

# SIASA PLACE

# STRATEGIC PLAN

## 2023 - 2027



We the people...inventing the future

# WORD FROM CHAIR

**It is clear that the youth play a critical role in delivering Kenya's present development targets and are indispensable to its present and future prosperity. In recognition of this growing resource, SIASA PLACE has developed a new plan to try and harness this demographic dividend through engaging the youth through strategic interventions.**

Sixty percent of Africa's population is aged twenty-five years and below, making Sub-Saharan Africa the youngest region in the world. This century hosts the largest generation of youth in human history. Kenya is not excluded from this statistic. According to the 2019 Kenya Population and Housing Census, 77% of the Kenyan population of 47.5 million is composed of people below 35 years. The youth aged 18-34 years constitute 31%; the teens aged between 13-17 years constitute 12%; and the children below 12 years constitute 34% of the total population. So the Youth today in 2023 make up about 16 million of 50 million people.. Youth unemployment



is at 39%. It is clear that the youth play a critical role in delivering Kenya's present development targets and are indispensable to its present and future prosperity. In recognition of this growing resource, SIASA PLACE has developed a new plan to try and harness this demographic dividend through engaging the youth through strategic interventions.

SIASA PLACE (SP) strategic plan 2023-2027 is a key driver of Vision 2030 and implementation of the Constitution of Kenya. SIASA PLACE remains a premier organisation that provides an enabling environment for Youth and Women to actively participate in governance. It aims to generate a greater collective momentum to combat exclusionary, elite-driven governance processes and enable long-lasting, holistic governance processes in Kenya. SIASA PLACE believes that the integration of youth perspectives and experiences is essential in broadening the approach to governance. The strategic areas of this plan highlight young people's right to participate, acknowledging their demographic presence and unique experiences, making their participation

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fundamental in governance as Kenya undertakes a collective journey of transformation and towards sustainable development.

This Strategic Plan 2023–2027 has prioritised 4 areas to steer our strategic objectives and guide our day-to-day operations. The four priority areas are; Youth Employment & Engagement; Devolution & Partnerships; Technology & Politics; and Institutional Development & Sustainability. In preparing this Strategic Plan, SIASA PLACE took into account, the analysis of its mission, past performance and lessons learnt following the implementation of the 2017-2022 Strategic Plan. The strategic axes for this plan are drawn from the principles enshrined in the Constitution and the vision of SIASA PLACE. In delivering on its mandate and in attaining its strategic goals. SIASA PLACE is keenly aware of the need to develop coherent and collaborative strategies with different stakeholders. The 2023-2027 strategic plan will facilitate more coordinated and concerted actions towards accelerating youth empowerment and development in Kenya. We strive to understand better and speak to the issues of all our stakeholders.

On behalf of the Board of Directors, I would like to thank all stakeholders for contributing to the youth agenda in Kenya and their individual and/or corporate contributions to the SIASA PLACE 2023-2027 plan. I, therefore, implore all of us to step up our energies to guarantee the successful implementation of the 2023–2027 Strategic Plan.

**AMBASA ELIJAH**  
**CHAIRPERSON**

# FOREWORD

It has been eight years of existence for SIASA PLACE and we have managed to carve out a unique space and name for ourselves, and speak boldly to the work that we do around meaningful engagement. This particular strategic plan is essential when it comes to the participation of young people in a very critical time. Livelihood is a matter of urgency, therefore the matter of Youth Employment goes hand in hand with Engagement. This challenging economic situation increases the vulnerability of the youth and reduces their interest in civic participation. It is difficult for anyone to collaborate, partner and engage with young people if they are not able to fend for themselves and have access to opportunities and we recognize that fact.

Additionally leveraging on our ability to gather information for research that can be utilised for policy influence and advocacy is key as is helping to organise the youth space is such an important aspect of pushing for change and development that still requires work. Our Constitution provides for Devolution but 13 years on it still poses confusion to many young minds. They do not understand its essence and nor see its importance. They get limited information on it whilst the avenues for engagement and partnership are hardly known. All this is happening in a rapidly changing world that is heavily investing in technology, with a shift toward the digitization of government



services as well as politics.

Through all the changing dynamics, at the core of it all, it is people centred approaches. Our passion is clear, consistent, and as SIASA PLACE we are eager to collaborate and partner to realise the strategic plan of the organisation. This is already evident in the ownership of the communities we work with, policy formation and advocacy that speaks to the needs of the youth, as well as empowering emerging youth groups. As we build, we build others, because in the end we hope to see that citizens can effectively engage in governance and political processes through the available channels provided by law.

I am excited to see how Siasa Place progresses over the next five years. I am confident that with this plan in place, our organisation will continue to empower women and youth to make a positive impact in their communities and participate in decision-making at all levels. Thank you for taking the time to read this strategic plan and for your continued support.

**NERIMA WAKO - OJIWA**  
**EXECUTIVE DIRECTOR**

# LIST OF ABBREVIATIONS AND ACRONYMS

ASAL	Arid and Semi-Arid Lands
CBC	Competence Based Curriculum
CGHRD	Coalition for Grassroots Human Rights Defenders
CMD	Centre for Multiparty Democracy
COP	Conference of Parties
CRA	Commission for Revenue Allocation
CSO	Civil Society Organizations
IEBC	Independent Electoral and Boundaries Commission
ICT	Information, Communication and Technology
MSMEs	Micro, Small and Medium Enterprises
NGO	Non-Governmental Organization
NYC	National Youth Council
PESTLE	Political, Economic, Social, Technological, Legal, Environmental
PWDs	Persons With Disabilities
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
OAG	Office of Auditor General
OCOB	Office of the Controller of Budget
UN	United Nations
UNDP	United Nations Development Programme



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This Strategic Plan is an articulation of SIASA PLACE's intentions and aspirations for the next 5 years. The document outlines the rationale upon which the aspirations and priorities are premised and it will guide the mobilisation of resources. It has been developed to guide the work of the organisation by consolidating and building on the progress made during the implementation of the previous plan.

The energies and resources of the institution will be directed towards the following strategic priority areas that we identified after a consultative process involving different actors and partners:-

Strategic Priority I: Youth Employment & Engagement

Strategic Priority II: Devolution & Partnerships Development

Strategic Priority III: Technology & Politics

Strategic Priority IV: Institutional Development & Sustainability

While a strategic plan is a critical tool for effective corporate governance and management of an organisation, it is based on several assumptions about the future yet change has been rightly remarked as the only constant: the volatility, uncertainty, complexity, and ambiguity (VUCA) of the

## Executive summary

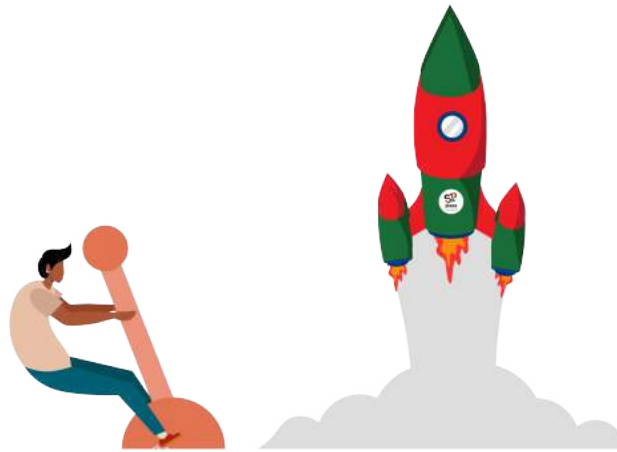




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## **WE WELCOME OUR PARTNERS TO JOIN US ON THIS EXCITING JOURNEY**

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future has been considered by developing an implementation plan.

The organisation is committed to growing and learning and being innovative as we strengthen our programmatic and institutional engagement in the sectors that we have identified. The choices of the areas of focus were informed by the reality that resources are limited, and hard choices must be made among competing needs.

We welcome our partners to join us in this exciting journey. We will share our lessons and build on our strengths so that we can effectively make our contribution on home grown solutions to the myriad of challenges facing the Country. We are committed to making our contributions towards the development of interventions to address them.



# 1.

## BACKGROUND INFORMATION



### 1.1 INTRODUCTION

#### OVERVIEW OF SIASA PLACE

The establishment of Siasa Place in 2015 began with a firm belief that young people have agency and are capable of leading and making decisions that affect them. In 2017, the founding team took time to review the organisation's achievements, navigate important matters that had arisen touching on young people as well as navigate the future of strategic positioning for the entity. This led to the creation of a five-year strategic plan for 2017-2022. It has been a journey of massive growth- this has ranged from growing Siasa Place to a place where the secretariat is well-capacitated, and the leadership is also stable. In addition, SP has been able to put structures in place enabling the inaugural board to hand over successfully following their two three-year terms. Furthermore, Siasa Place has grown to be known as an objective voice representing the youth in various capacities- from presenting youth views on Building Bridges Initiatives (BBI), to the objection of the appointment of Mary Wambui to National Employment Authority Board, to representing youth in meetings with government organs- all in a bid to protect the interests of youth in Kenya. In various counties, Siasa Place has also equipped young people with political education enabling them to understand

the devolved government structure and the avenues available for them to engage the right-holders and hold them accountable for quality and timely service delivery.

This has led to increased youth interest and participation in political processes leading to policies being instituted on youth employment and increased county budget allocation to youth affairs. During that period, Siasa Place has surpassed its goals as far as budgetary allocation which was initially KES 45 million and thus far has managed to raise KES 80.5million from nine donors since 2018 and has handled the projects successfully delivering the outcomes agreed upon in line with the SP strategic plan and the donor objectives. Through it all, SP has remained focused and guided by its three pillars- people, policy formulation and public participation. These have spoken to:-

1. Project ownership by the communities we work with,
2. Policy formation and advocacy that speaks to the needs of our target audience-the youth, as well as
3. Empowering the office of the citizen so that the citizen can effectively engage in political processes through the available channels provided by in law.

The current strategic plan is currently nearing its end, and as an organisation, Siasa Place is at the stage of reimagining her future and taking stock of the gains and lessons from the last five years. With shrinking foreign donor aid globally, as well as the recent 2022 general elections in Kenya, it is an opportune time to do so – to review our victories and lessons as well as look forward on how to engage the younger demographic in the face of changing times and the increased use of social media.

At the end of the process, Siasa Place should have a guiding document that dictates the process of the 2023 -2027 plans as well as plans on how to ensure the remaining milestones in the 2017-2022 strategic plan are met.

### **Our achievements**

- Good leadership
- Cool, Bold, Agile, Innovative
- Access to high level leaders and opinion shapers, connection with the youth and other politically underrepresented audiences
- Growth in social media presence and following.
- Consistent funding.
- Increased notability among youth organisations and NGOs in general.
- More job opportunities for young people.
- Winning the case against Mary Wambui, for the National Employment Authority <http://kenyalaw.org/caselaw/cases/view/187196/>
- Being number 1 out of 57 in the just concluded cycle of Wajibu Wetu programme that was funded by ForumCiv
- Getting regional partners and being able to travel out of the country for

collaborations.

- SP one of the founding convenors to a network, Youth Serving Organisation Kenya (YSO) that currently has a membership of 30 youth organisations
- Published a number of research documents in relation to the work that we do.
- A known and credible online platform for education
- Organised and supported hundreds of digital campaigns
- Mentored 10 youth organisations

### **Missed Opportunities**

- Developing a model that guarantees financial sustainability.
- Effective engagement of young people and communities from ASAL Areas
- Working directly with youth in institutions of higher learning
- Effective engagement of special interest groups i.e., PWDS and the marginalised communities
- Broader view of the issues of governance and linking them to issues like climate change, reproductive health, mental health, crime etc

### **Our Uniqueness**

- We provide accurate information and young people trust us because we are authentic
- We provide a platform, a safe space for young people to express themselves
- We provide effective youth leadership in the CSOs sector.
- We are a watchdog on all matter's youth.
- Civic-Tech
- Grassroots oriented in our work.



## 1.2 METHODOLOGY

The development of this SP has been done through a participatory process that entailed stakeholders' mapping and engagement. The steps taken are broken down in the table below.

Phases	Actions undertaken
Phase 1: Initiation and preparatory	Preparatory meetings were held to jointly explore expectations including actual scope of work, discuss the process and the planning requirements. This helped in forging a common understanding of the SP development process. The tools to be used and a list of stakeholders to be consulted in the process was agreed upon at this stage.
Phase 2: Literature review and development of consultation tools	<ol style="list-style-type: none"> <li>1. A desk review of existing literature to deepen the level of understanding of SIASA PLACE.</li> <li>2. Review of reports of previous engagements and projects implements undertaken by SIASA PLACE in partnership with different partners working with the organization.</li> </ol>
Phase 3: Consultation	<p>A questionnaire was circulated for the internal team (Board &amp; Staff) and External (partners) where they provided their input on the strategy. The partners included organizations that work with SIASA PLACE and some that support it financially.</p> <p>A 2-day meeting bringing together the Board and Staff Team was convened to discuss the Strategy.</p> <p>During the meeting, a stakeholders consultation report was presented to the team, and it was used as a guide to shape the development of the SP.</p>
Phase 4: Documentation/ compilation	<p>This entailed the following:</p> <ul style="list-style-type: none"> <li>• Development of the draft SP</li> <li>• Development of Theory of Change</li> <li>• Circulation of the draft with the management for input</li> <li>• Updating the SP with the input from the management and board</li> </ul>
Phase 5: Finalization of the strategic plan	<p>Distinguished approach in our work Focus and depth in our work. Learning and growing Communicating results and impact</p>
Leadership	<ul style="list-style-type: none"> <li>• Sharing the complete SP with the management for presentation to the board for adoption and preparation for the launch</li> <li>• Closure of the engagement</li> </ul>

## SIASA PLACE & ITS STRATEGIC POSITIONING

Siasa Place is trusted by young people, and several youth groups and formations have reached out to the institution to mentor them and build their capacity. The work has earned it the credibility to speak on and for young people to ensure that their agenda is on the table and gets the attention it deserves. It has built deep networks and contacts with youth organisations at both levels of government. It is also a reliable voice on matters touching on the youth and women and is relevant to many development partners. Siasa Place being part of the formation of the 'The Youth Serving Organisations (YSO) Consortium' which emerged to shadow the National Youth Council (NYC) by bringing together the diverse voices of youth in Kenya, under the clarion call of "Youth Together, Under One Voice!". This was as a result of the challenges experienced by young people with the National Youth Council (NYC), which has disoriented it from delivering its key mandate of regulating and coordinating activities and initiatives relating to the youth being undertaken by youth groups, youth focused community-based organisations, non-governmental organisations, civil society movements and other organisations in Kenya. Formulated as a network of youth groups, youth focused and youth serving organisations working both nationally and at community level. The consortium seeks to unify the diverse youth voices through strategic collaboration and partnerships with different stakeholders to ensure meaningful and inclusive youth participation in development processes. The Consortium was birthed by two youth serving organisations, Siasa Place and PAWA254, acting as the founding conveners, out of a dire need of the youth serving organisations to come together and speak in one voice on issues affecting the Kenyan Youth. Additionally, in 2022, Siasa Place was elected a member of the Youth Coordination Committee – Independent Electoral and Boundaries Commission - a youth led and centred task force that worked with young people on electoral matters. Supporting the Independent Elections and Boundaries Commission to encourage youth to participate in the recently concluded elections. It has implemented high impact peace campaigns in 8 counties and a National Youth Prayer Day that gathered close to 1000 youth ahead of the August 9th 2022 General Elections.



# 2.

## SITUATIONAL ANALYSIS



### 1.3 SIASA PLACE SWOT ANALYSIS

The SWOT analysis was useful in understanding the strengths, weaknesses, opportunities, and threats that SIASA PLACE will face in the next phase and devise mechanisms of building, eliminating, exploiting, and mitigating against them. The table below provides a summary.

**TABLE 1: SWOT ANALYSIS**

STRENGTH	STRATEGIC IMPLICATION
Committed board of directors Inclusivity of members (board & staff)	<ul style="list-style-type: none"> <li>• Build networks to promote policy change and engagements.</li> <li>• Act as a resource pool for mentorship programmes to support young businesses.</li> <li>• Tapping into them in the implementation of the SP</li> </ul>
Unique communication strategy toward a wider age group (19-28).	<ul style="list-style-type: none"> <li>• Grow both the individual and corporate membership.</li> <li>• Diversify programmes for membership growth, development, and retention.</li> </ul>
Good relations with both levels of Government.	<ul style="list-style-type: none"> <li>• Leverage the acceptance for advocacy and participation in business-related conversations.</li> <li>• Pursue joint programming.</li> </ul>
Ability to access and reach out to grassroots communities.	<ul style="list-style-type: none"> <li>• Utilise the credibility and respect from government agencies at the National and County levels to push for pro-businesses decisions and allocations.</li> </ul>



Strong, credible, and recognizable brand	<ul style="list-style-type: none"> <li>Building on the goodwill to do more in resource mobilisation and excel in programme execution.</li> </ul>
Young and energetic staff team	<ul style="list-style-type: none"> <li>Ability to connect with the youth.</li> <li>Opportunities to innovate and leverage on technology</li> </ul>
Strategic priority focus area on youth and women is relevant to many development partners.	<ul style="list-style-type: none"> <li>Convenience for accessing partners operating from the town.</li> <li>Members can easily access the office to register and even raise their concerns that require the interventions by SIASA PLACE</li> </ul>
Partners who are willing to work with the organisation	<ul style="list-style-type: none"> <li>Opportunities for partnerships</li> <li>Opportunities to benchmark, learn and develop networks that can provide lessons for the chamber</li> </ul>
<b>WEAKNESS</b>	<b>STRATEGIC IMPLICATION</b>
Inadequate resources	<ul style="list-style-type: none"> <li>Develop and implement a resource mobilisation strategy.</li> <li>Develop and communicate the unique value proposition to young people.</li> <li>Agility and innovation in the space</li> </ul>
Capacity for research and data use	<ul style="list-style-type: none"> <li>Invest in growing the programmes and capacity to do research and analysis.</li> <li>Partnership with academia and research institutions</li> </ul>
Level of institutionalisation of the board	<ul style="list-style-type: none"> <li>Corporate governance training for the Board</li> <li>Institutionalising the board to ensure proper succession planning.</li> </ul>
<b>OPPORTUNITY</b>	<b>STRATEGIC IMPLICATION</b>
Constitution and provisions for people to participate in democratic processes. In policy development and implementation	<ul style="list-style-type: none"> <li>Innovations on public engagements in policy making and implementation.</li> <li>Carving a niche for the institution in the space</li> </ul>
Political good will (New County and National Governments)	<ul style="list-style-type: none"> <li>Leveraging on it to ensure good policies are adopted and implemented to champion the rights of youth.</li> <li>Resource mobilisation from partners that want to work with the new administration</li> </ul>

OPPORTUNITY	STRATEGIC IMPLICATION
Youthful populace (According to the 2019 Kenya Population and Housing Census, 75% of Kenyan population is composed of people below 35 years. The youth aged 15 – 34 years constitute 36%. The children below 14 years constitute 39% of the total population)	<ul style="list-style-type: none"> <li>• Strategic positioning of the organisation on matters that touches on young people (Education, Employment, Entrepreneurship, Engagement and Empowerment)</li> <li>• Monitoring youth targeted interventions at the National and County level</li> <li>• Collaborations and partnerships</li> <li>• Knowledge generation</li> <li>• Mentorship programmes and linkages</li> </ul>
Getting the youth to be more interested in governance and politics	<ul style="list-style-type: none"> <li>• Development of tools</li> <li>• Policy briefings and use of technology</li> <li>• Use of new media</li> </ul>
Technological innovations for enhanced civic participation	<ul style="list-style-type: none"> <li>• Marketing the opportunities to the members</li> <li>• Partner with the County Government to conduct investment conference</li> </ul>
Agriculture	<ul style="list-style-type: none"> <li>• Programmes to support farmers</li> </ul>
The focus of current administration	<ul style="list-style-type: none"> <li>• Leverage on policies that are business friendly (e.g., the Hustlers’ fund) and position the youth to tap from them.</li> </ul>
Development agencies interested in the work.	<ul style="list-style-type: none"> <li>• Develop and streamline the programmes.</li> <li>• Joint planning.</li> <li>• Resource mobilisation.</li> </ul>
A vibrant business environment	<ul style="list-style-type: none"> <li>• Establish programmes to empower and engage young people economically</li> </ul>
THREAT	STRATEGIC IMPLICATION
Competition from other CSOs	<ul style="list-style-type: none"> <li>• Being innovative and unique in programming</li> <li>• Optimise on name and track record built over the years.</li> <li>• Marketing programmes well</li> <li>• Establishing a learning culture</li> <li>• Deliberately documenting and celebrating success and learning from failures</li> </ul>
Reduction in funding by donors to CSOs	<ul style="list-style-type: none"> <li>• Effective stakeholders’ engagement to position Siasa Place well in the space.</li> <li>• Leveraging on current position to keep growing and leading in the sector</li> <li>• Increase partnership with grassroots organisations and the government.</li> </ul>

Climate change	<ul style="list-style-type: none"> <li>• Mainstream programmes on climate adaptation, mitigation, and resilience</li> <li>• Trainings for the staff team to appreciate the changes and effective responses</li> </ul>
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## PESTLE ANALYSIS

FACTOR	STRATEGIC IMPLICATION
<p><b>Political</b></p> <ol style="list-style-type: none"> <li>1. Increased accountability and transparency of public officials</li> <li>2. Less tribal politics.</li> <li>3. More young people vying for positions.</li> <li>4. Less people voting due to voter apathy.</li> <li>5. We are seeing more extrajudicial killings and forced disappearances – policies around this might be enforced.</li> <li>6. Devolution has provided an opportunity to engage.</li> <li>7. Locally elected representatives who are accessible</li> <li>8. Terrorism and radicalization which mainly targets the youth. This is an issue of global importance</li> </ol>	<ul style="list-style-type: none"> <li>• Leverage devolution by engaging in policy influencing, formulation of responsive policies,</li> <li>• Use local elected representatives to address local problems.</li> <li>• Collaboration with the new administration at the national and county level</li> <li>• Developing tracking tools for different interventions targeted at young people (youth policy tracker)</li> </ul>
<p><b>Economic</b></p> <ol style="list-style-type: none"> <li>1. Full recovery from the depression and decelerated economic growth.</li> <li>2. The high cost of living is likely to persist especially with the continuity of the war in Ukraine.</li> <li>3. Increase in public debt.</li> <li>4. Unemployment which affects the youth</li> <li>5. Increased focus on enterprises &amp; SMEs unless there are other points to add</li> </ol>	<ul style="list-style-type: none"> <li>• Employment mainly focusing on opportunities for young people.</li> <li>• Monitoring of employment policies and programmes</li> <li>• There are opportunities for partnerships and collaboration with the National and County Governments on youth targeted programmes.</li> </ul>
<p><b>Social</b></p> <ol style="list-style-type: none"> <li>1. A growing youth population, rising demands for social equity.</li> <li>2. High crime rates due to the high unemployment among the youth</li> </ol>	<ul style="list-style-type: none"> <li>• Developing programmes on entrepreneurship</li> <li>• Sustainability of programmes and initiatives is very important for long-term impact</li> </ul>



FACTOR	STRATEGIC IMPLICATION
<ol style="list-style-type: none"> <li>1. Education reforms as the CBC conversations heighten.</li> <li>2. Changes in lifestyle like real estate and agriculture. Need to get young people to be interested in food production</li> <li>3. Rural-urban migration.</li> </ol>	
<p><b>Technological</b></p> <ol style="list-style-type: none"> <li>1. Use of cellphones to support business.</li> <li>2. E-commerce could be an opportunity to address unemployment among young people.</li> <li>3. Kenya and Africa as part of the Next Billion Users growth market for technology innovations; digitalization of most sectors of the economy</li> <li>4. Adoption of technology.</li> <li>5. Continues shift online including enhanced digital economy.</li> <li>6. Increased cybercrime for reasons mentioned above.</li> <li>7. Need to move to other popular platforms i.e., TikTok to engage young people on matters of democracy and governance.</li> </ol>	<ul style="list-style-type: none"> <li>• Leveraging on technology to deliver programmes and widen scope/reach.</li> <li>• Learning and bench-learning is made easier because a lot can be done online.</li> <li>• More use of digital marketing and other online presence techniques to push SP agenda and sensitization for wider reach both nationally and internationally.</li> <li>• Harness the power of tech to pull and curate civic participation – see this example: <a href="https://www.debatingeurope.eu/">https://www.debatingeurope.eu/</a></li> <li>• Borrowing lessons from successful initiatives like #EnoughisEnough Campaign in Nigeria</li> </ul>
<p><b>Legal</b></p> <ol style="list-style-type: none"> <li>1. Public participation is a legal requirement in policy making.</li> <li>2. Increasing reversal of legal judgments in favour of the new government i.e., dropping of corruption of cases</li> <li>3. Continued misuse of power at different arms of government</li> <li>4. Need for the electoral process to go back to the people and not determined by the court</li> </ol>	<ul style="list-style-type: none"> <li>• The young people in policy engagement.</li> <li>• Monitoring policies and developing periodic reports</li> </ul>
<p><b>Environmental</b></p> <ol style="list-style-type: none"> <li>1. Climate change. This affects yields and output, and young people are not spared</li> <li>2. COP27 Commitments is a good place to build on.</li> <li>3. Environmental rights. Kenya is emerging as a leading voice.</li> <li>4. Dumping of waste</li> </ol>	<ul style="list-style-type: none"> <li>• Climate change related programmes are a key opportunity to attract resources from climate change players.</li> <li>• SIIASA PLACE can be on the forefront of advocating for adaptation processes such as exploitation of the blue economy</li> <li>• Develop reports on climate change and impact on young people.</li> </ul>

- Partnerships with organisation working in the space to develop linkages with young people

# 3.

## STRATEGIC MODEL

In response to the situation analysis, the 2023-2027 strategic planning process generally reaffirmed as still relevant, the core ideological elements developed and approved by SIASA PLACE members at its inception which include the vision, mission, approaches of how SIASA PLACE works to achieve its mission, and its core values. However, some tweaking is necessary to sharpen and contextualise the areas of work for more relevance, as unpacked below:

### OUR CORE VALUES

- Constitutionalism: We are committed to upholding the constitution and the rule of law.
- Trust: We believe in building confidence in each other and with the people we work with by being reliable, accurate, and truthful at all times.
- Integrity: We are open, transparent, and accountable for our actions. We are guided by strong moral principles in all our endeavours.
- Innovation: We firmly believe in embracing new ideas, ways and technologies that will enhance facilitate us to be responsive and effective in our service to humanity.
- Inclusion: We celebrate diversity as a strength and endeavour to uphold the dignity of ALL people.
- Patriotism: We love our country and vigorous support for its prosperity is our motivation.



## RALLYING CALL

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**We the People...Inventing the Future**

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### **Vision**

“A People who are Informed, Liberated, Engaged and Dignified, Living in a Democratic Society”.

### **Mission**

“To Promote the Peoples’ Participation in Democratic Processes through Research, Training, Civic Education, Partnerships and Advocacy”





## TRANSFORMATIONAL GOAL AND STRATEGIC PRIORITIES

From the deliberations and engagements with different stakeholders internally and externally and aligning with the agenda of Siasa Place at the national level, the transformational goal for the next 5 years will be -

**SIASA PLACE will grow to be the TO GO TO PLACE, on ALL YOUTH AFFAIRS and their engagement in politics. We are committed to playing the WATCHDOG ROLE for all MATTERS touching on young people in Kenya. We want to be the ACCURATE, CREDIBLE and RELIABLE source of information, learning, mentorship, employment services and networking for the youth of this country.**

This transformational goal is underpinned by a focus on the following four strategic priority areas for the next 5 years (2023-2027):

### Our theory of change

The Kenyan population is generally youthful with an average population age of 19 years. According to the 2019 Kenya Population and Housing Census, 77% of the Kenyan population is composed of people below 35 years. The youth aged 18-35 years constitute 31%; the teens aged between 13-17 years constitute 12%; and the children below 12 years constitute 34% of the total population. Young people are therefore the most affected by challenges facing the country.

With high levels of unemployment, the young people carry the burden. This translates to high dependency ratio, and this translates to low savings which impacts on the investments that can be made. At the national level, the youth put a strain on resources directed towards health, security, and education and this makes it impossible to channel resources to long term development projects.

The Constitution of Kenya 2010 ushered in a new governance dispensation in the country. Chapter One of the Constitution of Kenya grants sovereignty to the people and puts the people at the centre of policy-making and implementation. It is a clear

framework for the people to be involved in the advancement of their affairs. This is premised on the fact that they know their problems and must therefore be at the heart of charting and devising solutions for the same. The devolved System of government has accorded Kenyans a great opportunity to participate in the development and implementation of programmes and projects that address their priorities at the local level.

Therefore, the critical component of transformation is the engagement of the young people who must continually be involved in the systems. However, there are underlying issues such as systemic, intergenerational, and personal attributes that contribute to the minimal participation of young people. Despite this, Kenyans and especially young people must embrace interconnectedness to build collective power that inspires advocacy for a better life for oneself and others. To re-imagine a sense of community that seeks greater good for collective benefit. Young people in a collective consensus are more impactful to a society when their efforts are tapped into, pulled together and synergies are built to secure a better

future. The Youth's progress is collectively prospering and contributes to the community's heritage.

As SIASA PLACE, our Theory of Change describes how we propose to intervene to ensure that we have a democratic society.

*We believe that if we empower young people, and reform systems, structures, and processes, this will facilitate them to effectively engage and take charge of their affairs and realise their potential and positively contribute to building and fostering a better society.*

Article 55 of the Constitution of Kenya requires that the State undertakes measures to ensure that the Youth are gainfully engaged in economic, political, and social spheres of the society. The voices of young people matter, and they should be represented in decision making since their priorities mirror those of the populace and exclusion of young people reflects a disenfranchised country. We believe that an empowered youth will lead to strengthened communities who will endeavour to demand for better government systems that prioritises people centred development to realise the desired impact of **A DIGNIFIED PEOPLE, LIVING IN A DEMOCRATIC AND PROSPEROUS SOCIETY.**



**“ Young people in a collective consensus are more impactful to a society when their efforts are tapped into ”**

No.	KEY PRIORITY AREAS	
	Harmonized Key Priority Areas	Proposed Target Areas
1	Youth Employment & Engagement	Chapters; Employment; Partnerships, Participation, Voting, Marginalized Communities; Governance Awards; Constitutionalism & Rule of The Law - Strategic Litigation; Trainings; Fellowships; Internships; Movement Building
2	Devolution & Partnerships	County Governments; CBOS; KYPA; KEWOPA; Engagement with Universities; Clubs; Devolution; Regional Presence to Grassroots Level; Lives & Livelihoods - Social Justice; Debt; Budget Development; Digital Economy; Climate Change; ASAL
3	Technology & Politics	Digital Trainings, Campaigns, Networking, Benchmarking Technology And Digital Rights; Data Protection; Misinformation, Disinformation, Political Microtargeting, Social Media Accountability, AI
4	Institutional sustainability	Internal Sustainability; Digital Policies, Documentation; MEL; Sustainability; Resource Mobilization; Effectiveness; Human Resources/ Welfare; HRD, Pension Plans; HR, Legal & Research Department, Internal Communication Resource Mobilization; Visibility and Profile of Siasa Place (Bold, Digital Engagement, social media; Consultancy Arms; Resource Mobilization Strategy,

## Our Approaches

- **Research & Partnerships** – To effectively position our work, we utilize evidence and generation of knowledge that we deploy to inform our work, strategies, and our engagements. Research also ensures that we develop new ways of looking at problems, it provides us with insights on what works and why, this ensures that we keep improving and even admitting where things are not going on well. As an organisation that is committed to learning and perfecting ourselves at different levels i.e., programmes, processes, and people, we use evidence and knowledge generation as the wheel that guides the approaches taken.
- We look forward to partnerships with academic institutions that operate in the sphere that the organisation seeks to influence and advocate for a better country.
- We will develop policy briefs that unpack policies, laws, and regulations in the areas we have identified as strategic priorities.
- We will use the information and knowledge generated to engage State Agencies and follow up on actions/resources for them. We will also engage and forge the required

partnerships with government, CSOs and relevant actors to push and position the agendas we are advocating and positioning.

- We will provide expertise and advisory on the interventions made to address the issues that we focus on.
- **Policy Influence & Advocacy** – Siasa Place has been a voice that has successfully presented issues affecting young people in the political space and beyond. We are a respected and credible voice in government agencies and through its work which has influenced policies and legislation. Also we have been coordinating other CSOs engagement in the youth sector.
- In the next cycle of the implementation of the plan, we will be building on the progress made at the National and County level to expand the civic space for young people to effectively engage in the policy spaces.
- We envisage that through research to generate high-level knowledge products and processes for capacity building, effective and more sustained advocacy for young people as they shape policy making; implementation and review; convening forums at the community, county, and national level to ensure that there is a consultative engagement in policy making; engaging key institutions at local, national & regional and ensuring that their voices are effectively represented and articulated.
- **Youth Engagement & Mobilization** – Siasa Place has been the authentic and credible voice on matters touching young people. We are committed to continuing with this by looking for better ways of engaging and working with young people. We will develop tools and strategies that ensure that young people are on the table and that their issues are on top of policy agenda.
- Siasa Place also seeks to position itself as the 'go to' entity on matters touching on young people. It will continue to deliver on this by working with young people, organisations and state institutions vested with the responsibility of addressing concerns touching on young people.
- The organisation will enhance its capacity to engage and position issues touching on youth. We will devise programmes on capacity building, movement building and solidarity actions; support for grassroot organisations that need our support.
- We will use tools including instituting or supporting public interest litigations on behalf of young people.
- **Media Engagement** – The media (traditional and new) cannot be ignored in this kind of work. It plays a significant role in building connections with young people in different ways and sectors. We are keen on broadening and deepening the engagement on matters related to this key constituency to cover and connect with economic, social, and environmental concerns because they are interrelated and affect young people.
- We will work and walk with young people at different levels (community, county, national). We seek to broaden the use of the media to speak to business, advocacy, policy engagement, and personal development.
- We will help them to document their stories and journeys in ways that they can relate with beyond reports and pictures such as through story-telling, community fests, documentaries etc.
- This will ensure that the issues that concern them are amplified and profiled so that they can be well positioned in society.



## IMPLEMENTATION MATRIX (2023-2027)

IMPLEMENTATION MATRIX								
Priority Area: YOUTH EMPLOYMENT & ENGAGEMENT								
Strategic Objective	Strategies	Activities	Key Performance Indicators	TARGETS				
				2023	2024	2025	2026	2027
To increase access of young people employment opportunities	Review of existing policies and legal framework on employment policies	Tracking the implementation of policies and legal framework and existing policies on employment	#policy documents reviewed	5	10	10	10	10
	Create forums for engagement between youth and stakeholders on employment	Creating a multi-stakeholder engagement bringing together the private sector, TVET, govt agencies youth etc	# of stakeholders reached	30	40	40	50	50
		Invite experts to train the youth on creation of CVs, work ethics, how to look for and authenticate job opportunities etc.	# of trainings held	20	20	20	20	20
	Showcase talents to create opportunity for employment	Availing platforms for creatives to showcase their work for income generation	# of creatives reached	20	20	20	20	20
To facilitate effective youth engagement	Creating a platform for meaningful youth engagement	Conducting intergenerational dialogues at the grassroots level	# of people reached	5,000	5,000	5,000	5,000	5,000
		Establishment of Siasa knowledge hub, a platform for young people to engage on political issues	# of youth reached	5,000	5,000	5,000	5,000	5,000
		Conduct social media engagements on governance related issues	# of social media reach	120 M	120 M	120 M	120 M	120 M
		Conducting comical political conversations both online and at the grassroots level	# of people reached	1.2 M	1.2 M	1.2 M	1.2 M	1.2 M
		Introducing siasa clubs to high schools to nurture young people's participation in politics, governance, and current affairs	# of students reached	2,000	2,000	2,000	2,000	2,000
		Create a wall of fame and shame to award good leadership and expose bad leadership	# of posts of wall of fame and shame shared	12	12	12	12	12

## ATION MATRIX

ATION MATRIX											
	TIMELINES					BUDGET (in Kes) Millions					RESPON- SIBILITY
	2027	2023	2024	2025	2026	2027	2023	2023	2023	2023	
10	Q4	Q4	Q4	Q4	Q4	5	5	5	5	5	PM
50	Q4	Q4	Q4	Q4	Q4	4	4	4	4	4	PM
20	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	PM
20	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	PM
5,000	Q4	Q4	Q4	Q4	Q4	4	4	4	4	4	PM
5,000	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	PM
120 M	Q4	Q4	Q4	Q4	Q4	2	2	2	2	2	CO
1.2 M	Q4	Q4	Q4	Q4	Q4	2	2	2	2	2	CO
2,000	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	PM
12	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	PM
	<b>TOTAL</b>					<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>110</b>

**IMPLEMENTATION**

**Priority Area: YOUTH ENGAGEMENT (RESEARCH & POLICY INFLUENCE)**

Strategic Objective	Strategies	Activities	Key Performance Indicators	TARGETS				
				2023	2024	2025	2026	2027
To enhance young people, access to information	Information dissemination, analysis, and review of youth related issues	Creating a digital database for civic education	data base created	1	0	0	0	0
		Break down information into a youth friendly format	# of posts (infographics) shared	48	48	48	48	48
		Continuously tracking policies and bills that touch on young people	Quarterly reports developed	4	4	4	4	4
		Fact checking information on social media	# of posts fact checked	360	360	360	360	360
		Tracking, compiling and dissemination of data from external sources	Number of external reports reviewed	48	48	48	48	48
To generate data for evidence-based advocacy	Research and support development of youth focussed policy and legal framework	Conducting baseline surveys on the state of youth participation in governance processes	baseline survey	1	0	1	0	0
		Convene targeted stakeholder meetings to disseminate findings of survey conducted in 5 regions	1desktop research conducted	2	4	3	3	0
		Developing of policy briefs that will inform advocacy	# policy briefs developed	2	4	4	3	2

**IMPLEMENTATION**

**Priority Area: DEVOLUTION & PARTNERSHIPS**

Strategic Objective	Strategies	Activities	Key Performance Indicators	TARGETS				
				2023	2024	2025	2026	2027
The objective is to strengthen youth governance at the devolved government levels while increasing SP network	Strengthen Youth participation in national and county governance processes	Map out and identify county based youth groups in governance we can work with	# of youths groups	15	20	20	20	20
		Capacity build youths on effective public participation	% of youths capacity built	30 %	40%	50%	60%	70%
			% of youths active in public participation events	40%	50%	50%	65%	75%

<b>ATION MATRIX</b>											
<b>(E)</b>											
	<b>TIMELINES</b>					<b>BUDGET (in Kes) Millions</b>					<b>RESPON- SIBILITY</b>
<b>2027</b>	2023	2024	2025	2026	2027	2023	2023	2023	2023	2023	
0	Q2	-	-	-	-	1.00	1.00	1.00	1.00	1.00	CO/PM
48	Q3	Q3	Q3	Q3	Q3	1.00	1.00	1.00	1.00	1.00	CO/PM
4	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	ED/PM
360	Q4	Q4	Q4	Q4	Q4	0.00	0.00	0.00	0.00	0.00	CO
48	Q2	Q2	Q2	Q2	Q2	2.00	2.00	2.00	2.00	2.00	PM
0	Q2	-	Q1	-	-	5.00	0.00	5.00	0.00	0.00	ED/PM
0	Q4	-	Q1	-	-	0.00	0.00	0.00	0.00	0.00	PM
2	Q3	Q3	Q3	Q3	Q3	0.50	0.50	0.50	0.50	0.50	PM/ED
	<b>TOTAL</b>					<b>9.50</b>	<b>4.50</b>	<b>9.50</b>	<b>4.50</b>	<b>4.50</b>	<b>32.50</b>

<b>ATION MATRIX</b>											
	<b>TIMELINES</b>					<b>BUDGET (in Kes) Millions</b>					<b>RESPON- SIBILITY</b>
<b>2027</b>	2023	2024	2025	2026	2027	2023	2023	2023	2023	2023	
20	Q1	Q1	Q1	Q1	Q1	0	0	0	0	0	PM/ED
70%	Q4	Q4	Q4	Q4	Q4	1.5	3	4	5	6	PM/ED
75%											



**Priority Area: YOUTH ENGAGEMENT (RESEARCH & POLICY INFLUENCE)**

Strategic Objective	Strategies	Activities	Key Performance Indicators	TARGETS				
				2023	2024	2025	2026	2027
		Establish and manage office of the citizen within the counties	# of offices of the citizens established	1	3	4	3	1
		Undertake annual research on the status of youth governance in the counties	# of research reports drafted	1	1	1	1	1
		Recognize, celebrate, and award youth champions in county governance	#youths recognized as champions	10	10	10	10	10
		Conduct campaigns on tracking governance promises and commitments on youth issues - dubbed 'The watchdog series'	# campaigns conducted	12 million	12 million	12 million	12 million	12 million
			# of participants in the campaigns	6 Million	6 Million	6 Million	6 Million	6 Million
		Support Youth in influencing the legislative processes; representation and oversight in the county governments	Review existing legislation and give feedback	# of legislation reviewed	2	2	2	2
	# of feedbacks received			1	1	2	2	2
	Collaborate with the counties in the drafting laws by sharing data on youth for input		#acts /memos	1	1	1	1	1
	Support grassroots youth organisation advocacy initiatives		# Youth organisation supported	15	15	15	15	15
			% of grassroots organisation with ability to lobby on youth issues	30%	40%	40%	50%	70%
	Compile & Share information/ statistics on youth participation and government service delivery (tracking of the promises)		# Of reports per county	at least 12 reports	at least 12 reports	at least 12 reports	at least 12 reports	at least 12 reports
	Establish and enhance long term strategic partnerships that will enable us to achieve our goals more easily	Identify strategic partners - Who is doing what, where and how?	# of strategic partners reached	10	10	15	15	15
Capacity build partners in areas where there are existing gaps		# of strategic partners reached # of participants capacity build on existing gaps	12	12	12	15	15	

## ATION MATRIX

(E)

2027	TIMELINES					BUDGET (in Kes) Millions					RESPON- SIBILITY
	2023	2024	2025	2026	2027	2023	2023	2023	2023	2023	
1	Q4	Q4	Q4	Q4	Q4	0.5	1	2	3	3	PM/ED
1	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	ED
10	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	CO/ED
12 mil- lion	Q4	Q4	Q4	Q4	Q4	0.5	1	1	1	1	PM
6 Mil- lion											
2	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	PM
2											
1	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	PM
15	Q4	Q4	Q4	Q4	Q4	0.5	0.5	0.5	0.5	0.5	PM
70%											
at least 12 reports	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	PM
15	Q4	Q4	Q4	Q4	Q4	2	2	2	2	2	PO
15	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	PM
	<b>TOTAL</b>					<b>6</b>	<b>8.5</b>	<b>10.5</b>	<b>12.5</b>	<b>13.5</b>	<b>51</b>

**Priority Area: TECHNOLOGY**

Strategic Objective	Strategies	Activities	Key Performance Indicators	TARGETS				
				2023	2024	2025	2026	2027
The objective is to expand effective models of citizen participation, support the scalability of initiatives, and influence policy to support scalable civic technology initiatives and	Promote the use of youth friendly digital platforms for youth organising civic and digital rights awareness, and advocacy	Capacity build youth on use of digital platforms, support social media accountability in regards to users and big tech companies	% of youth capacity build on digital platform usage	20%	30%	40%	45%	50%
		Build a social media movement in the counties to promote social accountability ("Mulika county")	# of members in the movement #social media engagement on post by the movement per campaign	10 500,000	10 500,000	10 500,000	10 500,000	10 500,000
		Conduct Digital advocacy campaigns	# of advocacy campaigns conducted	24	24	24	24	24
		Conduct social media engagement on various activities e.g., week in review, The promises etc.	# of social media engagements conducted	48	48	48	48	48
	Promote effective Collection, collation, analysis, and dissemination of accurate information on political and governance processes through tech	Conduct opinion polls on current issues of governance	# of opinion polls on governance issues % of youth responses in the polls	4	4	4	4	4
		Online publications of research	# publication	2	2	2	2	2
		Create a virtual county office for monitoring governance processes	# of offices created	12	12	12	12	12
		Create a feedback and response mechanism to monitor and document stakeholder complains	# of FRM created	1	1	1	1	1
		Maximise use of digital data management systems	#data management systems	2 systems	2 systems	2 systems	2 systems	2 systems
	Accelerate the growth of Siasa Chapmezi/Online members	Hold networking events online	# of networking events hosted % of youth participating in the networking events	4	4	4	4	4
		Offer volunteer and internship opportunities	# of opportunities created	4	4	4	4	4

## ATION MATRIX

	TIMELINES					BUDGET (in Kes) Millions					RESPON- SIBILITY	
	2027	2023	2024	2025	2026	2027	2023	2023	2023	2023	2023	
50%	Q4	Q4	Q4	Q4	Q4	Q4	0.5	0.5	0.5	0.5	0.5	CCO
10 500,000	Q4	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	PM/ ED
24	Q4	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	CCO
48	Q4	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	CCO
4	Q4	Q4	Q4	Q4	Q4	Q4	0.8	0.8	0.8	0.8	0.8	RO
2	Q4	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	RO
12	Q4	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	CCO
1	Q4	Q4	Q4	Q4	Q4	Q4	0.5	0.5	0.5	0.5	0.5	CCO/ MEALK
2 sys- tems	Q4	Q4	Q4	Q4	Q4	Q4	0	0	0	0	0	CCO
4	Q4	Q4	Q4	Q4	Q4	Q4	4	4	4	4	4	IT
4	Q4	Q4	Q4	Q4	Q4	Q4	0.2	0.2	0.2	0.2	0.2	



**IMPLEMENTATION**

**Priority Area: TECHNOLOGY**

Strategic Objective	Strategies	Activities	Key Performance Indicators	TARGETS				
				2023	2024	2025	2026	2027
	Create a youthful knowledge hub	Research & Identify courses to be offered on politics and governance	#courses identified	2	0	0	0	0
		Establish an online learning centre	# of centres established	0	1	0	0	0

**IMPLEMENTATION**

**Priority Area: PEOPLE & PROCESSES**

**OBJECTIVE 1: To increase the internal capacity of Human Resource (board, management & staff)**

Strategies	Activities	Key Performance Indicators	TARGETS				
			2023	2024	2025	2026	2027
Improve employee, board training & education.	Conduct annual staff appraisals Map capacity gaps in the institution. Identify needed training areas.	Development of updated HR manual	1				
		#of training areas identified. #of training conducted					
Incorporate training budgets in donor proposals	Align training with resource mobilisation strategy.	Amount of resources allocated to trainings.					

**OBJECTIVE 1: To increase the internal capacity of Human Resource (board, management & staff)**

Defining departmental structures	Review of existing HR manual to include training policy	Development of updated HR manual					
Grow & retain talent	Provide better staff benefits & incentives.	High employee retention rate.					

ACTION MATRIX											
2027	TIMELINES					BUDGET (in Kes) Millions					RESPON- SIBILITY
	2023	2024	2025	2026	2027	2023	2023	2023	2023	2023	
0	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	ED
0	Q4	Q4	Q4	Q4	Q4	1	1	1	1	1	ED
<b>TOTAL</b>						<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>40</b>

ACTION MATRIX											
staff)											
2027	TIMELINES					BUDGET (in Kes) Millions					RESPONSIBIL- ITY
	2023	2024	2025	2026	2027						
Q4	Q4	Q4	Q4	Q4	Q4	0.5	0.5	0.5	0.5	0.5	ED/ Board
staff)											
Q4	Q4	Q4	Q4	Q4	Q4						ED

**OBJECTIVE 3: Develop strategic communication to position Siasa Place as the youth voice**

Strategies	Activities	Key Performance Indicators	TARGETS				
			2023	2024	2025	2026	2027
1. Increase Grant Income by 50 % per financial year	Development of resource mobilisation strategy	# resources allocated (financial/ human) Developing a draft within the 1st quarter of 2023 Board review of the strategy. Joint Implementation	50%	50%	50%	50%	50%
	Annual donor roundtable meetings	# of donors mapped # of resources/funding secured	10	10	10	10	10
	Targeted communication to donors e.g., monthly newsletter,	Mail Chimp subscription # of resources allocated , # of newsletters sent Deliverable indicator for PR Comms manager	12	12	12	12	12
	Participate in monthly networking dinners, meetings by embassies & donors	# of invites in a month	5	5	5	5	5
2. To Grow Financial Reserves by 20% per financial year	Develop a reserve policy Building the consultancy arm Quarterly Financial projections & additional money is channelled into investment options.	# resources allocated (financial/ human) No of consultancies secured # of channelled investment options	20%	20%	20%	20%	20%
3. To Invest Institutional Reserves & increase income by 20% per financial year	Map out investment options e.g. treasury bills. Management & Board approval on various options presented Invest in high returns	# of investment options mapped # of people consulted % increase of initial investments	20%	20%	20%	20%	20%
<b>TOTAL</b>							

## ATION MATRIX

ATION MATRIX											
TIMELINES					BUDGET (in Kes) Millions					RESPONSIBILITY	
2023	2024	2025	2026	2027							
June 2023	June 2024	June 2025	June 2026	June 2027	1	1	1	1	1	1	FM
Q4	Q4	Q4	Q4	Q4	0.5	0.5	0.5	0.5	0.5	0.5	SP Executive Director
Monthly	Monthly	Monthly	Monthly	Monthly	0.005	0.005	0.005	0.005	0.005	0.005	SP PR & Comms Manager
Monthly	Monthly	Monthly	Monthly	Monthly	0.1	0.1	0.1	0.1	0.1	0.1	SP Programs Manager
Per FY	Per FY	Per FY	Per FY	Per FY	1	1	1	1	1	1	FM
Per FY	Per FY	Per FY	Per FY	Per FY	1	1	1	1	1	1	FM
					<b>3.605</b>	<b>3.605</b>	<b>3.605</b>	<b>3.605</b>	<b>3.605</b>	<b>3.605</b>	<b>18.025</b>

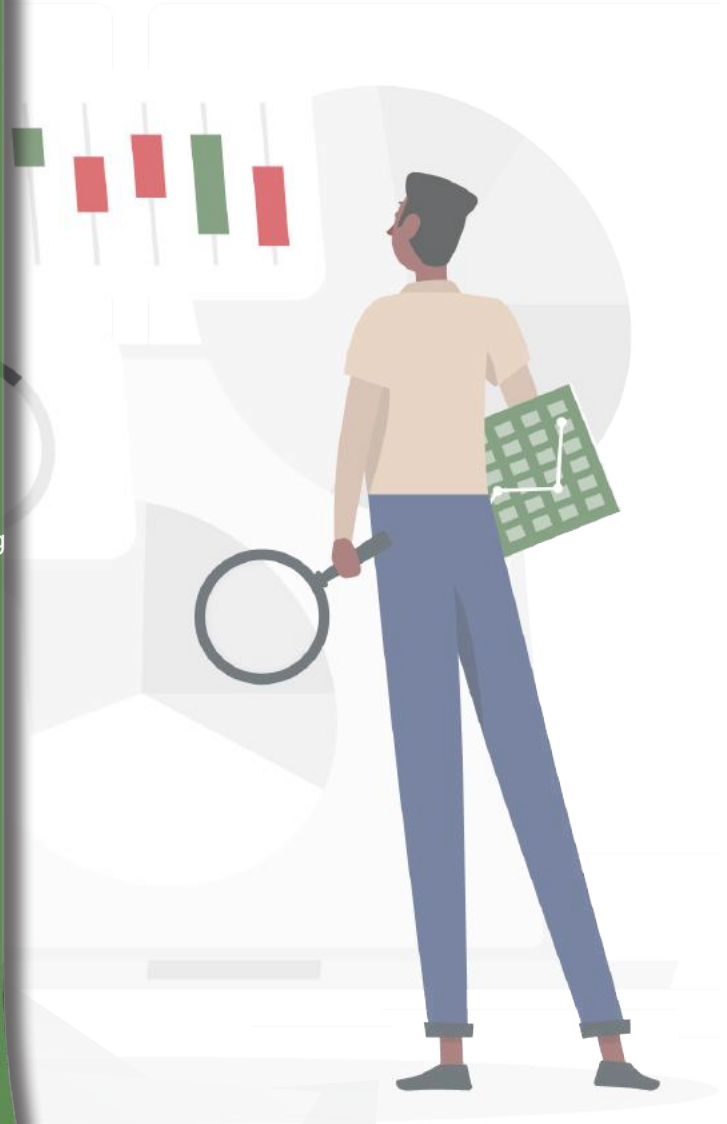
## ORGANISATIONAL IMPLICATIONS OF THE PLAN

The development of this strategic plan is part of the efforts of SIASA PLACE seeking to improve its performance by providing a clear framework that will guide programme work and resource mobilisation. It will be critical for the Board to be supported to play its Oversight, Policy, and Strategy role. Corporate Governance, Succession Planning and Leadership development will be critical, and resources must set aside to facilitate the delivery of this mandate.

The Management requires to be strengthened as well. The terrain that the institution is undergoing changes that requires a deeper capacity to navigate the organisation particularly in developing competencies through continuous training and exposures.

On Programmes, there is need for setting up of Policy & Research; ICT; Institutional Development & Partnership; Resource Mobilization and MEL Departments/Units to drive the implementation of this plan.

There is a need to leverage on the current projects and programmes that are being implement, intentionally document the work and impact of the institution, grow, and develop partnerships and ensure that the institution remains to be an 'Agenda Setting' Institution particularly on the 'niche' that it has cultivated in engaging young people.





## M&E, LEARNING AND KNOWLEDGE MANAGEMENT

A leading institution must be a learning institution. This must be a deliberate effort where learning is from successes and failures. As a respected voice in the space, SIASA PLACE appreciates the contribution it must give, and this is why monitoring and evaluation is critical.

For a successful implementation of the plan, the M&E Programme will be provided the required resources. At the Board level, there will be a Board Committee that will be receiving periodic reports on the progress made in the implementation of the plan. Reports will be prepared every quarter, as well as annual reports. Quick reports shall also be prepared on a need basis.

The reports shall cover the various aspects in the M & E framework, and shall cover the following areas:

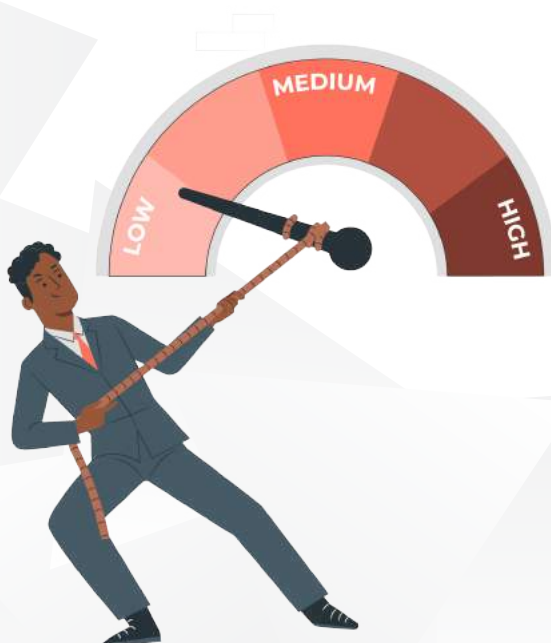
- progress: activities conducted, milestones, whether implementation is on track.
- accomplishments: a listing of the outcomes plus your perception of the impact of the activities described under “progress” and a show of how they are helping the organization towards the goal/desired impact of the project
- challenges: key challenges that emerged and how they were addressed; highlight emerging issues that you believe may affect project implementation or results
- external environment & situation: comments on any significant changes or developments in the external environment
- changes in plan: what, why, when and expected internal and external consequences for implementation
- innovation: the most innovative/

special aspect of this project’s approach to fulfilling SIASA PLACE’s Mission and Vision

- program reach – estimate sectors impacted by the program both directly and indirectly.
- Lessons learned: A listing of what should be done differently and how it should be done as learnt in the process of implementation.

## 5.0 RISK MANAGEMENT

RISK	MITIGATION
Programmes	Programme delivery framework will be instituted to ensure that SIASA PLACE honours its commitments in a timely and quality manner
Staff turnover	Competitive remuneration Internship programme
Fraud	Instituting effective controls Periodic reviews and audits
Donor dependency	Diversification of resource generation options and optimising on current opportunities Membership recruitment and following up on subscriptions
Competitions in the sector	Distinguished approach in our work Focus and depth in our work. Learning and growing Communicating results and impact
Leadership	Succession planning – Management & Board Periodic elections Functioning committees



## 6.0 ANNEXURES

### 6.1 ANNEX 1: STAKEHOLDER MAPPING

#### INTERNAL STAKEHOLDERS

**TABLE 4: ANNEX 1 - INTERNAL STAKEHOLDERS**

Stakeholder	Role	Possible areas of partnership
Staff	Operational roles	Ownership of the strategy Motivate employees
	Technical work	Achieve the organisation goals and objectives. Deliver on donor commitments
	Profiling the organisation	Empower and provide needed support and tools
Board of Directors (current and former)	Strategic thinking	Facilitate timely updates and information
	Decision making and corporate governance	Provide timely Board Papers Trainings and networks
	Resource mobilization	Schedule appointments and create time
	Policy making and oversight	Develop and share draft policies
Former Staff	Create networks.	Follow ups and feedback
	Open doors and networks Ambassadors	Mentorship Support in Resource mobilization

#### EXTERNAL STAKEHOLDERS:

**TABLE 5: ANNEX 1 - EXTERNAL STAKEHOLDERS & AREAS OF COLLABORATION**

Name	Roles/Mandate	Areas of Collaboration
Ministry of Youth Affairs	Ratification/Accession to Depository and Custodian of all International Treaties, Agreements and Conventions where Kenya is a party. Liaison with International and Regional Organizations.	Working closely with the Directorate of Economic & Commercial Diplomacy

EXTERNAL STAKEHOLDERS:

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Ministry of Youth Affairs	Ratification/Accession to Depository and Custodian of all International Treaties, Agreements and Conventions where Kenya is a party. Liaison with International and Regional Organizations.	Working closely with the Directorate of Economic & Commercial Diplomacy
County Governments Council of Governors Economic Blocs	Organs established to support Devolved Government	Partnerships on devolution work Youth & Devolution Conference
Ministry of Industrialization, Trade & Enterprise Development	Industrialization Policy Special Economic Zones Small and Medium Enterprise Training Development of Micro and Small Business Private Sector Development Policy	Training  CSOs support & engagement  Research
KNCCI	Advocates for the creation of a favourable commercial, trade and investment environment that supports enterprise expansion	Research and Policy Advocacy Resource mobilization Joint programming Modelling and benchmarking
Universities	Education	Research Trainings (Democracy, Entrepreneurship) Conferences
IEA	A think-tank that provides a platform for informed discussions to influence public policy in Kenya.	Research Joint fundraising Public engagements

<b>Name</b>	<b>Roles/Mandate</b>	<b>Areas of Collaboration</b>
KEPSA	Apex umbrella body set up to bring together business community in a single voice to engage and influence public policy for an enabling business	Research Policy dialogues Civic education
Parliament	Enacts legislations, oversight & reviews the conduct in office of the President, the Deputy President and other State officers	Capacity building Petitions
Judiciary	Interprets and applies the law in the country	Dispute resolution Public education
Public	Beneficiaries or victims of policies and programmes	Support for the work
Kenya Revenue Authority	Collect revenue on behalf of the Government of Kenya.	Compliance Civic education Research
Independent Commissions and Offices (IEBC, CRA, OAG, OCOB)	Protection of the Constitution Development of progress reports on implementation Public education	Reports Research Public education
Development Partners (FNF Kenya, FORD Foundation)	Financial support for CSOS Technical support Knowledge and intelligence	Financial support Technical expertise Trends and knowledge
CSOs Working in the Space (ELF, AYT YSO Consortium, Badili Africa Forum, Civ, PAWA 254, CGHRD, CMD, Article 19, AYT)	Human rights advocacy work Youth programmes Governance and Accountability work	Joint programming Resource mobilization



<b>Name</b>	<b>Roles/Mandate</b>	<b>Areas of Collaboration</b>
UN Agencies (UNDP, UN WOMEN)	Thematic agendas (women, development, Human Rights)	Networking Mentorship
County Governments Council of Governors Economic Blocs	Organs established to support Devolved Government	Partnerships on devolution work Youth & Devolution Conference
County Assemblies	Budget approval Legislation Oversight over the County Executive	Review of bills Petitions
KNCCI	Advocates for the creation of a favourable commer- cial, trade and investment environment that sup- ports enterprise expan- sion	Research and Policy Advocacy Resource mobilization Joint programming Modelling and benchmarking
NYC	Harness, advocate for the Youth voice to inform government policy and legislations, and to regu- late and coordinate Youth activities and initiatives, for Youth empowerment, inclusion and participa- tion in all spheres of life	Advocacy, joint programming, and policy influence



# CONTACTS

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