Shaping Inclusive Societies

A Guide for Change Makers

2023
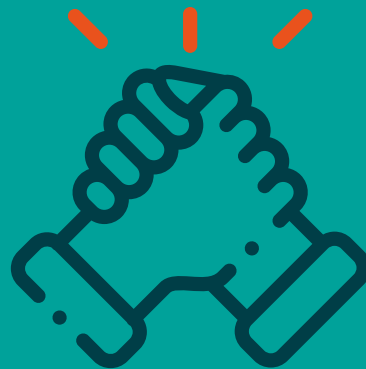
OVERVIEW

What makes a project, an intervention, or a program meaningful?

We all know that we need to have impact to make a change in the world. Impact planning and impact evaluation are essential tools in any social organisation striving for success in this world.

But this sometimes-elusive concept of impact can be defined, experienced, and appreciated in different ways. Both donors and project holders are engaged in a constant – sometimes elegant, sometimes stormy – dance to align on what impact, and thus: success, means.

At SINGA we are committed to impact. And in this booklet, we want to focus on a dimension of impact planning that goes beyond definitions of both donors and delivering organisations: The perspective of the user, that of our target group, or, in other words, of our beneficiaries. Now, all projects claim to serve their target groups and all donors assume this perspective is what they fund. But to truly design impactful interventions from a user's perspective requires more than solid impact planning and impact evaluation.

It makes us, as project holders or as those designing and implementing a societally meaningful intervention, question our assumptions, challenge our world view, and committed to expand our mindset. We need to share the power to design a project, that is, we need to share the power to define the parameters, success, impact and meaning with those we aim to serve. This is more easily said than done: Many assumptions are hidden; biases may be unconscious, and our egos may require the safety and the validation that comes with the power to define things in this world. To co-create - to use a much used and often mis-understood term - a project with our target groups means to embark on a journey without knowing where it will end up. It requires organisational as well as inter-personal skills. And it requires the courage to be willing to have our own assumptions and biases challenged.

And finally, it needs donors willing to trust the process and provide funding for the co-creation process as well as the implementation. They need to commit without knowing exactly what they are committing to.

To facilitate this shift in mindset, world view and organisational practice, we need solid and proven processes. If we don't know where we will end up on our journey, we need to know at least that our vehicle is safe and reliable and that it will get us there, wherever it is. Therefore we designed this little booklet: To give a rationale for our approach and practical tools to bring this approach to life.

The future of social projects is joyful, inclusive, and truly co-created. It is circular and looping, rather than linear. And above all, it will deliver the impact we strive for.
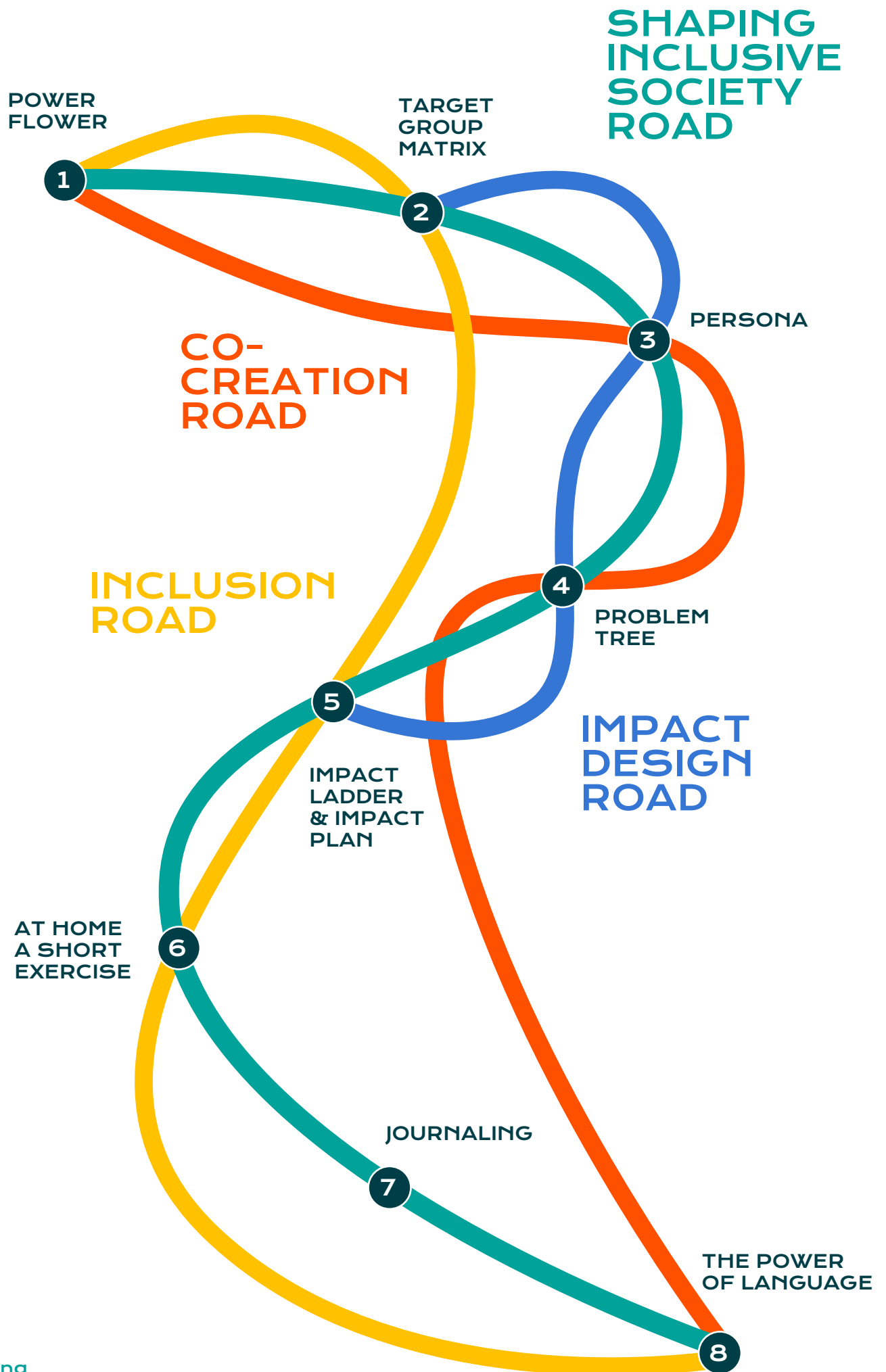
In the following pages you will find tools for designing inclusive, user-centric, and impactful projects. We have chosen those we think can be implemented by reading a booklet like this. The beauty about sharing power with our target groups is that we also share responsibility. It's not on our shoulders alone anymore to achieve success. So, we encourage a spirit of playfulness, sharing vulnerabilities and an embracing of things that don't go as planned and of drive to expand our own mind set.

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PARTICIPANTS IN THESE WORKSHOPS

All on board! Start with true co-creation and invite representatives of your target group to participate in this journey and use the tools with you. Also, if possible, ask your (potential) funders to participate so from the beginning you align on goals and methods. It also helps funders to start trusting the process and thus committing resources.

At the very minimum, invite everyone who will be designing and delivering your project or intervention so everyone can be on the same page.

INTRO

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ROAD MAP

POWER FLOWER

TARGET GROUP MATRIX

SHAPING INCLUSIVE SOCIETY ROAD

1

2

3 PERSONA

CO-CREATION ROAD

INCLUSION ROAD

4 PROBLEM TREE

IMPACT DESIGN ROAD

5

IMPACT LADDER & IMPACT PLAN

AT HOME A SHORT EXERCISE

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JOURNALING

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THE POWER OF LANGUAGE

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1. POWER FLOWER

→ IMPACT DESIGN
→ CO-CREATION

What is it?

The Power Flower outlines characteristics that often result in a comparative advantage in life, or, to call it like it is: privilege. This is an exercise to help us better understand our own position in life as well as that of our target groups. A template shaped like the petals of flower lists a variety of often encountered labels and positionings such as gender, sexual identity, ethnicity or educational background. The further towards the centre of the flower you are positioned the more privilege you enjoy. The further out, the more marginalised you will feel. Some petals are left empty and can be filled in according to very individual experiences.

Why this tool?

The point of this exercise, and the reflections it should hopefully trigger, is not to make anyone feel guilty or ashamed of their privileges – this is numbing. On the contrary, the aim is to activate and motivate and make sure everyone of us is aware that the more privilege we recognise in our lives, the more awareness of power we have. Once we realise this, we can then choose to use such power to ensure others can benefit from the same opportunities we benefited from.

The second important message of this exercise is to help us all see that most of us have some privilege, whether we realise it or not. If we think hard enough, most of us will be able to identify times when an aspect of our identity or background made it possible (directly or indirectly) for us to get something we wanted.

We become not only more sensitive to our positioning but can appreciate that everyone involved in our project has something to contribute and is not just a receiver of trainings, goods, services or whatever it is we want to offer.

How does the tool contribute to our overall journey?

The tool expands our mindset and supports a true, inclusive co-creation. We become not only more sensitive to our positioning but can appreciate that everyone involved in our project has something to contribute and is not just a receiver of trainings, goods, services or whatever it is we want to offer.

What you need

- A template of a Power Flower of every participant in the exercise (see an example in the ressources)
- Pen and paper and/ or digital tools to fill in the power flower.

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How long for this workshop?

2-3 hours

HOW TO? – guide

Step 1

Everyone gets their own Power Flower template and starts to fill in the petals that are responding with them, take 10-15 minutes time to really reflect what you choose to fill in and to think about where you can acknowledge privilege and where you don't.

Step 2

Ask yourselves: What does that mean for me? I cannot change my upbringing or the racist human history, so what can I possibly do to make the playing field more equally levelled for everyone? Ask everyone to share their reflections as far they are willing to do so. Do not ask people to share their filled in template. These are sensitive information, and nobody should be made to share more than they are willing.

Step 3

Become an ally: the "game of privilege" is not zero-sum: using our privilege to make the game fairer does not reduce our chances, it simply gives the same to others.

And this is what being an "ally" really means: choosing to use our position (or indeed the power that comes from our privileges) to support groups or individuals that have historically not benefited from the same rights or opportunities and therefore to contribute to shifting societal power relations.

Additional information

The Power Flower is not a tool invented by us, but we found is useful in our approach and constant learning journey of creating inclusive societies, if you wish to gather further information here are some sources that inspired us:

Literature and Ressources

The "Inter Law Diversity" Forum
https://www.interlawdiversityforum.org/post/the-power-flower

Education Materials of the "Rosa Luxemburg" Foundation, Germany
https://www.rosalux.de/fileadmin/rls_uploads/pdfs/Bildungsmaterialien/heft4/methode_03.pdf

TELUS Greater Toronto Area Community Board toolkit:
"Exploring My Power and Privilege"
https://ccdi.ca/media/1588/toolkit-2-exploring-my-power-and-privilege.pdf

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2. TARGET GROUP MATRIX

→ IMPACT DESIGN
→ INCLUSION

What is it?

The target group matrix lets you visualize different stakeholders and clarifies their role in the project. It's useful because it provides you with a structured way of classifying and prioritizing the various stakeholders with whom you work during your project.

Why this tool?

The target group matrix is good preparation for your impact plan. This is because, before you can define what you wish to change for certain people, you of course first need to precisely identify these people. One important question is:

For – and with – whom do you wish to change something? Sometimes you aim to change something for one group and, to do this, you must cooperate with another group. Here, a distinction is made between indirect and direct target groups.

Moreover, a project often has several target groups. To pool your own resources as effectively as possible, it helps to ask yourself how important the change is for achieving your vision in the respective target groups and then to prioritize it in primary and secondary target groups.

How does the tool contribute to our overall journey?

In the field of inclusion, it is common for projects to work with people with different positioning in terms of power relations. Therefore, it is it is helpful to do have done the power flower exercise before this exercise. It is also vital to have identified your target groups clearly before you can design the impact ladder below.

What you need

● Post-It notes
● Thick pencils
● Potentially a flipchart
● Worksheet matrix

How long for this workshop?

1-3 hours

HOW TO? – guide

Step 1

Have the team members sit together and draw the matrix – as illustrated on the worksheet – on flipchart paper or project it onto the wall.

Step 2

Write down all stakeholders with whom you cooperate on post-It notes.

Step 3

Now sort the post-It notes by working together and put them into the appropriate fields.

Step 4

What do you notice? Are there stakeholders that you thought were target groups, but who are not? Have you paid sufficient attention to the primary target groups until now?

Step 5

Loop it! Keep an eye on it during your project and plan for you to go back to it whenever possible. Asses, whether some groups have suffered changes, who joined, who left and draw more understanding out of these observations.

Literature and Ressources

Target group matrix
https://shaping-inclusive-societies.com/wp-content/uploads/
2020/09/PDF_ZielgruppenMatrix.pdf

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3. PERSONA

What is it?

With this persona exercise, your team develops descriptions of prototypical people, based on your strategy and prior knowledge about the future target groups. It brings to life an image of a typical representative of the target groups.

Why this tool?

A persona workshop is a great way to collect everything the team knows about the (potential) people and to make this knowledge tangible for the whole team. This is crucial for building an approach with a great user experience. You might also find out gaps you have to close with further research (like user interviews on certain aspects).

How does the tool contribute to our overall journey?

After the power flower has revealed your own and the target groups positioning, we add more information on our target groups. This helps in getting a better understanding and is another building block in true co-creation.

What you need:

● Persona template
● Post-Its and flipchart paper or appropriate digital tools.

How long for this workshop?

2-3 hours

HOW TO? – guide

Step 1

You'll need to do some preparation work to identify how many key personas you want to have for your project. This will depend on how varied your target group(s) is or are. Don't do more than two or three. If you only have one, that's completely ok.

Step 2

Start by spending some time trying to understand and empathise with the persona by completing a bio. We'll start with basic data and drill down to more specifics to complete a picture of that persona. The basic data to start with is:

● Name
● Age
● Occupation
● Location

There might also be other data you can include if you feel it would be relevant for your project, like technology use, social media use, socioeconomic level, budget, time available, etc.

Step 3

Start talking about each persona's bio as a team. This is an important step so take your time, the more specific the better. Try to focus on the parts related to your project but go a bit further.

Some questions you might ask yourselves:

● Is your persona married?
● Do they have a pet?
● What are their hobbies?
● How about their personality?
● Favourite sport, films, food, book, colour…?

Of course, you're inventing all of this, but it helps to create an emotional link with your imaginary persona. You can also include a power flower of the persona helping you to keep in mind power asymmetries between the people in your target group matrix.

Step 4

Define pain points: A pain point is a specific problem that someone has in each context. It is associated with negative emotions such as stress and/or feelings of inadequacy. For instance, when it comes to childcare, many caregivers feel they don't give enough time and resources to their children. This can result in feelings of not being a good enough care giver.

Give post-Its to the participants and ask them to think about the pain points of the persona in the context you want to work in. What feels difficult for them? What brings worry or sucks energy from them? Bring in the positionings you have become aware of through the Power Flower exercise. How does - for example - their gender (or lack thereof) influence their actions and their emotions towards them? Spend some time brainstorming them, asking your team to write down one need in each post-It and to share it with the rest of the team. Then give out stickers as dots (for each persona one dot sticker) and start voting the most important pain points for each persona.

Step 5

For each of the selected needs, spend some time brainstorming how you can serve it with your project. Again, use post-Its to do this, one idea per post-It.

After spending some time ideating in one pain point., order the ideas from most relevant to least. Use the voting stickers if you need to, but it should be easy to decide just by having a little chat. Discard the least relevant ones. Repeat this ideation process for each of the needs.

At the end you'll have a great understanding of the persona, what needs they have and how you can serve their needs with your project. If you repeat it with all your key personas, at the end you'll have a good list of functionalities or ideas for your project.

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Step 6

Challenge your assumptions: in case you haven't had people participating at this discussion(s) who relate in terms of power positions and experiences with your persona, it's very important to make sure all your assumptions about – and the profile your created of – the persona will be most probable closer to its reality (realities).

Literature and Ressources

Persona Workshop Guide
https://www.mindtheproduct.com/step-step-guide-constructing-persona-workshop/

Miro board Persona Workshop
https://miro.com/miroverse/persona-workshop/

The example(s) of Medium
https://medium.com/@unmade.design/how-we-created-our-personas-3337a880e98d

OFFLINE VS DIGITAL WORKSHOPS

All the tools provided here can be done in an offline setting (in person) or digitally. Both modes of delivery have advantages and disadvantages. Choose the mode that works best for you. There are great digital tools out there that are free to use. Examples are Miro and Mural for digital post-Its and whiteboards or Mentimeter to visualise polls.

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4. PROBLEM TREE

What is it?

The problem tree helps us create a clearer definition of the societal problem towards whose solution we intend to contribute with our project. It visualizes a problem in the shape of a tree with the roots representing the causes of a problem and the branches and leaves its effects.

Why this tool?

What is the actual problem? Answering this question is often not that easy. Many projects start out with a great idea but have no clear concept as to what their long-term effects on society can or should be. Only projects that satisfy real needs and therefore solve existing problems will have an impact in the long term. Working with the problem tree also visualizes many different causes and consequences of the problem. This makes it much easier to define your own contribution towards solving a large societal problem.

How does the tool contribute to our overall journey?

This is a vital tool for co-created impact design. Going to the roots of a problem rather than alleviating the symptoms is what drives meaningful change. Do this exercise together with your target group and it you will have a great - and co-created - result.

What you need

- Post-It notes
- Thick pencils, potentially a flipchart
- Worksheet
- Problem tree PDF

How long for this workshop?

2-4 hours

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HOW TO? – guide

Step 1

Have everyone sit together Draw a stylized tree with a trunk, a crown and roots on flipchart paper or project it onto the screen if you do this workshop digitally.

Step 2

Now consider what societal problem you wish to solve. Here, it is important not to formulate the mere absence of your solution as the problem. Ask yourselves what problems your target groups deal with, why they come to you, what desire for change motivated you to start your project. Write down your results on Post-It notes. In this way you can accumulate various ideas. Work together to sort them into the appropriate categories on the problem tree. Is it really the core problem or rather a consequence or even a cause of the problem? Recognizing this takes some practice. Try to not be too perfectionist about it.

Step 3

Add the consequences and then the causes of the problem. At this point, you may be able to adapt and sharpen your concept of the core problem.

Step 4

The most sustainable approach is to address one or several causes of the problem with your impact objectives and activities. This is because, when you eliminate the causes of the problem, the problem itself will disappear, along with its consequences. Of course, sometimes it may also be necessary to mitigate the consequences of a problem in the short term!

Therefore, choose now which of the causes you want to address in this particular project.

Literature and Ressources

**One of our treasured partners at SIS: "Unity Effect"
have several inspiring ressources on regenerative impact (evaluation),
problem tree, etc**.: https://www.unityeffect.net/regenerative-impact-evaluation#tools-and-templates

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5. IMPACT LADDER & IMPACT PLAN

→ INCLUSION

What is it?

The impact tools are helpful for visualizing the logical structure of the project in a clear and straightforward manner. Important: Create a separate impact ladder for each target group to prevent excessive complexity.

Why this tool?

The impact tools enable you to check if the project is successful – i.e., if the desired impact has been achieved – and to examine which activities and conditions lead to this outcome. They also make it possible to divide the impact into various levels: Impact at a societal level and impact on the target group, which is influenced directly by the project. Thus, the impact ladder forms the basis for the impact plan.

How does the tool contribute to our overall journey?

This is an essential tool to define success and to provide parameters to measure success. It forms one of the basic ingredients that allows us to „loop", that is to re-evaluate our project as we go and adjust as needed. It should be done after the „Problem Tree".

What you need

- Impact ladder template,
- Post-It notes
- Thick pencils
- Worksheet(s)

How long for this worksop?

2-3 hours

HOW TO? – guide
Step 1

Have your team members sit together and ideally also get a few representatives of/ partners from the target group(s) to join you. Write the numbers 1-7 on DIN A4 paper and stick them one under another to the wall (with 7 at the top and 1 at the bottom). Print out the worksheet with the impact ladder so that you always know which question you answer for each number.

Step 2

Start with line number 7 (Impact) — this question is one of the most difficult to answer. Find out what societal problem you aim to solve and what a scenario in which you are no longer needed, i.e. in which you have successfully completed your work, would look like. Use your finings from the problem tree exercise!

Step 3

Now turn your attention to lines 4, 5 and 6 and formulate impact objectives (Outcomes) for each target group. If you are still unsure who your target groups are, first do the target group matrix exercise. The best way to formulate impact objectives is to assume that the impact has already occurred for the respective target group. Also try to be as specific and precise as possible so that it is clearly recognizable when an impact objective has been reached. You can follow the sequence or simply write down your impact objectives for the respective target group on Post-It notes and then assign them to the respective levels. Then sort out and prioritize your objectives. You will notice how at the end you only have a small number of remaining objectives that are clearly distinct from one another, but still build on one another from level to level.

Step 4

Finally, examine levels 1-3, enter your activities (Outputs) and analyse critically if you can currently reach the objectives at all three levels with these activities. If the answer is yes, then this is great! If not, then the impact ladder now gives you a foundation that you can use to assess how to adjust your activities or your objectives so that you can be successful in the future!

More Information and Tools

PHINEO, the top impact specialists in Germany, built it based on many years of experience and similar, internationally recognized models. Check out their website — PHINEO — to find even more excellent impact tools!

Another great resource that we like to gain inspiration from is ideo.org. There you will find slightly modified versions of the impact ladder and impact plan. They are referred to as "impact ladder" and "theory of change" there.

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6. AT HOME –
A SHORT EXERCISE –

→ INCLUSION

What is it?

Where from? Where to? A short introspective journey to explore and rethink your understanding of identity, belonging and inclusion (versus integration).

Why this tool?

Inclusion-related topics such as culture, identity and belonging are often treated as if they were static, clearly definable, and therefore easy to categorize. This approach can quickly lead to generalizations and stereotypes – which are pretty much the opposite of what we try to accomplish with inclusion.

How does the tool contribute to our overall journey?

This exercise provides space for conscious reflection and a shift of perspective regarding the nature of belonging and inclusion as fluid processes. It helps us develop our mindset and broadens our world view.

What you need

● Post-It notes
● Thick pencils

How long for this workshop?

30 minutes

HOW TO? – guide

List of questions for the moderator:

● What does it mean to be at home?
● Where are you at home?
● What does it mean to belong? What does it mean to not belong?
● What does inclusion mean – to you, - to other people around you?

Step 1

All sit together in a circle holding a pad of Post-It notes and a pencil in their hands.

The moderator asks the first question: "What does it mean to be at home?" The group then gets around two minutes to think about this question individually and to make notes (one term per note). The answers can then be read out, without starting a conversation.

Step 2

The second question: "Where are you at home?" is read out. While the group is again given a few minutes to reflect on the question and write down their notes, the moderator collects the notes from the first question and clusters them on the wall.

Step 3

Now the answers can be shared in the group. Are the answers predominantly of a local nature, for example "in the country x", "in the city x" or "in my house" or do they predominantly express a certain feeling, for example "where I feel safe" or "where I feel accepted"?

Potential Follow up questions

- Do you feel at home where you currently live?
- Do you feel at home in more than one place?
- How often can the feeling of being at home change?
- What does this mean for our understanding of being at home?

Step 4

The third question: "What does it mean to (not) belong?" is read out. Repeat the process of letting the audience reflect on the question, collecting the notes and discussing the subject.

Potential follow-up questions

- Can you feel at home at a place where you (don't) belong?
- What role does interaction based on power sharing and self-empowerment play in terms of belonging?

Step 5

The fourth question: "What does inclusion mean?" is read out. The group answers. The notes are collected. The answers are shared. This is followed by an open discussion.

Potential follow-up questions

- What is the relationship between inclusion and belonging?
- How can a sense of belonging be promoted?
- What does it mean "to include"?
- Who defines which people must include and how they must include?
- What role does interaction based on power sharing and self-empowerment play in terms of belonging?

Step 6

Closing round: Invite sharing one thing that participants have learned about themselves today. Do not discuss this, just listen and value the experience.

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Literature and Ressources

"Anti-Bias Education for Young Children and Ourselves"
Louise-Derman Sparks and Julie Olsen

"Blind Spot"
Mahzarin R. R. Banaji and Anthony G. Greenwald

"Immigration countries can also be homelands"
Laura Rus

"The unity of those who are different: Integration in post-migrant society"
Naika Foroutan

THE IMPORTANCE OF SPACE

Whether you do these workshops offline in person or online in a digital format, consider the important role the space that you provide plays.

When we enter a space we will interact with it, whether consciously or unconsciously. Especially after the "At Home"-exercise it should be clear how important space is for the feeling of "home", of being valued. So make an effort to provide a welcoming space, e.g. by laying out little snacks or putting some music on. You can also invite participants to create their own space, e.g. by asking them to move chairs into a circle before the workshop begins.

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7. JOURNALING

→ INCLUSION
→ CO-CREATION

What is it?

This is a tool just for yourself (and your team) as a project holder or a designer of an impactful project. It is series of structured questions designed to help you reflect on the journey you are embarking on. It can, but doesn't have to, be shared with other team members.

Why this tool?

This tool helps you to structure your thoughts and feelings throughout the journey, keeps you grounded and can identify any gaps or missing information in the design of the intervention.

How does the tool contribute to our overall journey?

The journey to design a meaningful project is challenging and throws up a question that may or may not have an answer straight away. It requires the courage to tolerate ambiguity as you share the power to define success and what steps to take to achieve success with your target group. It is a reminder also that while we place user-centricity at the heart of our operations we can't forget about our own needs.

What you need:

- A journal-template (create your own with relevant questions)
- Pens

How long for this tool?

20-30 minutes

HOW TO? – guide
Step 1

Hand out a journal template to each team member or send it round in a digital format.

Find a regular time dedicated to the journaling where the whole team can participate. Even if you decide not to share the findings it is important that you have this moment together as a group and to emphasise that self-reflection is an essential part of the journey and is built into the schedule.

Step 2

Take 3 to 5 minutes to calm your mind. This can be done through a round of silence, though a guided meditation, calming music or anything else that allows you to switch off from emails, calls, and other daily intrusions. You may want to rotate responsibility to design these 3-5 minutes amongst the team.

Step 3

Allow time (10 minutes) for each person to individually answer the journaling questions and to record their thoughts and feelings.

Step 4

You can - but don't have to - invite people to share one or two thoughts about the last 10 minutes. What felt particularly joyful? What was hard? How did it inspire me to change my mind? Don't ask people to read out what they have written. These notes should be kept private. Also respect if someone doesn't want to share at all. That is fine.

Step 5

Have a group moment together, e.g., by taking deep breaths in and out as group or by making synchronised hand gestures. Be careful when initiation body contact such as holding hands. In the spirit of inclusion: not everybody may feel comfortable with this.

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8. THE POWER OF LANGUAGE

→ CO-CREATION
→ INCLUSION

What is it?

Depending on our choice of words, we can evoke positive or negative images with our language and in this way determine what effect we have on society. Find out more about the effects of the language you use and whether these are in line with your objectives.

Why this tool?

The words and terms that we use in our internal communication influence our own (conscious and subconscious) perception and the way we approach our objectives in our project. In external communication, our terms describe our realities: they make people, needs and their stories visible – or UNvisible. These terms influence the external perception of our topic and of our target group, and therefore affect our impact.

How does the tool contribute to our overall journey?

We have another tool to develop our own mindset as well as shaping perceptions of stakeholders on our project and the public. By using inclusive language we also foster the spirit of co-creation as representatives of our target getup will feel more welcome if we use sensitive and appropriate language.

What you need

- Whiteboard or blank wall
- Computer/ laptop with internet connection

How long for this workshop?

1 hour

HOW TO? – guide
Step 1

First demonstrate the power of language by combining the results of two picture searches on Google. First type in „refugee" (or the equivalent in your local language if not English) and hit „search for pictures". You will find lots of pictures of groups of people in boats or queuing at the border. Overall it will be images invoking „invasion ", or „hopelessness" or similar. Next type in „Newcomer" and see what happens. The images switch to joyful people, to balloons and other gestures of welcome.

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Step 2

Work as a team to collect the most common terms that you use in your internal and external communication to describe your project and your target group(s).

Step 3

Discuss as a team what assumptions and images you would like to evoke in the minds of your audience (a target group, volunteers, partners, society as a whole). What should your audience think about when they think of your project, of your target group, of migration, of inclusion?

To communicate effectively, it is helpful to answer the following question:
What do we actually wish to achieve with our message? What assumptions does our audience already have about our field of work, and do we wish to reinforce or challenge these assumptions with our language?

Step 4

Sit down together as a team and enter the terms into Google Image Search.

Discuss the results as a team. How do they influence the success of your project objective? What kind of inclusion understanding do you promote?

Congratulations!

Congratulations! You made it to the end of this booklet and to a (preliminary) end of your journey to design an inclusive and impactful social project.

How was it for you? Did you have fun? Was it overwhelming at times? Did you have new insights or revisit old biases that you may have had? Was it hard to make time for the journey in your daily life?

Remember what we said in the beginning: The future of social projects is circular and looping, rather than linear. That means your design does not need to be perfect. You will have plenty of opportunities to improve and refine your project.

You made a start, and this is more than most people have done in their lifetime.

So, take it as a starting point on an ongoing journey.

As long as you stick close to your target group, truly co-create with them and share the power (and the responsibility) in this project, you are well on your way.

Good luck!

OUTRO

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