

Strategic Plan

2024 - 2028



October 2024

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Abbreviations and Acronyms

AGYW	Adolescent Girls and Young Women
AYP	Adolescent and Young People
AYSRH&R	Adolescent and Youth Sexual and Reproductive Health and Rights
E&M Health	Electronic and Mobile Health
HIV	Human immunodeficiency virus
ICPD	International Conference on Population and Development
KDHS	Kenya Demographic Health and Survey
M&E	Monitoring and Evaluation
NAYA	Network for Adolescent and Youth of Africa
NCDs	Non-Communicable Diseases
PESTLE	Political, Economic, Social-cultural, Technological, Environmental and Legal
SRHSR	Sexual and Reproductive Health and Rights
STI	Sexually Transmitted Infections
SWOT	Strengths, Weaknesses, Opportunities and Threats

Foreword

According to the 2019 Kenya Population Census, adolescents and young people between the ages of 10-24 years constitute about a third of Kenya's population. This is a significant proportion whose well-being is critical for the development, progress, and the future of our country Kenya.

Adolescents and young people's rights including the right to the highest attainable standard of health, education, dignity, protection from cruel, inhumane, and degrading treatment, and freedom from discrimination are anchored in Kenyan laws and policies including the Constitution of Kenya, 2010. Article 43 (1) (a) particularly guarantees every person the right to the highest attainable standard of health, which includes the right to health care services, including reproductive health care.



Kenya is a signatory to several international and regional frameworks on adolescents and young people's rights including the Convention on the Rights of the Child, the African Youth Charter, the African Charter on the Rights and Welfare of the Child, the Protocol to The African Charter on Human and Peoples' Rights on The Rights of Women in Africa, among others.

There are several interconnected reasons to focus on the well-being of young people: to decrease current deaths and disease rates among young people, to invest in their health for the present and future, to lessen the disease burden in adulthood, and to uphold human rights.

Adolescents and young people are disproportionately affected by multiple and intersecting sexual and reproductive health and rights challenges including sexually transmitted infections and HIV/AIDS, unintended pregnancies, unsafe abortions, maternal morbidity and mortalities, and sexual and gender-based violence among others that have been exacerbated by inadequate access to adolescent and youth-friendly sexual and reproductive health services and information, socio-cultural barriers such as restrictive norms and stigma around adolescent and youth sexuality among others.

Over 30 years ago, 179 countries including Kenya committed to the International Conference on Population and Development Programme of Action (ICPD PoA) that recognised that people are at the centre of sustainable development and that sexual and reproductive health and rights are fundamental human rights. Whereas there has been major progress in realising the ICPD Agenda, including reduction of maternal mortalities and morbidities and an increase in access to and utilisation of contraceptives, among others; this progress has not been universal, with young people disproportionately affected.

The NAYA Strategic Plan 2024-2028 recognizes that these challenges have deep and underlying root causes and consequences and cannot be solved by just the government or civil society organisations acting alone but require multisectoral collaboration and meaningful partnerships with all stakeholders including government, non-state actors, media, young people, the media, communities through the whole-of-society approach.

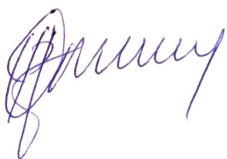
This Strategic Plan succeeds the lapsed 2013-2016 Strategic Plan and the 2016-2023 Multiannual Operational Plans and aims to elevate NAYA from a nationally focused mid-level organisation to a multinational NGO with a presence in Africa and around the world.

The NAYA 2024-2028 Strategic Plan aligns with key national, regional, international development and human rights frameworks including the Constitution of Kenya, 2010, the 2030 Sustainable Development Goals, Africa Union Agenda 2063, Kenya's Demographic Dividend Roadmap (2020-2030), Sessional Paper No. 1 of 2023 on the Kenya National Population Policy for Sustainable Development which aims to attain a high quality of life for the population of Kenya that is secure, healthy, broadly educated, trained, and empowered for sustainable development and Kenya Vision 2030 which aims to transform Kenya into a newly industrialising, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

We strongly believe that the full implementation of this Strategic Plan will contribute towards the realisation of the well-being of adolescents and young people in Kenya, Africa and around the world.

We look forward to your collaboration and support in realising the goals and objectives of the Plan and the organisation.

Phylemon Odhiambo

A handwritten signature in blue ink, appearing to read 'Phylemon Odhiambo', written in a cursive style.

Chair, Board of Directors.

Acknowledgement

Since its inception in 2001 and registration in 2004, NAYA has always believed that the organisation's vision cannot be realised without a sense of direction and purpose, measurable objectives and goals, and a set of indicators to act as our beacons and milestones as we journey. This forward-thinking, robust and ambitious 2024-2028 Strategic Plan is NAYA's roadmap to realising institutional, programmatic and strategic successes.

The Strategic Plan was developed in a highly participatory and consultative manner and involved discussions and input from within the organisation, civil society partners, policymakers, young people in their diversity and strategic partners. It was developed in phases through the strategic leadership of the NAYA Board of Directors, technical input from the Senior Management Team and the vision, foresight and lessons from staff and volunteers.



I extend my sincere gratitude to everyone who was part of the drafting, reviewing, editing, design and finalisation of the document. Sincere gratitude to all our strategic partners for supporting the Strategic Plan development process through financial resources, technical support and linkages and referrals to technical resource people. Special gratitude to Prof. Okwach Abagi for the final review and for getting the process to the finish line.

The Strategic Plan has been developed to fit into, adapt to and navigate the major global megatrends including climate change, the rise of anti-rights movements, the impact of technology, population dynamics as well as contemporary challenges and realities of adolescents and young people in their diversity today. The Strategic Plan has also taken into account key lessons from the organisation's existence, programmes and projects and documented and emerging best practices, high-impact interventions and value for money.

To better serve adolescents and young people and in recognition of the interdependence and interrelatedness of human rights, we have added a special thematic focus on Mental Health, Sustainable Livelihoods and Climate Justice to our mainstays of Sexual Reproductive Health and Rights, Meaningful Involvement and Participation of Youth and Gender Justice. We are convinced that we cannot realise our vision of a gender-just and inclusive society where all adolescents and young people enjoy their health including Sexual and Reproductive Health and Rights if we were to neglect the web of interconnection between these topics and how they combine to deny adolescents and young people their rights and fundamental freedoms.

We are further convinced that human development and resilience in a world of turbulence and change hinges on realising SRHR for everyone and that meaningful, relevant and sustainable solutions to the critical issues affecting adolescents and young people cannot be solved without their meaningful and inclusive participation.

The Strategic Plan is not just about where we are headed, but about who we are. The Strategic Plan underscores and reiterates our organisation's core values including Creativity and innovation, Meaningful youth participation, Inclusivity and Diversity, Equality and Equity, Integrity and Accountability and a Human rights-based approach. These are not just statements but our shared commitment to define the place of values and ethos in our work.

The Strategic Plan will be implemented inter alia with other key strategic, policy and governance documents including the NAYA Constitution, the Human Resource Manual and By-Laws and the Resource Mobilization Strategy. NAYA further developed its Enterprise Resource Project Management System in 2024 to accelerate the realisation of the organisational goals and objectives as guided by the Strategic Plan.

As we move to the implementation phase, we are banking on our most effective strategies-partnerships and movement building and meaningful and inclusive youth participation to realise the long-term and short-term outcomes of the Plan.

Thank You.

A handwritten signature in black ink, appearing to read 'Victor Rasugu', with a stylized flourish at the end.

Victor Rasugu
Executive Director.

Executive Summary

NAYA was established in 2001 with a core mandate of advocating for the implementation of laws and policies on adolescent and youth health including sexual and reproductive health and rights.

Kenya has made good progress in ensuring access and enjoyment of sexual and reproductive health and rights by adolescents and young people since the 1994 International Conference on Population and Development (ICPD) held in Cairo. Despite this, access to sexual and reproductive health and rights (SRHR) remains remote and out of reach for many adolescents and young people, especially the poor and vulnerable youth, in Kenya. Experience in addressing adolescent sexual and reproductive health concerns since the ICPD has underscored the urgency of having supportive policies in place and empowerment of young people. However, the implementation of existing policies on SRHS is fraught with many challenges. These range from selective implementation of the said policies to opposition from conservative groups that in some cases has been noted to reverse some of the gains made over the years.

The NAYA Strategic Plan 2024-2028 seeks to achieve the following long-term outcomes;

- i. The National and County Governments of Kenya, protect, respect and fulfil the SRHR of all adolescents and young people by 2028.
- ii. Adolescents and young people in their diversity, youth led organisations, and other relevant stakeholders have capacity to undertake effective advocacy for health and gender justice by 2028.
- iii. Sustainable, Intersectional and Inclusive movement for health and gender justice by 2028.
- iv. Adolescents and Young people in all their diversity are economically empowered and protected from all forms of exploitation by 2028.

- v. NAYA is an outstanding brand that effectively communicates on gender and health justice by 2028.
- vi. NAYA is a sustainable and scalable organisation that operates and meets its obligations
- vii. NAYA is an effective, resilient and robust organisation by 2028.

The development of the Strategic Plan was a participatory, consultative and inclusive and rigorous process; that involved key stakeholders including staff, youth advocates, Board members, strategic partners and key stakeholders.

The Strategic Plan is guided by NAYA's Vision of: A gender just and inclusive society where all adolescents and young people enjoy their health including Sexual and Reproductive Health and Rights. Our mission is to: advocate for the development and effective implementation of adolescent and young women and men friendly legislation and policies on health including sexual and reproductive health and rights at all levels. The organisation goal is to:

- Contribute towards an enabling legal and policy environment that respects, fulfils and protects health including Sexual and Reproductive Health and Rights (SRHR) of all adolescents and young people in Kenya.
- Promote, share and disseminate adolescent- and youth-centric knowledge products on Sexual and Reproductive Health and Rights at national and county levels across Kenya.
- Support the development of adolescent and youth friendly legal and policy frameworks on Sexual and Reproductive Health and Rights.

This strategic plan takes into account NAYA strengths, weaknesses, opportunities and threats (SWOT). NAYA's identified opportunities over the years that provide avenues for strengthening the agency. These include the existing of relevant legal and policy frameworks on Adolescent and Youth Sexual and Reproductive Health and Rights (AYSRH&R), potential for conducting regular staff needs assessment to inform recruitment; development of a tool for assessing continuous staff capacity needs; development of strategies to entrench transition and sustainability of youth advocates and their activities; development of fundraising strategies; and, the strengthening of management systems.

The Strategic Plan has its foundations in NAYA's proven experience and success in supporting capacity building activities for youth advocacy around SRHR, policy development and

implementation, technical assistance for SRHR advocacy and implementation, health financing and budget advocacy; policy advocacy for Health including comprehensive sexual and reproductive health and rights, media advocacy as well as proactive appellate advocacy and amicus (friend of the court) engagements to uphold the SRHR rights and freedoms of adolescents and young people in Kenya and the region.

The five year-strategic plan is therefore our shared product and commitment to a gender just society where all young people enjoy their health including sexual and reproductive health and rights.

We welcome your partnership in our work through this Strategic Plan for the next five years.

1. INTRODUCTION AND BACKGROUND

1.1 Overview

This chapter articulates the context of the Strategic Plan for the period 2024-2028. This includes strategic imperative for the Network for Adolescent and Youth of Africa (NAYA), mandate and functions, development challenges and opportunities at national and county levels.

The Strategic Plan articulates the following:

1.2 About Us

The Network for Adolescent and Youth of Africa (NAYA) is a Kenya-based regional advocacy organisation founded in October 2001 by the African Regional Office of the Planned Parenthood Federation of America (PPFA).

NAYA has over twenty (20) years' experience and is committed to meaningfully engaging adolescents, young people (women and men), communities, and civil society groups. Besides, we dialogue with county, national, regional and international policy makers to advocate health and gender justice for all adolescents and young people and women of reproductive age. We partner with social workers, paralegals, lawyers, academics, media and all other like-minded organisations and individuals on a pro-bono basis in our work.

We are youth-centric, and youth led with a team of highly dedicated, qualified and diverse staff of twenty-six (26) dedicated young professionals up from one (1) at inception.

Our Board of Directors provides technical insights, oversight, linkages and support that make NAYA a vibrant, goal-driven and successful organisation, effective ally for adolescents and youth health issues in the country and region.

1.3 Methodology of Developing the Strategic Plan

The development of the Strategic Plan was participatory and consultative involving the Board of Directors, staff, youth advocates and volunteers and other stakeholders.

Phase one involved consultations with the Board of Directors, NAYA staff, youth advocates, volunteers and relevant stakeholders. During this phase, brainstorming, discussions and consensus was built on the core values and the strategic direction/objectives of NAYA.

Phase two involved the drafting of the strategic plan, including mapping the strategic directions, identifying goals/objectives, developing implementation and coordination plan, Monitoring and Evaluation Framework, and resource envelope needed to implement the strategic plan.

Phase three involved technical review, editorial, design and layout.

2. STRATEGIC DIRECTION

2.1 Overview

This chapter provides the Vision, Mission, and Core Values as well as Strategic Goals for NAYA. The strategic model is based on and informed by global, regional and national issues that are relevant to promoting Adolescent and Young People's Reproductive Health and Rights (AYSRHR).

2.2 Thematic Focus of NAYA

- i. Sexual Reproductive Health and Rights
- ii. Meaningful Involvement and Participation of Youth
- iii. Gender Justice
- iv. Mental Health
- v. Sustainable Livelihoods
- vi. Climate Justice

2.3 Vision Statement

A gender just and inclusive society where all adolescents and young people enjoy their health including Sexual and Reproductive Health and Rights

2.4 Mission Statement

To advocate for the development and effective implementation of adolescent and youth friendly legislation and policies on health including sexual and reproductive health and rights at all levels.

2.5 Strategic Goals

Contribute towards an enabling legal and policy environment that respects, fulfils and protects health including Sexual and Reproductive Health and Rights (SRHR) of all adolescents and young people in Kenya.

Promote, share and disseminate adolescent- and youth-centric knowledge products on Sexual and Reproductive Health and Rights at national and county levels across Kenya.

Support the development of adolescent and youth friendly legal and policy frameworks on Sexual and Reproductive Health and Rights.

2.6 Core Values

Our values are our organisational commitments that guide our existence, programme development and implementation, decision making and interactions amongst ourselves and with other stakeholders. They include:

- Creativity and innovation
- Meaningful youth participation
- Gender Transformative Approaches
- Inclusivity and Diversity
- Equality and Equity
- Integrity and Accountability
- Human rights-based approach

3. SITUATIONAL ANALYSIS

3.1 SRHR Progress and Challenges

Kenya's population is projected at 56,215,221 in 2022 with an annual population growth rate of 2.28% per year. The current median age is estimated at 19.7 years. According to the 2019 Census Adolescents and Young people below 24 years occupy about 60% (59.44%) of the Kenyan population. Young adolescents (10-14 years) accounting for 13.34%. These are critical rights holders whose health and wellbeing is critical in ensuring national development and rights aspirations. However, they face multiple critical and intersecting sexual and reproductive health and rights challenges and issues; while transitioning from childhood to youth. In some cases, such challenges contribute to disease now and later in life, reducing quality of life and in some cases leading to death.

In Kenya, the age of sexual debut for adolescents and young people is low making them susceptible to critical SRHR issues including teenage pregnancies, unsafe abortion, and sexually transmitted infections including HIV/AIDS. According to the Kenya Demographic and Health Survey KDHS 2022 report, 8% of women and 19% of men aged 15-24 had their first sexual intercourse before age 15. KDHS 2022 noted that the percentage of women aged 15-19 who have ever been pregnant increased with age, from 3% among those aged 15 to 31% among those aged 19.

Nationally, age at sexual debut is early and more often unprotected. About 15% of women ages 20-49 years have had their first sexual intercourse by 15 years, 50% by 18 years, and 71% by 20 years. In 2017 in Kenya, 23% of girls were married before the age of 18 while 4% are married before they turn 15. Kenya has made great progress towards increased uptake of family planning with over 58% of women using modern contraceptive methods.

Whereas the age of fertility has consistently gone down currently standing at 3.4 according to the Kenya Health Demographic Survey (KDHS) 2022 adolescent girls and young women (AGYW) are more susceptible to unintended pregnancies. This is mostly attributed to early sexual debut, inadequate comprehensive youth friendly sexual

and reproductive health and rights and services, and having information. According to KDHS 2022, 21.6% and 16.9% of GYW aged between 15-19 and 20-24 respectively have unmet needs for family planning.

According to the World Health Organisation, many young people regard health services as irrelevant to their needs and distrust them. For health services to address the needs of young people, services should be in the right place, available at the right time, at the right price (free where necessary) and delivered in the right style to be acceptable by young women and men (WHO, 2012)

The Kenya Service Availability and Readiness Assessment Measure (SARAM), shows that only one out of ten public health facilities provide comprehensive adolescent and youth friendly services. Further, there's inequitable distribution of these facilities across the counties with some counties having more than half of the existing facilities providing youth friendly services while other counties having zero percent access (SARAM). Young women and girls are limited in accessing healthcare information and services including contraceptives with frequent stock outs and few healthcare professionals trained on youth friendly services. Only a quarter of public health facilities provide comprehensive youth friendly services in Homa Bay and Kisii Counties (SARAM)

Kenya is yet to fully institutionalise comprehensive sexuality education in schools despite the developing the School Health Policy 2018 and its Guidelines. Kenya has also not renewed its commitment to the Eastern and Southern Africa Ministerial Commitment on Comprehensive Sexuality Education (Citation here). Young adolescents, therefore, miss out on learning sexual and reproductive physiology; HIV/STI prevention; contraception and unintended pregnancy; values and interpersonal skills; and gender and sexual and reproductive rights. These are key topics/issues covered in any empowering adolescence comprehensive sexuality education curriculums.

There is a glaring gap in knowledge on HIV prevention among youth aged 15-34. According

to the 2022 Kenya Demographic and Health Survey, almost half of young people (15-24 years) (46% of women and 45% of men) do not have comprehensive information about HIV prevention.

Women and girls are more disproportionately affected and tend to become infected at a much earlier age than men and boys of the same age with 8 out of every 10 new HIV infections occurring among adolescent girls and young women aged 15-24 years (World Aids Report, 2022). Key populations including sex workers, gay men and men who have sex with men, transgender people, people who inject drugs, and people in prisons and other enclosed settings are even more disproportionately affected by HIV due to inequitable access to comprehensive friendly HIV services and information

According to the National Guidelines for Provision of Adolescent and Youth Friendly Services, 2016, there still exists great impediment to accessing adolescent and youth friendly reproductive health services including structural barriers, distance from facilities, costs of services and/or transportation,

long wait times for services, inconvenient hours, lack of necessary commodities at health facilities, and lack of privacy and confidentiality.

There is growing recognition of mortality attributed to non-communicable diseases (NCDs) in Kenya. According to the Ministry of Health, NCDs are responsible for 39% of the deaths in Kenya. These NCDs include cancers, cardiovascular diseases, chronic respiratory diseases, diabetes, mental health conditions and injuries, among others. Adolescents and young people are increasingly being affected by these NCDs with devastating outcomes to their health and economy. In addition, the emergence of the COVID- 19 pandemic has negatively impacted the health and lives of adolescents and young people. A recent report by Population Council highlighting the impact of COVID 19 on the lives of adolescents and young people points to the critical need for bold action to address school dropout, adolescent pregnancies, lost learning momentum, violence and other negative consequences of the pandemic on the lives of adolescents in Kenya .

3.2 Alignment to Constitutional, Legal and Policy Framework

This Strategic Plan is aligned with the key national policy and legislative instruments primarily anchored in The Constitution of Kenya, 2010 and Kenya Vision 2030 Agenda. Fundamentally, the national policy and legislative environment in Kenya continue to be promising notwithstanding persistent threats on young people's Reproductive Health and Rights. Kenya's Constitution recognizes health as a Basic Right

This strategic plan is aligned with the national policy instruments such as:

- The National Reproductive Health Policy (2007);
- The Population Policy for National Development (2012);
- The National Adolescent Sexual and Reproductive Health Policy (2015);
- The Health Act (2019); National Guidelines for the Provision of Adolescent and Youth-Friendly Services (2016);
- The National Policy for the Eradication of

- Female Genital Mutilation (2019); The Kenya Youth Development Policy (2019); The Kenya Community Health policy 2020-2030; The National Guidelines on the Management of Sexual Violence (2014); The National Strategic Plan for Prevention and Control of NCDs 2020/21-2025/26 (2021); The National Gender and Development Policy (2019); County Government Policy on Sexual and Gender Based Violence (2017); The Education Gender Policy (2007); National School Health Policy(2018); Education Sector Policy on HIV and AIDS (2013); National Skills Development Policy (2020); The National Guidelines for School Re-Entry in Early Learning and Basic Education (2020); Prevention Revolution Roadmap to End New HIV Infections by 2030 (2013);
- The National Policy for the Eradication of Female Genital Mutilation (2019); and,
- The National Strategic Plan For The Prevention And Control Of Non-Communicable Diseases (2019).

This Strategic Plan is also aligned to national legal statutes such as: The Protection Against Domestic Violence Act (2015); Marriage Act (2014); Counter Trafficking in Persons Act (2010); Prohibition of Female Genital Mutilation Act (2011); The Sexual

Offences Act (2006); Persons with Disability Act (2003); HIV & AIDS Prevention and Control Act (2006); The Children's Act (2001); and, The Penal Code Cap 63 of the Laws of Kenya.

3.3 Alignment to Global and Regional Policy Context

The Strategic Plan is cognizant of the regional and international mechanisms that Kenya is party to such as:

- The African Charter on the Rights and Welfare of the Child (1990),
- Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003);
- UN Declaration on the Elimination of Violence against Women (1993); and
- The 2030 Agenda for Sustainable Development and Sustainable Development Goals (SDGs) & 2030 Agenda;
- The Nairobi Summit on the 25th anniversary of International Conference on Population and Development (ICPD+25);
- Convention on the Rights of the Child (1989);
- The Convention on the Elimination of All Forms of Discrimination against Women (1979);
- International Covenant on Economic, Social and Cultural Rights (1966) and,
- The 1995 Beijing Platform for Action among others.

3.4 Overview

The section provides an in-depth analysis of the external and internal context in which NAYA operates, and articulates how the environment currently affects NAYA's programming and institutional development; and how the organisation needs to do to navigate a highly dynamic context.

3.4.1 The PESTLE Analysis

NAYA has utilised the Political, Economic, Social-cultural, Technological, Environmental and Legal (PESTLE) Tool to analyse the external context and the Strength, Weaknesses, Opportunities and Threat (SWOT) Tool to examine the internal context of the organisation.

Table 1: Political, Economic, Social-cultural, Technological, Environmental and Legal (PESTLE) matrix

Environment	Challenges for NAYA	Opportunities for NAYA	How has the environment changed over the last 5 years for NAYA?	How is the environment likely to change over the next 5 years for NAYA?	What are the possible risks/obstacles to achieving NAYA objectives?
Political	<p>Inadequate political goodwill to develop, popularise, implement and resource Policies and guidelines on SRHR, health and gender justice</p> <p>Transitions of key policy makers, decision makers and champions Corruption at national and country levels</p> <p>Inadequate accountability to international and regional instruments on health and gender justice</p>	<p>Presence of ally and champion policy makers with goodwill and support for health and gender justice</p> <p>Existing frameworks, policies, laws and initiatives on health and gender justice</p>	<p>Shrinking civic spaces and more government control on civil society</p>	<p>Attempts by actors to amend progressive policies and laws including the Constitution of Kenya, 2010</p> <p>Increased collaborations, movement building and joint efforts by conservative voices and opposition to stifle health and gender justice including bodily autonomy and integrity</p>	<p>Electioneering and political campaigns for 2027</p> <p>Negative Political rhetoric on SRHR by influential leaders</p>
Economic	<p>Reduced funding for health and gender justice due to shifts in donor priorities and Kenya's middle-income status</p> <p>Increased poverty and inequality by regions, gender and Social-economic class Poor socio-economic status, inflation and high cost of living</p> <p>Untimely disbursement of funds to the counties by the national government</p>	<p>Existing relevant polies and strategies for economic empowerment</p> <p>Availability of Government financial services and enterprises for loans and grants</p> <p>Existing opportunities for public participation and influencing of county and national budgets</p>	<p>Shifting donor priorities</p> <p>Transitioning from Aid to Trade and Journey to self-reliance</p>	<p>Continued shrinking donor funding</p> <p>Kenya is indebted thus investments will reduce from social investments to servicing debts</p> <p>Increase in inflation affecting consumer propensity to spend on health care and services</p>	<p>Reduced donor funding for health and gender justice programmes</p> <p>Kenya losing out on demographic dividend due to reduced investments in health and gender justice</p> <p>Exploitation of adolescents and young people due to poverty</p>

Environment	Challenges for NAYA	Opportunities for NAYA	How has the environment changed over the last 5 years for NAYA?	How is the environment likely to change over the next 5 years for NAYA?	What are the possible risks/obstacles to achieving NAYA objectives?
Socio-cultural	<p>Socio-cultural norms, values and beliefs that ferment opposition to health and gender justice</p> <p>Emerging trends on health and gender violations including medicalization of FGM and cross border FGM</p>	<p>Existing allies and champions among influential community elders</p> <p>Community structures, events and systems provide entry points for advocacy, mobilisation, education and collaborations</p>	Emerging trends and changes in community dynamics and practices	<p>Progressive context due to increased access to information, education</p> <p>New trends in family and socio-cultural units</p>	<p>Community hostility and backlash to advocacy and strategic engagements on SRHR.</p> <p>Community actors and members interfering with criminal justice system and protecting perpetrators of exploitation, gender-based violence and violation of rights</p>
Technological	Increased cyber-attacks and data insecurity	<p>Kenya has progressive data protection and cyber-crime laws</p> <p>High internet penetration in Kenya and globally</p> <p>Increased access to digital platforms and smartphones</p> <p>Social media platforms and virtual forums providing opportunities for safe spaces, communities, information sharing</p>	<p>Increased utilisation of E & M health platforms for information & linkage to health services</p> <p>Improved attention on online safety for children</p> <p>Utilisation of online platforms as an alternative voice for advocacy</p>	<p>Digitization of government services</p> <p>Emergence of innovative ICT solutions for SRHR programming</p> <p>World becomes a global village: replication & scale of High Impact & evidence-based initiatives made easier</p>	<p>Increasing online abuse & cyber bullying</p> <p>Disinformation and misinformation online</p>

Environment	Challenges for NAYA	Opportunities for NAYA	How has the environment changed over the last 5 years for NAYA?	How is the environment likely to change over the next 5 years for NAYA?	What are the possible risks/obstacles to achieving NAYA objectives?
Environment	Adverse impact of climate change on human health in general, and adolescent health and rights in particular	<p>Improved political commitments to conserving the environment</p> <p>Increased renewable energy & going green initiatives</p> <p>Adoption of National strategy on climate change mitigation and adaptation</p> <p>Existing regional, national, and county instruments on climate change</p> <p>Shifting donor priorities to focus on climate justice</p>	<p>Increasing recognition of climate change as an existential crisis</p> <p>Improving political commitment for environmental conservation and protection</p> <p>Increased awareness on environmental conservation</p> <p>Increased appreciation of the need for health sector climate change adaptation and mitigation strategy</p>	More commitment and investment by government, donors and civil society on climate justice	<p>Global denial of climate change</p> <p>Intensification of the adverse impact of climate change humans including on public health</p>
Legal	<p>Existing of non-progressive laws at the national and county levels</p> <p>Lack of implementation of court orders</p>	<p>Constitutionally provided opportunities for public participation and citizen engagement in policy and law-making processes</p> <p>Opportunities for strategic litigation and social accountability</p>	<p>Court rulings on health and gender justice including High Court ruling on</p> <p>Reinstatement of safe abortion guidelines and on criminalization of same sex relations</p>	<p>Review of progressive instruments on health and gender justice</p> <p>Development of norms and case laws and precedents by courts on health and gender justice</p> <p>Concluding observations and recommendations by international and regional mechanisms on health and gender justice influencing national legal context</p>	<p>Political interferences & intimidation judiciary processes</p> <p>Development of non-progressive laws, instruments and rulings by courts</p>

3.4.2 SWOT Analysis

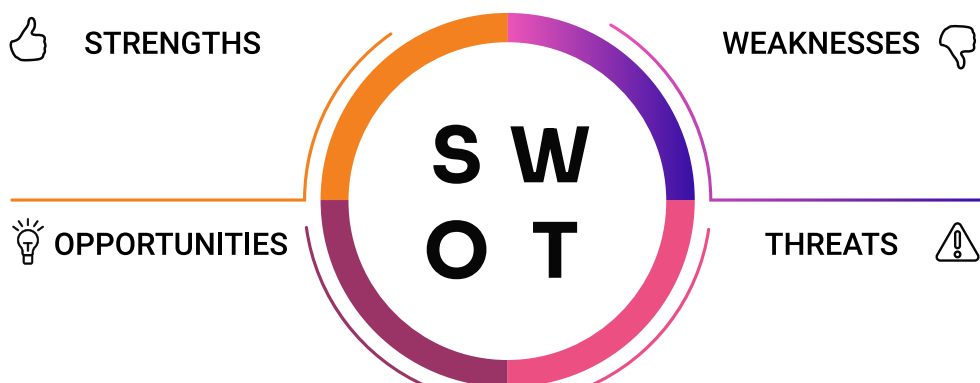
Core Strength

- Young, diverse, talented, skilled, passionate, creative and productive staff committed to NAYA's vision and mission
- Pool of committed diverse adolescent and youth advocates spread across the country with skills, knowledge and expertise
- Strong operational, Monitoring, Evaluation and Learning systems in place
- Excellent working relationships with mainstream and alternative media and academia
- Existing strong partnerships and networks with key stakeholders including policy makers and decision makers at all levels, civil society organisations, religious and cultural leaders
- Strong visible brand developed over the years.
- Experience and expertise in engagement with Regional and International mechanisms for health and gender justice
- Existing wide network of committed champions for health and gender justice
- Track record on youth-led advocacy including gender justice

- High transition of youth advocates (volunteers)
- Limited packaging and dissemination of success stories
- Over reliance on donor funding
- Limited production of knowledge products and documentation of institutional experiences

Overcoming the weaknesses

- Institutionalising phased and continuous recruitment of youth advocates
- Development and implementation of a communication strategy
- Diversifying resource mobilisation
- Establishment of a functional business unit
- Strengthening knowledge management system



Opportunities

- Existing of legal and policy frameworks for Adolescent Reproductive Health Services and Right
- Counties stakeholders commitment and readiness to work with NAYA on SRH&R
- Regular staff appraisals to assess needs and inform human capital management
- Adoption of sustainable and transition strategies for managing youth advocates
- Consultancies on policy and organisational development assignments for other organisations and agencies
- Provision of technical support to the national and county governments to develop legal instruments in line with the Constitution Kenya, regional and international mechanisms
- Generation of evidence for advocacy
- Membership in strong, visible and robust networks, coalitions and partnerships
- Opportunities for Linking and learning
- Opportunities for capacity strengthening

Threats

- Shrinking donor spaces
- Shrinking spaces for Civil Society Organisations
- Government legal controls/restrictions on operations
- Kenya's upgrade to lower middle income status limiting funding opportunities
- Shifting donor priorities on health
- Non-re-election of champions at county and national assemblies who had been trained over the years
- Rise of coordinated opposition groups to ASRHR.

Mitigating Threats

- Diversify sources of funding
- Build or join coalitions/networks for targeted advocacy and resource mobilisation
- Operate within the legal framework
- Conduct Strategic litigation to challenge draconian laws as well as for constitutional interpretation of the law
- Strengthen opposition monitoring and management

4 STRATEGIC DIRECTION

4.1 4.1 Strategic Priority Areas

To realise our organisational goal of contributing towards an enabling legal and policy environment that respects, fulfils and protects health including sexual and reproductive health and rights of all adolescents and young people in Kenya, NAYA will focus on the below seven (7) strategic pillars.

- Policy and Legal Advocacy
- Capacity Strengthening
- Strategic Partnerships and Movement Building
- Economic Empowerment
- Knowledge Production, Communication and Branding
- Resource Mobilisation
- Institutional System Strengthening

4.2 Expected Outcomes and Key Result Areas

	Priority Area	Long Term Outcome	Key Result Area
1	Policy and Legal Advocacy	By 2028, the National and County Governments of Kenya, protect, respect and fulfil the SRHR of all adolescents and young people.	<p>Policy makers formulate, popularise, resource and implement progressive laws and policies on health including SRHR for AYP.</p> <hr/> <p>Strengthened public support for health including SRHR for AYP.</p> <hr/> <p>Policy makers are accountable to regional and international commitments on health.</p>
2	Capacity Strengthening	By 2028, adolescents and young people in their diversity, youth led organisations, and other relevant stakeholders have capacity to undertake effective advocacy for health and gender justice.	<p>Adolescents and young people in their diversity, youth led organisations, and other relevant stakeholders) have knowledge of available opportunities to advance gender and health justice</p> <hr/> <p>Key stakeholders create safe spaces and opportunities for adolescents and young people to meaningfully engage</p> <hr/> <p>Adolescents, young people, youth led organisations and key actors in their diversity have increased agency to hold decision makers accountable.</p>
3	Strategic Partnerships and Movement Building	By 2028, Sustainable, intersectional and inclusive movement for health and gender justice was realised.	<p>Actors have capacity to create and strengthen sustainable SRHR movements, mainstream gender in their programs and budgets, and undertake advocacy on health including SRHR.</p> <hr/> <p>Actors are committed to jointly work towards health and gender justice.</p> <hr/> <p>Actors collaboratively generate, disseminate and utilise evidence to advance health and gender justice</p>
4	Economic Empowerment	By 2028, adolescents and young people in all their diversity are economically empowered and are protected from all forms of exploitation	<p>Adolescents and young people in their diversity have capacity for sustainable livelihoods.</p>

	Priority Area	Long Term Outcome	Key Result Area
			Adolescents and young people in their diversity have access to available finance opportunities.
			Adolescents and young people in their diversity have access to markets for their products and services.
			Stakeholders and actors create and provide linkages to adolescents and young people in their diversity for their enterprises.
5	Knowledge production, Communication and Branding	By 2028, NAYA has an effective system of knowledge production, branding and effectively communication.	Key stakeholders, actors and the public support gender and health justice.
			NAYA positions itself as a vibrant national and regional advocacy network
			NAYA has a strong internal communication system.
6	Resource Mobilisation	By 2028, NAYA is a sustainable and scalable organisation that operates and meets its obligations.	NAYA has existing structures and systems for resource mobilisation.
			NAYA's human resource have capacity on resource mobilisation
			NAYA has diverse sources of funding
7	Institutional System Strengthening	By 2028, NAYA is an effective, resilient, and robust organisation.	NAYA develops and implements progressive internal policies and systems.
			NAYA has an efficient and effective human capital management system.
			NAYA develops a robust Knowledge management system.

5 IMPLEMENTATION MATRIX

The details Implementation Matrix is in Annex 1, indicating Strategic Plan Priority Area, Outcomes, Activities. Timeline and Budget.

6 RISK MATRIX

<i>Risk Factor</i>	<i>Probability</i>	<i>Impact</i>	<i>Mitigation</i>	<i>Response</i>	<i>Risk Owner</i>
Cyber attacks	Low	High	NAYA will train their staff and youth advocates regularly on digital security to prevent, detect, respond to and manage attacks. NAYA will also regularly update their passwords and encrypt sensitive files.	NAYA to implement the digital security protocol.	IT Officers in Nairobi and Kisumu Offices
Negative media perception and coverage on sensitive topics on SRHR, gender justice and feminism	Medium	High	Utilise NAYA media platforms to role model progressive ideologies on SRHR, feminism and girl and women's rights. Develop and maintain a database of progressive journalists, capacity build and continuously sensitise them on health and gender justice and human rights-based approach, develop terms of engagement on ethical reporting and continuously engaging them.	Engage journalists and editors and request for clarifications and withdrawal of offensive messages	Media and Communications Officer
Physical Attacks on Staff	Low	High	NAYA will develop a Safety and Security protocol and train staff members on safety and security issues. NAYA will also partner with security agencies and human rights defenders and retain legal counsel.	NAYA will activate the safety and security protocol.	Human Resource Officer and Executive Director
Coordinated Opposition Attacks	High	High	Collaborate with partners to develop opposition monitoring and management tools Capacity strengthen advocates, staff and key stakeholders on opposition management Communicate SRHR as a critical human rights and development issue.	Hold crisis meetings with partners to identify/refine best opposition countering strategies.	Executive Director

Risk Factor	Probability	Impact	Mitigation	Response	Risk Owner
Political Instability	High	High	NAYA will continuously monitor the political situation and consult closely with key stakeholders including security agencies, embassies and donors.	Adjust implementation plan accordingly including temporary scale back of activities NAYA will also clearly communicate its non-partisanship in political contests.	Executive Director
General elections in 2027 which may limit the prioritisation of key issues by the government and political leaders, sensationalise SRHR issues and disrupt activity implementation due to heightened campaigns, violence and safety and security issues	High	High	Work with partners to monitor and track political activities and temperatures. Develop work plans bearing in mind the political calendar.	Work closely with partners and other relevant key stakeholders in a non-partisan manner. Adjust work plans accordingly.	Head of Programmes
Change of policy and decision makers after the election	High	High	NAYA will develop a terms of engagement with the government officials "agreement" as an opportunity of engaging them as champions beyond their political terms. NAYA will engage existing governmental structures and offices creating a safe space for new leaders taking up the government roles to fit in.	Hold entry meetings with new government officials for buy in	Programme Officers

Risk Factor	Probability	Impact	Mitigation	Response	Risk Owner
Adolescent and Youth Advocates being Threatened/ Intimidated	Medium	High	Sensitize adolescent and youth advocates on safety and security; the key risks and measures in place for mitigation and management. Institute Proper reporting mechanisms for all forms of violence and harassment and safety and security issues. Engage community and cultural leaders, policy makers, decision makers, political and community members and make a case for adolescents and youth rights including their right to participation.	Work with law enforcers to ensure all perpetrators are answerable.	Programme Officers
Sexual Exploitation, Sexual Abuse and Sexual Harassment (SEAH) of young people including GYW	Medium	High	Train all staff, youth advocates and key stakeholders including service providers on safeguarding and code of conduct and have them sign safeguarding forms. Train and sensitise all young people including GYW advocates on their rights and channels for reporting violations.	Implement existing policies on human resource and safeguarding	Human Resource Officer
Censorship by government agencies	Medium	High	NAYA will comply with all government regulations and frameworks. NAYA will also closely collaborate with government agencies, judiciary and relevant regulators.	Work with partners including regional and international community and human rights defenders to advocate for respect of free speech and human rights.	Executive Director
Health issues including COVID 19	Medium	High	NAYA will observe all health including COVID 19 directives at all times. Orient staff and volunteers on hygiene protocols and health seeking behaviours. Maintain routine sanitization. Implement a hybrid approach of staff working from home. Collaborate with partners for health service provision. Integrate emerging health issues within NAYA programming.	Support staff and volunteers to seek medical attention	Human Resource Officer

<i>Risk Factor</i>	<i>Probability</i>	<i>Impact</i>	<i>Mitigation</i>	<i>Response</i>	<i>Risk Owner</i>
Backlash from the community and the general public on health and gender justice	Medium	High	Communicate SRHR and gender justice as a human rights issue. Identify and engage community champions to advance SRHR. Establish and maintain relationships with community gatekeepers, local government and security . Develop and continuously update messages on sensitive issues.	Communicate SRHR and gender justice as a human rights and development issue and disseminate messages.	Programme Officers
Fatigue, burnout, stress and mental health issues	Medium	High	Train staff on work stress management and develop staff wellness programmes. Procure and maintain an insurance system with mental health cover for all staff. Capacity building staff on productivity. Review and update the organisational infrastructure and ensure sufficient human resources.	Provide psychosocial support to team members	Human Resource Officer
Institutional Sustainability	Medium	High	Review and implement the resource mobilisation strategy. Diversify its funding sources and strengthen the resource mobilisation committee.	Implement the resource mobilisation strategy	Executive Director
Integrity and Ethical issues	Low	High	Institute and implement sound internal control measures to address integrity and ethical issues including fraud, non compliance, conflict of interest, abuse of power, and appropriate duty allocation for all staff. NAYA will continue to comply with government regulations on ethics and integrity. Establish clear channels for whistle blowing	Implement organisational policies and systems on integrity and ethical issues Engage government agencies responsible for ethics and integrity .	Finance Manager and Executive Director

7 IMPLEMENTATION AND COORDINATION FRAMEWORK

7.1 7.1 Implementation Plan

NAYA will undertake the implementation of this Strategic Plan through various activities that have been outlined under each strategy. This is summarised in the Implementation Matrix, which outlines the objectives, strategies, activities, annual targets, budgets and responsibilities.

7.2 7.2 Annual Work Plan and Budget

Every year, an annual work plan based on the Strategic Plan will be developed in a participatory manner. This shall guide the development of the annual budgets for NAYA. The annual work plan shall also form the basis for monitoring the implementation of the Strategic Plan.

8 RESOURCE MOBILISATION

8.1 Resource Requirements and Projections

It is projected that the implementation of the Strategic Plan will cost NAYA approximately KSh1,580,528,885 (USD12,347,882) over the period of 5 years. The amount of resources required annually are shown on Table 8.1 below:

9 MONITORING EVALUATION AND LEARNING (MEL)

9.1 9.1 Overview

Robust monitoring, evaluation, and learning (MEL) is critical to ensuring effectiveness and efficiency in implementing the Strategic Plan. This will serve a strategic process for learning and adaptive programming, knowledge management and for accountability.

NAYA developed a robust and inclusive MEL plan. This plan has been drawn from the organisational MEL Framework and builds on key experiences and lessons learnt in previous projects and strategies as well as best practices for civil society organisations in monitoring, evaluation, and learning.

NAYA will implement this MEL plan through a participatory approach as described below.

The MEL Framework will be anchored on three key pillars:

- Tracking progress of the implementation of the Strategic Plan.
- Learning and unlearning lessons throughout the programme lifecycle.
- Generation of quality, timely and accurate evidence and knowledge products to inform decision making and programming at all levels.

9.2 Monitoring Process

A rigorous monitoring process will be employed to track the implementation of the Strategic plan adopting the following strategies: documentation and reporting; generating monthly, quarterly, semi-annual and annual reports. The process will be highlighting the progress of implementation, milestones at output and outcome level and documenting the lessons learnt, challenges and best practices.

The process will also involve the utilisation of operationalised tools including media tracking

tools, qualitative and quantitative MEL software and cloud-based activity reporting monitoring frameworks to capture and analyse data, and to complement the qualitative narrative.

To enhance information sharing and feedback, NAYA will convene quarterly, bi-annual and annual review meetings with its stakeholders including Adolescents and young people including girls and young women, board of directors, management team and strategic partners. NAYA will leverage on technology for inclusive engagement and dissemination of knowledge products.

9.3 Evaluation Process

The Strategic Plan will be evaluated at mid-term and end-term (after five years). The processes will be a hybrid evaluation blending external and internal expertise. A mid-term evaluation will be done in 2025, to assess the results achieved, assess challenges, lessons learned and opportunities. It will also generate recommendations going forward.

An end-term evaluation will be done after the life of the Strategic Plan, between September 2028 to December 2028. This will be to assess the overall performance and realisation of results at outcome. The end-term report will highlight, among others, the lessons learnt, best practices, and recommendations to all key stakeholders at institutional, national and county levels.

NAYA will conduct outcome harvesting every six months to track change in behaviour of key social actors including changes in their actions, practices, policies, and relationships where there is a plausible relationship with NAYA's interventions.

9.4 Learning Process

Organisational learning and knowledge management is key in creating opportunities for strengthening the cycle of strategic planning; and implementation by identifying and incorporating lessons learnt and best practices.

NAYA will create a favourable learning environment to all stakeholders at all levels. This will be done

through semi-annual and annual reviews, and peer to peer review meetings. The objective will be to promote knowledge sharing and exchange, effective dissemination, and storage/use of knowledge products.

NAYA will develop and implement a knowledge management system to create, share, use and manage knowledge and information.

9.5 Monitoring, Evaluation Learning (MEL) Framework

Table 5: Monitoring, Evaluation and Learning framework

Priority	Frequency	Focus	Means of Verification (MoV)
1:1: Monitoring	Continuous and ongoing process Monthly Quarterly Annually	Prepare and disseminate quality and timely reports of the activities capturing results at an output level vis a vis performance in line with the targets. Identify gaps and challenges, implement mitigation strategies to ensure the effective implementation of the plan.	Monthly activity Reports Quarterly performance Reports Annual progress and implementation Reports
1:2: Evaluation	Periodic assessment at Mid-term and End-term The Mid-term Evaluation will be held will be held between August 2024-July 2025 The End-term Evaluation held around September 2028 Semi-annual and annual Outcome Harvesting (OH)	An in-depth process to assess and take stock of the implementation process of the strategic plan in achieving its objectives during the first half of its implementation. Identify challenges and gaps with limiting realisation of results with changes and adjustments to enhance the implementation in the final years. An in-depth assessment process of the performance of the strategic plan in achieving results at impact level. This will inform and strengthen the subsequent strategic planning and execution process adopting recommendations Analysis and interpretation of generated evidence, accrediting and attributing change of a social actor's behaviour, attitude, actions and practices through Outcome Harvesting	Midterm evaluation Report End term evaluation Report Outcome Harvesting Logbooks
1:3: Learning	Continuous Process	Identify the progress of implementation, challenges, lessons learnt and best practices Scale-up the learning process to strengthen implementation process in achieving the desired results Functional institutional learning through knowledge management as well as evidence generation to strengthen the advocacy efforts	Linking and learning Reports Action Plans Knowledge management system

1.1.6: Engage policy makers at national and county level to advance health and gender justice	Activity Reports, Activity Photos, Attendance Lists, Policies (Reviewed and Launched), Budget documents	Programmes			x	x	x	x	x	x	x	x	x	x	50,672,330
1.2: Strengthened public support for health including SRHR for AYP.															
1.2.1: Hold targeted stakeholder education and engagement forums on health and gender justice for AYPs	Activity Reports, Activity Photos, Attendance Lists	Programmes			x		x			x			x		10,500,772
1.2.2: Identify and engage champions to spearhead advocacy efforts on health and gender justice	Activity Reports, Activity Photos, Attendance Lists	Programmes			x	x	x	x	x	x	x	x	x	x	21,001,544
1.3: Policy makers are accountable to regional and international commitments on health															
1.3.1: Engage with regional and international accountability mechanisms for AYP health and rights	Country Mark-ups of various mechanisms, Activity Reports, Activity Photos, Attendance Lists	Programmes			x	x	x	x	x	x	x	x	x	x	27,680,523
1.3.2: Generate and disseminate policy communication materials on health and gender justice	Activity Reports, Activity Photos, Attendance Lists, Policy Communication Materials	Programmes			x	x	x	x	x	x	x	x	x	x	85,654,553
1.3.3: Support adolescents, young people and communities to conduct social accountability on health and gender justice	Activity Reports, Activity Photos, Attendance Lists, Policy Communication Materials	Programmes			x	x	x	x	x	x	x	x	x	x	18,925,810

1.3.4: Conduct strategic litigation for health and comprehensive SRHR	Outcomes mapping or Process Tracing reports; Specific changes in policy or law following judgments Media reports; Speeches and official statements by decision makers; Judgments	Programmes			x		x		x		x		x		x		x		x		27,534,001
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Priority Area : 2. Capacity Strengthening

Long Term Outcome (LTO): Adolescents and young people in their diversity, youth led organisations, and other relevant stakeholders have capacity to undertake effective advocacy for health and gender justice by 2028.

Key Result Areas: 2.1: Adolescents and young people in their diversity , youth led organisations, and other relevant stakeholders) have knowledge of available opportunities to advance gender and health justice

2.1.1: Develop and review a capacity building strategy on AYP's SRHR	Capacity Building Strategy Document	Programmes				x																1,940,400	
2.1.2: Conduct a needs assessment to identify the capacity needs of the target groups	Assessment Report, Attendance Lists, Photos	Programmes					x																1,856,400

2.2: Key stakeholders create safe spaces and opportunities for adolescents and young people to meaningfully engage

2.2.1: Strengthen the capacity of AYPs, Policy makers , media, CSOs, and other relevant stakeholders at all levels on advocacy for health and gender justice	Activity Reports, Activity Photos, Attendance Lists	Programmes				x																	94,140,642
2.3.1: Identify and train Trainers Of Trainers on youth led advocacy	Activity Reports, Activity Photos, Attendance Lists	Programmes				x																	57,754,246

Priority Area 3. Strategic Partnerships and Movement Building

Long Term Outcome (LTO): Sustainable, Intersectional and Inclusive movement for health and gender justice by 2028.

Key Result Areas : 3.1: Actors have capacity to create and strengthen sustainable SRHR movements, mainstream gender in their programs and budgets, and undertake advocacy on health including SRHR advocacy

3.1.1: Periodic mapping of existing SRHR networks and coalitions that advocate for health and SRHR	Mapping Report/inventory	Programmes			x	X	x	X	X	x	X	X	X	X	X	X	X	X	X	X	X	X	488,408
3.1.2: Strengthen the capacity of key stakeholders on sustainable and inclusive movement building	Activity Reports, Activity Photos, Attendance Lists	Programmes			x		x		x		x		x		x		x		x		x		120,514,674

3.2: Actors are committed to jointly work towards health and gender justice

3.2.1: Develop network and coalition management tools	A catalogue of Network and Coalition Management Tools	Programmes			x		x				x												31,197,061
3.2.2: Support joint advocacy and capacity strengthening initiatives with key stakeholders at all levels	Activity Reports, Activity Photos, Attendance Lists	Programmes				x		x		x		x		x		x		x		x		x	34,921,172
3.2.3: Conduct joint resource mobilisation for advocacy on AYPs SRHR	Activity Reports, Activity Photos, Attendance Lists	Programmes			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	0
3.3.1: Participate in linking and learning with coalitions and networks at all levels	Activity Reports, Activity Photos, Attendance Lists	Programmes			x			x		x		x		x		x		x		x		x	34,921,172

Priority Area 4. Economic Empowerment

Long Term Outcome (LTO): Adolescents and Young people in all their diversity are economically empowered and protected from all forms of exploitation by 2028

Key Result Areas : 4.1: Adolescents and young people in their diversity have capacity on sustainable livelihoods

4.1.1: Develop and review capacity-building modules on income generation for adolescents and young people	Capacity building modules	Programmes																						1,281,000
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Priority Area 6. Resource Mobilisation

Long Term Outcome (LTO): NAYA is a sustainable and scalable organisation that operates and meets its obligations

Key Result Areas: 6.1: NAYA has existing structures and systems for resource mobilisation

6.1.1: Develop NAYA's Resource Mobilization Strategy	Resource Mobilization Strategy	Executive Director				x																												350,000
6.1.2: Develop and disseminate NAYA's advocacy track records as a tool for generating donor interest for funding	Activity Reports, Activity Photos, Attendance Lists	Executive Director				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				0	

Key Result Areas: 6.2: NAYA's human resource have capacity on resource mobilisation

6.2.1: Capacity build NAYA staff, management, young people and board members on resource mobilisation	Activity Reports, Activity Photos, Attendance Lists	Executive Director							x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	3,887,100
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6.3: NAYA has diverse sources of funding

6.3.1: Hold periodic convenings with donors and potential strategic partners to explore new funding areas and opportunities	Meeting reports	Executive Director								x		x		x		x		x		x		x		x		x						1,111,128
6.3.2: Identify and strengthen networks, and partnerships with like-minded government ministries, state departments and non-state actors to explore resource mobilisation and sharing	Memorandum of understanding, Teaming agreement	Program Department											x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	1,843,740

Priority Area 7. Institutional System Strengthening

Long Term Outcome (LTO):NAYA is an effective, resilient and robust organisation by 2028.

Key Result Areas: 7.1: NAYA develops and implements progressive internal policies and systems

7.1.1: Conduct institutional legal and staff audit to align with regulatory requirements/frameworks	Legal audit reports	Executive Director			x			x				x				x					1,526,275
7.1.2: Develop and review NAYA's policies and standard operating procedures	Activity Reports, Activity Photos, Attendance Lists	Executive Director				x															0
7.1.3: Develop and disseminate NAYA's portfolio and program management system	Activity Reports, Activity Photos, Attendance Lists	Executive Director							x	x											6,320,100
7.1.4: Review and Implement the Board Charter for its operations	Board Charter	Executive Director				x															6,007,418

7.2: NAYA has an efficient and effective human capital management system

7.2.1: Build the capacity of staff on all organisational policies and standard operating procedures	Training reports, Training Photos, Attendance Lists	Human Resource Department											x									20,549,767	
7.2.2: Develop human capital management system i.e professional development and certification, on-job training, appraisal and reward system, mentorship and coaching	Human Capital management system	Human Resource Department																				0	
7.2.3: Manage NAYA's Intellectual Property (Patent the name, Logo, and NAYA abbreviation as well as any other products developed by NAYA)	Patents	Executive Director													x	x	x	x	x	x	x	x	900,000

7.3: NAYA develops a robust Knowledge management system

7.3.1: Develop Knowledge Production and Management Strategy	Knowledge	Knowledge Management Strategy			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	0
7.3.2: Develop, implement and review relevant performance, monitoring, evaluation and learning and programme management tools	Inventory of program and institutional management tools	PMEL and finance department.			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	0
7.3.3: Strengthen institutional Knowledge management systems (repository, abstracts, case studies)	Knowledge management system	Communication Department			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	0

Annex II: Required Resources for the Strategic Plan

Cost Area (By Key Result Area)	Projected Resource Requirement in KSH	Total KES					
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1.1: Policy makers formulate, popularise, resource and implement progressive laws and policies on health including SRHR for AYP.	22,944,000	25,222,000	27,744,200	30,518,620	33,570,482	139,999,302	
KRA 1.2: Strengthened public support for health including SRHR for AYP.	5,160,000	5,676,000	6,243,600	6,867,960	7,554,756	31,502,316	
KRA 1.3: Policy makers are accountable to regional and international commitments on health.	26,174,000	28,791,400	31,670,540	34,837,594	38,321,353	159,794,887	

KRA 2.1: Adolescents and young people in their diversity, youth led organisations, and other relevant stakeholders) have knowledge of available opportunities to advance gender and health justice	924,000	400,000	1,456,400	484,000	532,400	3,796,800
KRA 2.2: Key stakeholders create safe spaces and opportunities for adolescents and young people to meaningfully engage	15,420,000	16,962,000	18,658,200	20,524,020	22,576,422	94,140,642
KRA 2.3: Adolescents, young people, youth led organisations and key actors in their diversity have increased agency to hold decision makers accountable.	25,804,000	27,768,000	31,561,200	33,599,280	36,959,208	155,691,688
KRA 3.1: Actors have capacity to create and strengthen sustainable SRHR movements, mainstream gender in their programs and budgets, and undertake advocacy on health including SRHR.	19,820,000	21,802,000	23,982,200	26,380,420	29,018,462	121,003,082
KRA 3.2: Actors are committed to jointly work towards health and gender justice.	10,830,000	11,913,000	13,104,300	14,414,730	15,856,203	66,118,233
KRA 3.3: Actors collaboratively generate, disseminate and utilise evidence to advance health and gender justice	5,720,000	6,292,000	6,921,200	7,613,320	8,373,652	34,921,172

KRA 4.1: Adolescents and young people in their diversity have capacity on sustainable livelihoods.	15,561,000	16,808,000	18,488,800	20,337,680	22,371,488	94,566,928
KRA 4.2: Adolescents and young people in their diversity have access to available finance opportunities.	3,750,000	4,125,000	4,537,500	4,991,250	5,490,375	22,894,125
KRA 4.3: Adolescents and young people in their diversity have access to markets for their products and services.	440,000	5,624,000	6,186,400	6,805,040	7,485,544	26,540,984
KRA 4.4: Stakeholders and actors create and provide linkages to adolescents and young people in their diversity for their enterprises.	20,751,000	26,557,000	29,212,700	32,133,970	35,347,367	144,002,037
KRA 5.1: Key stakeholders, actors and the public support gender and health justice.	23,050,000	23,355,000	27,890,500	30,679,550	33,747,505	140,782,155
KRA 5.2: NAYA positions itself as a vibrant national and regional advocacy network	1,029,000	1,131,900	1,245,090	1,369,599	1,506,559	6,282,148
KRA 5.3: NAYA has a strong internal communication system.	1,131,000	804,100	884,510	972,961	1,070,257	4,862,828
KRA 6.1: NAYA has existing structures and systems for resource mobilisation.	350,000	00	00	00	00	350,000

KRA 6.2: NAYA's human resource have capacity on resource mobilisation	1,851,000	00	2,036,100	00	00	3,890,100
KRA 6.3: NAYA has diverse sources of funding	484,000	532,400	585,640	644,204	708,624	2,954,868
KRA 7.1: NAYA develops and implements progressive internal policies and systems.	1,234,000	5,938,400	3,232,240	1,642,454	1,806,699	13,853,793
KRA 7.2: NAYA has an efficient and effective human capital management system.	4,266,000	3,702,600	4,072,860	4,480,146	4,928,161	21,449,761
KRA 7.3: NAYA develops a robust Knowledge management system.						
Total KES	257,923,860	287,544,246	316,051,171	342,385,528	376,624,080	1,580,528,885




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