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LIST OF ABBREVIATIONS

CEO          Chief Executive Officer
BOD          Board of Directors
HE           His Excellency
HIV/AIDS     Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
GDP          Gross Domestic Product
ICC          International Criminal Court
ICT          Information, Communication and Technology
IEA          Institute of Economic Affairs
KACC         Kenya Anti-Corruption Commission
ME&R         Monitoring, Evaluation and Reporting
MTP          Medium Term Programme
NGO          Non-governmental Organisation
NYC          National Youth Convention
OCA          Organizational Capacity Assessment
PESTEL       Political, Social, Economic, Social Technological, Environmental and Legal
PLDP         Political Leadership Development Programme
SP           Strategic Plan
SWOT         Strengths Weaknesses, Opportunities and Threats
TV           Television
YAA          Youth Agenda
YLDP         Young Leadership Development Programme
Acknowledgments

The Youth Agenda (YAA) envisions a just, equitable and progressive society in which young people fully enjoy social, economic and political rights and opportunities. This vision is grounded in the belief that it is possible to realise a globally competitive and prosperous nation with a high quality of life in the near future, as envisaged by Kenya’s Vision 2030. YAA has aligned its vision and mission to this national development blueprint, whose anchor is the comprehensive implementation of the new, people-driven Constitution.

YAA's strategic plan will be guided by four strategic objectives namely: strengthening the institutional framework, governance and resource base for Youth Agenda; undertaking extensive research and establishment of an information hub on youth issues for the benefit of the youth advocacy and policy makers among other stakeholders, as well as promoting social and economic rights of young people in Kenya. The plan also focuses on capacity building and leveraging the influence of youth on leadership, governance and development in Kenya and the region. However, this will only be attained by providing a platform to harness and nurture young people through informed, innovative and value driven approaches for personal, community and national development.

YAA is indebted to the many people who actively participated in the development of this strategic plan. Specifically, I wish to thank the board of directors the Chair, Hussein Mohammed, Treasurer Sonia Rasugu, Katindi Sivi Njonjo, John Wali, John Kiari, Onesmus Kipchumba, Robert Soi and Caroline Odour. Their unwavering support and commitment to the entire process was invaluable. Secondly, we register our gratitude to the YAA staff Grace Kungu, Judy Nguru, Lydia Mathia, Kevin Osido, Dennis Kirwa, Sharon Kivuti, Susan Nyawira and Joseph Mutua for their important contributions. We cannot also forget to appreciate the input of Wanja Kahiga, Eustace Kinyua, Collins Otieno and Caroline Kogi, all of whom left YAA during the planning process.

We sincerely appreciate our consultants JMG Solutions and Dr Collins Odote for patiently facilitating the intense processes involved in any strategic planning sessions which Youth Agenda went through before agreeing on its new road map.

The Strategic Plan would not be a success today without the time sacrificed by the stakeholders who participated in the validation meeting and provided the organization with useful insights. We greatly appreciate our regional coordinators, our partners from Africa Youth Trust, Nyeri Youth Forum, PLDP Alumni, the Ministry of Justice, National Cohesion and Constitutional Affairs, Ministry of Youth Affairs, Youth Enterprise Development Fund team, Development Partners / Donors and friends of Youth Agenda.

Last but not least we wish to thank Ford Foundation and Akiba Uhaki for their financial and technical support in this endeavour. The support was critical in shaping the destiny of the Kenyan youth through the Youth Agenda.

Susan Kariuki
Chief Executive Officer
The Youth Agenda (YAA) is pleased to present its Strategic Plan for the next five years - 2011-2015. It is a plan that is rich with specifics on how to optimise the opportunities currently unfolding in the country. Firstly, this plan has been designed upon successful completion of the organisation’s impact assessment for the period 1996-2009. Together with a follow-up publication titled We Dared to Dream, which was launched in April 2010, the impact assessment has helped the organisation identify the successes, lessons learnt and the arising demands.

Secondly, the plan coincides with the operationalisation and implementation of the new Constitution. This provides YAA with a conducive and friendly environment within which to pursue her goals in the next five years. Lastly, the plan has been designed around and guided by Kenya’s Vision 2030, a vision that Youth Agenda has owned and adopted as young peoples’ agenda.

YAA is determined that young people have to be at the driving seat of the Vision 2030. The Vision outlines flagship projects in all sectors that will spur national economic and social development. Of crucial importance to Vision 2030 is the new Constitution which presents enormous opportunities for the youth. These include access to relevant education and training, special positions in key leadership structures such as the National Assembly and County Governments, as well as youth economic rights.

To achieve its vision, Youth Agenda however recognizes that unemployment continues to undermine national, political and economic development and has led to a wide range of social ills, with young people at the receiving end. Low self-esteem, marginalization, social unrest, crime, drug abuse, impoverishment and ultimately the wasting away of an enormous human resource below the age of 35 years that currently constitutes 78.31% of Kenya’s population are among the many discernible outcomes of youth unemployment.

Besides slow economic growth, the low youth employment rate can be traced back to defective educational and training systems, skills imbalance, inexperienced manpower, imperfect labour market information and job selectivity. It is against this backdrop that Youth Agenda also seeks to deal with unemployment through youth empowerment and lobbying for reformed education system, promoting national values and influencing a favourable environment for all young people and Kenyans.

This, however, is not possible without structured and visionary leadership. We note that civic institutions are essential in providing a country with self-sustaining capacity to solve critical development problems. Furthermore, they enhance a country’s ability to marshal its own human and financial resources for development and expand people’s opportunities to undertake successful development by providing increased incentives for investment. Civic institutions also provide individuals with increased opportunities to acquire the skills, resources and services needed to increase their productivity, income, and well-being as well as more active participation in decision making processes. The Youth Agenda, being Kenya’s premier youth serving civic institution believes that it is her responsibility to foster development that can be sustained even in the absence of the traditional donor support. This is possible through a process of home-grown investment and reinvestment programmes.

In this spirit of, Yes-We-Can, institutional development and governance through establishing and securing a Youth Agenda Center for Kenyan youth will be the organisation’s singular
Foreword

pursuit. Youth Agenda is committed to making this a reality by having its own physical office that will be a one-stop shop for new knowledge and resources that will take us to our chosen destination. This chosen destination comprises a just, equitable and progressive society in which young people fully enjoy social, economic and political rights and opportunities.

On behalf of the Youth Agenda Board of Directors and staff, we take this opportunity to request all Kenyan youth, private sector, civil society organizations and development partners to walk with us as we play our rightful and patriotic role of steering political, social and economic development in Kenya.

Hussein Mohammed
Chair, Board of Director

Susan Kariuki
Chief Executive Officer
Introduction And Context

1.1 Establishment And Contribution Of Youth Agenda

The Youth Agenda (YAA) is a national, non-partisan and non-profit Civil Society Organization registered in Kenya as a non-governmental organization. YAA was founded in 1996 as an independent national youth initiative with the overall mission to redefine the role and contribution of the Kenyan youth in the governance and development processes in the country. It was conceived by a group of young people, then student leaders in Kenya’s public Universities, who during the formative days of the reintroduced plural politics in Kenya were concerned about the status of the country’s governance and leadership. They were convinced that reforming the Kenyan state required young and vibrant value-driven leadership. This necessitated the organized involvement of young people in Kenya’s democratic processes. Towards this end, following the formation of YAA, structured dialogue among young people from different sectors in Kenya on how to radically redefine the role of young people in political, economic and social discourses were facilitated by YAA. The launching pad for this youth dialogue was the first National Youth Convention which took place in Limuru in March 1997.

The Convention marked the first time that a critical mass of young people met to deliberate on the future of the country and their role in it. At the end of the conference, under the theme, “The Challenge of National Rebirth: Our Responsibility, Our Place” the youth made far-reaching resolutions aimed at mainstreaming youth leadership in all spheres of national life. From then henceforth, YAA sought to implement the resolutions of that Convention. Similar conventions followed in 1998, 2007 and 2008, all aimed at putting the youth at the centre of national leadership and governance processes.

In the last fifteen years of YAA’s work, enormous changes have occurred in the environment, necessitating a review of the organization’s mandate after an impact assessment. Both the impact assessment and its associated publication, We Dared to Dream, established that YAA is reputed as a pace setter in advocating for the inclusion of young people in governance processes. It has enormous good will amongst its constituents and has carved itself a niche for nurturing vibrant youth leadership. Looking ahead, the main challenges facing YAA are managing its growth and identifying innovative ways of doing business.

This strategic plan is a response to this need and provides institutional, political and programmatic direction for the organization until 2015. It also lays the foundation for the approach and provides the framework for YAA’s work in pursuit of its mandate over that period.

1.2 The Process

This plan was developed against the backdrop of transition at YAA. The founder Board Members transited at the end of 2009 and a new Board of Directors appointed to lead YAA to the next level of its growth. The plan, therefore, marks the direction that the new board and staff intend to move into by consolidating YAA’s past performance while exploring territories.

The process resulting in the production of this 5-year strategic plan involved consultations and discussions through several meetings by the staff, the board and various stakeholders from the civil society, government and private sector. A retreat was held at which the core elements of the strategy were developed. These were then reduced into a draft Strategic Plan which was subjected to a critique and validation session by YAA and her stakeholders.

The plan will guide YAA in:

- Serving as a framework for decision-making in the organization;
- Providing a basis for more detailed planning;
- Communicating YAA’s purpose in order to inform, motivate and involve young Kenyans;
- Assisting in benchmarking and performance monitoring, and
- Stimulating change and be a basis for the next plan of action.
1.3 Vision And Mission Of Youth Agenda

The overall goal of this strategic plan is to serve as a roadmap for making the youth factor count in leadership, governance and development processes. The Vision and Mission of Youth Agenda is:

VISION

“A Just, Equitable and Progressive society in which young people fully enjoy social, economic and political rights”

MISSION

To provide a platform to harness and nurture young people through informed, innovative and value driven approaches for personal, community and national development

1.4 Core Values

The values and principles that will govern all aspects of YAA work and which will guide all its board, staff, members and organs include:

- Courage
- Discipline
- Focus and Passion
- Integrity
- Innovation and creativity
- Passion
- Relevance and
- Resourcefulness

1.5 Youth Agenda’s Intervention Areas (2011-2015)

Youth Agenda’s greatest challenge remains to be the consolidation of the gains already made through its various programmes since its inception. These include how to provide alternative leadership in Kenya and enhancing a participatory process by young people in governance processes. As such, Youth Agenda will continue to be the leader in leadership and governance work.

Youth Agenda recognizes that while the above must be considered, the Kenyan youth continues to suffer from social and economic disempowerment. The organization in the new strategic plan will work towards ensuring provision, protection and participation of youth in economic and social rights.

The strategic plan is developed at a time when Kenyan youth is overwhelmingly the main user of ICTs, especially internet,
mobile phones, television and radio. However, this technology has been mainly used for entertainment. Youth Agenda, through this plan, will turn the technology into an asset that will provide them with social, economic and political opportunities that will develop this country and enhance good governance at all levels.

For fifteen years, Youth Agenda has heavily relied on donor funding, operated in limited office space which continues to challenge its stability and sustainability. The new direction is to establish a Youth Agenda Center.

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<tr>
<th>Thematic Area</th>
<th>Objective</th>
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<tr>
<td>Leadership and Governance</td>
<td>To develop and continuously improve leadership capacity, value system and influence youth participation in governance and development processes</td>
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<tr>
<td>Social and Economic Rights</td>
<td>To champion and improve youth social and economic opportunities in realization of Kenya’s Vision 2030</td>
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<tr>
<td>Knowledge Generation and Management</td>
<td>To extensively research and establish a physical and online Information Hub on youth issues for policy makers, youth and youth organizations advocacy work</td>
</tr>
<tr>
<td>Institutional Development and Governance</td>
<td>To strengthen the institutional framework, governance and resource base for Youth Agenda</td>
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1.6 Stakeholders

Youth Agenda recognizes the importance of stakeholders and partnerships in the course of its work. Key constituencies and groups that have influenced and will continue to play important roles in the achievements of the organisation’s objectives are:

- The Youth
- The Government
- Development Partners
- Other Youth Organizations
- Civil Society Organizations
- The Media
- The Corporate Sector

1.7 Youth Agenda’s Achievements And Lessons

YAA has in the last fifteen years evolved into a premier youth organization, registering phenomenal growth in stature through fostering positive change. This has been achieved by mobilizing youth consciousness and nurturing young, ethical leadership across the Republic. Today, the Youth Agenda has - to its credit - an increased youth consciousness through participation in critical governance processes, enhanced visibility of young people
occupying leadership positions in various sectors, and the proliferation of youth-led organizations aimed at making a positive difference.

YAA’s first strategic plan was prepared in 2004-5 and covered the period 2005-2009. Following the post-election violence in 2008, YAA re-looked at its strategic plan and made far-reaching changes resulting in the production of a new plan for the period 2008-2010. The strategic areas that have been pursued in these first plans can be summar-

2005 - 2010 Interventions

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<th>Thematic Areas</th>
<th>Projects</th>
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<tr>
<td>1. Leadership training, development and support</td>
<td>Political Leadership Development Programme and Young Leadership Development Programme, Profiling Leaders</td>
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<tr>
<td>2. Youth Sector Support</td>
<td>Agenda 2020, National Youth Conventions, Student Support, Public Lectures, Human Rights and Social Justice Sessions</td>
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<tr>
<td>4. Policy, Research and Publications</td>
<td>Political Cafés, Vision 2030, Monitoring and Evaluation, Youth Anticorruption Agenda</td>
</tr>
<tr>
<td>5. Information and communication;</td>
<td>Website management, SMS/ Web Interface, Database Management, Media outreach and publicity</td>
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Significant successes that have been made over the duration of YAA’s operation include:

a) Changing the image of the term ‘youth’ from a naïve, irresponsible and gullible social group to mean freshness, energy, creativity, and pro-activity. This has been observed from recognition in the Constitution and youth responsive initiatives by government, private sector, NGOs and development partners. This was achieved through advocacy Campaigns and Civic Education Programmes across the country.

b) Sharpening the quasi-political agenda of the youth: Youthconcertedly mobilized and focused on participating in political and social engagements with the intention of taking over leadership and acquiring the requisite power. Many youth presented themselves as candidates in the 1997 elections in the local and parliamentary elections with impressive numbers. Since then the numbers of youth vying for and successfully entering leadership at parliamentary, local authority and other elective bodies has continued to increase as a result of YAA’s Leadership Training and Civic Education.
c) Education Interventions: This has also led to youth independence. Young people were for long used to agitate for and support other people’s agenda. Through YAA’s work, the youth constituency has identified their own issues and agendas and organized at various levels, without necessarily being prompted by other competing interests.

d) Increased visibility and participation of youth in national policy processes; Youth Agenda attributes establishment of Ministry of Youth Affairs and Sports, Youth Enterprise Development Fund, the National Youth Council and a youth friendly Constitution to its advocacy efforts.

e) Leadership Development and Support: From 2000, YAA has focused on developing the capacity of young people to truly take charge of their affairs in the Country. The strategy has been to enhance young people’s skills, knowledge and attitudes. A nationwide, technologically connected network was formed and continues to thrive, though some of the members are above are now 35 years the networking continues. During the development of this strategic plan, challenges of age versus values continued to face YAA and its intervention programmes. For this reason YAA continues to make efforts to ensure that values and ethics are instilled in young people aspiring to leadership. Over 1300 young people have gone through and graduated from the Leadership Development Programmes (PLDP and YLDP).

f) Greater Civic Responsibility by the Youth: YAA has ensured that young peoples’ civic rights and responsibilities are known to enable them to be active actors in matters of governance, electoral processes and constitutionalism. This made the consolidation of the youth position in the constitution making process from Bomas easy. In 2007, Kenya registered the highest number of youth voters. YAA attributes this to its Voter Education and Civic Education Interventions.

g) Strategic engagement of youth leaders in key institutions and processes of the Kenyan society: These included the Constitution making process, development and implementation of Vision 2030, and the formation of major political parties, the Kenya Young Parliamentarian Association, the Ministry of Youth and Sports, the Ministry of Justice, National Cohesion and Constitutional Affairs, and the Ministry of Education.

1.8 Challenges

In the implementation of these plans, YAA realized several achievements as highlighted in earlier parts of this plan document. In addition, it continued facing several challenges, including:

- Lack of a clear membership policy;
- Lack of systematic database management;
- Inadequate resources especially for administration and human resources;
- Project funding rather than programme funding thus limiting sustainability;
- Lack of comprehensive staff development program; and
- Inadequate baseline and documentation of advocacy work and results.

The end of the 2005-2010 Strategic Plan provided YAA with an opportunity to address the challenges above, consolidate its achievements and craft a roadmap for the next five years.
Chapter 2

A Review Of The Operating Environment

2.1 Overview

To inform the design of strategies and objectives for the next phase of its strategic plan, YAA undertook a review of the political, economic, social, technological and legal environment within which it operates.

The key constituency for YAA is young people in Kenya. A clear definition of this constituency has been subject to different interpretations. There are various definitions of the term youth, not just in Kenya but across the entire globe. When the National Youth Policy was adopted, the youth was defined as one aged between 15 and 30 years. However, owing to discussions and consultations within the country, there were concerns that the upper age limit was too limiting within the Kenyan context. Consequently, the new Kenya Constitution extended the age limits, such that youth now refers to those aged between 18 and 35 years. This definition, however, does not take into account the physical, psychological, cultural, social, biological and political aspects, which are important in explaining the Kenyan youth situation more wholistically. Youth have largely been ignored worldwide in most policy and national development processes. However, from the 2007, and following the World Bank Development Report titled, Development and the Next Generation, this category is becoming the majority in most nations as a result of a growing youth bulge. As such, there is need to put youth at the center of decision-making.

In Kenya alone, the percentage of youth has increased over the years. According to the 2010 National Population Census, the percentage of those between 15-34 years account for 35.39% of the total population, estimated at 38,610,097. If you add the age group from 0-14 years you get a total youth population of 78.31% of the total population. By statistics alone, this is a huge constituency. However, and as this review reveals, the constituency is faced with several challenges that YAA has to take into account in the design and implementation of the current Strategic Plan.

The main risks facing young Kenyans include inadequate educational opportunities, unemployment, HIV/AIDS, crime and violence, substance and drug abuse, and social exclusion. To address youth problems, and more specifically unemployment and empowerment, efforts have been made by government to initiate youth development programmes through key policy documents. These include the National Youth Policy, Vision 2030 and the Kazi Kwa Vijana programme. The government has also established the Youth Enterprise Development Fund to address youth unemployment and underemployment. However, despite these and other efforts there are a number of key challenges that continue to face youth and policy interventions. They include:

- High population growth rate in Kenya which exerts pressure on available resources;
- Inconsistent economic growth rates;
- An education system that produces graduates who are inadequately equipped to face the job market;
- Duplication of efforts and limited impact by various youth serving organizations;
- Lack of adequate resources to implement and monitor youth programmes; and
- Prevailing attitudes that do not provide an enabling environment for the youth to fully participate in decision-making, planning and implementation processes.

It is against this overview that the PESTEL scan and SWOT analysis were undertaken so as to determine challenges and opportunities for YAA’s programmatic interventions. The PESTEL analysis enables an environmental scan of the political, economic and socio-legal environment while a SWOT enables an internal assessment of the strengths and weaknesses of YAA and the determination of the possible threats and opportunities. The SWOT benefited from YAA’s past assessments which include: YAA 2008 Annual Internal Institutional Review; YAA’s 2008 Organisational Assessment (OCA) Report; YAA Impact Report (We Dared to Dream), and 2011 Deloitte Organizational Capacity Assessment (OCA) for YAA.

2.2 Political Environment

The aftermath of the December 2007 general election contributed to the decline in governance gains that had been witnessed prior to the elections. However, on the positive side, the crisis may have provided greater impetus towards the re-examination and implementation of governance reforms.
Following the cessation of political hostilities and the conclusion of the mediation process, a programme for action around four agenda items was agreed upon. The greatest of those was under agenda item number four, which sought to address youth unemployment, land reforms and Constitutional, legal and judicial reforms. Tremendous progress has been made in a number of the areas, the key one being the enactment of a new Constitution following the successful holding of a referendum on 4th August 2010.

Looking into the future, the country has the huge task of implementing the new Constitution as a foundation for recreating the Republic. This presents huge opportunities but also challenges. The implementation process requires vigilance and oversight to ensure that it proceeds in a manner that is in consonance with the aspirations of the people and that it is not hijacked by anti-reform elements. Several of the provisions in the Constitution speak directly to young people. These include the bill of rights, national values and leadership and integrity clauses.

The workings of the grand coalition government will continue to be a key challenge especially on the delivery of agreed political and Constitutional reforms, fidelity in implementation and objectivity in decisions. Further, the 2012 elections and the ambitions of key personalities within the political class and the implications of these on the political reform process are discernible. Tied to the 2012 elections is the ongoing efforts to investigate and bring to book the perpetrators of the 2007/8 post-election violence and its related crimes against Kenyans. The indictments by the International Criminal Court (ICC) and the reaction by the Kenyan Government and its people are going to be key political pointers with an impact on the 2012 elections, the future of the country and consequently, the work of YAA in implementing this Strategic Plan.

The level of corruption in Kenya continues to be a major issue on the political front. Available evidence shows that corruption status remains largely unchanged despite various measures taken by the government, such as the enactment of the Anti-Corruption and Economic Crimes Act 2003 which led to the establishment of the Kenya Anti-Corruption Commission (KACC) to fight corruption. The Public Officers Ethics Act that requires government officials to declare their wealth annually as a way of deterring illegal accumulation of wealth is another effort towards war on corruption. This unfortunate situation requires a strong unified and voice especially by youth not only by condemning vice, but also in providing alternative leadership to rescue Kenya.

The new Constitution provides a framework for good governance. Firstly, it seeks to give the anti-corruption agency constitutional status, and thus enhances its role and authority in the fight against the graft. Secondly, its provision on leadership and integrity, if applied objectively and strictly, will lead to an increase in the effectiveness of the fight against corruption, and provision of servant leaders. Article 100 of the constitution provides for the development of legislation to promote representation of youth, women, disabled, minority and marginalized groups in parliament. The same Constitution in article 55 provides a good framework for upholding the rights of young people in political, social and economic opportunities. In the past, development of legislation has taken a top-down rather than a bottom-up approach. Given the prevalence of patronage politics and the minimal political will to push for youth friendly legislation, a bottom-up approach in demanding for such legislation is the only viable option. There is, therefore, need for active citizen participation in the development of the aforementioned legislation. This will include awareness creation, conducting research on youth participation and development in Kenya, as well as identifying loopholes in existing legislation. It, critically, calls for active youth engagement in developing legislative proposals.

Despite these spirited efforts, Kenyan citizens still have limited access to justice processes, in particular vulnerable groups like women, geographically marginalised people, internally displaced persons and youth. This problem is twofold. On the one hand, the people are either ignorant of the law or have little knowledge of their basic human rights and the available justice institutions and processes. This is mainly due to the mystification of the judicial system, the negative attitude the people have towards the Judiciary and the executive arms of government and sheer ignorance.

On the other hand, the Justice system and its players have not been effectively and efficiently responding to the needs of the youth and other marginalised groups in Kenya. They have not been respecting and upholding the rights of the citizens. Furthermore, there exists some disconnect between the system and the people it is meant to serve! The justice system has not been easily accessible to the public, a fact clearly recognised in the Judiciary Performance Improvement Project as a major challenge facing the judiciary. YAA must, therefore, must champion for a Judiciary that is effective and fair in the dispensation of justice.

### 2.3 Economic Environment

The Kenyan economy enjoyed a remarkable improvement in its performance between 2002 and 2007, achieving a high rate of GDP growth of 6.9 percentage. This successful period followed two decades of erratic performance and near

stagnation of the economy. At 7.8 per cent, the projected growth for 2008 had been even more impressive. This figure was not achieved due to the violence that followed the contested presidential elections of December 2007. Despite this setback, the country is now slowly regaining macroeconomic stability, though with much reduced GDP growth. Yet the economy and its improvement remains key to Kenya’s progress. After all, it was the main foundation for the development of Vision 2030. The Economic Pillar of the vision is one of the three foundations of the Vision with a target of attaining a GDP growth rate of 10 per cent by 2030, and a middle-income status within the same period.

However, within the economic framework, the youth face several challenges. Firstly, the levels of unemployment and underemployment remain and are projected to continue being high. The number of young Kenyans hunting for jobs is very high as a result of reasons ranging from lack of sufficient jobs and requisite skills. Many of those employed do not get wages commensurate with their training, not to mention that majority are in the informal sector.

The education system in Kenya has continued to produce graduates who are inadequately equipped to face the job market. Moreover, job opportunities in the economy presently are substantially low compared to the supply of graduates coming into the market annually from tertiary and higher educational institutions.

Consequently, many young people have resorted to self-employment to survive. The lack of employment opportunities has placed many young people at risk, and contributes to rising levels of youth delinquency. Statistics from the Youth Fact Book show that while the working age population is inactive, formal jobs that they heavily are declining, while the informal sector continues to grow exponentially. Currently the informal sector is growing at 17.2% per annum. This means that the education curriculum has to be re-modeled in such a way that young people focus more on job creation as opposed to job seeking.

Although the Government preaches entrepreneurship and self-employment among the youth, there are relatively few micro-financing initiatives specifically targeted at the youth. NGOs and lending institutions implement most of these initiatives. Many NGOs have provided youth training programmes aimed at enhancing life skills, job training and entrepreneurial skills. However, these initiatives appear too small in scale and lack sufficient resources to tackle the full scope of the youth unemployment for meaningful impact.

2.4 Social Environment

Young people in Kenya are greatly affected by the environment within which they live and operate. While a lot of societal issues can be discussed as influencing youth, this review focuses on a few that are critical to the operations of the Youth Agenda. These include: Health (especially the HIV/AIDS pandemic), drug abuse, crime and values.

Health-related challenges, with special focus on HIV/AIDS pandemic, is critical to young people. Firstly, youth form a big component of the sexually active population and thus are at a greater risk of contracting HIV/AIDS. Statistics reveal that the highest percentage of those infected with the diseases is youth. This calls into focus the need for HIV/AIDS interventions to target this sector of our population.

As a result of the pandemic, a lot of youth are also being saddled with parental responsibilities that come with heading households and fend for their siblings from a very early age due to the demise of their parents. Addressing the pandemic and its effects amongst the youth should be dealt with within the larger framework of responding to health-related challenges affecting the youth, including access to drugs and primary health care.

Drugs and substance abuse is the other key challenge that the youth and Kenya face and this calls for intervention. A lot of young people get exposed to alcohol and other drugs from an early age. This interferes with their growth and education. As they grow up they continue to abuse these drugs, taking them as a way of running away from reality. The continued intake and abuse of drugs and other substances not only endanger their lives and health, but also contribute to their delinquent behavior. Interventions are, therefore, necessary to address this pandemic.

According to the IEA Fact Book, crime is basically associated with young people. 53% of all crimes in Kenya are committed by those between the ages of 16 and 25 years. A specific feature of crime that is particularly important is political violence. While the use of violence has been a hallmark of many political and electoral processes in Kenya, the increase in the involvement of young people in politically-related violence is a serious issue that requires attention and focus.
The Social Pillar forms the third component of Vision 2030. At the heart of reforming society is to address social issues. A key social issue is the value system of our society. Part of the problem in Kenya’s leadership is due to lack of a value system. In addressing youth issues, the place of values becomes extremely critical. Luckily, the new Constitution identifies this too and places the discourse on national values at the centre of implementing and adhering to the new Constitution.

2.5 Technological Environment

Information and communication technologies (ICTs) is changing the lifestyles of youth in the global economy. ICT has affected leisure habits, as larger portions of socializing among the youths will continue to take place through mobile phones and the internet. The increasing use of ICT presents both opportunities and challenges in terms of the social development and inclusion of youth. It can empower young people and improve their lives through access to education, employment and useful social forums among other benefits. As ICT has become a significant factor of development, it has a profound impact on political, economic and social life of young people.

Looking forward, the major challenges, therefore, include introducing new information and communication technologies among the youth as a means to promote social action and community development through electronic communications, e-learning and e-commerce.

Overall, and based on the above PESTEL review, YAA is alive to the emerging trends and the context within which it will be implementing this strategic plan. It will therefore seek to take advantage of the emerging opportunities while being mindful of the potential challenges that the environment poses to its work.

2.6 Strengths, Weaknesses, Opportunities And Threats (Swot) Analysis

Flowing from the PESTEL analysis above, YAA also undertook a SWOT analysis as part of the planning process. The strengths, weaknesses, opportunities and threats identified are summarized below:

2.6.1 Strengths Of YAA

**Long and Positive Track Record:** Established in 1996, YAA has remained focused on its mandate of championing youth issues. It has done so consistently and with positive results, earning the admiration and respect of its peers, collaborators and the wider public. To date, it remains the premier young people’s organizations in Kenya. Due to its long history, it has also matured as a national organization.

**SMS Web Interface Infrastructure and Media Relations:** Unlike many organizations, Youth Agenda has invested in an SMS Web interface infrastructure that it uses to monitor, influence decisions and promote public education. This infrastructure is utilized by over 5,000 youth in the YAA database. The Youth Agenda has a track record in working and dealing with media.

**Extensive and Widespread Network:** YAA has sought to build and sustain a network of young people throughout the country. As a result of its trainings, advocacy and other engagements, it has a national network of young people who identify with its work and trace their engagements on youth issues to YAA’s support and collaboration. The leadership programme has an alumni network of 1,082 youth leaders across the country. The network has grown beyond the independent youth to 47 youth organizations and groups that are members of YAA.

**Revitalized Board:** YAA has successfully transitioned from the founding Board of Directors to a new and equally energetic Board with fresh ideas and new enthusiasm which will not only sustain the organization’s growth trajectory, but also inject fresh vistas, improve governance and set the pace for effective implementation of the Strategic Plan.

**Dedicated and Professional Staff:** YAA has a dedicated and professional staff who run the secretariat. This will be
instrumental in the design and implementation of projects during the life of this Strategic Plan. They have been competitively recruited, and have been with the organization long enough to learn the culture and systems of YAA. YAA also has a very strong volunteer and internship process that continually acts as a nursery for nurturing new talent.

**Donor Goodwill:** Because of its track record and past relationships, YAA has been in strong partnerships with several donors in the country. They value the work that YAA does, are supportive of it and confident of its quality and impact. They therefore form a strong bedrock of financial and technical support for the future of YAA’s programmatic interventions.

### 2.6.2 Weaknesses

Despite its past successes, YAA still faces several weaknesses that require to be dealt with as part of ensuring greater success in its future interventions. The key weaknesses identified as part of the strategic planning process included:

- Weak engagement with the private sector;
- Inadequate communication of MERL results;
- Project Focus: YAA has not grown from its initial projects-driven operations. Its funding is largely around projects and not programmes, thus impinging on sustainability and impact;
- Weak donor base: The number of funders is thin and the extent of the funding is also limited, causing YAA to have a weak and insecure financial base and over reliance on a few donors;
- Weak attribution and protection of ideas: due to increasing competition, a lot of YAA’s ideas have been appropriated by others. This has arisen due to YAA’s weakness in protecting its ideas and innovations;
- Weak systems: Despite a long history, YAA’s human resource and financial systems and procedures are not yet fully applied. In addition, use of technology to enhance financial management is still weak;
- Over-focus on Youth as individuals as opposed to as organized groups to enhance impact;

### 2.6.3 Opportunities

There exists several opportunities that YAA can seize and take advantage of during the plan period.

**Implementation of the New Constitution:** The contribution of YAA in the Constitutional review process is positive and widely acknowledged. This gives YAA a very good base to proceed from in engaging in the process of the new Constitution. At the heart of YAA’s work is to mainstream the involvement of young people in the process of re-engineering the Kenyan state. The new constitution not only provides numerous opportunities for this reform process but also avenues for young people’s involvement. The entire process of reconstituting the three arms of government and establishing new and independent institutions, coupled with the requirements of Article Six on leadership and integrity give YAA a great opportunity of up scaling and bringing to bear its flagship program on development of ethical and value driven leadership.

**Prioritization of Young People’s Issues:** There is increasing focus on youth issues both within government and national policy processes. The work of the Ministry for Youth, implementation of the Youth Policy, focus on youth unemployment, international and donor agency appreciation of youth issues all provide great opportunity for YAA to exploit in enhancing the scale, reach and support of its programmes.

**Regional Integration:** The renewed drive towards regional integration and globalization efforts provides unique opportunities for YAA to expand the scope of its activities beyond Kenya, develop regional and international networks and partnerships and employ new and innovative technologies such as the use of social media.

**Presence of Critical Mass of Youth in Decision-Making Platforms:** While still not as many as one would wish, the number of youth in decision-making places (from civil society, donor agencies, private sector, the legislature, government and independent institutions) is much greater than it was ten years ago. Their coordination and activation through YAA would greatly enhance the influence of youth. This is a huge opportunity that YAA needs to exploit.

**Strength of demographics:** From the latest census results youth form the majority of the population. These numbers, if properly harnessed, provide a huge potential for creating change and impact on the Kenyan society.
Demand for knowledge and youth resource centres: The work of YAA over the past fifteen years places it at a vintage point of evolving into a think-tank and a resource centre for youth and youth organizations in Kenya. This is only possible through institutionalization of Youth Agenda for it to become a one stop-shop for youth policies, reports, resources (financial or human) and physical space for its constituents.

2.6.4 Threats

Increased Competition: Unlike fifteen years ago when YAA was the sole youth advocacy and policy organization, there is now increased competition from many other youth players. The threats that arise from this are increased competition for resources and efforts to steal YAA ideas by other organizations and individuals, and who in turn pass them off as their original work.

Impact of the Next Elections: Due to the political nature of some of YAA’s work and interventions, the next elections especially in relation to the high stakes involved, its potential for ethnic divisions and tensions have potential to negatively impact on YAA’s work.

Dwindling Donor Resources: The continued over-reliance on donors to support the work of YAA, shifting donor priorities and conditionality have the potential of threatening YAA’s projected growth and performance.

YAA Physical Location: There is a growing perception that an organization based in Nairobi and focusing on policy and advocacy like YAA is not in touch with the needs and aspirations of the majority of Kenyan youth at the grassroots. While these accusations are not true, they have the potential of threatening the reach and extent of YAA’s work around the entire country. Consequently the lack of existing Youth Agenda Center is a threat to YAA and young people interventions.

2.7 Lessons From The Past

Based on a scan of the environment and the SWOT analysis, YAA sees that its success will be determined by the extent to which it takes into account past lessons and incorporates several strategies. Factors that have been identified as being imperative for the success of the implementation of this strategic plan include:

• Mobilizing and organizing young people around the new Constitution;
• Mobilizing and providing alternative leadership;
• Offering young people alternative and innovative ideas of economically empowering themselves;
• Researching, Documenting and Disseminating youth status reports;
• Media outreach i.e. contribution on newspapers and TV;
• Exploring partnership with media;
• Collecting and stocking youth related materials;
• Establishing local and regional contacts;
• Setting up a service provision desk;
• Ensuring understanding, regular and constant interactions with the youth. This is in order to effectively harness, nurture and develop young people as per our mission;
• Curving out a niche in a specific area(s) to ensure YAA’s visibility;
• Developing a sound financial base;
• Strengthening the organizational structure based on YAA’s Core Values.
• Building and setting up a Youth Agenda Centre.
Chapter 3

Strategic Focus And Programme Structures

3.1 Strategic Focus Areas

Based on its past mandate, past performance and a thorough SWOT analysis undertaken as part of developing this strategic plan, YAA has developed four key priority areas of focus to pursue during the plan period. Under each area of focus, key results and objectives to inform delivery of results have also been identified as follows:

Strategic Area I  Capacity building and leveraging the influence of youth on leadership, governance and development in Kenya
Strategic Area II  Promoting Social and Economic Rights of young people in Kenya
Strategic Area III Extensive research and establishment an information hub on youth issues for advocacy
Strategic Area IV  Strengthening the institutional framework, governance and resource base for Youth Agenda and attainment of a vibrant public brand presence

3.2 Objectives and Strategies

Strategic Area One - Capacity Building And Leveraging The Influence Of Youth On Leadership, Governance And Development In Kenya

Leadership is at the centre of recreating the country. Indeed, leadership is the foundation of every successful democracy. Kenya’s new Constitution places premium on the quality of leadership and the need for such leadership to be based on values and ethics. Since inception, YAA has recognised the need to encourage youthful leadership based on ideas, vision, values and ethics. During the plan period, YAA will seek to consolidate its work on youth leadership training, mentorship and support. The expected result will be improved leadership capacity of youth and influence in development processes in Kenya.

This focus area, however, sees leadership as a central plank within the wider context of increasing the contribution of youth in democratic development in the country. It thus, in addition to nurturing youth leadership, will seek to contribute to the process of implementing the new Constitution of Kenya.

The journey towards a new Constitution has been long. Youth and YAA have played instrumental roles in that journey and their aspirations are well captured throughout the document. The challenge for the future is to ensure that the implementation process is objective and ensures that the gains for youth are protected and implemented in a manner that delivers the greatest benefit for youth and Kenya as a country. From the experiences during the post-election violence after the 2007 general election, YAA shall seek to promote national cohesion and integration, especially amongst the youth of Kenya to promote values of transparency and accountability.

Objectives

The outcomes shall be pursued under four objectives:

• To train and increase the number and quality of youth in leadership;
• To harness the voice and contribution of young people in the implementation of the new Constitution of Kenya;
• To facilitate an environment where youth can promote a peaceful, cohesive Kenya;
• To undertake critical action-oriented policy research and enhance legislative support on youth, leadership and governance;
Strategies and Activities

The realization of the above objectives will be undertaken through several strategies and activities. These include, amongst others:

- Political Leadership Trainings for youth aspiring for leadership to competently influence policy and development;
- Organising youth trainings for students, civil society and youth in the private sector;
- Civic, voter and political education on the New Constitution for civic engagement;
- Developing and implementing an active youth mentorship programme;
- Undertaking public education and advocacy programmes amongst the youth to promote national cohesion and respect for diversity;
- Monitoring and supporting implementation of the new Constitution with input from youth;
- Inculcating values and national principles among the youth by informing, monitoring corruption, violence and institutional failures;
- Networking and strategic linkages among the youth and policy makers.

Strategic Area Two – Promoting Social And Economic Rights Of Young People

Kenya’s Vision 2030 correctly situates young people at the centre of the social pillar. The Plan envisages a just and cohesive society that enjoys equitable social developments that guarantee better living standards to all. The new Constitution under the bill of rights provides promises all Kenyans economic and social rights in terms of education, health, housing, clean water and social security. The population below the age of 35 constitute 78.2% and the Constitution expects the state to take certain deliberate measures that would ensure they have access to education, employment, protection from harmful cultural practices and participation in social, economic and other spheres of life.

Youth Agenda recognizes that a number of efforts have been made to ensure youth participate in the political sphere of life, but there are inadequate measures in place to deal with the increasing rates of unemployment, quality education, social security rights and freedoms. It is due to this that the organization seeks to champion and improve youth social and economic opportunities in the realisation of Kenya’s Vision 2030.

Of priority, Youth Agenda will design interventions geared towards creating economic awareness amongst young people while equipping them not just with the skills to venture into business but also pointing them in the direction of existing business opportunities and how they can take advantage of them to improve their livelihoods.

Objectives

The broad objectives include:

- To increase the understanding of social and economic rights among the youth as a way of promoting a better living standards
- To enhance youth access to economic and social opportunities as guaranteed in the Constitution through audit, researches, advocacy and linkages.

Activities and Strategies

- Research, Surveys and Analysis of Social and Economic Rights;
- Building capacity of youth on the specific rights –the provision and protection of those rights;
• Increasing youth access to business opportunities and financial services;
• Engagement with media, private sector and government to provide social and economic opportunities;
• Policy Advocacy Campaigns on the Vision 2030 Medium Term Plan, Youth Marshal Plan, National Youth Policy review, Youth Enterprise Development Fund;
• Organise Economic Value Chain Linkage forums;
• Facilitate Learning Platforms and Information sharing of business opportunities and services;
• Lobbying and Influencing the reforming of the school curriculum to include entrepreneurial skills.

Strategic Area Three – Extensive Research And Establishment Of An Information Hub On Youth Issues For Advocacy

The need for YAA to generate research for its information hub is critical to young people and their respective organizations. Strengthened research and development will help YAA identify new areas of focus and strategies. Through this plan, YAA will also assume the watchdog role over the use of Youth Enterprise Fund and the implementation of the National Youth Policy and other related programmes.

The youth populace is now recognized as an important stakeholder in governance and development processes not just in Kenya, but the world at large. However, there is still lack of a central repository for youth-focused information emanating from research or otherwise. While the Youth Agenda has striven to provide youth-focused information to the youth and other critical constituencies in the country, we aim to form a central repository that entails all information on youth issues in Kenya and the East African region. This will involve collecting, storing and analyzing relevant data and information as well as building a user-friendly and accessible physical and virtual resource center and database. The aim is to enable YAA to serve as the one-stop source of all research and public documents on youth issues. Any individual seeking data and documents on the status of youth and youth related issues should be able to access the same from the information hub situated at the Youth Agenda Center. The expected result will be an information hub on youth issues established as a tool for mobilizing and sensitizing the youth on critical issues of governance, entrepreneurship and leadership.

Objectives
Under this focus area, YAA’s specific objectives shall be:

• To conduct/commission relevant thematic research on youth related issues for decision making and advocacy;
• To establish and maintain a comprehensive and updated online and physical resource centre on youth-related issues;
• To expand YAA’s networks within and across Kenya’s borders.

Strategies and Activities
In pursuit of the above objectives, YAA shall:

• Undertake cutting edge research on topical youth issues, publish and disseminate the same to youth, youth groups, Members of Parliament, government and other stakeholders;
• Create an online youth resource centre;
• Upgrade, update and continually maintain its physical resource centre, equipping it with key information and facilities for access and reproduction of materials subject to copyright laws;
• Sustain communication and media relations documentation and publicize the results of all its work;
• Expand and intensify YAA networks and collaboration.
Under this strategic focus area, YAA shall seek to improve its institutional framework and resource base. After close to fifteen years of operation, YAA has built a national profile and widened its mandate to reflect a sound institutional base. The Youth Agenda through this five-year strategic plan seeks to build a Youth Agenda Center which is to provide young people with a well managed and modern facilities for activities. The idea is to make Youth Agenda sustainable and help deliver its services to young people together with other youth organizations. The project will be implemented in four phases:

- Phase I - Acquisition of Land
- Phase II - Design and construction
- Phase III - Building and finishing the facility
- Phase IV - Equipping and staffing

(For a pictorial version of the Youth Agenda Center, please look at the annex of this document)

We intend to solicit for support from former beneficiaries of Youth Agenda, young people, the private sector, government, development partners and other well wishers. In addition to institutional development, we will also address the issue of YAA legal status, improve the capacity of its staff and strengthen its governance frameworks. Successful delivery of this plan requires a sound financial base and adequate resources. YAA will, therefore, seek to expand and diversify its resource base not just to its traditional financial partners but also other funders, notably the private sector.

Objectives
The objectives to be pursued so as to realize the above results are:

- To enhance YAA’s public image and visibility;
- To generate income for setting up a Youth Agenda Center;
- To improve Youth Agenda’s human resource base;
- To deepen the Board’s governance, oversight and accountability procedures and systems, and;
- To diversify and maintain a sustainable resource base for YAA’s sustenance and operations;
- To institutionalize YAA by building a Youth Agenda Center.

Strategies and Activities
To realize these objectives, YAA will pursue the following specific strategies:

- Develop, update and implement Staff and Board policies (including Personnel and Board Policies);
- Register the Youth Agenda Company Limited by Guarantee;
- Undertake capacity building and skills development trainings for staff and Board;
- Developing and implementing a diverse resource mobilization strategy to include partnership with the private sector;
- Employing and retaining the best talent;
- Organizing regular donor round tables;
- Moving to an institutional and programme/core support and funding for YAA’s programmes;
- Commencement an endowment for YAA’s Center;
- Building the capacity of member organizations to fully discharge their mandate.

3.3 Programme Structure
In realizing the above results, YAA will carry out and consolidate its programming, implementation, monitoring and reporting around four programmes with the following broad themes.
I. **Leadership and Governance:** This program will involve capacity building for youth on leadership and governance. The training and related support services will be geared towards equipping young people with new knowledge, skills, transforming their attitudes and supporting them through linkages and networks. While training for political leadership has and will continue to be a key pillar for this programme, the focus will be on leadership, values development and citizen responsibility.

II. **Social and Economic Rights:** The aim of this programme is to champion and improve youth social and economic opportunities specifically education, unemployment, consumer rights and social security. These shall be done through rights and responsibilities awareness initiatives in institutions of learning and at community level, legislative engagement, research and audits as well as strategic linkages and networking.

III. **Knowledge Generation and Management:** The goal of this programme is to respond to the increasing demand for knowledge by establishing an Information hub through research, communication, networking, policy development, monitoring and advocacy. YAA envisages a one-stop shop for youth policies, legislation, manifestos, reports of various issues affecting youth, and baseline surveys. This program will seek to establish YAA as a premier youth information source where all policy and related international, regional and national policy, research and related information on youth issues is available and accessible. It shall also seek to create a vibrant public brand on youth issues.

IV. **Institutional Development and Governance:** This programme is a support program geared towards strengthening the administrative, financial and governance systems and frameworks of YAA. It will ensure an existing Youth Agenda Center, qualified staff are hired, trained, retained and motivated. It will also address human resource procedures and systems. The Program will be responsible for administrative and support functions for effective running of YAA.

On financial matters, it will be the responsibility of the program to ensure compliance with statutory financial and audit requirements, financial prudence and accountability. It will seek to deepen and diversify the organisation's resource base and ensure the organisation continues to be a going concern on a sustainable basis. It will also seek to build a long-term future for YAA by amongst other things working towards YAA having its own building or physical office space and creating an endowment fund.

**Programme Implementation Approaches**
Organizational And Management Structures And Systems

4.1 Coordination Of Implementation

The successful implementation of this strategic plan heavily depends on diligent team work, effective communication and solid structures. At the heart of these is an effective internal coordination between programmes and within the entire organization on the one hand, and with the youth of Kenya on the other. As the organogram below shows, the relationship between Youth Agenda and membership organizations is intended to effectively enhance the making of vertical and horizontal linkages to put youth at the centre of policy and decision making in Kenya.

The overall responsibility for implementing this strategic plan will be that of the Board of Directors - through its three main committees - and the Chief Executive Officer who is also the secretary to the Board. The committees organised around the strategic areas are:

1. Institutional Development (to be responsible for resource mobilization, Human resource and Administration oversight)
2. Finance and Audit (to be in charge of financial management issues, legal compliance with statutory requirements and audits)
3. Programmes (to interface and advise the Secretariat on programme conceptualization, implementation, monitoring and evaluation. It will also be responsible for research issues.)

The office of the Chief Executive Officer will undertake the overall coordination and management of the strategic plan implementation through the secretariat management committee. This committee comprises the two Programme Managers and the Finance and Institutional Development Manager, with the CEO as the chairperson. The Committee shall provide programme management support, coordination and primary oversight. Their reports shall be the principal tool for interfacing with the Board and thus aid both the CEO and the board to coordinate and oversee overall programme development and implementation throughout the plan period.

The tier below the Secretariat Management Committee shall consist of Programme Teams headed by the Programme Managers. They will be responsible for the day-to-day implementation of agreed strategies. Their tasks will include:

1. Conceptualising, identifying, formulating and designing programmes and projects in the core areas of focus
2. Developing operational plans for their programme areas
3. Developing funding proposals and identifying funding sources, and fundraising for projects and programmes under their programme areas
4. Supervising and coordinating the implementation of programmes and projects directly under their jurisdiction or through the line officers
5. Monitoring, evaluation and reporting

The Finance and Institutional Development department will be responsible for the overall management of Institutional growth, support and sustainability with respect to human resources, financial resources, procurement, administration, physical office management and support to member organisations.
YAA’s Organisational Structure
4.3 Policies And Systems

The Youth Agenda has in the last two years developed and now has in place operational policies and procedures that reflect the moral, ethical and legal position of the organization. During the plan period, the management will invest more time in operationalising the polices and systems with respect to human resources, finances, governance, quality operations of programmes and day to day operations of the organization. Of great priority will be strengthening technical and managerial capacities of the board, staff and member organisations. It will seek to ensure respect for the commitment that the organisation shall at all time and at all levels be run by persons below the age of 35 years.
Chapter 5

Monitoring, Evaluation Reporting And Learning

5.1 Introduction

An effective strategy should not only be coherent and well designed but also be fully and systematically implemented. To ensure progress in the achievement of the set objectives and desired results, Monitoring, Evaluation, Reporting and Learning (MERL) are key components. Through MERL, YAA will be able to track progress, measure results and report achievements and impact realized. Based on the experience from the implementation of the first Strategic Plan for YAA, the organization will enhance its results-based approach to programming and implementation, and develop sound MERL frameworks. In 2010, YAA was recognised as a leader in monitoring and evaluation through the Civil Society Award (CSOYA).

YAA believes that it is critical that all planned activities and corresponding outputs be effectively monitored and appropriate reports made for timely information, early corrective action and lesson learning.

5.2 Monitoring, Evaluation And Reporting Framework

The overall responsibility for overseeing the implementation of the Strategic Plan vests in the Board of YAA. YAA shall delegate day to day implementation responsibility to the CEO who shall be assisted by the staff at the Secretariat.

As part of its ME&R processes YAA shall adopt the following strategies:

- Develop an operational plan, each year with clear activities, budgets, indicators and means of verification for each objective under the four focus areas;
- The management team comprising the 2 Programme Managers and Finance and Institutional Development Manager and chaired by the CEO shall, based on the action matrix and annual operational plans and budget, continuously track results and hold monthly review meetings;
- All programme officers will be responsible for monitoring of their respective programmes. Monitoring tools (forms) shall be developed and filled by the programme officers and submitted to the management committee every month; Quarterly board progress and performance review meetings shall be held. At these meetings, the CEO shall prepare and present programme progress reports;
- YAA shall organize annual reflection and review meetings between the staff and Board, and based on the sessions, annual operational plans for the next year will be developed and approved in accordance with the strategic plan;
- Annual Reports will be prepared covering both financial status and narrative statements on implementation of activities. The Annual reports shall be shared widely with partners, donors and stakeholders;
- The CEO, Board of Directors, donors, private sector supporters shall be encouraged to personally attend some of YAA’s activities so as to keep track of the implementation process;
- YAA shall also prepare and submit narrative and financial reports to donors in accordance with funding agreements;
- An end of strategic plan review of both the organization and implementation of activities shall be undertaken by an external consultant so as to document achievements and point out lessons for the future;

5.3 Baseline and Indicators

For successful monitoring and evaluation of this Strategic Plan, it is important that baseline data be collected on each of the focus areas. This data shall enable the programmes to set targets and measure success in the achievement of the results and realization of the objectives. It will also help develop micro-level indicators. This section, however, sets out the key indicators for each result area around the proposed objectives.
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<tr>
<th>Objective</th>
<th>Indicators</th>
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<tr>
<td><strong>Key Result One: Improved leadership capacity and value system of youth and influence on governance development processes in Kenya.</strong>&lt;br&gt;Objective One: To train and increase the number and quality of youth leadership in Kenya</td>
<td>• Increase in number of young men and women in leadership positions&lt;br&gt;• Positive contribution by youth in leadership positions&lt;br&gt;• Existence of an operational mentorship programme&lt;br&gt;&lt;br&gt;Objective Two: To harness the voice and contribution of young people in the implementation of the new Constitution of Kenya.</td>
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<td><strong>Key Result Two: Enhanced access to social and economic opportunities</strong>&lt;br&gt;Objective 1: To increase youth understanding on social and economic rights that enhances better living standards</td>
<td>• Increase in number of youth aware of the social and economic rights&lt;br&gt;• Youth in demand of their social and economic rights&lt;br&gt;• Participation of youth in devolution process</td>
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| **Objective 2:** To enhance youth access to economic and social opportunities | • Number of Researches conducted  
• Number of government driven youth empowerment programme  
• Number of Value Chain Linkage Forums  
• Access to quality and relevant education system in Kenya  
• Operationalisation of the Youth Marshal plan  
• Number of skill, attitude and knowledge based meetings in primary, high schools and institutions of higher learning |

| Key Result Three: Extensive Research and establishment of an information hub on youth matters attained |

| Objective 1: To undertake research, policy analysis, monitor, lobby and advocate for development and implementation of social economic youth supportive laws and policies including Vision 2030 plan | • Adoption of Youth friendly policies and laws  
• Engagement level in the design of Medium Term Plans and implementation of Vision 2030  
• Increased awareness of youth on social and economic issues  
• Number of Policy Advocacy campaigns  
• Media coverage of YAA’s policy research |

| Objective 2: To establish and maintain a comprehensive and updated online and physical resource centre on youth related issues | • Existence of both a physical and online resource centre  
• Extent of usage of the resource centre  
• Number of materials and documents acquired for the resource centre |

| Objective Two: To Expand YAA’s networks within and across Kenya’s borders | • Number of YAA regional offices established  
• Number of partnerships and collaborative initiatives  
• Number and capacity of YAA members |
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<tr>
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<tbody>
<tr>
<td>Objective 1: To improve Youth Agenda’s Human Resource Base</td>
<td>• Increase in number of staff employed at YAA</td>
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<td></td>
<td>• Increased in levels of competence and motivation of staff</td>
</tr>
<tr>
<td></td>
<td>• Enhanced application of human resource policies and procedures</td>
</tr>
<tr>
<td>Objective 2: To deepen the Board’s governance, oversight and accountability procedures and systems</td>
<td>• Adoption and application of a Board Policy</td>
</tr>
<tr>
<td></td>
<td>• Regular Board meetings</td>
</tr>
<tr>
<td></td>
<td>• Regular audits of finances of YAA</td>
</tr>
<tr>
<td></td>
<td>• Level of attendance of Board at YAA’s activities</td>
</tr>
<tr>
<td>Objective 3: To diversify and maintain a sustainable resource base for YAA’s sustenance and operations</td>
<td>• Increased in number and diversity of donors and partners supporting YAA</td>
</tr>
<tr>
<td></td>
<td>• Existence of an operational fund-raising strategy</td>
</tr>
<tr>
<td></td>
<td>• Number of donor roundtables convened</td>
</tr>
<tr>
<td></td>
<td>• Amount of institutional and programme fund raised annually</td>
</tr>
<tr>
<td></td>
<td>• Increased number of member organisations contributing youth development in Kenya</td>
</tr>
<tr>
<td>Objective 4: To enhance YAA’s public image and visibility</td>
<td>• Level of Media presence and coverage of YAA and its activities</td>
</tr>
<tr>
<td></td>
<td>• Number and diversity of publicity materials produced</td>
</tr>
<tr>
<td>Objective 5: To Institutionalize YAA by building a Youth Agenda Center</td>
<td>• Youth Agenda Center</td>
</tr>
<tr>
<td></td>
<td>• Number of youth accessing and using the centre</td>
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Annex L:________________________

Introduction
Implementing a Strategic Plan requires the commitment of financial resources. It is imperative that the financial requirements of the Strategic Plan be based on the objectives to be achieved and requisite strategies and action plans. The Plan must also show how those resources are to be sourced. This annex indicates the financial requirements and the sources of financing the capital and recurrent expenditures of the Youth Agenda.

Financial Projections
The current annual institutional budget is KES.35million to 40 million. Of this amount, 30 percent is used on administrative costs while 70 percent is taken up by projects costs. Our target is KES. 60million during the first year. Subsequent years have an increment of 5% on the budget. Detailed budgets will be developed within the context of annual operational plans. However, this section contains the summary of the required sums to help realize the plan over the five-year period.
<table>
<thead>
<tr>
<th>LEADERSHIP &amp; GOVERNANCE</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
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<td>Leadership Training and Support</td>
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<td><strong>Sub total</strong></td>
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<td>22,000,000.00</td>
<td>24,200,000.00</td>
<td>26,620,000.00</td>
<td>29,282,000.00</td>
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</tbody>
</table>

<table>
<thead>
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</tr>
</thead>
<tbody>
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<td>Youth Empowerment: Education and Economic rights</td>
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<td>11,000,000.00</td>
<td>12,100,000.00</td>
<td>13,310,000.00</td>
<td>14,641,000.00</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td>10,000,000.00</td>
<td>11,000,000.00</td>
<td>12,100,000.00</td>
<td>13,310,000.00</td>
<td>14,641,000.00</td>
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<table>
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<th>KNOWLEDGE GENERATION &amp; MANAGEMENT</th>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
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<td>Communication and Media Outreach</td>
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<td>7,150,000.00</td>
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<td>Research</td>
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<td>13,310,000.00</td>
<td>14,641,000.00</td>
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<tr>
<td><strong>Sub total</strong></td>
<td>20,000,000.00</td>
<td>22,000,000.00</td>
<td>24,200,000.00</td>
<td>26,620,000.00</td>
<td>29,282,000.00</td>
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<table>
<thead>
<tr>
<th>INSTITUTIONAL DEVELOPMENT &amp; GOVERNANCE</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
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<td>Capacity building for member organisations</td>
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<td>1,903,330.00</td>
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<td>Annual review meeting</td>
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<td>550,000.00</td>
<td>605,000.00</td>
<td>665,500.00</td>
<td>732,050.00</td>
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<td>Institutional branding</td>
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<td>Staff Socials and Board meetings</td>
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<td>Motor vehicle</td>
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<td>Setting up a Youth Information Hub and Centre</td>
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<td>Capacity building for Board and Staff</td>
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<td>363,000.00</td>
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<td>Personnel Costs</td>
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<td>Administration Overheads</td>
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<td>5,517,600.00</td>
<td>6,069,360.00</td>
<td>6,676,296.00</td>
</tr>
</tbody>
</table>

| **Sub Total** | 43,000,000.00 | 47,300,000.00 | 52,030,000.00 | 57,233,000.00 | 62,956,300.00 |

| TOTAL OPERATION BUDGET | 93,000,000.00 | 102,300,000.00 | 112,530,000.00 | 123,783,000.00 | 136,161,300.00 |
Annex II:

Youth Agenda Center
BOARD OF DIRECTORS

Hussein Mohamed
Chair
Board of Directors

Sonia Rasugu
Treasurer
Board of Directors

Robert Soi
Director

John Kiarie
Director

John Wali
Director

Caroline Oduor
Director

Onesimus Kipchumba
Director

Katindi Sivi Njonjo
Director

Susan Kariuki
Chief Executive Officer &
Ex-Officio Director