The Youth Congress

2022 – 2025 STRATEGIC PLAN

Enhanced youth condition and position for sustainable development

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ABBREVIATIONS

AMADPOC	African Migration and Development Policy Centre
CBO	Community-Based Organisation
COVID	Corona Virus Disease
CFLI	Canada Fund for Local Initiatives
CSO	Civil Society Organisation
CYP	County Youth Policy
EAC	East African Community
IEBC	Independent Electoral and Boundaries Commission
KAS	Konrad-Adenauer Stiftung
KCDF	Kenya Community Development Foundation
KIPPRA	Kenya Institute for Public Policy Research and Analysis
NGO	Non-Governmental Organisation
ORPP	Office of the Registrar of Political Parties
SME	Small and Medium Enterprise
SDG	Sustainable Development Goals
TYC	The Youth Congress
YEMESA	Youth Employment and Migration in Eastern and Southern Africa

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

This is the fourth 3-year strategic plan for The Youth Congress. It covers the period from May 2022 to April 2025. The plan outlines the achievements, challenges and lessons learnt by The Youth Congress in the 2017- 22 strategic period. It outlines key strengths and weaknesses and then explores the anticipated environment of operation and opportunities. Finally, the plan presents the programmes for the next three years. The plan remodels the previous programmes and incorporates the former Research and Policy Programme and Youth and Leadership into Youth, Governance and Leadership. Most of The Youth Congress's work is informed by surveys/research and these continue to cut across all the programmes. The following are the new programmes.

1. Youth, Governance and Leadership

The youth are disenfranchised in decision making, governance and leadership in the country. This programme seeks to address the gaps so as to achieve meaningful youth engagement in leadership and governance processes.

2. Youth and Economic Empowerment

Youth unemployment is a major problem in Kenya in the context of sluggish economic growth and a theory-based education system. This results in perpetual dependence, crime, drug and substance abuse and addiction, in addition to poor standards of living. The Youth Congress intends to work around this to realize meaningful youth empowerment and dignified living to enable contribution to a more prosperous and stable society.

3. Institutional Development

The Youth Congress has survived into its second decade of existence. This attests to its resilience and relevance. However, it still needs to strengthen itself. Thus, it seeks to become a more inclusive, vibrant, and effectively governed and managed organisation with adequate resources to achieve its goals across the 47 counties of Kenya.

1.0 INTRODUCTION

1.1 Origin and Identity

The Youth Congress (TYC) is a registered, youth-serving Non-Governmental Organisation (NGO) providing young people in Kenya with a platform to: articulate their issues, explore opportunities for participation, leadership and economic empowerment to effectively address their interests and concerns; and engage in social, economic and political development.

It originated in the run-up to the 2007 general elections in Kenya as part of efforts by youth to seek development and emancipation through political accountability. Just before the elections, the youth of Kasarani Constituency in Nairobi developed the Kasarani People's Manifesto that civic candidates had to sign as a show of their commitment to working with constituents in realising development. Subsequent events led to the formation and consolidation of The Youth Congress, which has evolved and is currently present in different parts of Kenya.

1.2 Our Values

Independence	Direction based on internal principles & organs
Integrity	Honesty, accountability, transparency and professionalism in all undertakings
Volunteerism	Reliance on the intrinsic motivation of members
Non-discrimination	Inclusion of and respect for all regardless of natural, political, social, cultural, religion, economic or other distinction
Relevance	Coping with the emerging trends and applying innovation to address them.
Resilience	Determination and passion in all pursuits.

1.3 Our Theory of Change

While unemployment is considered the single most serious challenge facing the youth in Kenya, the capacity to address the problem remains a key concern because of inadequate information, limited support from key actors, poor access to opportunities and exclusion from leadership and decision-making.

The result is a population of frustrated youth who end up in crime, drug abuse, prostitution, early and forced marriages, unplanned pregnancies, sexual abuses such as female genital mutilation and other anti-social activities. These youth are unable to realise their potential and apply their talents, skills, innovation and energies. As this happens, the cycle of poverty becomes vicious, and youth continue to be demoralised and dependent as degeneration becomes the norm.

The major causes of this situation include: unequal distribution of resources and opportunities; exclusionist policies and practices; ethnically skewed and utilitarian politics; mismatch between formal education and the labour market; non-prioritisation of the youth perspective in development; and employment of wrong approaches to youth rights and development.

The ultimate change TYC envisages is characterised by: empowered youth; ethical governance systems; pro-youth policies and legislation that are fully implemented; and adequate access to relevant information. The key actors required to catalyse this change are the youth themselves, civil society organisations (CSOs), the national and county governments, youth-focused institutions, the cooperate sector, research and institutions of higher learning, community-based structures and systems, the mass media and political actors. As a catalyst of change, the TYC agency lies in influencing policy and legislation, proactivity, generation and adaptation of practical models, knowledge generation and sharing, an extension of frontiers of opportunity beyond national borders, capacity development and inclusive processes. Other meaningful ways of realising the desired change are: working in alliance with like-minded actors; partnerships with the mass media; mentorship; and transformation of youth initiatives into movements.

The initiatives are predicated on the assumptions that: better organization makes it easier to air youth issues; inclusion of the youth provides an opportunity to raise their concerns, demands and aspirations and develop solutions; networking generates collective strength; information ignites grounded action; and successful youth initiatives provide models for replication.

TYC is best positioned to champion the change because of a number of factors. First, it is led by and works with passionate youth determined to make a difference. Second, it has a track record

of working in and with disadvantaged communities hence is non-elitist in its orientation and approaches. Third, it has established youth leagues with elected county coordinators to engage the county governments and regional economic blocs. Forth, it is well connected to actors that believe in its agency.

The Youth Congress work is informed by the strong conviction that youth are not only a problem or people with a problem, but people with immense potential.

1.4 Our Niche

TYC is a self-driven, community-rooted and human rights-based movement of the youth for the youth. It serves as a reliable youth agent, especially for young people in deprived communities who bear the brunt of exclusion and impoverishment. It addresses the diverse political, social, economic and cultural concerns of the youth through passion, intellectualism, professionalism and role modelling. TYC relies on community-based mobilisers to build its membership and access communities. At the same time, it blends and interacts with the government and corporate world without compromising its focus on needy communities.

1.5 Our Vision

An inclusive society in which the youth enjoy all rights and apply their agency.

1.6 Our Mission

To provide a platform for the youth to improve their status and realize their full potential.

1.7 Our Strategic Objectives

a. Meaningful youth engagement in leadership and governance processes.
b. Meaningful youth empowerment to enable contribution to a more prosperous and stable society.
c. An inclusive, vibrant and effectively governed and managed organization with adequate resources to achieve its goals across the 47 counties of Kenya.

1.8 Our Strategic Approaches

a. Promoting youth rights.
b. Mainstreaming of youth in all processes.
c. Community-based work focused on root causes of poverty and marginalisation.
d. Information sharing, generation of knowledge and nurturing of skills.
e. Partnership with individuals, groups and organisations with a shared vision.
f. Reliance on unity, social cohesion and collective action amongst the youth.
g. Promotion of equity and equality.
h. Inclusive and gender-responsive programmes and practices.
i. Inclusion of vulnerable groups such as minorities, persons living with disabilities and other marginalized groups.

1.5 Our Organizational Structure

Level	Implementation Mandate
The General Assembly	The General Assembly consists of representatives of the various organs of The Youth Congress, namely: the Secretariat, Advisory Council, and County youth leagues. It defines the overall direction and mandate of The Youth Congress.
Youth Assembly	This consists of representatives of the various youth organizations/initiatives, members of the youth leagues, forums and networks that work with The Youth Congress. It facilitates mobilization, organization, and communication within The Youth Congress and beyond.
The Advisory Council	The Advisory Council serves as the Board of The Youth Congress. It consists of selected persons with expertise in different fields and who provide strategic advice, guidance, mentorship, and oversight on behalf of the General Assembly.
The Secretariat	The Youth Congress has a core human complement of staff namely: Convenor/Executive Director (overseeing overall administration, programme and strategic planning and sits in the Advisory Council as an ex-officio member), Co-convenor/Programmes Coordinator, Finance Manager, programme officers and associates, administration staff and other team members. It also relies on the services of competent short-term interns, volunteers, and consultants. The secretariat is responsible for the management of the organization's routine affairs and reports to the Advisory Council. Inclusion, gender balance, commitment to gender equality, and technical expertise on gender issues are considered in the recruitment of staff and consultants.
Reference Teams	These are ad hoc teams constituted to provide technical services and assistance to The Youth Congress on specific matters. They consist of specialists, interest groups and selected individuals.

Talk is CHEAP take it to the POLLS

2.0 REVIEW OF 2017-2020

2.1 Programme Overview

The Youth Congress strategic plan for 2017 – 2020 focused on the following programmes whose achievements and weaknesses are assessed..

2.2 Activities and Achievements

The Youth Congress strategic plan for 2017 – 2020 focused on the following programmes whose achievements and weaknesses are assessed..

2.2.1 Programme One: Policy and Research.

The programme aimed to realise the meaningful participation of youth in policy-making and implementation. Its expected outputs were: improved knowledge of existing policies and their effect on the youth; a one-stop information centre on the state of the youth in Kenya; coordinated advocacy initiatives on youth issues; and increased youth participation in policy making and advocacy. The flagship activities and their achievements are assessed below.

Activity 1:
National Youth Development Policy

To develop the National Youth Development Policy 2019 that reviewed the previous National Youth Policy (2017), TYC developed and disseminated a youth policy guide in decision making, and facilitated participatory engagement with youth constituents, state and non-state actors to develop and submit to the technical review committee a memorandum on youth views for consideration for the final policy draft. The Youth Congress was also appointed by the cabinet secretary to represent youth among other national youth organizations in the technical review team. This was to enhance inclusion of youth voices, political goodwill from the former Cabinet Secretary in the Ministry of Public Service, Youth and Gender, and advisory and support from the youth unit of UN-Habitat.

The restrictive government calendar (especially on cabinet deliberations) slowed down planned activities. The breakout of COVID-19 also interfered with the conventional systems of programme implementation. Operational challenges created delays. These included a change in the lead consultant to engage KIPPRA in reviewing and re-organising the plan for completion and launch of the activity.

Activity 2:
YEMESA study

In partnership with the African Migration and Development Policy Centre (AMADPOC), The Youth Congress recommended data collectors/enumerators for the study on

This was facilitated by the committed youth network. The level of achievement was constrained by various factors. The resource mobilization deficiencies affected the level of engagement for dissemination of the study findings, youth county engagement forums on national and county youth policy, and development of the training manual.

Activity 3:
Policy Interventions

TYC developed commentaries and simplified popular versions of policy issues. It shared research findings on youth issues through digital platforms, resulting in increased outreach to youth on government policy.

The above were facilitated by public demand, simplicity in presenting the policy issues, and competent staff, youth league county coordinators, and consultants who developed the contents. Despite this, there was inconsistency in the publication of the info-briefs, difficulty in accessing policy experts, and inadequate resources to facilitate meaningful engagement with county government to develop and implement county youth policies.

Activity 4:
Civic Participation

Under this activity, TYC highlighted youth issues and perspectives about laws at the national and county levels. It proved that youth could engage at these levels and are no longer mere spectators. This contributed to people-led policy development.

The results were facilitated by an enabling Constitution and legal framework, the availability of accountability mechanisms such as the judiciary and the use of electronic media to deliver public memorandums. In all this, TYC benefited from its network of county youth leagues across the 47 counties, which gave it legitimacy and authority. Conversely, there was a lack of clarity on whether the TYC memorandums were factored into policy by the government due to TYC's lack of social audit mechanisms; inadequate time allocated for public participation; and information on the same; and limited resources to realize full agency. Moreover, youth engagement was rather superficial because of the complexity of policies and laws. The diverse and competing interests on youth issues limited the comprehensiveness of the memorandums developed. This was somewhat inevitable given the diversity of youth despite the assumption that they are a homogenous group. The perception that public participation is a formality and not a critical component of policy formulation also led to the superficial treatment of youth issues and non-inclusion in the eventual policies formulated.

Activity 5:
County Youth Policy

The Youth Congress initiated and continues to engage the county governments to develop and implement county youth policies aligning it to the National Youth Development Policy. This included writing letters that were presented to county governments by TYC youth league coordinators to inquire about the status of the county youth policy and request for participatory development, completion, and implementation of the same. The status of the county youth policy varied in various counties with some finalized and launched and others at the stakeholder engagement stage. The Youth Congress County youth league coordinators made their contributions to their county policies and participated in some launches, such as in the counties of Nairobi, Makueni and Nyeri. This activity contributed to formulation of prototype county youth policies. The initiative was largely appreciated by youth and county governments.

The achievements were made possible by TYC's establishment of the county youth leagues which became strategic entry points for the activities and the positive response from county governments. However, TYC lacked the financial and human resources to facilitate stakeholder engagement forums on county youth policies and follow up towards prompt development and implementation of CYPs. It was also unable to convince partners to support various counties in developing CYPs. Counties tended to duplicate the CYP frameworks instead of customizing them. Other bottlenecks included the standpoint that youth matters are not devolved, the tendency by counties to wait for national government guidelines, lack of resources at the county level and procrastination by counties. Additionally, the county assemblies and executives did not harmonize their visions of the CYP to factor in all stakeholders.

Activity 6:
Entrepreneurship Surveys

The Youth Congress mapped youth economic issues in Nairobi's informal settlements such as Korogocho, Mathare, Kayole, Marurui, and Mukuru. It supported young entrepreneurs with necessary equipment/items and conducted evidence-based advocacy such as on the impact of COVID-19 on young entrepreneurs. This was made possible by the grassroots support of TYC and resource persons who facilitated data collection. Support was also received from partners such as the Kenya Community Development Fund (KCDF). Other facilitating factors included the committed and competent personnel from the TYC secretariat and networks, cooperation by youth-run enterprises and media visibility of TYC. Limited resources constrained the scope of research topically and geographically.

Lessons from the program

a. TYC needs to allocate resources for popularizing the National Youth and Development Policy at the county level and among youth leagues, create awareness about it and partner with other non-state actors to facilitate youth groups to popularize the county and national policies..

b. There is a need to set up an implementation steering committee to produce monitoring and evaluation reports on CYPs and the National Youth Development Policy.

c. There is need to develop clear guidelines for canvassing the national and county governments.

d. Reduced government interest in implementing the National Youth Development Policy creates a barrier to its full implementation.

e. TYC should conduct marginality mapping to ensure that the vulnerable are meaningfully involved in political and socio-economic development.

f. Involving youth from the grassroots level, alongside those from nationally recognized ones, will give the movement impetus.

g. It is essential to: have consistency and a pool of experts; allocate adequate resources for printing and dissemination; empower the public with information to enable effective interaction with government policies; disseminate the briefs on accessible platforms; have a one-stop-shop for all info-briefs; and convert info-briefs into short stories and info-graphs.

h. Measures should be put in place to increase engagement with county governments.

i. The blue economy has immense employment potential for youth. Such opportunities should be identified and activated. To kickstart this, the youth should be made aware of the concept and its opportunities.

j. TYC realized the need to develop a public participation framework and engage county governments in developing and implementing the public participation bill so civic participation is not equated with mere congregation of people. Nevertheless, TYC realized that public participation is potentially a very powerful tool for developing county and national laws, policies, county integrated development plans and county budgets that are owned by citizens. For it to work, there is need for a monitoring and evaluation framework and capacity building for citizens to make full and meaningful use of public participation.

k. TYC noted that the CYP is essential for accelerating youth growth and development at the county level hence needs to create awareness among its beneficiaries on its importance. However, county governments may not be relied upon to implement the idea without external support. Once developed, the county governments should concentrate on implementation to bring to life the intentions contained in the policies.

2.2.2 Programme Two: Youth and Leadership

The programme aimed to realise meaningful youth participation in leadership and governance processes, and to build the next generation of youth leaders with vision and values. Its expected outputs were: youth in leadership positions and processes; increased awareness and capacity of youth to engage in leadership and governance processes; and youth actively promoting ethical leadership. The flagship activities are highlighted below.

Activity 1:
Youth and the Blue Economy

The programme held a national youth forum on the youth and blue economy to incorporate youth voices in the Global Sustainable Blue Economy Conference in Nairobi. It also convened regional multi-stakeholders forums and led a delegation of the youth league leaders in courtesy visits to the County Executive Committee in charge of youth issues in Mombasa and Kisumu County governments. It also conducted mapping of youth and young women activities in the blue economy in Kisumu and Mombasa counties and developed and shared the report with stakeholders. TYC sent out an open call for application for support. The proposals were assessed, and the ideas approved were supported for economic development in Kisumu and Mombasa counties.

Activity 2:
Youth and leadership

The Youth Congress developed and published a manual on youth and leadership. The manual is to facilitate the training of the "new generation of leaders" particularly from institutions of higher learning and community-based organizations. The manual is available on The Youth Congress website.

Activity 3:
Youth and Elections

The Youth Congress conducted a survey on the "Elect Youth Campaign", with findings demonstrating an increase in the number of youths taking up political and other leadership positions. It also convened a workshop with young aspirants and invited presenters from IEBC and ORPP. Further, it supported young aspirants with campaign materials and linked them with electoral stakeholders and mainstream and social media for publicity. Additionally, TYC supported youth from various Social justice centers in Nairobi. It is also a member of civil society organizations networks for peaceful elections. It spearheaded the development of the Kenya Youth Manifesto which was submitted to major political coalitions for incorporation into their agenda.

Activity 4:
Youth Leagues

The Youth Congress convened youth leagues in the regional economic blocks, namely: Nairobi City County, Lake Region Economic Bloc (LREB), Jumuiya ya Kaunti za Pwani (JKP),

South-eastern Kenya Economic Bloc (SEKEB), Central Region Economic Bloc (CEREB) and Kajiado-Narok Economic Bloc.

The achievements were facilitated by: the leadership of the county youth leagues which organized the forums; effective networks with county youth directors, government agencies, permanent secretaries, and county coordinators; and support from partners such as Ford Foundation and CFLI. Staff members, volunteers, consultants, interns, and the Advisory Council of TYC were also instrumental.

Factors that constrained success included: security challenges in different regions; limited resources for youth vying for elective positions and youth leagues; inability to secure private sector support to implement programmes; political dynamics in different regions; bureaucracy in accessing official government information; and novelty of the blue economy concept. Thus TYC remained largely theoretical on the planned interventions. The situation was worsened by the global Corona Virus Disease – COVID-19 pandemic which diverted attention to other concerns.

Lessons from the program

a. Strengthened county youth leagues are avenues for reaching communities and project ownership
b. Planning with the local organizations is key to addressing local challenges and encouraging ownership.
c. Partnership and responsiveness with local stakeholders accelerate activities.
d. Courtesy calls to county government CECs in charge of youth enabled access to information for youth and partnership opportunities.
e. Local media (FM Radio) and social media (particularly Twitter # and Facebook live) provide an affordable and faster means to engage the public, particularly young people.
f. Open calls to participate in forums and support for economic development provides a fair opportunity for young people to participate and receive support.
g. There is a need to have activities around youth in sports and leadership, especially in the *boda-boda* (motorcycles) and *matatu* (vans for public service transport) sectors.

2.2.3 Programme Three: Entrepreneurship, Talent, and Innovation

The programme aimed to realise an empowered youth population benefiting from available opportunities and utilizing their skills and talents for economic development. Its expected outputs were: young people equipped with entrepreneurial skills; young people linked to financial opportunities and markets; talent realization and utilization by the youth; and partnerships and alliances built to advance youth economic development.

The Youth Congress focused on improving the livelihoods of young entrepreneurs through stakeholder meetings, alliance building, training, and learning programmes. These resulted in financial independence, improved financial literacy, enhanced leadership, and employment for several youth, including young women. Some of the major activities of the period are assessed below.

Activity 1:
Training of Young Entrepreneurs

The Youth Congress conducted training for young entrepreneurs in project areas. The training was largely informed by gaps expressed by groups supported by the project. It engaged experts to train on financial literacy, media and marketing, leadership (group dynamics) and basic business management skills, among other fields.

Activity 2:
Stakeholders Engagement Forums

TYC hosted stakeholder engagement forums for stakeholders to explore opportunities for partnership and support for young entrepreneurs. The stakeholders included a representative from the Youth Enterprise Development Fund, county governments, Access to Government Procurement Opportunities secretariat and civil society organizations working on youth empowerment

Activity 3:
Coaching and Mentorship

The Youth Congress provided a platform for supported groups to go for peer-to-peer review and mentoring among themselves through the established Young Entrepreneurs Network. It linked supported groups to successful young entrepreneurs for coaching and mentorship and organised courtesy visits to the Youth Enterprise Development Fund and strategic supporting foundations. Exchange and learning sessions for young entrepreneurs were also facilitated.

Activity 4:
Group Entrepreneurship Support

The Youth Congress undertook a programme to support young entrepreneurs' groups for improved livelihood. The support started with an open online call for business proposals. The application was then vetted by an ad-hoc committee and shortlisted groups visited for further assessment.

The approved groups were invited to a meeting to discuss and agree on terms and conditions for support. This included signing a memorandum of understanding. The groups were asked to source and present a quote which was finally bought and awarded.

The results were facilitated by improved teamwork and stakeholder involvement, readiness to learn new business ideas, networking, open call for business ideas, vetting of groups to ensure merit in selection for grants, and formation and strengthening of the Young Entrepreneurs Network (YEN) for peer review, operational assistance from The Youth Congress, and involvement of youth in area mapping and short-listing.

Challenges faced included: dishonesty and negative group dynamics; reluctance to respond promptly to the call for applications, delay in transfer of funds from the partners, high expectations from the youth, a large number of applicants, inadequate resources to respond to the large demand and the COVID-19 pandemic that caused general economic instability

Lessons from the program

a. Financial literacy is critical for success in entrepreneurship.
b. There is a need to diversify ideas.
c. Training, coaching, exchange visits, and exposure enhance capacity.
d. Networking with other stakeholders and partnerships is essential for success.
e. Not every youth is an entrepreneur or has an interest in the same.
f. Participatory development and implementation of agreed conflict management in groups are key for the management and success of businesses.
g. Training should be informed by group needs and gaps and focus on technical skills to bring about more innovative ideas.
h. In the future, there will be a need to bring more partners on board, expand the number of beneficiaries and scope, equip youth with more technical skills and conduct training on digital marketing and social media management.

2.2.4 Programmef Four: Institutional Development

The programme aimed to realise an effectively governed and managed organization with adequate resources to deliver its programmes. Its expected outputs were: adequate resources for smooth and effective implementation of activities; a staff complement that is competent, passionate, determined and responsive to youth values and agenda; functional partnerships and networks; inclusive, participatory and gender-responsive programmes; management systems, guidelines and policies developed and implemented; and functional and inclusive management and governance system.

Activity 1:
Recruitment of Staff

TYC recruited four permanent employees and retained staff over the years. This team was supported by interns and volunteers (particularly from partner organizations and higher institutions of learning) and various consultants for different tasks. This was facilitated by donor support, availability of a physical office equipped with supporting infrastructure and implementation of finance, human resources, and gender policies. Challenges experienced included limited resources to: expand the pool of staff to attend to other organisational needs, provide competitive remuneration and sponsor staff capacity development. All these are related to lack of core donor funding.

Activity 2:
Resource Mobilisation

The Youth Congress managed to bring on board Canada Fund for Local Initiatives (CFLI) , Konrad Adenauer Foundation (KAS), Kenya Community Development Foundation (KCDF) and Ford Foundation. It renewed partnerships/programme support and received positive feedback from development partners/donors. The leadership made contacts with foreign embassies of Finland, Sweden, Denmark and France. The achievements are attributable to implementation of the finance policy, timely submission of reports to donors, familiarity of donors with TYC programme and linking partners to beneficiaries, if need be, this has resulted to direct engagement. However, some donors supported only projects and not administrative costs. There was also a problem of short-term donor support for projects. Changing donor approaches and rules of engagement also restricted TYC programme outreach.

Activity 3:
State Actor Partnerships

The Youth Congress partnered with different government agencies at county and national levels. As a result, it received invitation to government forums and appointment to technical review committees such as one formed by the Ministry of Public Service and Gender. In return, it was able to invite government officers to TYC initiatives. This improved the organisational profile and credibility of TYC, which recommends it to other actors.

The achievements were realized due to implementation of the TYC strategic plan, sustained positive reputation of the organization and dedication of the staff, interns, and volunteers. Key challenges realised were: government bureaucracy which slowed down programme implementation; poor response from some government officers and stakeholders; attempts by some government actors to appropriate TYC programmes; and inadequate financial support from the government.

Activity 4:
Annual Financial Auditing

TYC went through annual audit resulting in unqualified financial audit reports. This complied with the TYC finance policy, and Non-Governmental Organization reporting requirements. The Youth Congress is also tax compliant and frequently updates its financial documents. It submits prompt financial report to its funding partners.

Lessons from the program

a. Diversification of funding base is key for financial stability of the organization.
b. There is need for local resource mobilization scheme and a sustainability mechanism.
c. The Youth Congress should negotiate for flexible and unrestricted funding conditions as well as try and match donor funds with its own internally generated resources.
d. The number of staff needs to be expanded to match TYC work and enhance inclusion and diversity.
e. Government engagements should be kept professional and transparent.
f. Well remunerated and motivated staff are essential for programme success.
g. Although audit is an essential process to secure donor funding, it needs to be allocated adequate resources and time.
h. The Youth Congress should ensure effective functioning of all the structures including the county youth leagues and advisory council.

3.0 STRENGTHS AND WEAKNESSES

Considered together, the programme and institutional strengths and weaknesses of TYC are diversified as summarized below.

3.1 Programme Strengths and Weaknesses

The Youth Congress strategic plan for 2017 – 2020 focused on the following programmes whose achievements and weaknesses are assessed..

Strengths	Weaknesses
1. A wide youth network which helped in documenting success stories. 2. Supportive partnerships enabled TYC conduct its programme work. 3. Unity of purpose between TYC and the beneficiary youth generated goodwill and momentum. 4. Capacity building and skills improvement through exposure and training kept the programme staff able to navigate the realities of their work. 5. Advancements in communication information technology eased the way of doing business and enabled TYC to navigate the lockdowns caused by COVID-19. This required innovation to ensure that workers remained connected. 6. The programmes are relevant to the beneficiaries and acceptable. This creates a strong foundation of sustainability. 7. The effective engagement of stakeholders promoted ownership and inclusive implementation hence multiplier effect. 8. TYC documents its work by constantly publishing success stories. 9. The establishment of youth leagues entrenched TYC in the national cosmos. This is a strategic foundation for sustainability.	1. Inertia in implementing the national and county youth policy. 2. Limited financial and human resources for programmes. 3. Limited innovation due to funding gaps. 4. Poor online presence evident in the dull social media presence.

3.2 Institutional Strengths and Weaknesses

Strengths	Weaknesses
1. A robust youth network and members across the 47 counties allows TYC to convene diverse youth for its programmes. 2. Support from donors for TYC projects. 3. The office has unlimited access to youth. 4. The clear values, mission, vision and programmes ensured synergy and clarity in operation. 5. The leadership and governance of the TYC is visionary, focused, non-hierarchical and non-bureaucratic. 6. Clear resource utilization plan. 7. A healthy work environment that facilitates teamwork. 8. The Human Resources Policy supports governance, conflict prevention and professional work ethic. 9. The staff are professional and dedicated. 10. Presence and visibility in traditional and social media platforms from regular publication of opinion articles on youth issues. 11. Use of branded attire during field missions boosted visibility. 12. Reliable office equipment. 13. Programme reports and initiatives are readily and easily assessable through the organization's website. 14. Clear communication strategy maximizes outreach to stakeholders. 15. Agility and ability to adapt to emerging realties allows experimentation to unearth new ideas. 16. Ability to simultaneously work at the international, regional, national, county and community levels. 17. Beneficiaries act as ambassadors when they share testimonials. 18. Reliance on standards to guide programmes.	1. Lean staffing that is not able to fully implement the programmes. 2. Inadequate core funding and local resource mobilization. 3. Lack of a long-term growth and sustainability plan. 4. Lack of a contingency mechanism to cover the institution during emergencies. 5. Inactive and inconsistent social media impact on all platforms. 6. No dedicated teams working on marketing, branding and fundraising. 7. Poor networking with international platforms and professional organizations. 8. Inability of youth leagues to engage county governments due to capacity gaps. 9. Ineffective resource mobilization support from the Advisory Council. 10. No structured plan to include people with disabilities, mental illness, and other vulnerable members of the society. 11. Absence of marginalized groups (e.g. people living with disabilities) in the Advisory Council. 12. The exchange and internship programmes have become moribund.

4.0 THE STRATEGIC PLAN

This is the fourth 3-year strategic plan for TYC. It runs from June 2022 to May 2025. The plan outlines the achievements, challenges and lessons learnt by TYC in the 2017- 20 strategic period. It outlines key strengths and weaknesses and then explores the anticipated environment of operation. Finally, the plan presents the programmes for the next three years. These programmes are:

1. Youth, Governance and Leadership.
2. Youth Economic Empowerment.
3. Institutional Development.

4.1 Context of operation

The various factors TYC anticipates to determine its work are described below and inform the choices made in the 2022 – 2025 strategic plan period.

4.1.1 General Elections

Kenya goes for its general election in August 2022. It is a high stakes election that must result in transition as the current president retires after completing two successive terms. It is also particularly aggressive as it pits the current deputy president against the former prime minister.

As characteristic of Kenyan elections, fear lingers that electoral violence may occur hence donors and other organizations tend to rush to complete programme activities before the electioneering period. This implies that there will be little or no funding towards grantees such as TYC hence deceleration of programme activities. As well, there will be political alignment in regions. Moreover, there is proliferation of new political parties all positioning for a slot in the forthcoming government.

With the coalitions taking regional and ethnic character come hardline stands and hostility against those perceived not to support a particular alignment. This has the potential impact of hampering implementation of programme activities due to insecurity for staff. TYC may therefore have to scale down its operations until the political environment is stable.

The elections provide TYC and with the opportunity to participate as electoral observers and officials both at organizational, regional leagues and individual levels of the staff. In this regard, TYC will be particularly interested in observing the participation of youth in the elections. Staff and allied youth leagues that will be absorbed in the exercise have the opportunity to earn from the exercise. Their observations and choices also stand to amplify youth concerns and hopefully influence the character of future elections.

TYC also has the opportunity to participate in civic education and to motivate the youth to participate as voters and campaign for young aspirants. This is a herculean task considering the already observed apathy of youth towards voter registration with the Independent Electoral and Boundaries Commission (IEBC) failing to achieve its target in all parts of the country. If the apathy persists, there will be low voter turnout hence the results will not necessarily depict true choices of the people. The apathy is likely to be heightened by the tendency of major political parties to give direct nominations to certain favoured individuals, which ignores democratic principles and denies the electorate the right to nominate their independent choices. This practice is a mockery of democracy because it catapults the interests of party patrons above those of the electorate, which makes civic education meaningless.

One key opportunity TYC has is to organize forums for young aspirants in order to help them strategise for the elections. Through this, the youth can develop a clear electoral agenda and strategise on how to make sure that they triumph. However, this may be frustrated by differences among the youth themselves as well as loss of confidence in politicians elected on a youth agenda but who failed to champion youth interests.

In all the permutations, the electoral period will create opportunities for the TYC and its leagues to interact and work with the provincial administration. The rapport created can be capitalized on for future programme work.

4.2 Constitutional Changes

In the 2020-2022 period, there has been a clamour for constitutional change based on the Building Bridges Initiative for a united Kenya (The Constitution of Kenya (Amendment) Bill, 2020 (BBI Bill). It is a process informed by the disputed past elections and the need for peace and cohesion in the country. It was initiated by the President and the erstwhile opposition leader who reached a rapprochement which tilted the political alignment. The Youth Congress made a mark a sone of the contributors to the debate and its eventual resolution through the judicial system which declared the initiative unconstitutional. However, the Supreme Court also clarified several contentious issues that will have ramifications on the future. These included clarification that: any part of the Constitution can be changed if citizens so wish; the President cannot initiate constitutional change through a popular route; and that he cannot be sued while still in office. It further emphasized that only the IEBC has the legal mandate to determine electoral boundaries and number of constituencies

Should the new government institute constitutional changes, TYC will need to study the implications of the same and realign itself. More importantly, TYC needs to monitor the cues from the new government and take a position about the impending reforms which, if not friendly, should be opposed when presented to the public for debate but supported if they will advance democracy and youth empowerment.

Whatever new government assumes office in August 2022, TYC will need to continue pursuing implementation of the National Youth Development Policy as well as the county version to anchor the aspirations of the youth in a clear framework. It will also continue to support county youth leagues. Specifically, TYC will campaign for the establishment of a National Youth Commission to mainstream youth issues. It will also work closely with the county governments to ensure that TYC programmes are synchronized with county government plans.

Implementation of the Kenya Youth Development Policy (2019) will create an enabling environment for TYC's engagement with the youth and vindicate its involvement in developing the policy. It will also provide a robust framework for TYC to hold the government accountable, expand its partnerships and make demands on the government on commitment to youth participation in national affairs.

In response, TYC should develop a framework on how it can complement the government in implementing the policy, disseminate information on progress made (or otherwise) and advocate domestication of the national policy at county level.

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In all the permutations, the electoral period will create opportunities for the TYC and its leagues to interact and work with the provincial administration. The rapport created can be capitalized on for future programme work.

4.3 Legal Framework

The government is currently making attempts to amend the Public Benefits Organisations Act in an effort to regulate the civil society sector. Such attempts cause panic and affect the routine operations of the sector. This could have a negative effect on the donor community and result in reduced funding from fear that the funds advanced may not be utilized. It also makes vocal human rights advocates to tone down for fear of victimization. The positive dimension is that regulation of the sector enhances accountability and controls misdeeds of rogue CSOs.

The potential risks this creates for TYC are: the danger of deregistration should it be found to be non-compliant are: harassment from government officials; and loss of members and allies who are fearful of government over-reach. The changes may also be incompatible with TYC's current operational framework. TYC should align itself with similar CSOs to strategize on how to respond to the proposed amendments.

For TYC, the regulation stands to legitimize its operations and protect it from bogus competitors. Once such phony actors are weeded out, the field is levelled for reputable organisations to operate sustainably. TYC needs to keep abreast of the amendments proposed and whether they are passed so as to align itself with the prevailing law.

TYC should also study the law and evaluate the registration options at its disposal hence decide whether to maintain current legal status or opt for a different registration regime, for example by changing from being an NGO to a trust. Related to the legal regulation is the matter of operational licenses not only for TYC but also its allies such as small and medium enterprises (SMEs). The multiplicity of such requirements is a financial and administrative burden on SMEs which may eventually eliminate them from the market to the disadvantage of those they serve.

In response, TYC should always ensure that it is compliant with national and municipal operational requirements but also create the same awareness among its allies. It should also advocate with government on elimination of the multiple licenses so as to make the cost of doing business bearable.

4.4 International Events

At the international level are various factors that are likely to affect TYC. First are geo-political conflicts such as the current one between Russia and Ukraine, which is re-awakening cold war political tactics and hostility. Second are cross-border factors. Since December 2019, the most impactful issue has been the COVID-19 pandemic that fundamentally changed the way business is done, curtailed international trade and transport, led to restriction of personal freedoms and unveiled the vulnerability of the human society to unforeseen factors. This underlines the need for international cooperation for a peaceful and stable world.

The instability caused by international events results in limited funding from traditional donors, slowdown in international trade and travel, hyper-inflation, and reduced purchasing power.

In view of the unpredictability of such factors, TYC needs to be versatile in responding positively in order to remain relevant. The strategies used to over-ride the COVID pandemic should thus be documented and refined for use in any future eventualities. The events also indicate the need for a contingency plan and reserve resources that TYC can rely on during periods of instability.

Obviously, international events call for ability to quickly analyses the situation and articulate the TYC stand. They also require TYC to guide its constituency by creating awareness on implications of the global events. In addition, TYC should leverage the opportunities arising from such events to create linkages for the youth to access government procurement, business funding and training.

In a similar vein, TYC needs to align its programmes with the Sustainable Development Goals (SDGs) which form the fulcrum around which development is currently organized. It must digest these goals and identify entry points for programming around youth issues. It can use its rapport with the United Nations Human Settlements (UN-Habitat) Children and Youth Programme to accelerate programming on youth issues based on the SDGs.

There are also changes at the regional level with the East African Community (EAC) Youth Policy coming into being and the Democratic Republic of Congo joining the bloc. This will open up cross-border opportunities for the youth. TYC should start analyzing the implications and identifying the potential opportunities that youth can take advantage of. As a start, TYC should organize a regional EAC forum and engage the EAC secretariat on the EAC Youth Policy. At the continental level, TYC should lobby the African Union to have more countries ratify the African Charter on Democracy, Elections and Governance. It should also create linkages with and carry out exchange programmes with international youth organizations.

In the above contexts, TYC should work towards sustainability by developing new programme ideas and unveiling new funding streams.

4.5 Hyper Inflation

The cost of living continues to rise in the country and globally. This is manifest in high prices of common fuels such as petrol, diesel and kerosene. The automatic effect is a spiral in the price of consumer goods, transport and factors of production, which are then transferred to the consumer. This leads to less savings hence low levels of investment and slow economic growth. It also increases levels of poverty and worsens standards of living. Another effect is re-organisation of priorities to ensure that resources available meet basic needs.

From a programme perspective, this translates into higher needs among beneficiary communities hence greater demand for financial resources to run programmes, which is not met with equal enthusiasm from donors because of dwindling resources.

On an optimistic note, this should motivate TYC to re-orient its programmes towards lowly funded initiatives with higher impact on community needs. On a negative side, there is likely to be donor withdrawal, few programme initiatives, termination of certain programmes and lack of success stories.

Kenya continues to restructure its tax system to meet revenue targets in order to fund government programmes. This is particularly acute given the massive infrastructure projects that have been initiated in the last few years. Although these are funded by foreign debts, their eventual impact is greater demand on the Kenyan people to raise revenue that goes towards servicing the debts. The increased tax burden has its negative effects, which include lower purchasing power and poor household welfare. Over-taxation also kills businesses, discourages investment and fuels corruption.

4.6 Donor Funding Trends

Donor funding trends continue to create new proposal writing formats and compliance conditions. There are also emerging government policies on receipt and use of donor funding including transfer and exchange rates, which affect the ability of CSOs to mobilise the requisite levels of resources they need for programmes. On a positive note, this helps the organisations to adopt to new realities and incorporate new systems of thought and working. On the negative side, it restricts access to funding which in turn constrains the rollout of programmes hence affect the terminal beneficiaries. This could lead to restructuring and termination of programmes in order to re-orient to new donor focus areas.

4.7 Unemployment

Unemployment is a perennial problem in Kenya. This particularly affects youth whose lofty ambitions of employment after school are dashed by the reality of lack of such opportunities.

Unemployment generates many negative effects. These include: tendency towards criminal activities; disillusionment with the government; loss of confidence on self and the society; increased dependency on an aging population; stress on those few providing for the majority; stigma; mental health issues; late marriages which result in late onset of parenting; family tensions and breakdown; and domestic violence. In some quarters, unemployment is blamed for radicalization that sometimes makes disillusioned youth vulnerable to recruitment into terrorist rings which promise a better future.

The tendency for every unemployed person to start business also leads to mushrooming of similar enterprises competing for the same market hence losing out eventually. For youth, there is also the desperation that leads to readiness to accept remuneration below market rates hence exploitation. Nevertheless, shortage of formal employment forces people to diversify their thinking beyond being employed to generating own employment. This encourages creativity, innovation and maximum utilization of economic resources. This calls for structured development of SMEs, re-orientation of the education system from white-collar job mentality to preparation for life, market-driven courses and development of skills rather than theoretical knowledge.

4.8 Health

As the society becomes more complex, urbanized and technologized, new challenges emerge. These include shorter interactions between parents and their children, pressure to perform, exposure to pollution, increased incidences of mental illness, and the challenges of sexual reproductive health (SRH), emergence of non-communicable diseases, lifestyle diseases and vulnerability to sexually infectious infections arising from permissiveness. Although the Human Immuno-deficiency Virus (HIV) scourge still exists, it appears that youth no longer fear it from the security created by the efficacy of antiretroviral therapy in stabilizing its virulence. Notwithstanding this, human vulnerability was demonstrated recently by the COVID-19 pandemic which devastated all age categories but also distorted social norms, lifestyles and the labour market. Kenya also suffers from inability to sustainably provide health services to the population.

Health is among the social and economic rights enshrined in Articles 43(b) of the Constitution of Kenya (2010) on the right to the highest attainable standard of health, which includes the right to health care services and reproductive health care. The Government of Kenya has rolled out the Universal Health Coverage (UHR) programme intended to involve "strong focus on primary health care and to the fundamentals of health promotion and disease prevention, addressing determinants of health".

The coverage is not adequately reaching the populace, especially the youth. This leads to search for private sector service providers, who are expensive hence only affordable to an elite few. This leaves the majority exposed and vulnerable to economic destruction having to sell off their meagre resources when faced with health complications. That most youth are unemployed makes them even more vulnerable because they do not benefit from the mandatory statutory national health insurance scheme and cannot even afford to join it voluntarily because they cannot afford the premiums. This has a domino effect because it deprives youth of the ability to be productive members of the society. Youth health is further complicated by propensity to resort to consumption of alcohol and narcotic drugs out of frustration.

4.9 Education

Like health, education is becoming increasingly unaffordable to the ordinary Kenyan despite an official government policy that it is free. The reality is that the public school system is unable to absorb all Kenyan children hence continued reliance on the private sector, which charges exorbitantly but is attractive because of its perceived higher standards and potential to generate examination results that propel the children to prestigious secondary schools.

That the ordinary family struggles to sustain children in school is a violation of the right to education as provided for in articles 43(f) and 53 (b) of the Constitution on economic and social rights. These articles provide for free and compulsory basic education. That children are not enjoying these rights creates a lopsided society in which some segments are privileged while others wallow in ignorance and poverty.

Ironically, it is also patent that even youth that attain university education do not benefit from it, except for a few, because the economy cannot absorb them. This breeds loss of confidence in the education system as an equalizer and has disproved the myth that formal education is an automatic pathway out of poverty and into economic prosperity. This explains the increasing number of youth abandoning tertiary education and seeking alterative paths to livelihoods.

New challenges in the education sector relate to frequent changes of the system in terms of configuration of the years per cycle as well as the curriculum. While the government justifies these changes as necessary to make education responsive to new realities, they are not backed with exhaustive public sensitization and participation before rollout. In this case, the public remains suspicious of the government's intentions. Worse still is that the transitions escalate the cost of education because they demand investment in new scholastic materials beyond the reach of majority parents.

Notably also, Kenya is still grappling with overpopulated schools and a low teacher-pupil ratio over fifty years after independence. This is partly created by the proactive government policies of 100% enrolment and transition from primary to secondary school. While these are good policies, they are not matched with equivalent investment in the infrastructure to support the student populations or increment in the teaching force. It is indeed regrettable that huge populations of qualified teachers are unemployed because the government cannot afford their wage bill yet those in active service are overburdened.

4.10 Families

There is a substantial rise in teenage pregnancies, which is creating a new phenomenon of young single mothers that are unemployed and dependent on their parents or other relatives. This is a situation that not only complicates the young mothers' lives but also that of their children. It portends for a vicious cycle of poverty that is inter-generationally transmitted. It is also leading to family discord out of competition for resources as well as stress of parents and siblings. That this has been normalized indicates a steady level of social decadence.

Alongside this, families are increasingly having to deal with children who are unwilling or unable to move out of their parental homes even after reaching adulthood, especially in middle income units due to the comfort they have and fear of the uncertain future on their own. This heightens the level of dependency on the parents, no doubt a source of stress. It also requires adjustments to the social set up of families having to accommodate various generations under one roof. The fact then is that the family is no longer a stable solace for parents and offspring. As this happens, there is no evidence that the society has evolved a way of dealing with these new realities and seems to have left it to auto-pilot mechanisms.

4.11 Technology

The availability of digital spaces makes it easier for people to access news and information. While this has several advantages in terms of dissemination of useful ideas that youth can use for their own benefit and to mobilise for a cause, it is also fraught with dangers such as spread of false information that can lead to catastrophic consequences if acted upon without confirmation.

This calls upon TYC and its constituency to be open to new information but also exercise caution before consuming it. This requires establishment of means of verification through filters that test and flag clues. Of course, installing such applications comes at a cost, which then disadvantages youth. But this is again an opportunity for the youth to innovate on how to make such applications affordable and widely accessible.

The easy access to social media happens with little regard to laws guarding privacy and reputation. The tendency to forward information received on one's social media platform is actually dangerous as it could constitute a crime such as defamation, cyber-bullying, perpetration of pornography and promotion of terrorism.

The opportunity this presents for TYC is to create awareness about the cyber-space among the youth and the wider society. TYC can also work to set up a modern youth hub for credible information. This could be a source of income for the involved youth. By studying the trends on this, the youth could also establish a basis for petitioning county and national

governments on implementation of the data protection law.

Considering the rapid speed at which technology changes, the other opportunity TYC has is to set up a digital literacy centre for training of youth. This will create employment as well as empower several youths with skills for self-employment.

4.12 Scientific Advances

Scientific knowledge has advanced rapidly and continues to the benefit of humanity. Nowhere is this evident than in containment of the HIV crisis over the last few decades. The more recent example is the rapid development of vaccines for the COVID-19 that emerged only in December 2019. Such advances provide hope for humanity and the youth who are the repository of the globe's human resources.

But scientific advances also come with their dangers, which include deliberate creation of dangerous substances that can wipe out humanity within the space of a short time. The youth can play a positive role in multiplying awareness about emerging diseases and preventive and control measures. This includes dispelling myths that discourage uptake of vaccines, as happened in the height of the COVID-19 crisis.

"Never doubt that a **small group** of thoughtful, committed people can change the world. **Indeed, it is the only thing that ever has.**"

—

Margaret Mead

5.0 PROGRAMMES FOR 2022-2025

The work of TYC in the next three years will be built around the three programmes presented in the next pages.

5.1 Youth, Governance and Leadership

The youth are disenfranchised in decision making, governance and leadership in the country. This programme seeks to address the issue.

Strategic Objective: Meaningful youth participation in policy, leadership and governance processes.

Activities	Indicators	Means of Verification	Risks/Assumption
Output 1: Youth in leadership positions and processes.			
1.1 Conduct a survey on youth issues and disseminate the findings (e.g. Elect Youth 2022). 1.2 Hold youth forums with strategic political stakeholders to advocate youth inclusion in leadership. 1.3 Caucus with young aspirants and elected members to pursue the inclusion of youth agenda in leadership. 1.4 Convene a bi-annual youth organization leaders' meeting.	• Survey fundings shared with county youth leagues for informed engagement with stakeholders. • Youth acknowledged and involved in decision-making processes at county and national levels. • Increase in levels of consciousness among young people on governance, leadership, and integrity. • No. of young leaders and policies and Bills that have been developed and implemented by county and national governments.	• Annual and progress TYC reports. • Documented significant stories of change. • Baseline/survey report. • Media reports. • Policy/info briefs. • Event reports. • Organizational profiles.	**Risks** • Political formations that are unresponsive to youth forums and engagement. • High expectations of campaign support by young aspirants. • Political interference and ideological clashes among the youth. • Handout mentality. **Assumptions** • Availability of resources to implement activities. • Positive response from stakeholders. • Goodwill and support from the government. • Media houses will be receptive.

Activities	Indicators	Means of Verification	Risks/Assumption
	• No. of organizations represented and youth issues agreed to be jointly pursued. • No. of young males and females vying for, promoted to, or nominated to various positions. • Increase in no. of young men and women winning political posts.		• Ownership of the programmes by youth league leadership. • Participation of young people in positions of leadership will lead to prioritization of the youth agenda. • Youth leaders will train others in their organizations on youth leadership. • Interest from national youth serving organizations.
Output 2: Increased awareness and capacity of youth to engage in leadership and governance processes.			
2.1 Hold forums with youth-led organizations to engage in the County Integrated Development Plans (CIDP) processes. 2.2 Hold forums with youth league and county representatives on county youth policies. 2.3 Train county youth leagues and leaders of CBOs on county budget circle to participate and develop youth memoranda for their counties.	• No. of awareness campaigns and forums conducted by youth on leadership and governance. • Increased in county budget allocation and prioritization of youth issues leadership positions. • Youth issues prioritized in the county CIDP • No, of stakeholders and county visits to county government on youth policy	• Reports • Memorandums/ petition • Documented storis of changes • Media reports	**Risks.** • High expectation from leaders of CBOs for organization support • Handout mentality. **Assumptions** • Availability of resources to implement activities. • Positive response from stakeholders • Goodwill and support from the county and national governments. • Media houses will be receptive.

Activities	Indicators	Means of Verification	Risks/Assumption
2.4 Hold courtesy visits to county governments to stimulate formation of county youth working group.	• Formation of effective youth working group • No. of county stakeholder forum for county youth policies development and implementation		• Ownership of the programmes by youth league leadership. • Youth leaders will train others in their organizations on youth leadership.
Output 3: Youth actively promoting ethical leadership.			
3.1 Hold community dialogue forums on youth leadership, governance and values through county youth leagues. 3.2 Hold training for county youth league leaders and community organizers on governance and leadership.	• Involvement of youth in providing information on matters of ethics and integrity. • Frequency and themes of interactions between youth and institutions focusing on governance and leadership.	• Annual TYC reports. • Advocacy toolkit. • Training report. • Mapping report. • Network reports.	• Collaboration from targeted partners. • Availability of adequate resources. • Targeted organizations will be willing to form a network.

5.2 Youth Economic Empowerment

Youth unemployment is a major problem in Kenya in the context of sluggish economic growth and theory-based education system. This results in perpetual dependency, crime, substance abuse and addiction, and poor standards of living.

Strategic Objective: Meaningful youth empowerment to enable contribution to a more prosperous and stable society.

Activities	Indicators	Means of Verification	Risks/Assumption
Output 1: Youth actively engaged in entrepreneurship.			
1.1 Conduct training and coaching for budding youth entrepreneurs on financial literacy, management, and business marketing through social media 1.2 Hold county stakeholder forums.. 1.3 Finance young entrepreneurs with seed capital (business equipment). 1.4 Hold exchange programmes with successful entrepreneurs.	• No. of youth trained. • No. of youth businesses supported and established.	• Certificates. • Database of young entrepreneurs. • Success stories. • Pictures. • List of beneficiaries. • Financial reports.	• Youth will seize the opportunities to create employment. • Stakeholders will collaborate. • Unrealistic expectations from the youth.
Output 2: Youth meaningfully engaged in climate action enterprises.			
2.1 Engage solid waste management group and engage with the counties (taka ni pato). 2.2 Carry out tree planting and afforestation activities like in schools through county youth leagues.	• No. of tree nurseries established and trees planted. • Volume of plastics collected and recycled. • No. of youth trained on solid waste management and involved in recycling.	• Progress reports. • Training reports.	• Lack of recycling tools and machines. • Youth not turning up for activities. • Government bans on plastics. • Multiple and tedious regulations.

Activities	Indicators	Means of Verification	Risks/Assumption
2.3 Conduct survey on opportunities for youth in the blue economy 2.4 Conduct training on the blue economy and opportunities for agribusiness. 2.5 Create awareness on renewable energy.	• Commitment by county government to work with youth on waste management • Media attention on renewable energy		

Output 3: Youth that are skilled in various endeavours.

Activities	Indicators	Means of Verification	Risks/Assumption
3.1 Conduct training on • Digital literacy. • Business plan/ proposal writing. Financial literacy. • Business planning and marketing. • Mental health. 3.2 Identify partners and stakeholders in climate action. 3.3 Set up and run a modern youth hub for information and innovation)	• No. of referrals. • No. of skilled youth. • No. of youth that are financially and digitally literate. • No. of partners identified and active. • No. of young people engaged and generating innovative ideas.	• Training reports. • Concept notes. • Photos. • List of young people trained. • Apps developed.	• Young people might not utilize skills. • Negative influence of cyberspace. • Lack of commitment from young people targeted for training. • Partners and stakeholders will collaborate. • Recourses will be adequate.

Output 4: Talent realization and utilization

Activities	Indicators	Means of Verification	Risks/Assumption
4.1 Identify stakeholders and link youth for talent naturing. 4.2 Create database of talented youth. 4.3 Identify talented youth for support. 4.4 Organize talent extravaganza and sports events.	• No. of stakeholders engaged. • No. of talents and sports events organized. • No. of talent exchange programmes conducted.	• Case studies. • Pictures and videos. • Database of talented youth. • Activity reports.	• Youth willingness to participate. • Stakeholders will collaborate. • Resources will be adequate. • Youth will use the talents for economic gain.

5.3 Institutional Development

The Youth Congress has survived into its second decade of existence. This attests to its resilience and relevance. However, it still needs to strengthen itself.

Strategic Objective: An inclusive, vibrant and effectively governed and managed organization with adequate resources to achieve its goals across the 47 counties of Kenya.

Activities	Indicators	Means of Verification	Risks/Assumption
Output 1: Adequate resources for smooth and effective implementation of activities.			
1.1 Develop and implement sustainability strategy. 1.2 Develop a resource mobilization strategy. 1.3 Establish a resource mobilization team. 1.4 Produce IEC materials for sale. 1.5 Conduct local fundraising including from beneficiary youth SMEs and members of youth leagues. 1.6 Hold donors' roundtable/ breakfast meetings.	• Proportion of budget funded. • Increase in amount of funds raised locally and globally.	• IEC materials. • Financial records. • Receipts and invoices. • Contract with partners	• Willingness by locals to fund TYC.
Output 2: A staff that is competent, passionate, determined, and responsive to youth values and agenda.			
2.1 Recruit additional professional staff on needs basis (depending on availability of funds and programmes). 2.2 Recruit interns and volunteers. 2.3 Conduct team building for staff.	• No., gender & credentials of staff, interns, consultants & volunteers. • Adherence to administrative schedules. • Improvements in staff performance. • No. of staff with positive appraisal.	• Lists of staff, interns, consultants and volunteers. • CVs of recruits. • Training reports. • Activity reports. • Board meeting minutes. • Staff meeting minutes. • Evaluation reports.	• Adequate resources will be available.

Activities	Indicators	Means of Verification	Risks/Assumption
2.4 Produce regular financial reports and annual audits. 2.5 Conduct regular performance appraisal. 2.6 Assess staff capacity gaps and support training. 2.7 Engage experts and consultants. 2.8 Conduct organizational evaluation to guide progress. 2.9 Engage consultants on needs basis.	• The calibre of firms engaged for evaluation.		
Output 3: A conducive work environment.			
3.1 Secure long-term lease on office premises. 3.2 Brand office with TYC colours. 3.3 Purchase office furniture and equipment. 3.4 Install reliable and high-speed internet and support ICT infrastructure.	• Adherence to lease agreement. • No. & quality of furniture and equipment purchased. • Visual outlook of office premises.	• Lease agreement. • Receipts and invoices. • Branded items. • Office infrastructure. • Feedback on comfortability of office furniture.	• Availability of resources. • Willingness of donors to support administrative costs.
Output 4: Functional partnerships and networks.			
4.1 Formalize and strengthen existing partnerships. 4.2 Seek direct linkages with development partners. 4.3 Engage private sector actors as potential financiers to youth enterprises. 4.4 Hold annual development partners' forums for networking.	• No. & focus of existing partnerships retained and formalized. • No. of new partnerships. • Number & purpose of linkages created locally & internationally. • No. & themes of joint projects.	• Beneficiary exit reports. • Membership certificates. • Stakeholder database. • Forum reports. • Activity reports.	• Withdrawal of partners. • Inadequate resources. • Full & equal participation by all partners.. • Ethical use of resources. • Organizations in exchange programme have relevant experiences to learn from.

Activities	Indicators	Means of Verification	Risks/Assumption
4.5 Expand the exchange programme. 4.6 Register members of TYC as youth workers. 4.7 Join relevant networks. 4.8 Provide linkages between TYC and youth groups supported.	• No. & themes of annual forums held. • Commitments generated from forums and implemented. • No. & themes of exchange programmes organized. • No. of male & female youth participating in exchange programmes. • Lessons from exchange programmes that are successfully applied. • No. & types of professional organizations joined.		

Output 5: Effective communication and documentation.			
5.1 Develop and implement a strategy to engage the media (mainstream and social media). 5.2 Develop operational/ action plans. 5.3 Develop policy and procedures on networking, conflict resolution and ethics. 5.4 Develop information and communication tools. 5.5 Develop a monitoring and evaluation framework.	• No. & themes of reports. • No. & themes of policies & procedures developed & implemented. • Types of strategies developed & implemented. • No. & quality of branded stationery and publications.	• Plans and policies. • M&E framework. • Review and evaluation reports. • Financial and audit reports. • Annual reports. • Branded stationery. • TYC website. • Newspaper clips. • Social media. • Publications.	• Adequate resources will be available. • Adequate donor support towards institutional capacity.

Activities	Indicators	Means of Verification	Risks/Assumption
5.6 Produce branded stationery: brochures, letterheads and envelops. 5.7 Revamp & maintain website. 5.8 Update social media platforms regularly. 5.9 Publish newsletter on youth issues			
Output 6: Functional and inclusive management and governance system.			
6.1 Hold regular secretariat meetings. 6.2 Develop database and profile of youth organizations & networks. 6.3 Hold reflection meetings with youth assembly. 6.4 Hold Annual General Assembly 6.5 Conduct reviews and evaluations. 6.6 Facilitate quarterly Advisory Council meeting 6.7 Convene the national youth league bi-annual county coordinators forum	• No & themes of meetings. • No & types of strategies developed and implemented. • Types of resources mobilized. • No. & resolutions of meetings. • Evaluation recommendation implemented.	• Minutes. • Reports. • Profiles of youth organizations. • Charters and agreements. • Review and evaluation reports.	• Availability of resources. • Willingness of youth to form networks.
Output 7: TYC acquires and retains knowledge.			
7.1 7.1 Facilitate staff training & career development.	• No. of staff trained by theme annually. • Improvements in staff performance. • Regularity of reflections. • Matters arising from reflections that are acted on.	• Training reports. • Reflection meeting reports.	Adequate resources will be available &

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