based monitoring.

Undugu naturally builds many complexity aware processes into its work. One of the cornerstones of work in complex situations like this is being able to hear what the context 'is saying" and respond. In my thinking "contexts speak" in the language of outcomes. This project should be constantly monitoring who is changing behaviour attitude relationship or policy and why and responding. This requires an outcome based monitoring system. The thinking required for this has just been honed during this harvest. The skills to collect monitoring outcomes are the same as harvesting stories for evaluation.

 Now what is needed   is to get buy-in and build a structure for systematically collecting and analysing stories and tweaking strategies (above) in response. In my (JM) OM thinking, progress markers are not critical especially in such a complex context. I prefer a system that collects all outcomes, progress markers or not, using unexpected changes to change strategies. For me the overall purpose of monitoring is not to answer the question "Are our Progress Markers being reached?". It is to answer the question "How are the actors in our system changing?" Sometimes they will change along the path we hoped they would (as shown by this evaluation), often they will change along other, unexpected pathways (as also demonstrated in this evaluation). Undugu should be ready to respond to whatever path their actors take.

> "One of our members was detained and we could not pay. SO the police took him. And then were asking for 20000. We collected from the community but as time went on the cost went down so we paid a bond of 10000 for him BUT NOW They charged him with violent crime… We collected again and paid a bribe to the police so he did not attend court and after three times the case has finally been thrown out" Association member tells how they manipulated the system

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Management.

There is so much to recommend Undugu and its style of work, the passion and skills of staff and the impressive changes they have contributed to. However both Andrew and I felt they can perhaps be better with time management so that staff time is better applied where it is needed. This is more a feeling than a formal analysis but we think Undugu should at least consider their management..

Scale-up by Maintaining Quality and Strategically Developing Partnerships

A discussion I had with Beldina was how to continue the parenting work which is successful but takes enormous time, i.e. human resource. It is impossible for a small team to work at large scales with such a relationally intense model. Our suggestion here is that Undugu should not dilute its quality in exchange of scale. Continue to work at high quality, monitor changes, tweak the work with parents to make it even better, keep working, monitor again…. Simultaneously Undugu could make relationships with other like-minded organisations and government. Undugu should see itself as an experimenter, creator of knowledge and ideas on how to work effectively with parents and a communicator in the importance and the content of this work. If it is successful then others, perhaps with more resources, (ideally government) will roll out the model at wider scales. Undugu' s role is twofold{ make a good model and encourage others to roll the model out This strategy applies to youth work and work with families and parents.

The next step.

On my last day I presented a puzzle to youth, to Undugu staff and management. Some pieces of the puzzle are:

- Strong relationships between Undugu and youth.
- Systemic work just starting.
- Enormous 'push' factors generate more and more young Kenyans living on the streets,
- Undugu starting to think about prevention.
- Incredible potential demonstrated by youth via various emergent outcomes..
- Taksvarkki policy of a funding break and previous withdrawal of the previous funder.
- A strongly relational, trust-based model between Undugu and association members.
- Huge human resource requirements for this relational model.
- General downscaling of all Undugu activities.

Perhaps the biggest evaluation question is "where to from here?" Where to after an evaluation that found extraordinary, deep and widespread changes and some troubling aspects of the context (e.g. police brutality)? Where to when there are issues that really test the project e.g. health , violence, existing education model does not suit all participants etc? Where to when Undugu is a tiny team and one of the few who work with homeless youth which is a huge need? . Where to for some of the youth Undugu works with showing extraordinary progress? Where to for a team now thinking of systems and prevention as well as direct work with homeless youth. Where to for Taksvarkki with a funding break policy and partnership with a team working where relationships and continuity are critical? These are pieces of a puzzle that have to be put together.

One way we can see of putting these elements is for Undugu to re-conceive of themselves as mentors of a "for youth, with youth, by youth" programme and Taksvarkki to change their funding policy to extend to paying for the mentoring phase and then paying salaries to youth to be youth workers. We already know some of these youth have incredible potential and have amazing life stories. They should be the centre of this project. Perhaps 6 of the most responsible youth in associations now could be selected as the initial youth team. Undugu staff should mentor intensively for at least the first 6 months of this transition. As well as actually walking around the streets with youth facilitators they would also deliver training in relevant topics (health, advocacy, group formation, communication, reporting etc) After that they'd continue mentoring but less hands on, trusting the youth to take responsibility as they already have in many other areas. This would free up Undugu with their special skills and. understanding to start similar work in new areas, to focus more on the parents groups, to work more systemically in other areas (e.g. with politicians, employers etc). or to spread ideas and expertise to other places and other NGOs.

There are risks and careful decisions to be made about how much the members should be mentored and for how long, how to choose association member to be youth facilitators, how much them might be paid, etc. For Taksvarkki It seems mandatory that this next step be funded for a period allowing mentorship and skill transfer to be done carefully and to a high quality. I suggest it start at a small scale- say 5 or6 Association members selected for training, highly supported for at least 6 months and with ongoing on-the-ground and phone support available after that

This is just one idea. Its a puzzle for Undugu, Taksvarkki and Youth to solve together not external evaluators. We simply say there are solutions out there.

For funders

Normally evaluations recommend only to the project. We have given suggestions, and now add one for Taksvarkki and other funders who might work with Undugu. We see a highly effective complexity aware team working in a complex context. The suggestion to funders is complexity aware funding that is responsive and flexible. The funding break is excellent- it stimulated us

1 The president of Kusifika Youth Association... They dream of much more.

to think about ways forward, but perhaps Taksvarkki's policies need tweaking to allow for a bridging mentoring period and later on for salaries for youth facilitators. I also suggest a

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"social change venture capital" fund that might help with "edgy" ideas that emerge as this project runs. The suggestion of a creative arts centre is an example. There other ideas and suggestions out there yet to raise their heads. Taksvarkki should be ready to support (after appropriate checks that it is relevant and well thought through) other creative and interesting youth-led ideas.

He grew up by a single parent in xxxxx, his mum was unable to pay for a house rent they vacated to their grandmother's place. The life became hard mother decided to go back to xxx to hustle for her children. After completing form 4 re-joined his mother in xxx for his survival he started doing garbage collection during that time his big brother influenced him in using drugs khat and alcohol this made him most of the time he was not sleeping at home fearing his mother sometimes he was passing time watching movies in video place whereby they were being harassed by policemen telling them they are criminals. After going this hardship life one of his neighbour introduced him to Undugu they started an association being the only boy in the that association he was very much excited the reason was lack of trust among boys. through life skills he managed to quit from drugs , bad company and he has also gained a lot. Now he is doing skills training in electrical installation has build a good relationship with the community in case of electrical faulty he is the one they call also he is a role model to his family. His advice to the youths to reduce or to limit what they are doing i.e. drugs, crime and all bad activities. Thanks a lot to Undugu – another complex story of change from an Association Member.

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Conclusion

A common narrative for street youth in Kenya goes something like this: A young person ends on the street typically because of some traumatic event in his/her family/migration/personal tragedy. She often ends living in difficult conditions, maybe participating in crime, sex work and substance abuse. Hopeless and excluded she's are just surviving from day to day. The story changes when Undugu comes in. First comes a feeling of inclusion because she's part of a group. The rules and structures of group life are hugely welcome. Learning life skills and how to navigate the system around her starts to give some control over her life. Surprisingly hope and aspirations for the future developed- was it before or after starting education? Self-worth increase and somewhere in her narrative she's decreased or quit drugs. She moves off the streets and change previously problematic relationships with family, society, police etc. New relationships emerge- marriage perhaps, with an employer and different relationships with government functionaries. After some years she finds sufficient empowerment and motivation to start mentoring others and to changing the systems around her.....

We found that Undugu, with a highly relational model, is present at many places and in many ways in this story. Connection and membership comes first but Undugu also contributes with life skill, education, employment, making relationships with other actors, counselling, sports... There is no single strategy or magic bullet that solves everything, but strong relationships and a reactive (respond to what one sees) approach have contributed to many young people changing their narrative. Undugu has recently added two new dimensions to its previously specifically youth focused approach. Firstly they have begun working deeply, via relationships and responding to needs they see, with parents. This comes from a desire to be part of prevention as well as 'treatment' of the problems of street youth. It also indicated an ability and willingness to analyse and understand systemically.

We found a really good project in a difficult, complex context. Challenges and opportunities abound for Undugu to change programme content and structure a to move to the next level. Most important is deliberately aiming for youth implementing youth focused work. Undugu would become mentors in Kisumu and Nairobi. They should also try to take the approach to new places, work in new ways or different parts of the system The story continues...

Learning to be electricians in a vocational centre