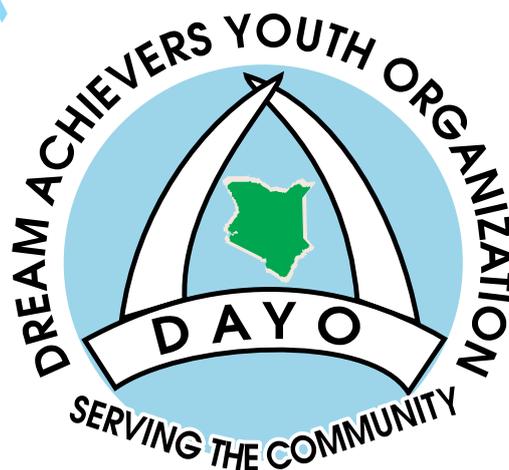


STRATEGIC PLAN 2020 2024



Dream Achievers Youth Organization

**STRATEGIC
PLAN
2020-2024**



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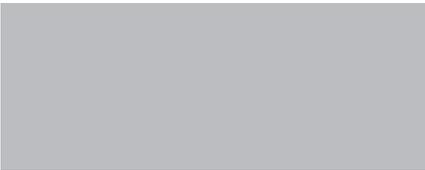
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ABBREVIATIONS AND ACRONYMS

AMREF	African Medical and Research Foundation
AOP	Annual Operation Plans
CBO	Community Based Organization
CEO	Chief Executive Officer
CICC	Coast Interfaith Council of Cleric Trust
CSE	Comprehensive Sexuality Education
DAYO	Dream Achievers Youth Organization
DSW	Deutsche Stiftung Weltbevölkerung
ED	Executive Director
FAO	Finance and Administration Officer
FP	Family Planning
FPRH	Family Planning and Reproductive Health
GCCS	Global Centre on Cooperative Security
GCERF	Global Community Engagement and Resilience Fund
HSA	Hivos Southern Africa
ICT	Information and Communication Technology
IGA	Incomes Generating Activity
KECOSCE	Kenya Community Support Centre
LGBQ	Lesbians Gays Bisexuals and Queer
MCA	Mombasa County Assembly
MEO	Monitoring and Evaluation Officer
OA	Office Assistant
PBO	Public Benefit Organization
PC	Programs Coordinator
PO	Project Officers
RHRN	Right Here Right Now
SAVET	Shrinking the Space against Violent Extremism Thriving
SLALE	Strengthening Local Advocacy and Leadership in East Africa
SPI	Safe Pwani Initiative
SRHR	Sexual Reproductive Health and Rights
SWOT	Strength, Opportunities, Weakness & Threats
SYLEM	Strengthening Youth Leadership and Empowerment in Mombasa
UFBR	Unite For Body Rights
USAID	United States Agency for International Development
VBE	Value Based Education
Y-ACT	Youth in Action





PREFACE:

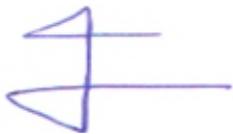
This Strategic Plan is an outcome of consultations with our communities, reflections that resulted in this product to guide our future operations. The development of our new strategic plan was a result of funding from HIVOs, RHRN, KCDF and other partners. The support given, and that we continue to fundraise for, is centered towards engaging the community, to strengthen cohesion, livelihood, healthy environments for community members in the targeted community. DAYO is a youth lead organisations that make the voices of young people to be heard and provide opportunities for young people to influence policy and legislation. This is done through employing a multi-stakeholder approach centring on the community based participatory actions.

This Strategic Plan informs policy debates and practices within our working space in order to engage and empower youth, both male and female in active development goals. The overall goal is a holistic and integrated approach for ensuring policy and organisational/institutional environment is improved to enable engagement of youth to strengthen community cohesion and trust, encourage constructive ways to redress grievances, discrimination, exclusion and violation of human rights.

We (DAYO) are focused on stakeholders, exploring their interests, goals, positions, capacities and relationships including capacity or institutional gap analysis of key organisations/institutions. With a great humility, we acknowledge local, national, regional, civil society, academia, sub-regional organisations or bilateral assistance projects by identifying past/ongoing relevance or planned initiatives that have kept our spirit high to vividly service the community.

Identifying main lessons learned includes; case studies, drawn from related fields like security sector reform, rule of law, development, education, communications and community engagement which form our legality of service.

Taking cognisance of what has worked, what has not worked (challenges) and which we've turned to opportunities and to success DAYO endeavours to pursue a human rights approach for social cohesion, trust and harmony in the community; making a multi pronged, multi-layered and multi-stakeholder partnership; strengthening the role of community resilience building to development.



Seif Jira Mali
Executive Director



Background:

Dream Achievers Youth Organization (**DAYO**) was established as a theatre performing group in 2005 by young persons who wanted to use theatre to sensitize the community on health issues facing young people. It was later registered as a Community Based Organization (**CBO**) in 2009 so as to help mitigate challenges affecting adolescent and young people which include; sexual reproductive health and rights (**SRHR**), unemployment, insecurity, and illiteracy. The organization's programs target children, young men and women.

DAYO has implemented projects in 5 counties of Mombasa, Kilifi, Kwale, Kisumu and Nairobi. The projects include: Unite for Body Rights (**UFBR**) Comprehensive Sexuality Education (**CSE**) project to create demand and uptake in schools (2011-2015); Rapid HIV testing and prevention programme (2014-2016); Youth Empowerment Project 2013 (*Rebranded in 2017 as Y-bizna*) that sought to train vulnerable young people from informal settlements of Kisauni sub-county on financial literacy and business skills. Y-bizna also offered start-up capital and linked the beneficiaries to financial institutions. KUZA project (*Imarisha Vijana Centre*) from 2015-2017 established a one-stop centre where young people could access information, training on financial literacy and the job market, referrals to financial institutions and mentorships.

The following are successful initiatives under the 2014 to 2017 Strategic Plan

1. Right Here Right Now (**RHRN**) is a platform of 15 organizations working on Sexual and Reproductive Health Rights (**SRHR**) for Adolescent and Youth. The platform has prioritized its national advocacy around the implementation of the Adolescent Sexual and Reproductive Health Policy, the National School Health Policy (**NSHP**) and the Release of Policy, Standards and Guidelines for reduction of maternal mortality and morbidity funded by the Dutch Consortium.
- 2 Tusome Early Literacy Activity a project funded by United States Agency for International Development (**USAID**) aimed at improving learning outcomes in early literacy
3. Shrinking the Space against Violent Extremism Thriving (**SAVET**) Project funded by Global Community Engagement and Resilience Fund (**GCERF**) through **CICC** to counter violent extremism acts amongst the youth in Kisauni, Mombasa.
4. **SRHR** Youth Advocacy in Mombasa(**SYAM**) Project funded by Hivos Southern Africa (**HSA**) to end teenage pregnancies through access to **SRHR** services

5. Value Based Education (VBE) Project. The program focuses on enhancing learners curiosity, imagination, resilience and the capacity to respect themselves, their friends, families, communities and globally.

6. Strengthening Youth Leadership and Empowerment in Mombasa (SYLEM) Project supported by Global Centre on Cooperative Security (GCCS) through Kenya Community Support Centre (KECOSCE) to counter violent extremism acts amongst the youth in Mombasa

7. Strengthening Local Advocacy and Leadership in East Africa (SLALE) Project funded by DSW Kenya through Safe Pwani Initiative to implement and coordinate FPRH advocacy

8. Youth in Action (Y-ACT) Project funded by African Medical and Research Foundation (AMREF), a capacity strengthening, and advocacy action initiative intended to pursue policy changes prioritized by the youth.

Strategy process

With support from HIVOs Southern Africa, four DAYO staff; The Executive Director, Programs Coordinator, Finance and Administration Officer, Monitoring and Evaluation Officer and one Board Member were participants in a capacity strengthening programme to develop an organisational Strategic Plan. This process included review of the previous strategic plan, conducted an environmental analysis and organisational SWOT analysis, explored strategic issues as a basis for formulating the next strategic objectives. The result was the development of a draft theory of change and draft strategic plan.

This initial process was followed up by engaging the DAYO board, DAYOs Volunteers, community representatives and a few partners to review the organisation's theory of change and draft strategic plan. A final strategic plan for 2020 to 2024 has now been adopted by the board.

External Environment Analysis

Political Environment

Kenyan youths are the majority, yet their numbers do not translate into tangible access to political positions of leadership. With the opening of democratic space in the country and demand for good governance, it was expected that the youths would be included in decision making at all levels. However, they remain politically marginalized as they are often excluded from top leadership positions.

Economic Environment

Too many youths arrive at adulthood unprepared to contribute productively either as employees or productive citizens, yet they are the most heavily affected by the absence of sustainable employment. Generations of the youths are attempting to generate an income for their families or themselves have become a familiar sight in rural and urban areas. The lack of employment opportunities even for university graduates has placed many young people at risk and contributes to rising levels of infections, crime and other forms of youth delinquency.

Social Environment

The new millennium presents a picture of hopelessness to millions of youth in many African countries including Kenya. An increasing number of youths suffer from poverty, drug abuse, unemployment, armed conflicts, human rights violation, HIV/AIDS and depreciation of value systems. These have had devastating impact on family units, health and education services as well as impoverishment and social inequality.

Technological Environment

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

SWOT Analysis

Strength

- Large number of trained volunteers who help the organization in implementation of various projects and activities.
- Strong linkages/partnership with key donors and partners.
- Skilled and experienced staff base.
- Strong advisory board at our organization.
- Good working relationship with the beneficiaries e.g. community members.
- Strong theatre team.
- Availability of a website.
- Big office space.
- Ability to remain non-partisan.
- Adequate office equipment.
- Strong online advocacy campaign.

Opportunities

- Good working relationships with the County and National Government.
- Good working relationship with donors, partners, allies and other stakeholders creating an enabling environment for formation of consortiums.
- Favourable government Policies i.e.
 - ✓ The Constitution of Kenya 2010.
 - ✓ Adolescents Sexual Reproductive Health Policy 2015.
- Mombasa Adolescents and Young People HIV and SRHR Strategy.
- Kilifi Adolescents and Young People HIV and SRHR Strategy.
 - ✓ Kenya School Health Policy 2018.
 - ✓ Kenya Youth Development Policy 2019.
- Available Incomes Generating Activity (**IGA**) can be used to develop sustainable programs e.g. microfinance SACCO.
- Capacity building – use of other internal technical expertise through carrier
- instruction consultancy to other public benefit organization.
- A strong theatre group. Can be hired to design commercial plays that will empower DAYO members financially and technically

Weakness

- Staff turnover.
- Transport and logistic problems.
- Inadequate systems in place.

Threats

- Public Benefit Organization (PBO) Act.
- Changes in government priorities.
- Inconsistent external and environmental dynamics.
- Technology change.
- Insecurity in areas of operation.
- Change of donor priorities.
- Cultural norms that limit reach to key population.

Strategic Priorities

As a result of the environmental and SWOT analysis, DAYO will prioritise the following in its next strategic plan.

Health

To deal with:

- ✓ High Rates of teenage pregnancies at the Coast Region.
- ✓ Inadequate youth friendly centres.
- ✓ Inadequate demand of SRHR Services.

Livelihood and Economic Empowerment

To deal with:

- ✓ Insecurities, youth engaging in gang activities such as Wakali Kwanza and wakali wao and terrorizing local residents due to inadequate employment opportunities and radicalization.

Education

To deal with:

- ✓ Diminishing family and community values systems amongst the children and youths in the society.
- ✓ Diminishing communal collective responsibility in a child's education.

Advocacy

To deal with:

- ✓ Weak Implementation of policy framework on matters SRHR.
- ✓ Insufficient budgetary allocation on matters health.



A community where youth are free from disease and poverty.



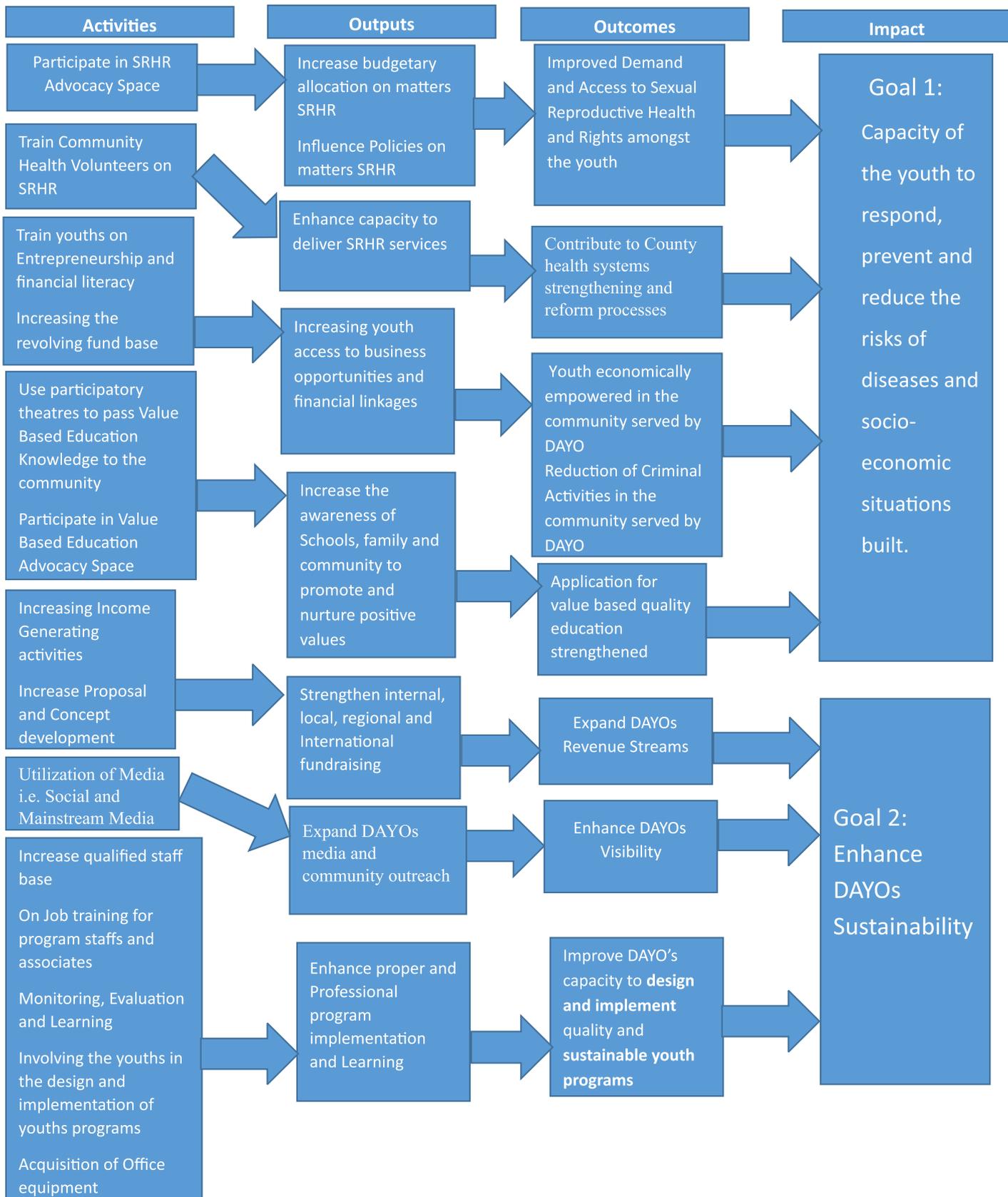
To build capacity of young men and women to respond to opportunities and improve their wellbeing in the region.



- Integrity and professionalism.
- Transparency and accountability.
- Equality and equity.
- Compassion.
- Teamwork.

Theory of Change

DREAM ACHIEVERS YOUTH ORGANIZATION LOGICAL FRAMEWORK



Strategic objectives

1. Improve DAYO's capacity to design and implement quality and sustainable youth programs.
2. To improve access to sexual reproductive health and rights amongst the youth.
3. Enhance DAYO's sustainability.
4. Empower youth economically in the community served by DAYO.
5. Strengthen the application of value based quality education.

Organisational strategies

Improve DAYO's capacity to design and implement quality and sustainable youth programs

- Appointment of qualified Board Members and staff base.
- On job training for program staffs and associates.
- Involving the youth in the design and implementation of youth programs.
- Acquisition of office furniture and equipment to enhance program implementation.

To Improve Access to Sexual Reproductive Health and Rights amongst the youth

- Advocate for access of SRHR information and services.
- Participate in county budget making and tracking process to influence allocation of resources to SRHR agenda.
- Advocate for increase in provision of comprehensive youth friendly services in health facilities.
- Monitoring implementation of existing health policies.
- Contribute to County health systems strengthening and reform processes;
 - To enhance capacity to deliver SRHR services.
 - To increase uptake of SRHR services.



Participation in Regional SRHR Engagement - Zimbabwe



Enhance DAYOs Sustainability

- Expanding DAYOs revenue streams by;
 - Increasing Income Generating activities.
 - Strengthening local, regional and International fundraising.
- Increasing local and international contacts.
- Expand DAYOs media outreach such as contributing to TV programs, articles, newspaper to enhance visibility.
- Setting up a fully-fledged DAYO youth resource center.
- Explore more partnerships by joining more networks and consortiums.
- Building capacity on community ownership.
- Undertake monitoring, evaluation and learning.

Empower youth economically in the community served by DAYO

- Increasing DAYOs revolving fund base.
- Offering young people alternative and innovative ideas to economically empower themselves.
- Increasing youth access to business opportunities and financial linkages.
- Engaging with media, private sectors and government to provide social and economic opportunities.

- Facilitate learning platforms and information sharing of business opportunities and services.
- Lobbying and influencing the reform of the school curriculum to include business and entrepreneurship studies.
- Train youths on entrepreneurship and financial literacy.

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Strengthen the application for value based quality education.

- Ø Partner with the MoE at County and National levels in increasing community involvement and engagement in matters education such as implementation of good education programs.
- Ø Enhance the capacity of teachers and BoM in implementation of value based and quality education.
- Ø Increase the awareness of family and community to promote and nurture positive values.
- Ø Participate in school level meetings focused on planning, monitoring, evaluation and learning on quality education delivery.
- Ø Develop strategy and mobilize resources in delivery of community education.



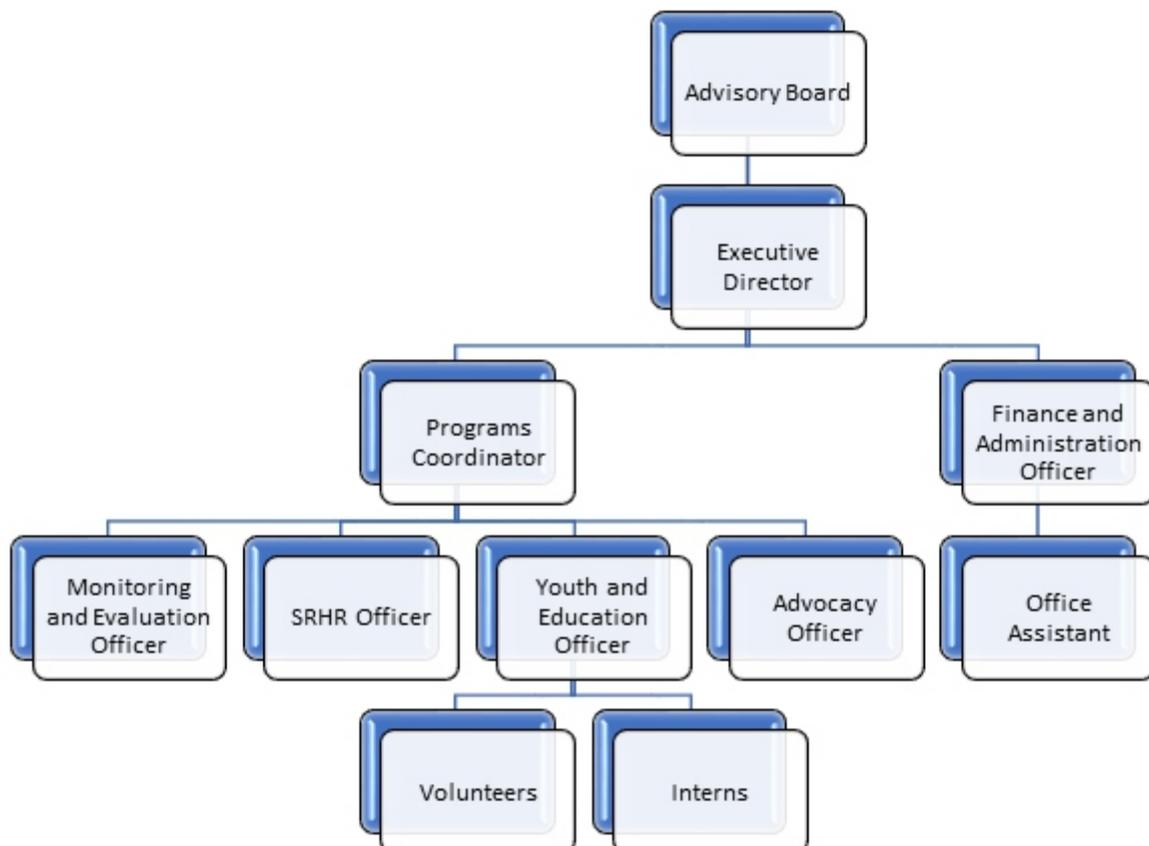
Empowering Young People through Financial Literacy Training



Management of DAYO

The organization is governed by an advisory board of 5 members which was established in 2010. It is managed by a team comprising of an Executive Director (ED), Programs Coordinator (PC), Finance and Administration Officer (FAO), Monitoring and Evaluation Officer (MEO), Project Officers (PO) and Office Assistant (OA). DAYO is also supported by a team of volunteers and interns who assist in the project implementation.

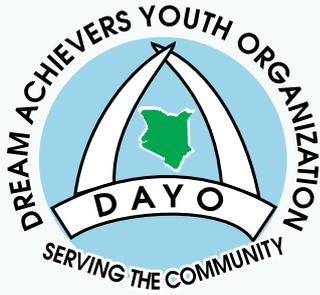
DAYOS ORGANIZATION STRUCTURE



RESOURCES

The current institutional budget is KES 10.5 Million to 15 Million, of this amount 30% is used for administrative costs and 70% on project implementation. Our target is KES 29 Million on the first year and the subsequent years have an increment of 15%. Detailed budget will be developed in the context of the annual operation plans (AOP). However this section contains the summary of the required sums to help realize the plan of the five year period.

DREAM ACHIEVERS YOUTH ORGANIZATION STRATEGIC PLAN BUDGET FOR YEARS 2020-2024						
STRATEGIC BUDGET FOCUS	2020	2021	2022	2023	2024	
<i>Sexual Reproductive Health and Rights</i>	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh
Lobbying and Advocacy SRHR Policy and Budget	5,000,000.00	5,750,000.00	6,612,500.00	7,604,375.00	8,745,031.25	
SRHR Service Delivery	2,500,000.00	2,875,000.00	3,306,250.00	3,802,187.50	4,372,515.63	
Sub Total	7,500,000.00	8,625,000.00	9,918,750.00	11,406,562.50	13,117,546.88	
<i>Value Based Education</i>						
Community Awareness on VBE	1,000,000.00	1,150,000.00	1,322,500.00	1,520,875.00	1,749,006.25	
Lobbying and Advocacy on VBE Policy and Budget	2,000,000.00	2,300,000.00	2,645,000.00	3,041,750.00	3,498,012.50	
Capacity Strengthening of BoM and Teachers	1,500,000.00	1,725,000.00	1,983,750.00	2,281,312.50	2,623,509.38	
Sub Total	4,500,000.00	5,175,000.00	5,951,250.00	6,843,937.50	7,870,528.13	
<i>Youth Economic Empowerment</i>						
Training of Youths in Business and Entrepreneurship Skills	3,000,000.00	3,450,000.00	3,967,500.00	4,562,625.00	5,247,018.75	
Business Mentorship	1,000,000.00	1,150,000.00	1,322,500.00	1,520,875.00	1,749,006.25	
Lobbying and Advocacy on Policy and Budgets	2,000,000.00	2,300,000.00	2,645,000.00	3,041,750.00	3,498,012.50	
Financial Assistance for Startups	500,000.00	575,000.00	661,250.00	760,437.50	874,503.13	
Sub Total	6,500,000.00	7,475,000.00	8,596,250.00	9,885,687.50	11,368,540.63	
<i>Institutional Development</i>						
Staffs and Board Capacity Strengthening	500,000.00	575,000.00	661,250.00	760,437.50	874,503.13	
Communication and Media Outreach	1,500,000.00	1,725,000.00	1,983,750.00	2,281,312.50	2,623,509.38	
Partnerships and Resource Mobilization	1,000,000.00	1,150,000.00	1,322,500.00	1,520,875.00	1,749,006.25	
Establishment of a Youth Resource Center	-	4,500,000.00	-	-	-	
Acquisition of Office Furniture and Equipments	500,000.00	575,000.00	661,250.00	760,437.50	874,503.13	
Monitoring Evaluation Learning and Reporting	440,000.00	506,000.00	581,900.00	669,185.00	769,562.75	
Sub Total	3,940,000.00	9,031,000.00	5,210,650.00	5,992,247.50	6,891,084.63	
<i>Salary and Administration Costs</i>						
Personnel, Administration and Overhead Costs	6,732,000.00	9,091,800.00	8,903,070.00	10,238,530.50	11,774,310.08	
Sub Total	6,732,000.00	9,091,800.00	8,903,070.00	10,238,530.50	11,774,310.08	
TOTAL OPERATION BUDGET	29,172,000.00	39,397,800.00	38,579,970.00	44,366,965.50	51,022,010.33	



STRATEGIC PLAN 2020-2024



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