

the youthcafe

Amplifying youth voices

2018 - 2023 STRATEGIC PLAN

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LIST OF ABBREVIATIONS

ED	EXECUTIVE DIRECTOR
BOD	Board of Directors
HE	His Excellency
HIV/AIDS	Human Immuno 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
TYC	The YouthCafe
YLDP	Young Leadership Development Programme
KYM	Kenya Youth Manifesto
AUYC	Africa Union Youth Charter
UN-WAPY	United Nations World-Wide Action Plan for Youth
EACYP	East African Community Youth Policy
KYEL	Kenya Youth Enterprise Labs
KYPB	Kenya Youth Participatory Budget

Acknowledgments

The Youth Cafe (TYC) envisions an equitable and fair society in which young men and women fully enjoy their 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. TYC has aligned its vision and mission to this national development blueprint, anchored in the 2010 Kenyan constitution and regional and international youth policy frameworks such as EACYP, UN-WAPY AND AUYP

TYC's strategic plan will be guided by four strategic objectives namely: strengthening the institutional framework, governance and resource base for The Youth Cafe 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, national, regional and international development.

TYC 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 Chairperson, Treasurer, and Executive Director. Their unwavering support and commitment to the entire process was invaluable.

Secondly, we register our gratitude to the The Youth Cafe staff who worked tirelessly with an aim of accomplishing a successful and achievable strategic plan.

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 appreciated our regional co-ordinators, our partners from YALI East Africa Regional Learning Center Alumni, National Council for Persons living with disability, Africa leadership Center, Laikipia County Youth Network, National Gender and Equality Commission, Kenya National Human Rights Commission Coalition for Kenya Youth Manifesto, Youth Living in the diaspora Consultants, Ministry of Youth Affairs, Youth Enterprise Development Fund team, Development Partners / Donors and friends of The Youth Cafe for their financial and technical support in this endeavour. The support was critical in shaping the destiny of the Kenyan Youth through The Youth Cafe

Onyango Willice Okoth
Executive Director

Foreword

The Youth Cafe (TYC) is pleased to present its Strategic Plan for the next five years - 2018-2023. It is a plan that is rich with specifics on how to optimise the opportunities currently unfolding nationally, regionally internationally. Firstly this plan has been designed upon successful completion of the organisation's impact assessment for the period 2012-2015 Together with a follow-up publication titled *The Kenya Youth Manifesto*, launched in April 2017, the impact assessment has helped the organisation identify the successes, lessons learnt and the arising demands.

Secondly, the plan coincides with the launch and operationalisation of the **Youth 2030**, the new United Nations Youth Strategy which envisions a world in which the human rights of every young person are realised so they can achieve their full potential to advance sustainable development and peace, a vision that The Youth Cafe shares as young peoples' agenda.

TYC is determined that young people have to be at the driving seat of economic and democratic renewal across all sectors in order to spur national, regional, and international social and economic development. Of crucial importance which includes access to relevant education, training and special positions in key leadership structures such as the National Assembly and Local Governments, as well as youth economic rights.

To achieve its vision, The Youth Cafe 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 The Youth Cafe also seeks to deal with unemployment through youth empowerment, research, soft and technical skills, youth entrepreneurship, social innovation, and lobbying for reformed education system, promoting national, regional, and international values and influencing a favourable environment for all young people.

This, however, is not possible without structured and visionary leadership. We note that civic institutions are essential in providing institutions with self-sustaining capacity to solve critical development problems. Furthermore, they enhance institutional 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 Cafe, 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 youth-centered investment and reinvestments.

In the spirit of, *Nothing for Youth Without The Youth*, institutional development and governance through establishing and securing The Youth Cafe leadership Center for Youth will be the organisation's singular.

Foreword

pursuit. The Youth Cafe is committed to making this a reality by having a Youth leadership Center which will be a safe one-stop shop for new, knowledge, civic dialogue and resources that will take us to this chosen destination which comprises an equitable and fair society in which young people fully enjoy social, economic and political rights and opportunities.

On behalf of TYC Board of Directors, staff and volunteers, we take this opportunity to request all youth, private sector, government, local governments, media, development partners to walk with us as we play our rightful and patriotic role of steering political, social and economic development of the youth.

Nancy Mwali

Chair, Board of Director

Onyango Willice Okoth

Executive Director

Chapter 1

Introduction And Context

1.1 Establishment And Contribution Of The Youth Cafe

Founded in April 2012 and with a regional reach, The Youth Café is a leading not-for-profit youth organization registered in Kenya as a company by Limited guarantee. The Youth Cafe was officially registered in 2014 as an independent national youth initiative with the overall mission is to model and advance youth-led approaches towards sustainable development social equity, democratic governance, and economic viability practices. It was conceived by young people who advocated for Youth inclusive Sustainable Development Goals. They were convinced of the urgency of youth for a vibrant value-driven leadership. This necessitated the organized involvement of young people in democratic processes. Towards this end, following the formation of TYC, structured dialogue among young people from different sectors on how to radically redefine the role of young in political, economic and social discourses were facilitated by The Youth Cafe.

The Youth Cafe also serves as the implementing agent of the International Youth Council in Kenya. The Youth Cafe were previously the sub-grantee for the Voice Africa's Future project funded by UKAID, which consulted over 70,000 young people on the African Sustainable Development Goals Agenda.

Other projects recently implemented:

Innovate Africa, a mobile-based professional development courses project benefiting youth groups across Africa. So far it has equipped 735 marginalised young people to access short courses on entrepreneurship, project management, community mapping, and urban farming.

Community Media for Kenyan Youth – this project has trained 1,200 young people from selected universities and communities on digital storytelling for empowered voices.

The organization also serves as the Kenya chapter of the International Youth Council, an international organization founded during the fourth Youth Assembly at the United Nations Headquarters in 2007. Through this affiliation, we participate at the Annual UN Youth Assembly.

This strategic plan is a response to this need and provides institutional, political and programmatic direction for the organization until 2023. It also lays the foundation for the approach and provides the framework for TYC work in pursuit of its mandate over that period.

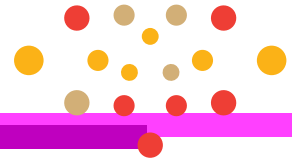
1.2 The Process

The Board of directors objectives was to ensure TYC reaches to the next level of its growth. The plan, therefore, marks the direction that the new board, staff, volunteers, and members intend to move into by consolidating TYC'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 TYC and her stakeholders.

The plan will guide TYC in:

- Serving as a framework for decision-making in the organization;
- Providing a basis for more detailed planning;
- Communicating TYC'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 The Youth Cafe

The overall goal of this strategic plan is to serve as a roadmap for Amplifying the voices of Youth in leadership, governance and development processes. The Vision and Mission of The Youth Cafe is;

VISION

"An equitable and fair society in which young people enjoy full social, economic and political rights"

MISSION

To model and advance youth-led approaches towards sustainable development social equity, democratic governance ,and economic viability practices.

1.4 Core Values

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

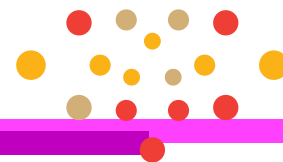
- ☞ Harmony, interdependence and common purpose
- ☞ Shared responsibility and accountability
- ☞ Transparency
- ☞ Legacy
- ☞ Innovation, creativity and diversity
- ☞ Ethical leadership and Integrity
- ☞ Commitment to community
- ☞ Resourcefulness

1.5 The Youth Cafe's Intervention Areas (2018 -2023)

The Youth Cafe'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 youth driven leadership and enhancing participatory governance processes. As such, The Youth Cafe will continue be a center of excellence in leadership and governance work.

The Youth Cafe recognizes that while the above must be considered, the 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 young people is overwhelmingly the main user of ICTs, especially internet,



mobile phones, television and radio. However, this technology has been mainly used for entertainment. The Youth Cafe, 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 seven years, The Youth Cafe has heavily relied on donor funding, operated in co-worked space at the Nairobi Garage. This continues to challenge its stability and sustainability. The new direction is to establish The Youth Cafe leadership center.

Thematic Area	Objective
Innovation and Information Technology	To utilize Youth-centered technology assisted approaches to continuously improve leadership capacity, value systems and influence youth participation in governance and development processes
Leadership and Governance	To develop and continuously improve leadership capacity, value system and influence youth participation in governance and development processes.
Social, Political and Economic activities	To champion and improve youth social and economic opportunities in realization of local, national, regional and international policy frameworks
Knowledge Generation and Management	To extensively research and curate information on youth issues, policy makers, groups in the private sector, government, youth organizations and other stakeholders.
Institutional Development and Governance	To strengthen the institutional framework, governance and resource base for The Youth Cafe.
Media Independence and Salience	To cultivate the youth voice in key public discourses through mainstream, new, and digital media.

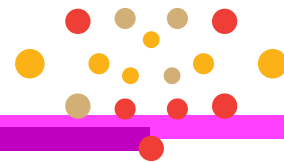
1.6 Stakeholders

The Youth Cafe 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:

- Parents & Guardians
- Kenyan Youth in Diaspora
- Local Government
- Parliamentarians
- Government Ministries & Agencies
- Private Sector
- The Media
- Universities

1.7 The Youth Cafe's Achievements And Lessons

TYC has in the last seven 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 Cafe 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.

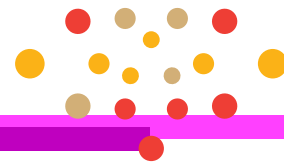
This is the first TYC strategic plan and covers the period of 2018 - 2023. Following the first publication the KYM, TYC relooked at its strategic plan and made far-reaching changes resulting in the production of this revised plan

2018 - 2023 Interventions

Thematic Areas	Projects
Participatory Youth Budgeting	Curriculum on public budgeting cycles, youth representations in budgeting consultations and digital platforms public participation in budgets
Leadership training, development and support	Political Leadership Development Programme and Young Leadership Development Programme, Profiling Leaders
Youth Sector Support	Youth Issue Forums, Public Lectures, Human Rights, Media, Social and Economic Justice Sessions.
Democracy and Governance	Voter Education, Civic Education, Gender and Governance, Electoral Monitoring, Public Outreach, Anticorruption, Youth Cohesion and Tolerance, Youth Political Fund
Policy, Research and Publications	Youth Political Cafes, Youth 2030, Youth Centered Studies, Monitoring and Evaluation, Youth Anticorruption Agenda.
Innovation, Information and Communication	Digital participation through ethelo, Youth Issue Briefs, Website management, SMS / Web Interface, Database management, Media Outreach, Publicity, Petitions and Press Releases
Scaling Media for Impact	Youth 360° Virtual Reality Project; Youth generated contents (Podcasts, Videos and Articles), Digital story telling, Social Media Advocacy, TV and Radio Programs.

Significant successes that have been made over the duration of TYC's operation include:

- Publication of the first Kenya Youth Manifesto: achieved through a series of consultations with youth groups across the country, alongside expert-led and youth-moderated Twitter chat sessions and short mobile-based messages, the project secretariat canvassed the views of the youth for the Manifesto. The audiences for the consultations represented the full diversity of Kenya's youth. Our objective with this was to uphold the values of a democratic state in order to provide a platform worthy of forming part of the central political agenda after the 2017 General Elections in Kenya. The document is non-partisan.
- So far, the manifesto has been presented to the leading 2017 presidential aspirants, major political parties, county governments, groups in the private-sector, and other development partners. The publication has been presented as a civic Innovation in Participatory Democracy internationally and reviewed by Peter Levine, Associate Dean for Research and Lincoln Filene Professor of Citizenship and Public Life at Tufts University's Jonathan Tisch College of Civic Life (<http://peterlevine.ws/?p=19660>)



c) Thanks to the document, we have seen an open interaction that has fed into the general democratic scene and stimulated proposals of transformative solutions, marking a departure from past elections. Some of its provisions, like a call for free universal health coverage for youth and the increased allocations of funds for youth enterprises, were adopted by the two frontrunner's for the presidency. A soft copy can be accessed through: <https://participedia.net/en/cases/kenya-youth-manifesto>

d) Kenya Youth Participatory Budget (KYPB) will seek empower young people to democratically decide how to spend and manage public budget at the Kenyan devolved units in full realization that budgets are the governments most powerful tool to meet the needs of its young people. The project follows cyclical and iterative cycle of budget training's for youth organizations and aspiring community leaders, sector-based youth budget dialogues and idea generation, publishing of youth-friendly budget documents, analyses of budgets from a youth perspectives, and direct youth interventions during official public fiscal deliberations in line with requirements of the Constitution of Kenya 2010 and the Public Finance Management Act, 2012. The project will deploy a hybrid of offline and technology assisted approaches.

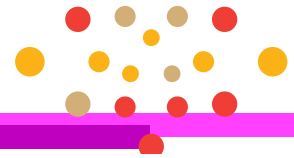
e) The launch of KYPB software in Baringo County. It enables young people to comment on and rank local government projects based on weighed units, as distributed by expenditures, revenues, surpluses/deficits. All while visualizing official budget data of three per financial years.

f) Kenya Youth Enterprise Labs (KYEL). The goal of KYEL to build capacity of youth-owned micro enterprises to formalize, small sized enterprises to professionalise their management and medium sized enterprises to optimize operations in order to enhance their economic productivity, create new employment opportunities and also enhance their ability to access bank finance. The Labs each has seven modules delivered through online platform and face-to-face training by qualified certified trainers with long industry experience. Each module is envisaged to take 1 hour 20 minutes. The participants will have interactive sessions with facilitators and easily access the learning materials including benefiting from experiential sharing with fellow entrepreneurs, and external talks from resource persons.

g) Deploying virtual reality in communicating the impacts of your development projects on children and young people at national, regional, and international level. This is part of our "Youth 360°" project which collaborates with leading international Virtual Reality practitioners and The Youth Café staff in coproducing immersive stories. The project uses auto-portrait in 360-degree video (where the young people tell their stories directly to the 360° camera, without an interviewer or director) to collect the testimony (in the context of where they live) of the lived experiences of SDGs and other developmental impacts, and those who are working on youth-based solutions. To create in this a "patchwork" narrative from multiple stories of development in a particular city or location in the regions you work in. The context that 360° gives – showing the incidental details of a young persons' life – is something that has encouraged empathy and understanding for the impacts of our work, including existing gaps and evidence-based interventions. We have most recently used Virtual Reality to document climate change effect as well as the state of youth unemployment in Kenya.

h) Sharpening the quasi-political agenda of the youth: Youth concertedly 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 2013 - 2017 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 TYC's leadership Training and Civic Education

i) Leadership Development and Support: From 2012, TYC 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 network continues.



j) Greater Civic Responsibility by the Youth: TYC 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 2017 election. The Youth Cafe attributes this to its Voter Education and Civic Education Interventions.

k) International collaborations with universities such as University of Nebraska, Boise State University, University of Coimbra, Curtin University, University of Brighton, Kansas State University foundations such as Kettering foundation, International Youth Foundation, The Harwood Institute for Public Innovation, The World Bank, United States Department of States, Global media such as Huffington Post, Open Democracy, Apolitical among others

l) The Youth Cafe were previously the sub-grantee for the Voice Africa's Future project funded by UKAID, which consulted over 70,000 young people on the African Sustainable Development Goals Agenda.

Other projects recently implemented:

Innovate Africa, a mobile-based professional development courses project benefiting youth groups across Africa. So far it has equipped 735 marginalised young people to access short courses on entrepreneurship, project management, community mapping, and urban farming.

Community Media for Kenyan Youth – this project has trained 1,200 young people from selected universities and communities on digital storytelling for empowered voices.

1.8 Challenges

In the implementation of these plans, TYC 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.

This 2018 - 2023 strategic plan provides TYC 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, TYC undertook a review of the political, economic, social, technological and legal environment within which it operates.

The key constituency for TYC is young people in Africa. A clear definition of this constituency has been subject to different interpretations. There are various definitions of the term youth, not just in Africa but across the entire globe. When the Africa Youth Charter was adopted, the youth was defined as one aged between 15 and 30 years. However, owing to discussions and consultations within the region, there were concerns that the upper age limit was too limiting within the African context. Consequently, the Africa Youth Charter 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 2012, 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 TYC has to take into account in the design and implementation of the current Strategic Plan.

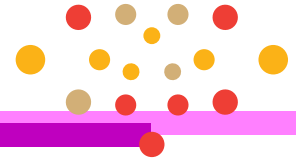
The main risks facing young Kenyans include inadequate educational opportunities, unemployment, HIV/AIDS, crime and violence, substance and drug abuse, and social exclusion. To address youth problems, and more specifically unemployment and empowerment, efforts have been made by government to initiate 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 TYC and the determination of the possible threats and opportunities. The SWOT benefited from TYC past assessments which include: TYC's 2013 Annual Internal Institutional Review; TYC's 2015 Organisational Assessment (OCA) Report; TYC 2017 Kenyan Youth Manifesto and 2018 VSO Organizational Capacity Assessment (OCA) for TYC.

2.2 Political Environment

The aftermath of the August 2013 general election contributed to the decline in governance gains that had been witnessed prior to the elections.



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.

Recent events in the 2017 general elections at the national level have also likely added to perceptions of a failing system. The general election of August 2017 saw significant pre-election violence, including the murder of a key official involved in preparations for the election. The result - a victory for incumbent Uhuru Kenyatta - challenged by opposition leader Raila Odinga, who made accusations of electoral fraud and hacking. These were taken forward to the Supreme Court, which eventually nullified the result and called for a new election in October. Odinga refused to participate in this election, leading to an overwhelming victory for Kenyatta.

Looking into the future, the country has the huge task of implementing the new Constitution as a foundation for re-creating 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 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. Additionally, programmes set to address youth issues like the Youth Enterprise Fund (YEF) and National Youth Services (NYS) have been mired in high profile scandals with Ksh. 9 billion allegedly stolen from National Youth Services in 2017

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.

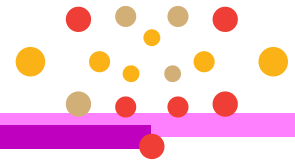
Despite these spirited efforts, Kenyan citizens still have limited access to justice processes, in particular vulnerable groups like women, geographically marginalised people, internally displaced persons and youth. This problem is twofold. On the one hand, the people are either ignorant of the law or 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. TYC 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 2012 and 2017, achieving a high rate of GDP growth of 5.5 percentage¹. This successful period followed two decades of erratic performance and near

1. World Bank: Kenya at a Glance factsheet (http://devdata.worldbank.org/AAG/ken_aag.pdf).



stagnation of the economy. Kenya is a very youthful country: the median age is estimated to be 19, and 78.3% of Kenya's population is under 35, eager to take up full social and economic participation. While current national discourses have drawn young people into the democratic orbit, they have failed to demonstrate clear pathways to tackle the many socioeconomic issues plaguing Kenyan youths – such as unemployment, which stands at 40%.

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 19.7% 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

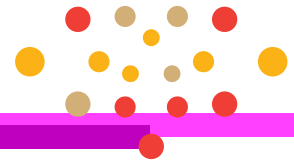
Young people in Kenya are greatly affected by the environment within which they live and operate. While a lot of societal issues can be discussed as influencing youth, this review focuses on a few that are critical to the operations of The Youth Cafe. These include: Health (especially the HIV/AIDs pandemic),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

Health-related challenges, with special focus on HIV/AIDs pandemic social and reproductive health challenges for youth who are mostly 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. 63% 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, TYC 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, TYC 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

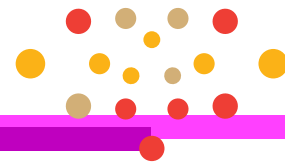
Long and Positive Track Record: Established in 2012, TYC has remained focused on its mandate of championing youth issues. It has done so consistently and with positive results, earning the admiration and respect of its peers, collaborators and the wider public. To date, it remains the premier young people's 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, The YouthCafe 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 11,000 youth in the TYC database. The Youth Cafe has a track record in working and dealing with media.

Extensive and Widespread Network: TYC 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 TYC's support and collaboration. The leadership programme has an alumni network of 2,057 youth leaders across the country. The network has grown beyond the independent youth to 60 youth organizations and groups that are members of TYC.

Revitalized Board: TYC 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: TYC 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 The Youth Cafe 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, TYC has been in strong partnerships with several donors in the national, regional, & international level who 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 TYC programmatic interventions.

2.6.2 Weaknesses

Despite its past successes, TYC 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 Monitoring, Evaluation, Research and Learning (MERL)
- Project Focus: TYC 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 TYC 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 TYC ideas have been appropriated by others. This has arisen due to TYC weakness in protecting its ideas and innovations;
- Weak systems: Despite a long history, TYC 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 TYC can seize and take advantage of during the plan period.

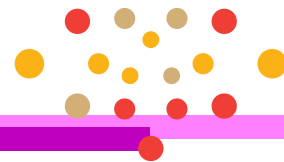
Implementation of the New Constitution: The contribution of TYC in the Constitutional review process is positive and widely acknowledged. This gives TYC a very good base to proceed from in engaging in the process of the new Constitution. At the heart of TYC work is to mainstream the involvement of young 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 TYC 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 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 TYC 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 TYC would greatly enhance the influence of youth. This is a huge opportunity that TYC 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 TYC over the past seven 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 The Youth Cafe 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 seven years ago when TYC 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 TYC 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 TYC 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 TYC work.

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

TYC Physical Location: There is a growing perception that an organization based in Nairobi and focusing on policy and advocacy like TYC 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 TYC's work around the entire country. Consequently the lack of existing The Youth Cafe Center is a threat to TYC and young people interventions.

2.7 Lessons From The Past

Based on a scan of the environment and the SWOT analysis, TYC 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;
- Carving out a niche in a specific area(s) to ensure TYC visibility;
- Developing a sound financial base;
- Strengthening the organizational structure based on TYC Core Values.
- Building and setting up a The Youth Cafe Leadership 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, TYC 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 Africa
Strategic Area II	Promoting Social and Economic Rights of young people in Africa
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 The Youth Cafe 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 Africa

Leadership is at the centre of recreating Africa. Indeed, leadership is the foundation of every successful democracy. Africa Youth Charter places premium on the quality of leadership and the need for such leadership to be based on values and ethics. Since inception, TYC has recognised the need to encourage youthful leadership based on ideas, vision, values and ethics. During the plan period, TYC 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 Africa.

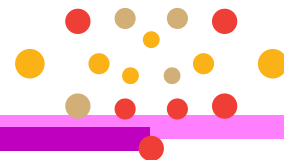
This focus area, however, sees leadership as a central plank within the wider context of increasing the contribution of youth in democratic development in Africa. It thus, in addition to nurturing youth leadership, will seek to contribute to the process of implementing the new African Youth Charter.

The journey towards Africa Youth Charter has been long. Youth and TYC 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 unrest of the 2017 general election, TYC 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 Africa Youth Charter
- To facilitate an environment where youth can promote a peaceful, cohesive African Continent
- 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, regional, and international cohesion and enhancing diversity.
- Monitoring and supporting implementation of the Africa Youth Charter with influence from the 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

Africa Youth Charter 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 Africa Youth Charter ensures that it provides promises all youth 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 new regulations 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.

The Youth Cafe ensures 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

Of priority, The Youth Cafe 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.

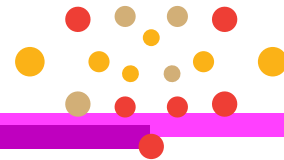
Objectives

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 TYC to generate research for its information hub is critical to young people and their respective organizations. Strengthened research and development will help TYC identify new areas of focus and strategies. Through this plan, TYC 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 Africa, 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 Cafe has striven to provide youth-focused information to the youth and other critical constituencies in the region, we aim to form a central repository that entails all information on youth issues in Africa and the world at large. 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 TYC 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 Cafe Leadership 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

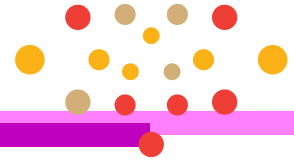
Under this focus area, TYC specific objectives shall be:

- 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 TYC networks within and across national, regional, and international levels.

Strategies and Activities

In pursuit of the above objectives, TYC 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 TYC networks and collaboration.



Strategic Area Four – Strengthening The Institutional Framework Governance And Resource Base To Attain A Vibrant Public Brand Presence On Youth Matters

Under this strategic focus area, TYC shall seek to improve its institutional framework and resource base. After close to seven years of operation, TYC has built a global profile and widened its mandate to reflect a sound institutional base. The Youth Cafe through this five-year strategic plan seeks to build The Youth Cafe Leadership Center which is to provide young people with a well managed and modern facilities for activities. The idea is to make Youth Cafe 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 view of The Youth Cafe Leadership Center, Please look at the annex of this document)

We intend to solicit for support from former beneficiaries of The Youth Cafe young people, the private sector, government, development partners and other well wishers. In addition to institutional development, we will also address the issue of TYC 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. TYC 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 TYC public image and visibility;
- To generate income for setting up a The Youth Cafe Center;
- To improve The Youth Cafe 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 TYC sustenance and operations;
- To institutionalize TYC by building a The Youth Cafe Leadership Center.

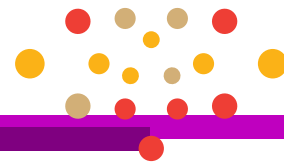
Strategies and Activities

To realize these objectives, TYC will pursue the following specific strategies:

- Develop, update and implement Staff and Board policies (including Personnel and Board Policies);
- Register The Youth Cafe 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 TYC programmes;
- Commencing an endowment for The Youth Cafe Leadership Center;
- Building the capacity of member organizations to fully discharge their mandate.

3.3 Programme Structure

In realizing the above results, TYC's 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.

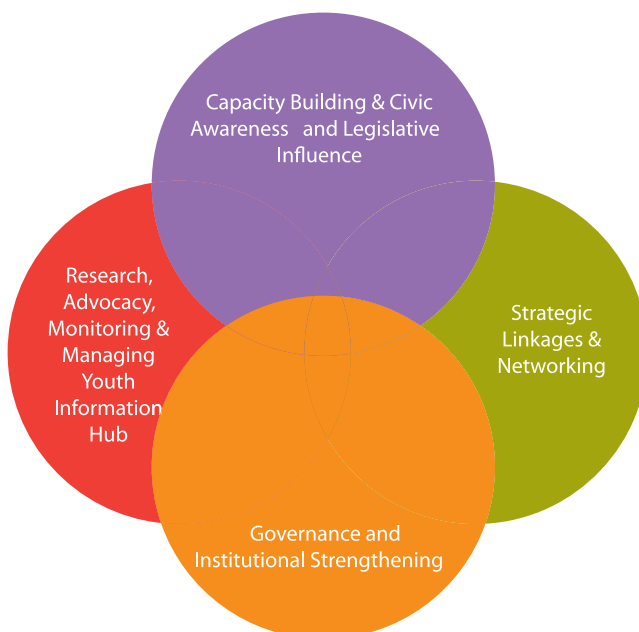
II. Social and Economic Rights: The aim of this programme is to champion and improve youth social and economic opportunities specifically education, unemployment, consumer rights and social security. These shall be done through rights and responsibilities awareness initiatives in institutions of learning 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: TYC 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 TYC 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 TYC. It will ensure an existing The Youth Cafe Leadership 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 TYC.

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 TYC by amongst other things working towards TYC having its own building or physical office space and creating an endowment fund.

Programme Implementation Approaches



Chapter 4

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 The Youth Cafe 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 Africa

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

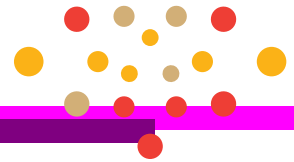
1. Institutional Development (to be responsible for resource mobilization, Human resource and Administration oversight)
2. Finance and Audit (to be in charge of financial management issues, legal compliance with statutory requirements and audits)
3. Programmes (to interface and advise the Secretariat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

The office of the Executive Director 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 ED 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 ED and the board to coordinate and oversee overall programme development and implementation throughout the plan period.

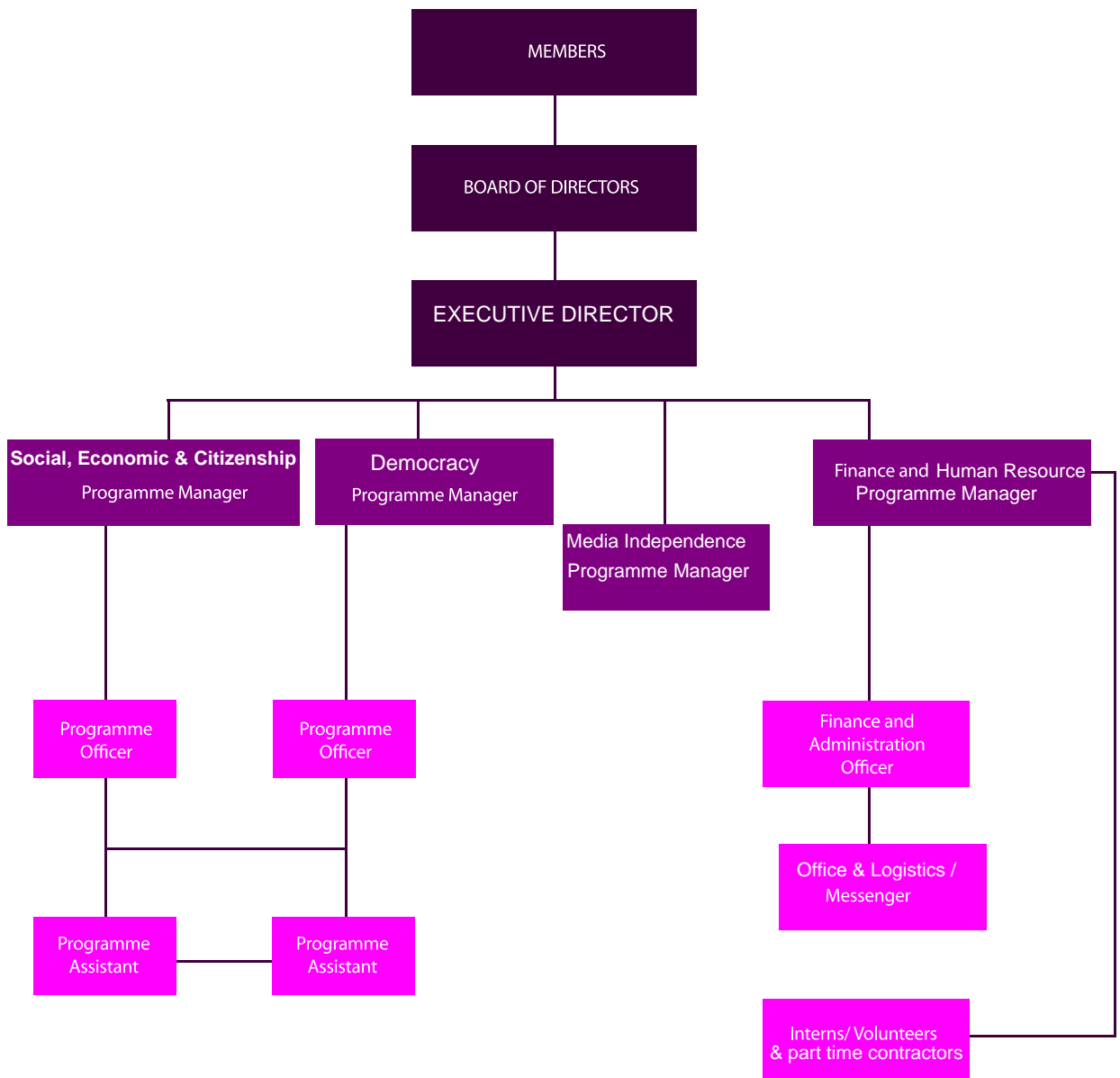
The tier below the Secretariat Management Committee shall consist of Programme Teams headed by the Programme Managers. They will be responsible for the day-to-day implementation of agreed strategies. Their tasks will include:

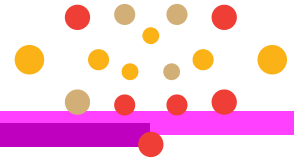
1. Conceptualising, identifying, formulating and designing programmes and projects in the core areas of focus
2. Developing operational plans for their programme areas
3. Developing funding proposals and identifying funding sources, and fundraising for projects and programmes under their programme areas
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.



The Youth Cafe' Organ Chart





4.3 Policies And Systems

The Youth Cafe 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 policies 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 organizations. 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, TYC 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 TYC, the organization will enhance its results-based approach to programming and implementation, and develop sound MERL frameworks. In 2014, TYC was recognised a leader in monitoring and evaluation through the Civil Society Award (CSOYA).

TYC 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

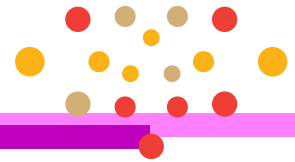
The overall responsibility for overseeing the implementation of the Strategic Plan vests in the Board of TYC shall delegate day to day implementation responsibility to the ED who shall be assisted by the staff at the Secretariat.

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

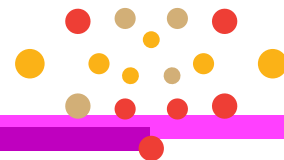
- Develop an operational plan, each year with clear activities, budgets, indicators and means of verification for each objective under the four focus areas;
- The management team comprising the 2 Programme Managers and Finance and Institutional Development Manager and chaired by the ED shall, based on 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 ED shall prepare and present programme progress reports;
- TYC 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 ED, Board of Directors, donors, private sector supporters shall be encouraged to personally attend some of TYC's activities so as to keep track of the implementation process;
- TYC 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

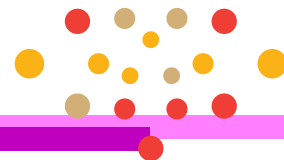
For successful monitoring and evaluation of this Strategic Plan, it is important that baseline data be collected on each of the focus areas. This data shall enable the programmes to set targets and measure success in the achievement of the results and realization of the objectives. It will also help develop micro-level indicators. This section, however, sets out the key indicators for each result area around the proposed objectives.



Objective	Indicators
Key Result One: Improved leadership capacity and value system of youth and influence on governance development processes in Kenya.	
Objective One: To Train and increase the number and quality of youth leadership in Kenya	<ul style="list-style-type: none"> • Increase in number of young men and women in leadership positions • Positive contribution by youth in leadership positions • Existence of an operational mentorship programme
Objective Two: To harness the voice and contribution of young people in the implementation of the new Constitution of Kenya.	<ul style="list-style-type: none"> • Adoption of positions of youth and TYC in policies and laws in implementing the new Constitution • Number of youth appointed to commissions, central & devolved governments and other positions under the new Constitution • Public comments and contributions by TYC on Constitutional issues • Access to Constitutional rights guaranteed in the Constitution
Objective Three : To facilitate an environment for responsible youth in governance processes that promotes a peaceful cohesive Kenya.	<ul style="list-style-type: none"> • Number of youth who know their rights and are responsible citizens • Number of fora on diversity discussions held • Public comments by youth advocating for national values and peaceful co-existence • Reduced levels of youth involvement in electoral violence
Objective Four: To undertake critical action oriented policy research and enhance legislative support on youth, leadership and governance issues	<ul style="list-style-type: none"> • Increased number of evidence based advocacy campaigns • Quality of reports • Extent of contribution of TYC to public youth policies • Lobbying and advocacy fora held • Efficient National Youth Council
Key Result Two: Enhanced access to social and economic opportunities	
Objective 1: To increase youth understanding on social and economic rights that enhances better living standards	<ul style="list-style-type: none"> • Increase in number of youth aware of the social and economic rights • Youth in demand of their social and economic rights • Participation of youth in devolution process



Objective	Indicators
Objective 2: To enhance youth access to economic and social opportunities	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 TYC's policy research
Objective 2: To establish and maintain a comprehensive and updated online and physical resource centre on youth related issues	<ul style="list-style-type: none"> • 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 TYC's networks within and across Kenya's borders	<ul style="list-style-type: none"> • Number of TYC regional offices established • Number of partnerships and collaborative initiatives • Number and capacity of TYC members



Objective	Indicators
Key Result Four: Strengthened institutional framework, governance, resource base for attainment of a vibrant public brand presence	
Objective 1: To improve The Youth Cafe Human Resource Base	<ul style="list-style-type: none"> • Increase in number of staff employed at • Increased in levels of competence and motivation of staff • Enhanced application of human resource policies and procedures
Objective 2: To deepen the Board's governance, oversight and accountability procedures and systems	<ul style="list-style-type: none"> • Adoption and application of a Board Policy • Regular Board meetings • Regular audits of finances of TYC. • Level of attendance of Board at TYC's activities
Objective 3: To diversify and maintain a sustainable resource base for TYC's sustenance and operations	<ul style="list-style-type: none"> • Increased in number and diversity of donors and partners supporting • Existence of an operational fund-raising strategy • Number of donor roundtables convened • Amount of institutional and programme fund raised annually • Increased number of member organisations contributing youth development in Kenya
Objective 4: To enhance TYC's public image and visibility	<ul style="list-style-type: none"> • Level of Media presence and coverage of TYC and its activities • Number and diversity of publicity materials produced
Objective 5: To Institutionalize TYC by building The Youth Cafe Leadership Center	<ul style="list-style-type: none"> • The Youth Cafe Leadership Center • Number of youth accessing and using The Youth Cafe Leadership Center

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 Cafe.

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.

THE YOUTH CAFE STRATEGIC PLAN BUDGET FOR THE YEARS 2018 -2023

	2019	2020	2021	2022	2023
	KSHS	KSHS	KSHS	KSHS	KSHS
LEADERSHIP & GOVERNANCE					
Leadership Training and Support	5,000,000.00	5,500,000.00	6,050,000.00	6,655,000.00	7,320,500.00
Youth Cohesion and Peace Building	6,000,000.00	6,600,000.00	7,260,000.00	7,986,000.00	8,784,600.00
Constitution and Vision 2030 Implementation	9,000,000.00	9,900,000.00	10,890,000.00	11,979,000.00	13,176,900.00
Sub total	20,000,000.00	22,000,000.00	24,200,000.00	26,620,000.00	29,282,000.00
SOCIAL & ECONOMIC RIGHTS PROJECT					
Youth Empowerment: Education and Economic rights	10,000,000.00	11,000,000.00	12,100,000.00	13,310,000.00	14,641,000.00
Sub total	10,000,000.00	11,000,000.00	12,100,000.00	13,310,000.00	14,641,000.00
KNOWLEDGE GENERATION & MANAGEMENT					
Communication and Media Outreach	6,500,000.00	7,150,000.00	7,865,000.00	8,651,500.00	9,516,650.00
Research	3,500,000.00	3,850,000.00	4,235,000.00	4,658,500.00	5,124,350.00
Policy Advocacy	10,000,000.00	11,000,000.00	12,100,000.00	13,310,000.00	14,641,000.00
Sub total	20,000,000.00	22,000,000.00	24,200,000.00	26,620,000.00	29,282,000.00
INSTITUTIONAL DEVELOPMENT & GOVERNANCE					
Capacity building for member organisations	1,300,000.00	1,430,000.00	1,573,000.00	1,730,300.00	1,903,330.00
Annual review meeting	500,000.00	550,000.00	605,000.00	665,500.00	732,050.00
Institutional branding	200,000.00	220,000.00	242,000.00	266,200.00	292,820.00
Staff Socials and Board meetings	240,000.00	264,000.00	290,400.00	319,440.00	351,384.00
Finance and Project Management Softwares	1,000,000.00	1,100,000.00	1,210,000.00	1,331,000.00	1,464,100.00
Motor vehicle	1,200,000.00	1,320,000.00	1,452,000.00	1,597,200.00	1,756,920.00
Setting up a Youth Information Hub and Centre	20,000,000.00	26,000,000.00	28,600,000.00	31,460,000.00	34,606,000.00
Capacity building for Board and Staff	300,000.00	330,000.00	363,000.00	399,300.00	439,230.00
Personnel Costs	15,000,000.00	16,500,000.00	18,150,000.00	19,965,000.00	21,961,500.00
Administration Overheads	4,560,000.00	5,016,000.00	5,517,600.00	6,069,360.00	6,676,296.00
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:

DESIGN OF THE YOUTH CAFE LEADERSHIP CENTER

