DRAFT OAY STRATEGIC PLAN 2023-2026

The Next 3 Years of Pandemic Recovery: Grounded on Clarion call of Leave no One Behind ; embedded on Goal 17 of SDGs of Partnerships

[Date]

Or

Integrated Youth Social Wellbeing, Economic and Resilience Empowerment Program in Covid-19 Era and beyond

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1.0 Chapter 1: OAY Kenya Overview

1.1 Mandate, and functions of OAY

Organization of African Youth (OAY) is a continental, member-based, non-profit organization founded in 2009, registered in 9 countries and operating with 15 chapters in Africa. OAY is an empowerment vehicle and a revolutionary movement for all youth in Africa. It is a regional platform for young people to assert their power in numbers, energy and imagination to transform Africa to be a beacon of hope. OAYouth works to motivate, unify and empower African youth to be drivers of Africa's social, political and economic transformation through structured programs,OAYouth harnesses resources and ideas to empower tomorrow's leaders today.

OAYouth works to motivate, unify and empower African youth to be drivers of Africa's social, political and economic transformation.

Vision Statement: A strong representation and participation of youth in championing social, political and economic development in Africa.

Mission Statement: To be the continental umbrella organization for all African youth, providing a platform for youth-led programmes, a forum for dialogue, and a network of future leaders.

Youth Work Professionalization Policy: Having successfully advocated for inclusion of Youth Work Professionalization in Kenya,

National Youth Development Policy and being a key champion of African Youth Charter , OAY is fully committed to the continuous improvement in the quality of youth work . We are committee to all tenets of Youth Work Professionalization including recognition of Youth Work as a distinct professional category in national policy and legislation, building of a professional association that ensures collective professional decision-making, advocating for a set of occupational standards for youth work, promotion of competency standards, qualifications and certification, Youth work practice supervision to ensure quality of training and practice and adherence to ethical code of practice. OAY will continue to aim for the highest standards of youth work professionalism across all programming , partnerships and collaborations.

OAY's Capacity Statement

- Ability to reach young people directly
- Ability to reach youth organizations directly
- Ability to influence policies
- Ability to influence regional and global processes
- Ability to receive and manage grants
- Ability to influence young people and change
- Experience in cross sectoral young people's programming

The Organization of African Youth is not just a youth organization, it is a platform where every young person is a leader.

Organization of African Youth membership (often referred as "OAYouth Advocates") is open to individual young African youth of between 15 to 35 years of age, as contemplated in the African Youth Charter and in OAYouth Constitution. Youth organizations, business entities and other NGOs can also join as associate members, partners and sponsors to support the work of OAYouth.

In 2021, OAY reached 4,500 adolescents and youth as direct beneficiaries, over 500,0000 reach through social media and blogs and over 2,700 members through affiliate organizations. OAY has capacity and experience to manage donor funds as primary recipient and sub grantee, run collaborative programmes, influence positive change and impactful positive youth development.

1.3 Principles and approaches to Youth Work

(1) Professionalization of youth work in the organization strategic areas
(2) Mainstreaming of rights-based approach to programming through the concept of HRBA to ensure that interventions are considerate and responsive to youth rights and needs at all times
(3) Facilitating movement building by youth to ensure that youth can coalesce around a common agenda
(4) Policy advocacy actions to generate evidence on sustainable youth economic and health empowerment models using integrated Social Wellbeing, Economic Status and Resilience Model to inform shift in practices and policies and scale up by state and non-state actors.
(5) Enhancing GESI in project design, staffing and organization development.
(6) Promoting research to inform learning and promote evidence collection in day-to-day activities

(7) Voicing collaboration and promote partnerships in professionalism of youth work in Africa

Our Strategy

The central thrust of OAYouth's programming is the obliteration of the deprived people syndrome (DPS) in young African people, through

strategies and activities that enhance African pride, productivity and unity. Founded on the belief that Africans do not always need to be pitied and helped, OAYouth fosters continuous participation, learning and training.

OAY African regional programmes are centred on key objectives, targeted at responding to African youth's unique needs and aspirations.

- **Empowerment Programs**: To initiate projects that empower youth economically, socially and politically.
- **Inspiring Action**: To motivate and inspire young people to participate in nation building.
- **Unifying Voices**: To unify the fragmented voices and programmes of youth in communities, country and continent.
- **Energising Activism:** Energising youth to be vocal in challenging retrogressive norms and to power up progressive change.
- **Communication and Visibility** : Organizational guidelines for effective communication and engagement with partners, better offline and online audience interactions, branding and online presence

1.4 Our Networks, Associations and Affiliations;

- OAYouth represents Africa Youth in the PMNCH's Adolescents and Youth Constituency;
- OAYouth is part of WHO AFRO Youth Literacy process for the Accelerated Action for the Health of Adolescents (AA-HA!): project.
- OAYouth is a member of Together 2030; SDGs focused coalition and Restless Development;
- The OAYouth President is a member of AU ECOSOC; and,
- Our SRHR Programs Officer sits in the FP2020 Youth Advisory Committee and was instrumental in planning the 2017 London Summit.

2. Chapter Two- Introduction

2.1 Background

2.1.1 The policy landscape in Kenya

The adoption of SDGs in 2015 envisioned a world where no one is left behind in development. The Africa We Want vision, Agenda 2063, envisions a continent with a high standard of living and well educated and skilled people whose development is not only people centered but also driven by Women, Youth and people with disability, and caring for Children. At the National level, the Constitution of Kenya 2010 guarantees every person the right to education and equal access to employment and personal development opportunities including health to the highest attainable standards. The realization of these rights are implemented under the National Vision 2030 and the Medium Term Plans.

Article 55 of Constitution of Kenya 2010 identifies the youth as groups of special interests and guarantees them several rights through several affirmative action programmes aimed at improving their *(**a) access to relevant education and training; b) have opportunities to associate, be represented and participate in political, social, economic and other spheres of life; (c) access employment; and (d) are protected from harmful cultural practices and exploitation**.* To realize the constitutional requirement, Kenya has developed a raft of policies and programs including Kenya National Youth Development Policy 2019(KNYDP), KYEP, Affirmative action funds and preferential procurement opportunities, 2015 adolescents SRH policy youth agribusiness strategy and among all, the Youth bill of 2019.

2.1.2 The Kenyan Youth Context

Kenya is youthful country with 75% of the total population being below the ages of 35 years and 25% being young people aged between the ages of 25-34 year. The growing youth population bulge that creates a huge demographic dividend and high expectation on both development and support for young people. Their participation in developmental matters has been rated low and in agriculture sector and climate action where the youth have shown possible interests, albeit their representation is very minimal and deliberate implementation of national and sub national policies and strategies on skills development , climate and agribusiness has contribute to negative perceptions, disillusionment, inequalities, violent extremism, social ills and entrenchment of systemic abject poverty .A recent study conducted by OAY, highlights that, this situation has been exacerbated further by the COVID-19 pandemic and its implications which has greatly affected the youth and adolescents on skills, economic performance , education , engagement and participation in engagements of interests and professionalism. It is within their period that government data and media have progressively highlighted loss of incomes, increased teenage pregnancies and mental health challenges worsening their social wellbeing. Increased number of school drop outs,

About 800,000 young people enter the labour market annually, yet about 35% are absorbed in comparison to the 10% national unemployment rate. To address this situation, the government has developed a raft of measures in line with Big 4,and National Youth Policy, Kazi Mtaani, Kenya Youth Employment Project, Youth Enterprise Development Fund, National Gender and Affirmative Action Funds, and Ajira Digital Project among others. However, the level of unemployment is still rising leading to negative socio-economic impacts such as insecurity, exploitation and Gender Based Violence.

The major challenges Kenyan adolescents and youth face that have direct impact on their health and wellbeing include;

- Skill gaps, unemployment and under-employment
- Low quality education
- Early and risky sexual encounters
- Low contraceptive use and unmet needs despite demand
- HIV/AIDS
- Harmful Practices like FGM
- Unintended pregnancy, early marriage and early child bearing.
- Road safety
- Drugs and substance abuse

While efforts have been made to improve delivery of AY programmes and their participation, including investments by government, donors and private sector to address the above problems, challenges still persist. Partly, these could be attributed to;

High unemployment and poverty: Participation of young people in decision-making and development processes, prioritizing issues affecting them is affected by inability to better organize and engage objectively due to unemployment. In most instances, they are unable to resource their participation, convening and feedback delivery due to resource constraints.

Skills and knowledge gap: There is low capacity and skills of the youth, youth agencies, youth leaders and youth workers on policy processes, MAYE, representation, policy and evidence analysis and social accountability. Most youth and their leaders are more accustomed to more agile and interactive activities as opposed to less attractive and colorful policy processes and strategic engagements.

Haphazard youth work: Most people working with and for adolescents and youth in government, NGOs and youth organizations (youth workers as defined in youth policy 2019) are rarely experienced in the field leading to poor quality of youth work. Further, other than NYC Act, Kenyan lacks a legislation on youth work framework; and there is lack of clarity on youth function in Schedule 4 of the constitution that may hinder resourcing and monitoring especially at devolved levels.

Less friendly participation spaces: Equally, the youth participation and engagements spaces are characterized by gatekeeping by both youth leaders and decision makers, destructive competition among actors, sporadic information sharing, limited resourcing to support participation and tokenism. In some instances, young people have described some spaces as those with rigid practices, unbalanced access to resources, unfair power relations, and pre-existing negative attitudes.

All these issues compound to increased dependency ratio and a struggling economic growth, yet the issues of this group are rarely planned, resourced and meticulously implemented

2.2 Achievements in the last Strategic Period

- **150,000 adolescents and youth positively impacted**
- **Over 55 youth led and serving organizations have benefited from OAY programmes and capacity strengthening**
- **600+ Youth recruited and impacted as staff, volunteer and interns**
- **OAY successfully contributed to at least 5 impactful coalition and movement building**
- **Experience with 4+ UN Agencies**
- **200,000,000 + KES mobilized in the last 10 years**
- **OAY's Post 2015 Agenda adopted in UN's SDGs Language**
- **Experience and relationship with 15+ government ministries, departments and agencies**
- **Working experience with 17+ county governments**
- **60+ projects successfully implemented**

- **OAY's enhanced institutional capacity characterized by ability to;**
    - **Reach young people directly**
    - **Reach youth organizations directly**
    - **Influence policies and influence regional and global processes**
    - **Receive and manage grants**
    - **Influence young people and change**

2.2 The journey to 2025

2.3.1 Policy Alignments

From a beneficiary perspective, **OAYouth** has strategic competencies in advocacy, resourcing and implementation of empowerment interventions that are youth focused and particularly the marginalized. Its interventions it employs a cross-sectoral programming approach recognizing the role of an economically empowered youth bulge in the realization of all SDGs, Vision 2030 and CIDPs, appreciation and application of Youth Work Professionalization as an enabler. In relation to the project, OAY brings in programmatic and policy experience on entrepreneurship and skills training, social inclusion and Meaningful Adolescent and Youth Engagement (MAYE), Capacity strengthening of youth agencies and existing youth networks across the country in and out of learning institutions. These experiences will be strategic in industry linkage, technology adaptation, skills development and enterprise incubation for this project.

The strategy will mirror Kenya Demographic Dividend Roadmap. That is, ensuring simultaneous action across the 4 of Health and Wellbeing, quality education and skills, economic opportunities and good governance to deliver rapid economic growth and a transformed quality of life. The 4 areas are interdependent and mutually reinforcing. It also reinforce the 4Es of the AU APAYE 2016-2023 that Engage, Educate, Empowerment and Economic Opportunities for young people.

The onset of the strategy comes at a good point in time when the nation is adopting new mechanism to ensure the wellbeing of all including young people in the new normal. The strategy addresses the key strategic areas of OAYKenya.

(1) Health and well being
(2) Environment and climate action
(3) Economic Empowerment

2.3.2 General Priorities of OAY Kenya Chapter

1. To further an improvement of the economic, livelihood, health skills, personal and social development of young people and their agencies in communities in Kenya who are disadvantaged, in need or vulnerable

2. Evidence based advocacy to influence policy change and enhance accountability

3. Create a foundation and value to support young people's participation in local and international engagements

4. Ensure cross sectoral programming, so that key issues including Gender and Inclusion (GEI), Youth Work Professionalization, Leadership Development and Governance, and Peace and Security are effectively included as cross cutting programming areas.

5. Build relationships in our areas and spaces of interests and focus

Chapter 2: Environmental Assessment

2.1 OAY political, economic, social and technological (PEST) analysis

Factor		Influence/Implication on Activities
Political	**Devolution**	Provides long-term future opportunities for funding support. May also provide competition for limited funding opportunities.
	Big 4 Agenda	Focuses efforts on food security, housing, manufacturing & health affecting funding to other areas
	General election/change in leadership	A volatile political environment is often detrimental to the well-functioning of the organization programs and project implementation. change in the political landscape results in a slowdown of funding opportunities Political changes are followed by changes in policies and tax structure. This affects advocacy processes
	Political instability	A volatile political environment is often detrimental to the well-functioning of the organization programs and project implementation. This also affects funding as donors change priorities in their funding i.e. shifting to peace building projects and humanitarian projects.
	Governance	**Change of governance has a greater impact and un predictable interventions**
	PBO Act implementation	**Affects internal resource mobilization.**
Economic	Corruption/misappropriation of funds	● Increased corruption has driven the cost of living high as more taxes are imposed to finance our country's budget. This affects activities and operations as project budgets were made at a specific inflation rate and the new rate means budgeted funds are inadequate to see activities done.
	Inflation	● Increase in prices of commodities affects project implementation with funds that had been

		budgeted for the same not meeting the actual costs. ● Increased stress levels as a result of the high cost of living. ● This affects the capacity for local resource mobilization and thus most people are less inclined to give to charity
	Economic Sanctions on Russia	● One of the world's biggest producers of Crude oil, natural gas, and cooking oil is at war and has been sanctioned which has led to a reduction in the global supply of the commodities that driving prices up. This has affected project implementation/activities.
	Corruption/misappropriation of funds	● Increased corruption has driven the cost of living high as more taxes are imposed to finance our country's budget. This affects activities and operations as project budgets were made at a specific inflation rate and the new rate means budgeted funds are inadequate to see activities done.
	Inflation	● Increase in prices of commodities affects project implementation with funds that had been budgeted for the same not meeting the actual costs. ● Increased stress levels as a result of the high cost of living. ● This affects the capacity for local resource mobilization and thus most people are less inclined to give to charity
Social	Community Health Strategy	Increases opportunities for partnerships with the National and County Governments.
	Growing Unemployment	Reduces capacity of the community to give, increases crime and social deviance
	Poverty	Increases demand for services while undermining individual giving
	Cultural norms and expectations	Some cultures activities such as FGM, bidding affect Sexual, Reproductive Health, Family planning , Women empowerment,
	Gender equality	Some communities are against gender equality. Some communities are against education
	Drug and substance abuse	It's difficult to convince some youth to participate in youth programmes
	inter/intra community conflicts	Leads to deteriorating peace and security

		Mitigation: More community dialogues to sensitize importance of peaceful coexistence.
	Inequality in resource distributions (poverty)	Marginalization, discrimination and social stability Mitigation: fair distribution of resources
	Human rights violation	facilitate the occurrence of forced disappearance and extra judicial killings that enhance mistrust between the community and security agencies – lack of public trust against the work of the security actors. Mitigation: Advocate protection of human rights to build public trust and cohesion.
Technological	Social Media	Provides opportunities for effective communication of impact as well as supports resource mobilization. Supports visibility, branding, sharing of stories. Risk to the organizations branding in case of negative news.
	Money Transfer Services	Supports resource mobilization by making it easier for individual donors to give
	Social media channels	Facilitate communication among partners Creates visibility with others on the work organizations are doing
ENVIRONMENTAL	Climate change issues	Imply need for adoption of environmental sustainability programming
LEGAL	Existing policies and laws	Provide legal basis for youth empowerment and need for OAY's existence

2.2 OAY Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Enablers	
Strengths	**Opportunities**

• **Partnerships approach:** working and leading in coalitions, networks and consortiums and with partners that enable it to achieve its mandates and reach the people that they work with. • **Co-creation and relationships building:** co-design activities and engage donors to seek feedback and contributes their voice in community interventions and share reports • Tested and scaled systems and organization policies and processes. • Skilled and competent staff, trust by sector players, African regional and global networks • Experience and capacity: in knowledge of adolescents and youth programming and mobilization, digital and offline campaigns at regional and national levels and national and regional policy instruments including at the African Union. • A well-structured leadership and coordination structure. • An exemplary volunteer program and expertise in different fields.	• **Corporate Social Responsibility:** Increases funding opportunities. • **Strategic Partnerships:** With organizations with a strong resource mobilization background increases potential funding success. • Localisation agenda • Developed policies , grant management systems and leadership structures • Working with affiliate youth organizations • Developed partnerships and working relationships with County governments and national governments. • Existing initiative and projects that can be replicated or scaled up. • Recommendations and references from donors and stakeholders. • Existing government led movements like Scaling Up Nutrition and window opportunity to develop Youth network within the government. • Adolescent and youth policies and guidelines in Kenya and at global levels. • increased government attention to youth empowerment
Pains	
Weaknesses	**Threats**
• Inadequate professionalization in business development. • overreliance on volunteers, •	• **Increasing Competition:** For resources makes it more difficult to fundraise • **Declining Donor Funding:** Reduces funding options & increases competition • COVID-19 impacts are un predictable and it possess a threat towards • Competitive donor funding opportunity • Change of government officials may have an impact in the electioneering period • Short term and inadequate funding have minimal impact to the work that we do.

2.3 OAY Government Relations

OAY is highly rated youth organization in Kenya, Africa and beyond.

- It is recognized by key government agencies and regularly consulted and engaged on matters adolescents and youth by NCPD, SDY, NYC
- MOE, MOH, COG, LREB, some county governments among others.

- OAY has developed Memorandum of understanding and agreements with various state institutions like the Lake Region Economic Block (LREB). OAY works in networks and coalition and government movements like the Scaling Up Nutrition-Kenya and ICPD25 Youth coalition among others. We enforce youth participation in the Global Financing Facility (GFF-in Country chapter) and participation in national processes such as the FP2030 commitment development and RMNCAH+N investment processes development.
- Through the ICPD25 Youth Coalition, OAY is the founder member and it is currently supporting the coalition coordination and development. The organization contributes to the reporting and awareness creation of ICPD25 commitments adolescents and youth.
- OAY is also youth focal for the Multistakholder County Platform (MCP) on RMACAH+N chaired by MOH, a member of Kisumu NCDP end Teenage Pregnancy TWG, Kisumu County Youth Sector Working Group.
- At regional level, OAY is the first youth organizations to enter partnership with WHO and is a member of WHO AFRO TWG on Infection Prevention and Control.
- At global level, OAY is a committee member of PMNCH's Adolescents and Youth Constituency and GFF CSOs Youth Coordination Committee.
- OAY is also accredited by ECOSOCC and Kenya's electoral body, IEBC on civic and voter education.

Chapter 3: Strategic Model

3.1 Technical Approaches

Our programming is anchored on Economic Empowerment, Health and Wellbeing, and Environmental Protection with Gender, Leadership and Governance as cross cutting issues enabled by Youth Work Professionalization, Formal and Informal Learning, Inclusion and Rights Based Approaches.

3.1.1 How we work

Capacity Development

We are at the forefront to ensure that the capacity of young people are enhanced to improve their wellbeing and skills, linked to various youth serving organizations and networks and offered appropriate youth work services. We will continue to strengthen the capacity of young people through skills development, apprenticeship, volunteerism, incubation trainings and mentorship so that they realize their full potential and personal development.

Agency for Advocacy and Policy influence

We engage the decision makers with evidence to ensure that policies and programs not only mainstream youth issues but also responsive and prioritize their issues, in their diversity. We will continue with evidence based advocacy, asking the right and constructive questions and holding duty bearers accountable to ensure that commitments are implemented effectively with and for young people.

Linkages

OAY works as a platform that facilitates linkages between young people and opportunities that can enhance their development and growth in private and public sectors.

Campaigns and movements building

OAY values social mobilization as an approach to youth work as a way of giving young people and their agencies voice and platform to express their issues, as right holders, in solidarity and in numbers. It is about turning the youth energy and creativity into action, where technology will play a key role

Non formal and Informal Learning

OAY delivers youth work through learning processes that not only take place outside the formal education and training system but also through initiatives conducted by young people in their day to day life , with or without an intentional choice. We value experiential learning and will continue for effective implementation of Recognition of Prior Learning (RPL) as an approach to youth empowerment. OAY will also expand its digital youth work as innovative way to reach the online community.

Professionalization of Youth Work

We strive to ensure the recognition of youth work practice, and ensuring that youth workers have the relevant knowledge, skills and attitudes to deliver quality youth work services. Building on huge success OAY made to ensure that Kenya has a distinct national/sectorial definition of youth work in 2019 NYD 2019, we will work to ensure that policies, strategies and programmes that shape the culture and practice of youth work are practiced.

Sports , Arts and Creative Expression

We use sports, arts and creative expression to promote active citizenship and citizenship education as methods of promoting talents, rights, obligations and responsibilities awareness. The digital and globalization eras have greatly contributed to changing political identification, consciousness and practices that mutate from generation to generation. In this strategy, OAY will continue to use artistic education, edutainment and sports, as creative and non-formal learning means to promote youth work with an aim of developing civically aware, engaged and self-driven global youth with consciousness on rights and patriotism.

3.2 Strategies Actions for the Strategic plan 2022-2024

3.2.1 Expected Results

The strategic plan will achieve the following impact;

Overall; **Health and wellbeing and sustainable livelihoods for young people in Kenya**

- Facilitate access to quality and responsible health services and information for 300,000 young people especially around SRHR, nutrition , mental health, NCDs and infectious disease control

- Support creation of 300 decent jobs and sustainable youth owned SMEs
- Increased skills and employability for 30,000 youth
- Increased awareness of climate change and adoption of environment friendly and sustainable practices including agribusiness
- Reorganize approaches to programs delivery including adoption of digital youth work and professionalization of youth work
- Double OAY strategic partnerships and investment in capacity strengthening and mobilization of grassroot affiliate youth organizations while promoting professionalization of youth work

3.2.2 Thematic Focus

In this strategy, OAY youth empowerment and development work will focus on the following thematic areas that include

- Increased Health and Wellbeing of adolescents and youth
- Economic Empowerment of Youth
- Meaningful youth engagement in climate action
- Deepened youth engagement in peace building, civic and governance

3.2.3 Cross Cutting themes

- Technology and innovation
- Rights based approach
- Professionalization of Youth Work
- Creative Expression
- Leadership Development
- Partnerships

3.3 Our Foundation

- **Governance, operations and systems:** OAY will ensure that it has capacitated and motivated staff and volunteers to ensure that the Secretariat is run effectively and professionally. OAY will have skilled, competent and diversely experienced Trustees and Advisory Board to support its sustainability agenda, partnership building, statutory compliance and strengthening of institutional capacity.
- **MAYE:** OAY is an organization for, by and with young people, 10-35 years being the main targets. OAY will comply with Global Consensus on MAYE that it contributes to development and is a signatory to. OAY will ensure that at least 80% of the Secretariat including key decision makers are young people, at least 70% of the Trustees are young people and at least 50% of the Advisory Board are young people.
- **Professionalization of Youth Work:** OAY will adopt professionalization of youth work as key programming and corporate culture with a view to ensure maximum satisfaction of our beneficiaries- youth of Kenya. The young people, specifically the marginalized and vulnerable are not just targets but partners in this journey. There will be robust MERL system that ensures 360 degree feedback system while also deploying Child Protection, Safeguarding and Do no Harm Approaches.
- **Grow with affiliate organizations and stakeholders:** OAY will continue to build its national reach through affiliate member organizations and members of Scaling up Nutrition Youth Chapter, KAYSRHR and Mental Health Youth Coalition, targeting all the regional economic blocs by 2023. Adaptive learning and locally led approaches will be key to this strategy. OAY will continue to work with and through the affiliate member organizations, partners and stakeholders to increase services and opportunities to young people. We will double our partnerships with donors, development partners, key networks, academia and private sector.
- **Communication and visibility:** We strive to build and strengthen OAY's brand and visibility across diverse channels and platforms as part of celebration of 10 years of existence in Kenya. We will map, reach out to and engage our audiences and stakeholders with unique, innovative and informative contents around our work.
- **Coalitions and movements:** We will continue building movements and coalitions. Our cornerstone mobilization and organizing. We will continue to build Scaling up Nutrition Youth Chapter, KAYSRHR, Mental Health Youth Coalition, and GEF Youth Consortium among others.
- **Evidence based programming:** OAY will continue to implement evidence based advocacy and programming so that our actions are informed by verified facts.
- **Sustainability:** OAY values its current partners and will give special attention to furthering the relationship and even making them more cordial. OAY will endeavor to build new relationships with potential partners, secure technical

assistance to build its operations and systems and pilot internal revenue generation.

- **Volunteerism and Talent Management:** OAY will ensure that its team have the right talent, skills and competence. As a youth organization, we do not have to have the experienced staff but will build their capacity as the most critical resource in the organization. The high mobility of young people as well as volunteer based programming will require that OAY has robust succession planning as well as giving platforms to its past volunteers/staff who may want to offer some support.
- **Pandemic recovery:** OAY will ensure that young people are key players and pillars in pandemic recovery. OAY's internal systems and programming adaptation will ensure that the change is inclusive while enhancing adopting technology as enabler of youth work. OAY will also invest in youth digital skills and embrace them as key players in the programming shift while aware of the fact that COVID-19 and its impacts will be felt beyond the life of this strategic plan.

Chapter 4: Strategic Programming Goals

OAY's Strategic Programming goals for 2022-2026 are grouped into;

- **Strategic areas and their priority areas**
- **Economic empowerment**
- **Health and well being**
- **Environment and climate actions**
- **Partnerships as means of implementation**

Strategic Goals

Goal 1: To empower young people in Kenya
Goal 2: Motivating, Mobilising, and Inspiring African Youth to Meaningfully Participate around Policy Governance, accountability and peace processes.
Goal 3: Unifying the Voices of Youth in Kenya
Goal 4: Building partnerships, collaborations, learning and adaptation

Strategic focus 1: To empower young people in Kenya

1.1 Economic empowerment: Contribute to jobs and opportunities creation through sustainable economic and skills development and advocating for conducive environment to youth entrepreneurship.

Sectors	Economy: Employment & Entrepreneurship
Agenda 2063	18, 12
SDGs	5, 16
Cross cutting	Gender and Social Inclusion, Leadership, Governance

Strategic Objectives	**Description**	**Programme Activities**
1. To support skills development to enhance youth's job market entry and self-employment	**Invest in skills development for both wage and self-employment across different sectors**	**-Academia- industry linkages** **-Creation of opportunities linkage Hub** **-Career guidance**
2. To support youth engagement and participation in agriculture	Support youth in engagement in farming, aces to technologies and	**-Agricultural and agribusiness incubation**

and agribusiness and introduce new technologies , techniques and processes in the value chain for job creation	value chains, marketing food safety, and finance.	**-Mentorship and Young Agricultural experts leadership development programme -**
3. To enhance access and utilization of ICTs to spur Innovation and employment	Support youth involvement in technology adoption and adaptation as part of employability and employment agenda	-Digital skills development -Remote/Digital work -Gig economy and social security

Strategic Focus 1.2: Improve adolescents and youth health indicators and conditions through responsive, accessible and quality health services and information, and preventive care.

Sectors	Health and wellbeing
Agenda 2063	3
SDGs	3
Cross cutting	Gender and Social Inclusion, Leadership, Governance (SDG 5 and SDG 16) and Mental Health

Key actions areas on health and wellbeing

Strategic Objectives	Description	Programme Activities
1 Promote access to quality and responsive RMNCAH and SRHR services and information among young people, in their diversity, especially those marginalized and vulnerable adolescents and youth in Kenya	Ensure that supply and demand barriers that affect access to quality and responsive RMNCAH and SRHR services and information are eliminated	-Strategic advocacy and campaigns -Health promotion, referrals and behaviour change communications -Addressing norms and harmful practices -Health systems strengthening with focus on UHC and PHC

		- Data for accountability and quality improvements
2. To establish a platform for coordinated adolescents and youth engagement in nutrition and food security agenda towards realization of malnutrition free communities	Platform that coordinates and capacity build youth and youth serving organizations so that they drive nutrition and food security agenda so that Kenya becomes free from malnutrition in all its forms in line with Agenda 2030 for Sustainable Development.	In line with the Global and National SUN priorities ; -enhance learning and capacity building promote nutrition health behaviors -advocate for and support effective and meaningful participation of the adolescents and youth, -provide linkages to opportunities for realization of wellbeing of all - building youth SRHR champions
3 To promote efforts around health emergencies preparedness and response	Engagements around Risk communication and community engagements and infection prevention and control	-health systems strengthening around emergencies preparedness and response with focus on PHC -Community engagements with focus on surveillance resilience and preparedness and response Building youth RCCE and IPC champions and HUB
4.Support engagements to manage and end NCDs	Engagements in the NCD space with focus on preventive healthcare and management	-support Tobacco cessation efforts in line with WHO framework -promote active citizen and physical fitness activities -support NCDs health promotion -advocate for financing of interventions

Strategic Focus 1.3: Access to quality education for marginalized and vulnerable people.

Sectors	Education
Agenda 2063	18
SDGs	4 &10
Cross cutting	Gender and Social Inclusion, Leadership, Governance. SDG 5 and SDG 16

Key actions for access to quality education for marginalized and vulnerable youth.

Strategic Objectives	Description	Programme Activities
1 to promote access to quality education for all	Ensure that all young people especially the marginalised , vulnerable have access to quality education	Support young people in fragile contexts access education Advocate for quality education Advocate for affordable/free higher education in Kenya
2. promote school re-entry and lifelong learning	Ensure implementation of return to school policy and , informal and non-formal learning policies	-Advocacy -Awareness raising -Support informal and non-formal learning

3 Foster Youth Learning and awareness through entertainment and fun	OAYouth harnesses the idea of learning through entertainment to fire up young people while campaigning against common vices that youth are faced with. This enables youth to celebrate their Africanness while desisting from vices.	-Sports -Cultural Dance and music -Themed Music concerts -Create Youth Orchestra
4 Promote professionalization of Youth Work in line with AU Youth Charter	Engagements for recognition of youth work as a profession and adoption of youth work principles	-stakeholder engagements -awareness raising -adoption of youth work codes of ethics

Strategic Focus 2: Promote meaningful adolescents and youth engagement and participation for better governance, accountability and peace

Sectors	Peace , strong institutions and governance
Agenda 2063	12
SDGs	16
Cross cutting	Gender and Social Inclusion, Leadership, Governance. SDG 5 and SDG 16

Key actions for meaningful adolescents and youth engagement and participation

Strategic Objectives	Description	Programme Activities

1 To organise Kenyan Youth to define their generation's agenda and philosophy and promote good governance.	Engage young people to identify their common challenges, their "today's enemy" and bring solutions through pronounced collectivism Make cities and human settlements inclusive, safe, resilient and sustainable.	Host debates and policy dialogue forums for youth, media talk shows and interactive public engagements. -Promote democratic and civic cultures -Engagements around Sustainable cities and communities
2 **To mobilise and energise Kenyan youth to advocacy and participation**	OAYouth mobilises youth to unite or join other youth associations to find inspiration and strength in each other. The organisation is building itself through a huge membership drive so youth can be more participative, by finding strength in unity and achievement motivation	-Mobilising youth through social media and internet --Supporting youth to attend policy summits, workshops and conferences -Capacity building for Community Based youth organisations (CBO) and students associations
3 **To inspire youth to act against human rights abuse, conflicts, racism and poor leadership**	OAYouth will re-ignite the" Africa Youth Arise" aimed at providing platforms for dialogue; bring youth to talk about topical issues and challenges faced in their communities, country and continent.	-Host workshops conferences and Policy Dialogue Symposia -Campaigns on Themed Dates -Promote peace and cohesion and Countering violent extremism -advocate for effective implementation of global, regional and national commitments and treaties -Support UN anti-racism agenda -promote internet and online safety and cyber security
4.To Champion African Youth Charter	Engage relevant bodies and the sector to support	-Advocacy and engagements

	implementation of the Charter and its updating	

Strategic Focus 3: Position OAYouth as a regional platform for unifying African youth voices and youth sector

Target 3	
Sectors	Partnerships
Agenda 2063	19
SDGs	17
Cross cutting	Gender and Social Inclusion, Leadership, Governance. SDG 5 and SDG 16

Key actions for unifying the Voices of Youth in Kenya

Strategic Objectives	Description	Programme Activities
1 To strengthen youth coalitions and movements	Broaden and deepen partnerships and collaborations among youth serving organizations and build viable collective actions	-Co-create and support issue based coalitions and movements
2. To support institutional capacity development	Improved OAY's institutional capacity as a convener, mobiliser , influencer and agency for	-Strengthen governance systems -effective use of MERL data to inform collaborating , learning and adaptation

	youth and youth organizations	

Strategic Focus 4: Build partnerships, collaborations, learning and adaptation

Building partnerships is important as it helps to engage them in a mutually beneficial way.

OAY seeks to build partnerships with the Government, donors, academia, private sectors and other likeminded partners in the sector ensures information sharing, expertise and knowledge sharing.

OAY'S cooperation with international donors is to coordinate activities and increase effectiveness of development interventions. The cooperation further add value in the exchange of experience and increases the visibility of OAY.

Chapter 5: Organizational management structures and systems

5.1 OAY's Capacity

OAY is a favorite youth serving organization given its capacity, systems, networks, and experience in adolescents and youth programming, and influence. The organization has members, adequate volunteers, affiliate organizations and shares a good working relationship with learning/religious institutions and partners. At least 70% of OAY leadership are young women and through its sub offices it is effective to provide a robust governance and monitoring and management of resources. OAY champions meaningful adolescents and youth engagements at all levels.

Institutionalization, Management and coordination

OAY is physically institutionalized in Kenya with main office in Nairobi and Sub offices in Kisumu (Western and Nyanza region) and possibly aim to extend a sub office in the Coastal region to manage and promote action of activities in these areas based on previous engagements.

Grants management and projects: Experience in managing funds from

- Primary recipient donors, sub granted by recipient organizations
- Host organization-Sub granting and managing of youth organizations (policies in place)

Relationship with governments

- Experienced as an implementing government partner
- Shares a long term partnership and agreement with tertiary institutions, ministries and County governments.
- All strategies and intervention with County Integrated Development Plans (CIDP), work plans and Medium Term plan 4-Vision 2030.
- Hold consultative feedback with government
- Co-lead coalitions and national movements.
- Adolescents and youth national, regional and sub national decisions making expert

Partnerships, Movement and relationship building.

OAY works with affiliate organization that are capacity built over the years. It also work`s in like-minded coalition, networks and consortiums that contributes to the work that we do. The organization has been on the fore front in leading network creation and building synergies

Advocacy and programming

We proud ourselves to be the leading youth organizations in with track record in policy influence, advocacy and campaigns through subsequent conversations at County, national and regional levels. It is of our interest to have effective policies and programs that targets young people and to ensure that they are meaningfully engaged at all levels.

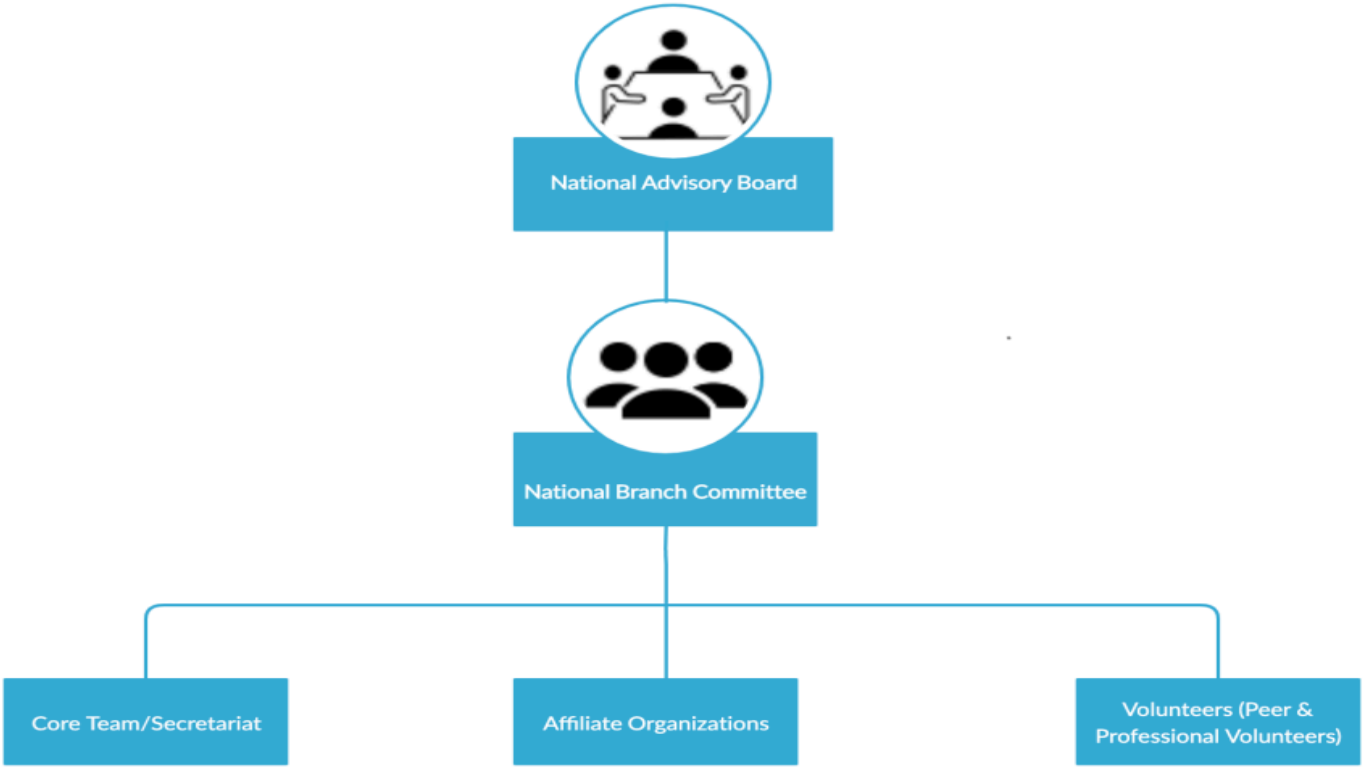
Employee and engagements with stakeholders.

Though OAY employment and engagements, beneficiaries/stakeholders are engagement through the possible operation procedures and policies necessary to inform service delivery at different capacities.

2.4 Structures

The leadership of OAYKenya is convened by youth professionals 1) National Advisory Board, National Branch Committee, affiliate organizations and Staff/ Volunteers OAY Kenya promotes participatory decision making in its programming and ensure that 70% of its leadership are young women. It has sub Offices in Western region and on need basis works with affiliate partners the coastal region to execute projects

Organogram



We also works with youth mentors and experts with knowledge and understanding of young people knowledge programming.

5.2 Policies **Internal policies and safety of beneficiaries and employees**

We believe in an effective coordination structure organized through a set of procedures and instructions. They play a major role towards bringing the team together addressing norms that are unfriendly to the people that we work. It enhances systems value and ensures value for money and appropriate planning an essential entity that critically towards ensuring quality of services.

OAY policies and governance documents guides the organization work. The policies are Right based and human centred and they.inform effective implementation of approaches and strategies at all levels. The policies describe the people we work with and our beneficiaries and limitation of engagement apart from systems in place for effective stakeholder engagement.

The organization decriminalizes harassment of all forms and ensures the well-being of beneficiaries and employees from harmful practices. It protect girls, women and children from harmful practises and advocate for Gender and Social Inclusion (GESI) in processes targeting these population. OAY policies are Right Based and promote Do No Harm approaches.

The policies advocates for satisfaction of employees/beneficiaries of through participatory approaches in the design, implementation and evaluation of programs. Part of it we promotes evidence based programming and ensure data generation to inform service delivery.

Chapter 6 MERL

OAY has MERL system for data collection, analysis and reporting. The MERL is linked to a cloud dashboard and drive for virtual and real-time reporting

Introduction about MERL

The desin and development of this Merl was informed consulattaively and a participatory approach was enhanced

Key actions in economic empowerment

Strategic Objectives	Description	Programme Activities	Indicators
1. To support skills development to enhance youth's job market entry and self-employment.	Invest in skills development for both wage and self-employment across different sectors	-Academia-industry linkages -Creation of opportunities linkage Hub -Career guidance	No of young people supported Skills program/engagement revitalized
2. To support youth engagement and participation in	Support youth in engagement in farming, aces to	-Agricultural and agribusiness incubation	-No. of young people supported and engaged

agriculture and agribusiness and introduce innovative approaches/ processes in the value chain for job creation.	technologies and value chains, marketing food safety, and finance.	-Mentorship and Young Agricultural expert's leadership development programme.	-Innovative approaches/techniques introduced.
3. To enhance access and utilization of ICTs to spur Innovation and employment	Support youth involvement in technology adoption and adaptation as part of employability and employment agenda	-Digital skills development -Remote/Digital work -Gig economy and social security	No of young people with access to ICT services. Type of engagement held in various pointers (National and County).
4To support development of implementation mechanisms of OAY key strategic areas around climate action, youth empowerment and health interventions.	To provide adequate support in the implementation of organization pillars and strategic areas	-Develop essential advocacy strategies for each strategies -Support strategy alignment with government programs.	-Implementation strategies -Stakeholder meetings supported.

Key actions areas on health and wellbeing

Strategic Objectives	**Description**	**Programme Activities**	**Indicators**
1 Promote access to quality and responsive RMNCAH and SRHR services and information among young people, in their diversity, especially those marginalized and vulnerable adolescents and youth in Kenya	Ensure that supply and demand barriers that affect access to quality and responsive RMNCAH and SRHR services and information are eliminated	-Strategic advocacy and campaigns -Health promotion, referrals and behavior change communications -Addressing norms and harmful practices -Health systems strengthening with focus on UHC and PHC	-Policy frameworks contributed to -Supported advocacy and policy processes - Long term strategies and mechanism developed.

		- Data for accountability and quality improvements	
2. To establish a platform for coordinated adolescents and youth engagement in nutrition and food security agenda towards realization of malnutrition free communities	Platform that coordinates and capacity build youth and youth serving organizations so that they drive nutrition and food security agenda so that Kenya becomes free from malnutrition in all its forms in line with Agenda 2030 for Sustainable Development.	In line with the Global and National SUN priorities ; -enhance learning and capacity building promote nutrition health behaviors -advocate for and support effective and meaningful participation of the adolescents and youth, -provide linkages to opportunities for realization of wellbeing of all - building youth SRHR champions	-Platform developed and adolescent's issues enhanced. -Adolescents engagements in different sectors.
3 To promote efforts around health emergencies preparedness and response	Engagements around Risk communication and community engagements and infection prevention and control	-Health systems strengthening around emergencies preparedness and response with focus on PHC -Community engagements with focus on surveillance resilience and preparedness and response -Building youth RCCE and IPC champions and HUB	-Strengthened partnerships at local and international levels. -Mechanisms to engage young people in emergencies, preparedness and response revitalized and scaled. -Support regional workforce and set up platforms
4.Support engagements to manage and end Non Communicable Diseases (NCDs)	Engagements in the NCD space with focus on preventive healthcare and management	-support Tobacco cessation efforts in line with WHO framework	-Build an effective relationships aiming to end NCDs

		-promote active citizen and physical fitness activities -support NCDs health promotion -advocate for financing of interventions	-No of young people knowledge and engaged to end NCDs -strategies in places -Stakeholders meetings and proposed interventions

Key actions for access to quality education for marginalized and vulnerable youth.

Strategic Objectives	**Description**	**Programme Activities**	**Indicators**
1 to promote access to quality education for all	Ensure that all young people especially the marginalised , vulnerable have access to quality education	Support young people in fragile contexts access education Advocate for quality education Advocate for affordable/free higher education in Kenya	-Education services delivered -No. of young people benefited including those linked to education services. -Types of innovative approaches to deliver education services
2. Promote school re-entry and lifelong learning	Ensure implementation of return to school policy and , informal and non-formal learning policies	-Advocacy -Awareness raising -Support informal and non-formal learning	-No of young people linked with education institutions. -No of learning and religious institutions with partnership/collaboration built. -Technical review meetings and dialogues participated/Conducted.
3 Foster Youth Learning and awareness through entertainment and fun	-OAYouth harnesses the idea of learning through entertainment to fire up young people while	-Sports -Cultural Dance and music -Themed Music concerts	-Strategic campaigns -Innovative approaches to promote the wellbeing of young people. -No od capacity building session developed.

	campaigning against common vices that youth are faced with. This enables youth to celebrate being Africans while desisting from vices.	-Create Youth Orchestra	
4.Promote professionalization of Youth Work in line with AU Youth Charter	Engagements for recognition of youth work as a profession and adoption of youth work principles	-Stakeholder engagements -Awareness raising -Adoption of youth work codes of ethics	-No of young people engaged through regional frameworks. -No. of regional engagements and practices. -No of youth with professional knowledge of regional instruments.

Key actions **for** meaningful adolescents and youth engagement and participation

Strategic Objectives	**Description**	**Programme Activities**	**Indicators**
1 To organize Kenyan Youth to define their generation's agenda and philosophy and promote good governance.	-Engage young people to identify their common challenges, their "today's enemy" and bring solutions through pronounced collectivism. -Make cities and human settlements inclusive, safe, resilient and sustainable.	-Host debates and policy dialogue forums for youth, media talk shows and interactive public engagements. -Promote democratic and civic cultures. -Engagements around Sustainable cities and communities	-Policy dialogue forums and discussions -workshop on sustainable cities supported. -No. of people engaged

2 To mobilize and energize Kenyan youth to advocacy and participation	OAYouth mobilizes youth to unite or join other youth associations to find inspiration and strength in each other. The organization is building itself through a huge membership drive so youth can be more participative, by finding strength in unity and achievement motivation.	-Mobilizing youth through social media and internet --Supporting youth to attend policy summits, workshops and conferences -Capacity building for Community Based youth organizations (CBO) and students associations	Advocacy strategies and actions No. of organizations supported /capacity built. No. of youth supported
3 To inspire youth to act against human rights abuse, conflicts, racism and poor leadership	OAYouth will re-ignite the" Africa Youth Arise" aimed at providing platforms for dialogue; bring youth to talk about topical issues and challenges faced in their communities, country and continent.	-Host workshops conferences and Policy Dialogue Symposia -Campaigns on Themed Dates -Promote peace and cohesion and Countering violent extremism -advocate for effective implementation of global, regional and national commitments and treaties -Support UN anti-racism agenda -promote internet and online safety and cyber security	-Workshops , symposia and conferences held -campaigns and awareness to counter racism and to promote peace -No. of global/regional commitments sensitization or awareness conducted.
4.To Champion for understanding of young people participation and understanding of regional and global policy frameworks and evidence generation including review of the African Youth Charter	-Engage with relevant bodies and the sector to support implementation of African Region policy instruments ,the Charter and its updating	-Advocacy engagements. -Capacity building sessions to promote -Enhanced effective implementation of regional programs and customization to the nation	-Capacity building sessions supported -No of young people and women supported to participate in regional engagements. -No of regional policies instruments that are knowledgeable to young people. -No of dialogues and campaigns held at regional level.

Strategic Focus 3: Position OAYouth as a regional platform for unifying African youth voices and youth sector

Key actions for unifying the Voices of Youth in Kenya

Strategic Objectives	Description	Programme Activities	Indicators
1 To strengthen youth coalitions and movements	-Broaden and deepen partnerships and collaborations among youth serving organizations and build viable collective actions	-Co-create and support issue based coalitions and movements	-No of movements , coalitions or networks established/supported -
2.To support institutional capacity development	-Improved OAY's institutional capacity as a convener, mobiliser, influencer and agency for youth and youth organizations.	-Strengthen governance systems -Effective use of MERL data to inform collaborating , learning and adaptation	-Trainings -Policies developed/reviewed -Website development -Development and management plans

Key areas under climate action

Strategic Objectives	**Description**	**Programme Activities**	**Indicators**
To support climate action advocacy financing and knowledge sharing	Support national based and regional conversion to promote a good political will and budget of climate action intervention.	-Capacity building session -National and County consultative meetings -Participation in decision making forum.	-Capacity strengthening sessions -No. of young people
Promote awareness creation and sensitization of climate change intervention among the adolescents and youth.	Develop youth friendly knowledge materials that will inform knowledge sharing.	-Meetings for knowledge materials development process -Awareness creation interventions.	-Meetings -Youth Friendly knowledge products -Sensitization sessions. -No of people engaged
To mainstream adolescents and youth agenda in climate action strategies and programs at sub	-Participate in climate action fora and advise on effective interventions that are youth and adolescents friendly.	-Mapping of climate action forums -Support youth organizations -Consultative meetings to review knowledge	No of Youth organizations supported -No of consultative meetings. -Type of knowledge products reviewed.

National and National levels		materials including national documents.	
To enhance young people participation in early warn warning and climate change response interventions.	Promote their participation and change response mechanisms at different levels.	-Conduct waste management and facility cleaning sensitizations -Organize side events on key thematic days. -Support learning institutions and religious functions.	Reports No of young people engaged.

Annexes

Annex: Budget Projection

Years	**2023**	**2024**	**2025**	
Focus area : 1 OAY essential strategic areas				**Sub total (KSHS)**
1.Innovations and exchange programs	1,000,000.00	1,200,000.00	1,440,000.00	3,640,000.00
2. Nutrition and Food Security Programmes	30,000,000.00	34,000,000.00	38,000,000.00	102,000,000.00
3.Health Programmes	50,000,000.00	55,000,000.00	62,000,000.00	167,000,000.00
5.Climate Action Programmes	15,000,000.00	18,000,000.00	19,500,000.00	52,500,000.00
Sub total				***325,140,000.00***

Focus area :2 Access to quality education for marginalized and vulnerable youth.				
1 Support to acess education opportunities	5,000,000.00	6,000,000.00	8,100,000.00	19,100,000.00
2. Promote school re-entry and lifelong learning.	2,000,000.00	2,400,000.00	3,240,000.00	7,640,000.00
3 Youth Learning and edutainment	3,000,000.00	3,600,000.00	4,860,000.00	11,460,000.00
4.African region and Youth work professionalization.	15,000,000.00	18,000,000.00	24,300,000.00	57,300,000.00
5, Establish Youth hubs	5,000,000.00	6,000,000.00	8,100,000.00	19,100,000.00
Sub total				*114,600,000.00*
Focus area 3: Meaningful adolescents and youth engagement and participation				
1 Leadership and governance.	3,000,000.00	4,000,000.00	5,000,000.00	12,000,000.00
2 Youth participation,budget and policy advocacy	500,000.00	3,000,000.00	4,000,000.00	7,500,000.00
3 Youth empowernment program and innovations	500,000.00	3,000,000.00	4,500,000.00	8,000,000.00
4.Capacity building sessions on regional/global policy frameworks and evidence	700,000.00	800,000.00	900,000.00	2,400,000.00
5.Community engagement programs	5,000,000.00	6,000,000.00	7,000,000.00	18,000,000.00
7.Campaighns ,conferences and seminars	3,000,000.00	3,600,000.00	4,320,000.00	10,920,000.00
Sub total				***58,820,000.00***

Focus area 3: Position OAYouth as a regional platform for unifying African youth voices and youth sector				
1 strengthen coalitions/movements	5,000,000.00	6,000,000.00	7,000,000.00	18,000,000.00
2.Regional actvities	400,000.00	500,000.00	600,000.00	1,500,000.00
3. Institutional capacity development	3,000,000.00	4,000,000.00	5,500,000.00	12,500,000.00
Sub total				***32,000,000.00***
Focus area 4: Knowledge management and evidence generation				
1.Researches/Assessments	3,000,000.00	4,000,000.00	5,000,000.00	12,000,000.00
2.Knowledge develoment and practices	500,000.00	650,000.00	1,500,000.00	2,650,000.00
3.Communication and media engagement	1,500,000.00	1,600,000.00	1,700,000.00	4,800,000.00
Sub total				***19,450,000.00***
Focus area 5: Institutional development and Governance				
1.Administration overheads and office Stationeries	500,000.00	600,000.00	780,000.00	1,880,000.00
2.Annual review meetings	300,000.00	360,000.00	468,000.00	1,128,000.00
3.Organization branding	500,000.00	600,000.00	780,000.00	1,880,000.00
4.Human resource	900,000.00	1,350,000.00	1,890,000.00	4,140,000.00
5.Digital programming and software management	1,000,000.00	1,200,000.00	1,560,000.00	3,760,000.00
6Capacity build affliate organizations and members	4,000,000.00	4,800,000.00	6,240,000.00	15,040,000.00
7.Consultancy services	2,000,000.00	2,400,000.00	3,120,000.00	7,520,000.00

Sub total				***35,348,000.00***
Total Budget by 2024				**585,358,000.00**