



Youth Alive Foundation **Africa**

STRATEGIC MASTER PLAN

2023-2028



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Executive Summary

The Nigerian youth is plagued with a myriad of challenges that has hampered developmental growth and their overall contributions to the societal and political climate of Nigeria and Africa at large.

The Nigerian Bureau of statistics (NBS) reported youth unemployment at 53.40 percent in 2022. Fifty-three percent of over 151 million youths are over 80 million unemployed. The impact of this is untold poverty and deprived human capital development of youths which in the long run projects devastating outcomes across Nigeria and the globe.

Youth alive foundation envisions a just, equitable and progressive society in which young people have access to socio-economic opportunities, and their basic human and political rights are protected and aims to increase the participation and influence of African youth in governance and national development by implementing informed, innovative, and value-driven programs that foster growth, strengthen communities, and drive developmental progress in the continent.

In line with the above goal, youth Alive foundation has reviewed her strategic master plan to cater for emerging needs and changing trends that impact on youths. The world in the internet age is constantly evolving and youths are at the phase where fast paced innovations characterize their daily life hence the need for a reviewed strategic master plan to drive and influence youth for developmental strides in the nation and continent.

The previous strategic master plan was Developed on November 28th, 2014 and Last Reviewed on: May 6th 2021. The new master plan closes the gaps highlighted upon review of the previous and incorporates documented processes to provide for the lapses.

In highlighting the key features of this masterplan, it is worthy to note that the document clearly outlines YAF's identity and edge as this points to the foundation of the organization and its guiding principle.

This strategy covers YAF organizational history which outlines its impactful journey to become one of the leading youth organizations in Nigeria utilizing technology and innovation in project delivery with offices in three states of the federation and headquarters in the FCT Abuja.

This document also highlights key organizational achievements in the past 5 years including.

1. Trained and Supported 2060 youth advocates
2. Reached 23,572,000 youths with wide range of messages promoting youth participation on key development issues.
3. Built the institutional capacities of 27 youth focused organizations.
4. Conducted 9 campaigns on various youth related thematic areas.
5. Engaged 29 PWD Organization in various programs promoting inclusion.
6. Implemented programs across 11 States in the country.
7. Supported and strengthened the systems of 11 government agencies on youth related programs.
8. Accessed and implemented 8 grants from donors such as DFID, USAID, Ford Foundation, IFES, Commonwealth Foundation, the European Union, PIND.

This strategic master plan further assesses organizational strengths and weaknesses as a basis for project direction and focus for more outstanding results.

Stakeholder analysis contained here ensures critical and objective insights on stakeholders, their power/resources, interest and YAF's response to these key stakeholder indicators.

Importantly, this plan in detail outlines YAF key thematic areas as shown below and further provides a breakdown on approaches, goals, objectives and activities drawn from these areas, of which when implemented impacts on our overall goal. An organizational theory of change and Monitoring and Evaluation is also documented in this plan.

Notably, this plan includes organizational governance structure and internal control templates and provides guiding organizational policies and principles that will propel the organization to achieve its goal of positively influencing youth at local, national and international levels.

Chapter One: Introduction

1.1 Background

In 2020, Africa's population under 35 represents almost a billion people (540.8 million 0–14-year-olds and 454.5 million 15-34 year olds), amounting to 22.7% of the world's total youth population, the second largest after Asia's (58.0%). Youth in Africa face immense issues that are both complex and significant. These include poverty, inadequate education, unemployment, and lack of opportunity. African youth are also at risk of becoming victims of crime, HIV/AIDS, and other diseases. The problem is getting worse and only a massive national effort will buck this trend. The opportunity for dynamic, enthusiastic Youths to change the quality of sustainable life for all is particularly low in Africa, where this population is large. What is needed are new, authentic avenues for participation and influence. The ability of this generation to improve the world is crucial to our future. The youth exposition is a special chance to regenerate human capital in Africa—knowledge, skills, and good health—the foundations of economic and social progress and environmental sustainability. In Nigeria, where this population is vast, there are few opportunities for young people with energy and enthusiasm to improve everyone's ability to live sustainably. We require fresh, genuine channels for involvement and influence. We want to develop conversations, processes, and activities to engage, educate, enlighten, and empower young people for a sustainable future.

The strategic direction for 2023-2028 is designed to be more robust and respond to emerging developments globally such as harnessing youth's potential as active citizen for peace building and promoting youth involvement in climate change action in line with the Sustainable development goals. The strategy recognizes that what is required for Africa's large youth population is strategic investments in education, health, skills, socio-economic reforms and good governance.

YAF wants to advocate for youth policies that are pertinent, realistic, doable, and sustainable, such as encouraging education that is well-prepared for available jobs, strengthening government capacity to involve the young and the unemployed, increasing youth participation in governance, gender integration in youth training, decision-making, and education, and encouraging public-private partnerships for job creation and support to young entrepreneurs.

This strategic plan also expands YAF's reach and impact beyond Nigeria to the African continent.

1.2 Contact Details

Our Official Address is:

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Email: yaf@yafnet.org

Branch offices are located at:

26 Esuene Street, Off Abak Road, Uyo, Akwa Ibom State. **Tel:** +234 (0)703-124-5036

7 Odunuga Street, Off Opebi Link Road, Ikeja, Lagos. **Tel:** +234 (0)806-759-1839

1.3 Legal Status of the Organization:

Youth Alive Foundation (YAF) is registered as a Non-Governmental Organisation under the laws and regulations of the Nigerian Government. It is registered with the Corporate Affairs Commission with Registration Number: 14566. Registration Date: 16th May, 2002.

1.4 Official Name of the Organization

The official name of the organization shall be known as YOUTH ALIVE FOUNDATION registered as a Non-Government Organization. It shall be abbreviated as YAF Africa.

Online Presence:

Website: www.yafnet.org

Facebook: [www.facebook.com/ YAFafrica](https://www.facebook.com/YAFafrica)

Instagram: [www.instagram.com/ YAFafrica](https://www.instagram.com/YAFafrica)

Twitter: www.twitter.con/TheYAFafrica

Youtube: [www.youtube.com/ YAFtvafrica](https://www.youtube.com/YAFtvafrica)

LinkedIn: [www.linkedin.com/ YAFafrica](https://www.linkedin.com/YAFafrica)

Email: yaf@yafnet.org; yafnet1@gmail.com

1.5 Vision

A just, equitable and progressive society in which young people have access to socio-economic opportunities, and their basic human and political rights are protected.

1.6 Mission

To increase the participation and influence of African youths in governance and national development by implementing innovative, and value-driven programs that foster economic growth, strengthen communities, regional collaborations, and sustainable development in the continent.

1.7 Our Values

Youth Alive Foundation rests on the following beliefs:

Mutual Respect: We acknowledge and appreciate the inherent value and dignity of all young people and recognize the importance of respecting their unique experiences.

Our Commitment:

- *We will constantly create a safe and inclusive space for young people to express their opinions, ideas, and concerns without fear of judgment.*
- *We will actively listen to young people's perspectives and valuing their contributions in decision-making processes.*
- *We will provide equal opportunities for youths from diverse backgrounds to participate in programs and activities.*

Equity and Justice: We strive to ensure fairness and equal opportunity for everyone, regardless of their race, age, gender, sexual orientation, class, ethnicity, disability, religion, or geographical location.

Our Commitment:

- *We will implement inclusive policies and practices that address systemic barriers and promote equal access to resources, opportunities, and services for all young people.*
- *We will advocate for social justice, challenging discrimination, and promoting policies that advance equality and eliminate disparities.*
- *We will conduct outreach programs in marginalized communities to bridge the gap in accessing education, healthcare, and livelihood opportunities.*

Honesty and Transparency: We uphold a culture of truthfulness, openness, and accountability in all our processes and interactions.

Our Commitment:

- *We will clearly communicate our goals, objectives, and strategies to stakeholders, partners, and beneficiaries.*
- *We will share accurate and timely information about our programs, projects, and financial management.*
- *We will invite feedback from young people, donors, and the community to improve transparency and ensure continuous improvement.*

Solidarity: We stand in solidarity with the poor, powerless, and vulnerable, actively working to defend their rights and improve their well-being.

Our Commitment:

- *We will partner with grassroots organizations to amplify the voices of marginalized youth and advocate for their rights.*
- *We will mobilize resources to address the specific needs of disadvantaged youth, such as providing scholarships, mentorship programs, or healthcare support.*
- *We will collaborate with other like-minded organizations and stakeholders to collectively address social and economic inequalities.*

Courage of Conviction: We demonstrate boldness, creativity, and innovation in our efforts to create the greatest possible impact in the lives of young people.

Our Commitment:

- *We will develop innovative programs and approaches that address emerging challenges faced by youth, such as mental health support, digital skills training, or climate change adaptation.*
- *We will encourage young people to explore their potential, take risks, and pursue their aspirations by providing mentorship, seed funding, or entrepreneurship support.*
- *We will advocate for youth-led initiatives and promoting youth participation in decision-making processes at all levels.*

Humility: We acknowledge that we are part of a larger movement fighting for the rights and welfare of young people, and we actively collaborate with others to achieve our shared goals.

Our Commitment:

- *We will engage in partnerships and networks with other organizations, government agencies, and youth-led initiatives to maximize impact and avoid duplication of efforts.*
- *We will recognize and acknowledge the contributions of individuals, communities, and organizations who have been working tirelessly for youth development.*
- *We will seek feedback from beneficiaries and stakeholders to continuously learn, adapt, and improve our programs and approaches.*

Leadership: We lead by example, demonstrating integrity, professionalism, and ethical behavior in all our actions.

Our Commitment:

- *We will set high standards of conduct, ethics, and governance within the organization.*
- *We will invest in the professional development and capacity building of staff members to enhance their leadership skills.*
- *We will advocate for youth leadership and creating platforms for young people to develop their leadership potential and contribute to their communities.*

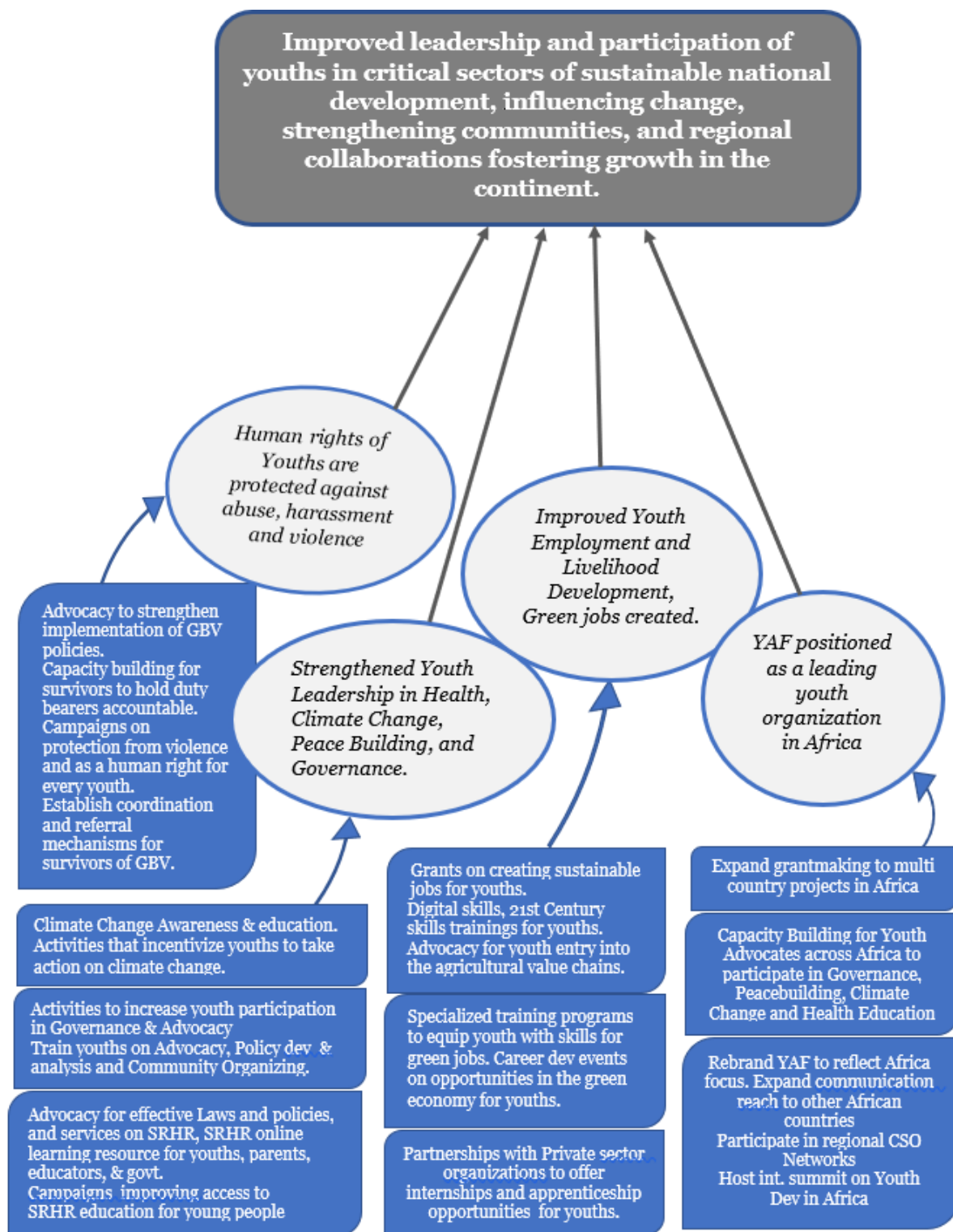
1.8 Our Identity

We are a youth focused civil society organization with a brand identity for innovative programs. Our identity encapsulates our unwavering commitment to empowering youths to drive change in their communities and nationally. At our core, we embody the spirit of youth, embracing innovative ideas, fresh perspectives, and boundless potential that young people possess. We celebrate the power of collective action and collaboration, recognizing that true transformation can only be achieved through unity and solidarity. Our identity is also deeply rooted in the digital information age, utilizing the vast potential of social media and digital resources including compelling audio-visual content to engage and mobilize our extensive online community. We are recognized for using the power of storytelling and communication in sparking conversations and inspiring action, and we harness this power to drive impactful change. With a national reach and influential strength, we leverage our platform to amplify the voices of Nigerian youths, ensuring they are heard in the halls of power and decision-making spaces. We champion social justice, striving to dismantle systemic barriers and create a more equitable and inclusive society for all.

1.9 Our Edge

YAF has a youthful workforce, large volunteer base, national spread, influential strength, social media coverage, large social media following, innovative programming, utilizes compelling audio-visual contents. YAF has positioned herself as a critical contributor to youth development in Nigeria.

1.10 Theory of Change



The Theory of change (TOC) graphically represents what YAF wants to achieve and goes backwards from these results to identify strategies and activities to achieve these results. It depicts how we move from strategy to execution and forms the bridge between strategic planning and implementation.

The TOC is the pathway in which our programs will result in change. It is a comprehensive and graphical representation of how YAF believes change will occur and what and what will contribute to that change.

1.11 Purpose of Strategy

Strategic planning gives an organization a competitive edge and provide the focus and determination to accomplish her set objectives. A well-developed strategic plan can increase productivity and organizational-wide efficiency based on the identify strengths and areas in need of improvement. Whether you want to improve project outcomes, draw-up more fundings from donors, or improve work output, strategic planning can significantly help in visualizing that future.

Strategic planning is the YAFs way of creating and defining its strategy and direction. The entire purpose of strategic planning is to illustrate how best to allocate resources in order to achieve the organization's mission and contribute to the vision. As an organization, strategic planning helps us determine the direction the organization wishes to move that aligns with the short- and long-term goals.

From the onset, YAF has always recorded longstanding success in youth development, sexual and gender-based violence, policy advocacy, governance and leadership. This comprehensive strategic masterplan will help YAF build a framework for future decision-making and move the organization as one cohesive unit. Again, with this plan in place, the entire organization will clearly understand the actions to be taken that will produce the desired results.

This strategic masterplan is the third strategic masterplan developed since its establishment and hopes to address the issues not considered in the previous, as well as expand our scope to attain greater heights in the next 5 years. When emergencies arise, as they will, a strategic plan offers a proactive response to any crisis.

1.12 Strategy Development Process

Developing a strategic plan can be time-consuming and YAF dedicated 2 weeks of staff time to achieve this. Prior to the expiration of the previous strategic plan, a strategic review was done. The strategic development process involved the setting up of a strategic masterplan review committee headed by the Chairman, YAF Board of Director to conduct an analysis of the previous strategic masterplan in order to identify areas that did not meet current realities and those required adjustments. This analysis, which also involved a detailed contextual analysis on the youth related issues globally and in Africa identified specific areas that required attention. Amongst them were the mission of the organization, which needed to be extended beyond the shores of Nigeria, the values of the organization, the stakeholders, her strength, and weaknesses as well as opportunities and challenges.

To address these identified issues, a workshop was organized where we reviewed the process against previous strategic objective issues. We did a contextual analysis of youth related issues which highlighted issues that might affect the African youth in the coming years. We also conducted a literature review and PEA (Political and Economic Analysis) of youth development in Nigeria in particular and Africa as a whole. Based on this contextual issue, we came up with the following revised objectives.

1. To strengthen Youth Leadership and Education in Health, Climate Change, Peace Building, and Governance
2. To improve Youth Inclusive Employment and Livelihood Development and Create green jobs.

3. To ensure the human rights for Youths are protected against abuse, harassment and violence.
4. To position YAF as a leading youth organization in Africa by 2028

Because it is essential to allow plenty of time for the strategic planning process and to partner with experts who understand the complexity of the process, Centre LSD provided onsite guidance all through the drafting and development stages. We ensured that the process was participatory and inclusive, and got the consensus from the board members represented by the board chairman and all staff across the three YAF offices in Lagos, Akwa Ibom and the Abuja FCT. Feedback mechanisms were deployed during the 6-day retreat to develop the strategy. The development process can be broken down into the following steps:

- A. **Pre-Workshop Preparation:** As stated earlier, a committee was setup composed of two board members and 3 long-servicing staff who participated in a strategy development workshop for 3 days. Before the retreat, the committee had prepared some content on the history of the organization, achievements, literature review on focus areas, identity and edge. The committee communicated the purpose and objectives of the workshop to all staff members. Through the leadership of the Executive Director, the committee ensured that all staff members have equal access to information and resources needed to participate.
- B. **Workshop Design:** The workshop was designed to be participatory and all-inclusive, with activities that encourage staff members to share their perspectives and ideas by working in groups to analyse and define specific topical areas. The retreat was also structured in a way that allows for consensus-building on every segment of the strategy plan development.
- C. **Facilitation:** The facilitators were skilled in creating a safe space for all staff members to participate. The facilitators were able to provide guidance and manage power dynamics to ensure that all voices are heard.
- D. **Input Gathering/Collection:** During the workshop, input was gathered from all staff members through various methods such as group work and individual contribution. These inputs provided insights into the strengths, weaknesses, opportunities, and threats facing the organization.
- E. **Input Analysis:** The input collated during the workshop was analysed to identify common themes and basis. This analysis helped the organization to identify areas of consensus and disagreement.
- F. **Strategy Development:** Based on results of the analysis, the organization developed a zero draft of a strategy masterplan that reflects the input of all staff members. The draft plan will be reviewed by all staff members to ensure that it is inclusive and reflects their individual perspectives.
- G. **Consensus Building:** The organization facilitated a consensus-building process to ensure that all staff members are in agreement with the final strategy masterplan. This process will involve further discussions, negotiations, and revisions.
- H. **Finalization:** Once a consensus was reached, the final strategic masterplan is developed will be shared to all staff members and board members. The plan will also be reviewed periodically to ensure that it remains relevant and continually aligns with the organization's goals, mission and vision.

Chapter Two: Contextual Analysis

2.1 International Context

In the present generation, young people are about 1.8 billion, which is one-quarter of the world's population, making them an important force both now and in the years to come. If these young people gain the relevant skills needed to become productive and are engaged in the society, they will greatly contribute towards positive socio-economic growth and the achievement of the global Sustainable Development Goals.

For the average youth, the world has become interconnected and is rapidly shrinking with the growing sophistication of technology and innovative communication. This advancement, also heightened by the COVID-19 pandemic, has opened up the youth to a lot of opportunities and ideologies that have elevated their ability to learn, earn and interact yet deepened the lines of inequality as it has become easier for those who can afford technology to access information that can better their lives while excluding the poorer ones. This growing inequality has been aggravated by fundamentalists who adhere to strict beliefs and deliberately seek out extreme ways to make themselves heard with the poorer, more isolated youth bearing the brunt of their actions. Actions which further increase the inequality already present in the region and deepens the lack of economic and social development.

Another consequence of technological development and the spread of fundamental beliefs is the a mass migration of young people from the rural to the urban areas, a trend which further widens the inequality gap as people who perhaps lived over the poverty line, (as defined by the multidimensional poverty index), in the rural area arrive the cities to live in extreme poverty as they now have to seek shelter, learn the ways of their location and also combat economical odds that are stacked against them.

One of the consequences of inequality within societies, as noted by the UN, is slow economic growth. Young people in societies that have wide gaps in the areas of health care and education are more likely to remain trapped in poverty. However, Youth Alive Foundation hopes to mitigate this trend at national and international levels for positive outcomes through programs implemented.

2.2 Nigerian Context

Nigeria occupies an area of 923,768 square meters and has an estimated population of 213.4 million in 2021 with about 70% of these under 30 years. This is a huge demographic that must be properly harnessed and nurtured or it can quickly become a liability in the right conditions.

The absence of basic amenities and the cultured lack of opportunities in the Nigerian society, which seems to favour a minority, has divided the population with the larger group being at a disadvantage. This has naturally led to unhealthy extremism in politics, ideologies, migration and any sphere that seems to hold an advantage. Young people are migrating from rural to urban areas and from Nigeria to other countries in large numbers and this trend is set to increase in the coming years. Rural to urban migration can significantly increase multidimensional poverty and foster inequality as there are now more people who are willing to work for less.

The mass migration to foreign countries is a signal to the societal inequality and it systematically drains the country of intelligent minds who go in search of societies that support their aspirations.

Migration, both internal and external, can be managed and harnessed for the benefit of the country using policies, multilateral interventions to address health and educational limitations, promoting inclusion of the disabled/disadvantaged youths and intelligent planning of economic direction. Youth Alive Foundation hopes to contribute to fostering a more just and equitable Nigeria for all youths.

2.3 Political Context

The Nigerian government recognizes the importance of youth development and engagement, this is reflected in the making of policies and programs set up for youth inclusion and growth. However, most of these policies are either unimplemented or underutilized. Despite the existence of policies that are youth focused, there seems to be an unavailability of experienced hand in governance who are capable of ensuring the implementation of such initiatives and are willing to do so.

Other factors that are at play include political, ethnical and religious violence which might limit the organisation's ability to carry out sensitizations and provide service in some communities; youths have grown a distrust for political processes and are increasingly refusing to participate in electoral processes; Mass migration has become an attractive alternative for the average youth as the government is perceived to be unaccommodating to young people outside of political motivations.

YAF will respond to these critical issues by closely monitoring existing youth-related policies and leveraging the government's political commitment to advocate for funding and support for youth-focused initiatives. YAF will utilize its extensive political networks while seeking to overcome political will, orientation, and governmental self-interest barriers that may hinder certain activities.

2.4 Economic Context

Nigeria is faced with a significant youth unemployment challenge. According to the Nigerian Bureau of Statistics, Q4 2020, 33.3% of people within eligible age are unemployed with women and girls being the majority.

Adding this to the growing population of people who depend on them puts a strain on young people who account for the larger share of providers, negatively impacting their ability to save and invest.

This further worsens their access to education and health facilities and reduces their capacity to participate in activities that can better their economic outlook.

Also, Nigeria does not seem to have plans for addressing the needs of its disabled, internally displaced population and migrants who are mostly youths.

However, an investment in the country's growth will present opportunities for YAF to attract funding and encourage the government to invest in youth-focused programs. The organization can identify opportunities to address economic issues pertaining to young people by developing programs that promote skills training, entrepreneurship, and access to job opportunities and collaborating with private sector entities, development agencies, and investors to leverage economic growth for sustainable youth development.

Other factors that influence the organisation and the Nigerian youth economically include high rate of Inflation and unstable exchange rate which affects the cost of implementation of projects and might affect YAF's ability to win grants and compete internationally; Absence of electricity and multiple tax which significantly increase the overhead cost for

youth-owned small scale businesses and YAF (electricity); Insecurity negatively impacts movement and businesses in certain regions, therefore increasing poverty rates; Low political will to address natural disasters as relating to youth and small businesses; Mass migration of youths might lead to an increase in trafficking and abuse against young people.

To respond to these issues, YAF will focus on attracting funding and advocating for government investment in youth-focused programs, developing initiatives for skills training, entrepreneurship, and job opportunities. Collaborations with private sector entities, development agencies, and investors will leverage economic growth for sustainable youth development. By strategically addressing these challenges, YAF aims to make a transformative impact on youth empowerment and development in Nigeria.

2.5 Social Context

Social context analysis plays a key role in enabling humanitarian actors to operate in environments characterized by complexity, instability and insecurity. Its purpose is to allow stakeholders understand the socio-cultural, political, economic and geographical factors that give rise to crises and will either hamper or enable responses.

However, there is a need to address the gap in quality education and skills development among Nigerian youth. The organization can focus on providing educational support, vocational training, and mentorship programs to enhance the employability and livelihoods of young people.

Another barrier to recognize is the cultural norms and attitudes that may hinder youth empowerment and gender equality. Develop culturally sensitive approaches to engage with communities and challenge societal barriers to inclusivity and participation.

The religious norms and traditional beliefs may obstruct seamless implementation of policies in the community through sensitization and traditional media platforms.

YAF will adopt culturally sensitive approaches to engage with communities and challenge societal norms that hinder youth empowerment and gender equality. Additionally, the organization will leverage traditional media platforms and sensitization efforts to overcome religious norms and traditional beliefs that may obstruct policy implementation. Lastly, YAF will develop a strategic approach to address geographical factors, such as language and setting, to foster increased participation and productivity among young people in the community.

2.6 Technological Context

Nigeria faces a digital divide, with limited access to technology and internet connectivity in some areas. The organization can work towards bridging this divide by providing digital literacy training, facilitating access to technology, and promoting digital inclusion among young people.

Likewise, technology can be leveraged for youth engagement and empowerment. Technological Innovation enables utilization of digital platforms, social media, and mobile applications to disseminate information, facilitate advocacy campaigns, and provide online resources and support to Nigerian youth.

Other factors that influence the organization and the technological context includes access to affordable and effective internet services for prompt dissemination of information, easy retrieval and storage of valuable documents with the means of cloud computing.

To bridge this gap, YAF will focus on providing digital literacy training, facilitating access to technology, and promoting digital inclusion among young people. Leveraging technology for youth engagement and empowerment, YAF will harness innovative digital platforms, social media, and mobile applications to disseminate information, conduct advocacy campaigns, and offer online resources and support to the African youth.

2.7 Opportunities in Nigeria

The global trend in the development sector towards investing in youth development to prioritize the creation and implementation of youth policies which would provide a framework for the effective and coordinated implementation of youth programs. This can be achieved by working with the national and state government, youth organization, and other stakeholders to develop and execute policies that prioritize the needs and aspiration of young people.

The Increment of youth participation in governance; the opportunities for youth in Nigeria to engage and participate in governance can be beneficial to the organization and community as well, it aids to facilitate participation in policy consultations and decision-making processes in Nigeria.

However, heightened public calls to tackle youth challenges by influential individuals or organizations; An integrated public governance approach is crucial for delivering a fair, inclusive and resilient recovery for young people, organization like YAF as a mediation centre can step in and play such significant role.

Technological revolution and social media provide cost effective ways of reaching and engaging our target audience, Television and radio productions, podcasts and internet. Mass sensitization can be achieved seamlessly.

Support from donor agencies has played significant roles in execution of projects and betterment of the living standard of youths. These allocated funds when properly utilized serves as means to creates and strengthens a better living condition for youths in Nigeria.

The expansion of quality experience in implementing in diverse cultural environment, this will also serve as an introductory and exposure to new foreign norms and societal value in Nigeria.

Partnership with the media plays a crucial role in creating awareness and pushing out stories on the internet, the rapid transformation in technology has created a platform for wider outreach to our target audience, which is the youth, thus collaboration is formed with the media personnel for easier and faster engagement with the public.

Chapter Three: Organisational Assessment

3.1 History of Organisation

The Youth Alive Foundation is a non-governmental organization established in Lagos in 1999 as Youth Alive Fellowship. The organization, which began as Youth Alive Fellowship in a small room called the Glory Tower, located in a quiet suburb of Ikeja had an initial goal to provide spiritual enlightenment, guidance, counselling, and support to young people around that locality. The Fellowship was convened by Dr. Udy Akpan who was also a youth at the time. As news of YAF's impact spread, more and more young people seeking support and guidance began trooping in and in just a few months, the fellowship had grown in number. As a way of reaching out to more young people, especially the youths, the fellowship hosted many faith-based events which produced massive turnouts in 2001.

In response to the poverty of some youths attending the fellowship who could not pay school fees or engage in any income generation activities and lived in shanty's, Dr Udy approached some multi-national companies in Ikeja like Coca-Cola and Nestle for support as part as part of their corporate social responsibility and was informed that they do not give funds to individuals only charitable organizations. YAF yielding to advise from the then Nestle Company, YAF registered with the Corporate Affairs Commission (CAC) as Youth Alive Foundation in June 2016. This was a basic requirement to collaborate with Nestle and other corporate bodies to support in funding the needs of the large number of youths seeking a meaningful life. Thus, YAF metamorphosed into a non-profit organization serving youths. Nobody ever envisaged that YAF would grow into the reputable national organization it is today, but her persistent commitment to helping young people find their purpose and direction in life led to the success stories recorded today.

Although the funding from Nestle never came, it set YAF on a pathway to excellence, with a clearly defined goal, and expanded the focus to building the capacity of youths in ICT and Sexual Reproductive education. YAF received her first ever funding from the Akwa Ibom State Action Committee on HIV/AIDS (SACA) to carry out HIV prevention in 12 secondary schools in rural communities in Akwa Ibom in 2004. This led to YAF relocating to Uyo, the Akwa Ibom State capital and became a partner on the NYSC/UNICEF HIV/AIDS Fund until 2006. Between 2006 -2014 the organization went on hiatus as the executive director who was the driving force relocated to the United Kingdom to pursue a PhD. However, some youths who were beneficiaries of YAF kept on meeting and providing mentorship support to other youths in Akwa Ibom state and in school programming.

Dr Udy returned in 2013 to Nigeria and took over the reins of the organization again. YAF's secured its 2nd grant in 2014 from the USAID Civil Society Project- Strengthening Advocacy and Civic Engagement (SACE) project. This led to YAF anchoring the Youth Advocacy cluster comprising of 40 youth focused civil society organizations. An outcome of this project was the initiation, drafting and passage in 2019 of the Akwa Ibom Youth Development Fund Bill to address the exacerbating youth unemployment in the in the state. The first Strategic Master Plan for YAF was developed in 2015 which strengthened our institutional capacity and future strategy. YAF received its largest grant from DFID in 2017 and another from Ford Foundation in 2018 which propelled YAF to national recognition and expanded YAF program implementation 10 other states. 4 other grants have followed since then and YAF is now recognised as a leading youth organization in Nigeria.

YAF's commitment to excellence in project delivery and event programming has made it a powerhouse in the developmental sector in Nigeria. The mission has always been to serve, and in all the years of active programme delivery, YAF has never failed in her commitment to create a society in which young people can have access to social and economic opportunities and where their basic human and political rights are protected. The organization is now turning its focus to Africa to replicate what was achieved in Nigeria.

3.2 Achievements of the Organisation

Over the course of two impactful decades, Youth Alive Foundation (YAF) Africa has orchestrated a remarkable journey of youth empowerment and advocacy, leaving a trail of transformative achievements in its wake.

First and foremost, YAF Africa's unwavering commitment to nurturing young leaders has resulted in the empowerment and equipping of 2060 youth advocates. Through comprehensive training and knowledge dissemination, these advocates have been armed with the tools needed to champion the causes that matter most to the youth. One of the cornerstones of YAF's success lies in its ability to spread a message of hope and progress to the masses. With laser-focused campaigns and targeted messages, YAF has reached an astonishing 23,572,000 young hearts. This widespread influence has sparked a positive revolution, fostering greater youth inclusion and development across the nation.

YAF Africa's powerful impact extends far beyond words and awareness. The organization's nine impactful campaigns have served as catalysts for tangible change in various thematic areas. These campaigns have brought about significant outcomes, empowering the youth to take control of their destinies and instigating a ripple effect of positive transformation. In its unwavering pursuit of inclusivity, YAF Africa has actively embraced collaboration with 29 organizations advocating for People with Disabilities (PWDs). By fostering a more inclusive society, YAF has effectively broken-down barriers and created pathways for greater opportunities for persons with disabilities.

With a resolute determination to make the voices of the youth heard in the corridors of power, YAF Africa has influenced the development of state youth policies in not one, not two, but three states. These policies now reflect the aspirations and needs of the young, ensuring their interests are front and centre in government decisions and actions. YAF's impact is not confined to a single region; it has touched the lives of young people across 11 states. Through meticulously planned and executed programs, YAF has unlocked the potential of youth, leading to positive outcomes in areas such as youth participation, employment, ICT proficiency, and overall well-being.

Recognizing that sustainable change often requires collaboration with government bodies, YAF Africa has strengthened the capacity of 11 government agencies. By improving the implementation of youth-related programs and policies, YAF Africa has set in motion a chain reaction that ultimately benefits an even larger number of young individuals.

The immense impact of YAF Africa's endeavours is further amplified through strategic partnerships with prominent donors, including DFID, USAID, Ford Foundation, IFES, Commonwealth Foundation, the European Union, and PIND. Successfully implementing eight grants, YAF has harnessed these resources to propel its mission forward, leaving an indelible mark on the lives of countless youth.

In retrospect, the Youth Alive Foundation Africa's journey has been nothing short of awe-inspiring. Through strategic planning, relentless implementation, and unwavering dedication, YAF Africa has become a beacon of hope for millions of young people, ushering in a new era of empowerment, inclusion, and progress across Nigeria.

3.3 Organisational SWOT Analysis

Over the course of more than two decades, Youth Alive Foundation Africa (YAF) has experienced remarkable growth and has emerged as a prominent youth organization in Nigeria. It has distinguished itself through its dedication to innovative programming and its adept use of technology in various projects. The organization's young and vibrant workforce, driven by their passion and commitment to youth development, has played a pivotal role in propelling YAF toward excellence and heightened productivity. Moreover, YAF's technical proficiency in project design and implementation, coupled with its organizational innovation and adaptability to continuous learning, has positioned it as a formidable force in the field.

Despite its considerable strengths, YAF has not been without its challenges. Among these hurdles are internal communication gaps, which have impacted information sharing within the organization, and a perceived lack of youth influence, which has hindered its ability to fully engage and empower the demographic it seeks to serve. Additionally, the potential of its volunteer workforce remains underutilized, and securing adequate media partnerships and airtime has proven to be a challenge. Moreover, limited funding poses obstacles to providing specialized staff training in crucial thematic areas.

Amidst these challenges, YAF recognizes and seizes opportunities for growth and impact. By forging stronger local partnerships and harnessing the potential of technological advancements and social media, the organization can extend its reach and amplify its message. Moreover, the global emphasis on youth development and the increasing acknowledgment of the significance of gender equality and social inclusion open doors for YAF to explore innovative programming focused on these critical issues. Furthermore, the growing representation of youth in government roles, the support from influential individuals to address youth challenges, and the rising demand for skill development and entrepreneurial opportunities among the youth demand special attention and targeted interventions.

In pursuit of constant improvement, YAF remains resilient in the face of potential threats. It acknowledges the existence of global and national insecurities, unfavourable government policies, mass youth migration (known as the Japa Syndrome), ethnic and religious conflicts, and the potential risks associated with dependency on donor funding. Moreover, the organization is aware of the challenges associated with maintaining a young workforce, including the risk of high staff turnover.

Youth Alive Foundation Africa's journey has been marked by significant achievements and a commitment to growth. Despite facing challenges and acknowledging areas for improvement, the organization's tenacity and determination remain unwavering.

3.4 Stakeholder Analysis

To strategically position the organization towards the seamless attainment of the goals and mission, it is very important to have a clear understanding of each stakeholder, their

level of influence over the organization, the resource they will contribute toward the attainment of organizational goals, their level of interest and how YAF hopes to continually engage them.

At the heart of YAF's operations are its Board of Trustees, providing vital leadership, guidance, and access to a valuable network. In response, YAF Africa will take the initiative to share success stories with the Board of Trustees, showcasing the impact of their strategic decisions and fostering mutual trust. The Board of Director steering the organization's direction, will receive regular reports, annual plans, and success stories.

Our donors, including USAID, Commonwealth Foundation, EU, Ford Foundation, and PIND Foundation, hold significant financial resources. To demonstrate transparency and accountability, YAF Africa will share detailed reports, success stories, and evidence of achieved Milestones of Value (MOVs), reinforcing the donors' confidence in their contributions.

Recognizing the crucial role of political will, YAF will actively engage with the Presidency, sharing achievements to emphasize the impact of youth-focused initiatives. Acknowledging the importance of political will from State Executive Councils, we will share our achievements to garner continued support and recognition.

Similarly, YAF will keep the National and State Assemblies informed about its accomplishments, reinforcing their legislative will.

The Ministries of Youth and Women Affairs, Youths and Sports at national and state levels provide essential support and partnership opportunities. YAF will reciprocate by sharing reports, knowledge, and achievements, fostering a collaborative relationship. Engaging with relevant MDAs is a priority for YAF Africa, acknowledging their networking and support capabilities. By involving them in consultations and keeping them informed, YAF Africa ensures a cohesive approach to its projects. We recognize the influence of organizations like NAPTIP, LACVAW, OSAIF, and GPI. To maintain a fruitful partnership, YAF proactively keeps them informed about its activities and progress.

Compliance with FIRS's statutory requirements is essential for YAF's smooth operations. Therefore, YAF ensures timely submission of compliance documents.

Youth Groups and Youths are vital stakeholders, providing support and influence. YAF will actively engage and consult with them to ensure inclusivity and relevancy in its projects. The Private Sector, represented by organizations like MTN and Airtel, offers valuable networks and support. YAF will seek to engage and consult with them to access additional resources and expertise. YAF recognizes the value of Innovation Support Networks and Civil Society Organizations (CSOs) and will aim to foster a productive partnership with all stakeholders.

Chapter Four: Strategic Direction

4.1 Strategic Objectives

In agreement with our organizational goals, vision and mission, Youth Alive Foundation will be focusing on the strategic direction for the next 5 years.

- ❖ To strengthen Youth Leadership and Education in Health, Climate Change, Peace Building, and Governance
- ❖ To improve Youth Inclusive Employment and Livelihood Development and Create green jobs.
- ❖ To ensure the human rights for Youths are protected against abuse, harassment, and violence.
- ❖ To position YAF as a leading youth organization in Africa by 2028

4.2 Key Actions and Outcomes

Strategic Objective 1: *To strengthen Youth Leadership and Education in Health, Climate Change, Peace Building, and Governance*

Key Actions

- I. Mainstream Climate Change Awareness into school and build a peer-to-peer network for climate change action in 50 Schools.
- II. Develop Climate Change education curriculum accessible on online in youth friendly format.
- III. Host annual recycling events for youths on converting waste to wealth, Art or a reusable product from 2024 'Waste2Product.'
- IV. Conduct Peace Building and Conflict Resolution training for 5000 youths by 2026
- V. Engage government and stakeholders for effective Laws and policies, and provision of services that safeguard young people's sexual and reproductive health.
- VI. Develop a comprehensive Sexual Reproductive & Health Rights learning resource to be accessed online and used by youths, parents, educators, and school counsellors for onsite training.
- VII. Conduct public awareness campaigns that addresses stigma, social norms, and attitude of citizens to SRHR education for young people especially girls.
- VIII. Train 5000 youths on Advocacy, Policy analysis and Community Organizing for social activism by 2025.

Outcomes

- i. Improved knowledge and capacity for youths to take action against climate change.
- ii. Increased number of youths acting as agents of peace and conflict mitigation in their communities.
- iii. Improved youth-friendly service delivery
- iv. Improved sexual health and well-being for young people and girls.
- v. Increased individual awareness of SRHR as human rights and Improved access to SRHR resources and information by youths.

- vi. Increased number of youth led citizen actions and advocacies to drive change in their communities by holding decision makers accountable.

Strategic Objective 2: *To improve Youth Inclusive Employment and Livelihood Development and Create green jobs.*

Key Actions

- I. Develop and implement specialized training programs to equip minimum of 2,000 youth with skills for green jobs, such as renewable energy, sustainable agriculture, waste management, and Recycling.
- II. Secure partnerships with at least 20 companies to offer internships and apprenticeships to a minimum of 500 youth and track the number of successful job placements.
- III. Conduct targeted awareness campaigns and outreach programs to educate a minimum of 10,000 youth about the benefits of green jobs to environmental sustainability and the opportunities income generation available.
- IV. Apply for grants that increases self-employment opportunities and creates sustainable jobs for youths
- V. Organize digital skills trainings for increased participation of African youths in the Digital economy
- VI. Engage government and private sector organizations to increase investment to facilitate youth entry into the agricultural value chains.

Outcomes:

- i. Increased number of green jobs
- ii. Improved skills for youths to secure digital jobs and participate in the digital economy
- iii. Increased opportunities for self-employment in agriculture and the green economy
- iv. Improved job preparedness and employability for youths
- v. Improved investment for youth development.

Strategic Objective 3: *To ensure the human rights for Youths are protected against abuse, harassment and violence*

Key Actions

- I. Promote the development and implementation of policies that prohibit violence against persons, trafficking in persons and protection from abuse.
- II. Implement a rights-based approach to advocacy which will empower survivors (right Holders) to find their voice, self-organize and hold duty bearers accountable.
- III. Conduct publicity campaigns on protection from abuse, violence and exploitation as a human right for every youth.
- IV. Establish coordination and referral mechanisms that brings together service providers to provide support services for survivors of violence, abuse and trafficking.

Outcomes:

- i. Improved implementation of Policies that prohibits violence and abuse of persons.

- ii. Improved service delivery for survivors of violence.
- iii. Improved voice and agency for survivors to advocate for their rights.
- iv. Improved public awareness of the dangers of GBV and Trafficking.

Strategic Objectives 4: *To position YAF as a leading youth organization in Africa by 2028*

Key Actions:

- I. Join and actively participate in regional CSO networks in Africa by December 2024
- II. Extend YAF communication audience and Broadcast to other African countries via Online Radio, Vlogs and podcasts by December 2023
- III. Host an online international summit on Youths in Africa February 2025
- IV. Rebrand YAF Nigeria to reflect Africa wide focus on all communication platforms and documentation by September 2023
- V. Set up a regional network of Youth Organizations in Africa by December 2026
- VI. Build alliances and collaborative partnerships with CSOs in other African countries by December 2024
- VII. Apply for 3 Multi Country Grants by June 2025

Outcomes:

- i. Increased Visibility for YAF Across Africa
- ii. Increased Collaborative partnerships with CSO Actors across Africa
- iii. Leadership of broad-based network of CSOs in Africa
- iv. Increased number of multi country grants and programs
- v. Increased number of youth advocates across Africa influencing change

Chapter Five: Organisational Implications

5.1 Strengthening Communications and Media

In today's digital age, effective communication and media strategies are paramount for YAF Africa to engage, empower, and inspire its young constituents. This section outlines key objectives and actionable steps to enhance communications and media efforts within YAF Africa. By utilizing various platforms and channels, this plan aims to amplify our impact, build meaningful connections with the target audience, and promote positive social change among the youth.

The following are the key objectives:

Enhance Brand Awareness and Identity:

- i. Develop a comprehensive brand strategy that resonates with the target audience.
- ii. Create consistent visual and verbal branding across all communication channels.
- iii. Cultivate a recognizable and relatable organizational identity that reflects the values and aspirations of the youth.

Strengthen Digital Presence:

- i. Develop and maintain an engaging and user-friendly website.
- ii. Optimize search engine presence to increase online visibility.
- iii. Leverage social media platforms to reach and connect with the target audience.
- iv. Regularly produce high-quality and compelling digital content (articles, videos, infographics) that resonates with young individuals.

Cultivate Effective Storytelling:

- i. Identify and showcase inspiring stories of youth empowerment and success.
- ii. Utilize storytelling techniques to create emotional connections with the audience.
- iii. Encourage youth participants to share their own stories through various mediums.
- iv. Collaborate with media outlets and influencers to amplify the impact of our storytelling efforts.

Establish Engaging Communication Channels:

- i. Implement a multi-channel approach to reach a diverse range of youth.
- ii. Utilize newsletters, blogs, and email campaigns to keep stakeholders informed and engaged.
- iii. Develop partnerships with local schools, community centers, and youth organizations to expand reach and influence.

Promote Interactive Engagement:

- i. Facilitate online and offline discussions through forums, webinars, and events.
- ii. Encourage youth participation and feedback through surveys, polls, and contests.
- iii. Foster a sense of community by creating spaces for young individuals to connect and collaborate.

Monitor and Evaluate Impact:

- i. Establish measurable goals and key performance indicators (KPIs) for communication and media initiatives.

- ii. Regularly track and analyze data to assess the effectiveness of various strategies and campaigns.
- iii. Make data-driven adjustments to improve engagement and maximize impact.

5.2 Human Resource and Organisational Development

The Human Resource department is the backbone of any organization and a lapse in an organization's HR can inversely affect the efficiency of the organization. The HR can be improved if the following steps can be carried out.

- Clearly defined JD that addresses overlap of roles - The procurement officer and the Human resource and operation officer have a bit of overlapping regarding engagement with vendors and services. Also, the administrative assistant and the procurement officer have an overlapping of providing logistic and operational supports during activities in the organization.
- Reporting hierarchy - The reporting hierarchy of the organization is clearly okay as staff knows who to report to regarding their deliverables.
- Continuous staff training. YAF encourages staff to go on training and thus exposes them when the opportunity arises, in as much the program department terms to enjoy these privileges more.
- Staff Award and Mobilization - Award and mobilization is a form of reward for hard work. Monthly, bi-monthly, or quarterly recognizing the best staff for the said period, framing, and hanging his or her picture in the office space can motivate staff to do more.
- Human Resource department could be expanded and better trained to keep up with staff welfare nationally. Continuous training for the human resource department can never be enough.
- Full compliance to HR policy - YAF HR policy is detailed, and the staff are making progress in complying to the policy.
- Time management - Time management should be more effective in YAF, resumption to work, meeting deadlines of report submission, creating state of urgency mentality, this can also reflex in our disposition to projects activities delivery.
- Encouraging Staff to go on Leave - Going on Leave is important for staff to reenergizes and refresh them for the task ahead upon resumption.
- Prompt actions to recommended training after need assessment in performance evaluation. During Evaluation some staff recommends some training to be more effective at their work. This is reviewed by the management to see if such staff needs the training of to see if it is important for the growth of the organization. If such training is okay after reviewing, staff should encourage to go on the leave before the next appraisal.

5.3 Utilization of Volunteers

Youth Alive Foundation (YAF) Africa recognizes the invaluable contribution of volunteers in driving positive change and empowering young people across the continent. This strategic plan outlines a comprehensive approach to fully and effectively utilize volunteers to maximize their impact, enhance organizational objectives, and foster a vibrant culture of volunteerism within YAF Africa.

The first step in harnessing the power of volunteers is to attract and select individuals who align with YAF Africa's mission and values. The organization will implement a

streamlined recruitment process, leveraging digital platforms, social media, and community outreach to engage potential volunteers. A careful selection process, involving interviews and assessments, will ensure that volunteers possess the skills, passion, and commitment necessary to make meaningful contributions.

To optimize volunteers' effectiveness, YAF Africa will provide comprehensive onboarding and training programs. These sessions will introduce volunteers to the organization's goals, activities, and core principles, while also equipping them with essential skills and knowledge relevant to their roles. Regular workshops and skill-building sessions will be conducted to enhance their capacity for impactful engagement.

Recognizing that each volunteer brings unique talents and expertise, YAF Africa will offer a range of tailored volunteering opportunities. From event coordination and project management to advocacy and mentorship, volunteers will have the flexibility to choose roles that best match their interests and strengths. This personalized approach will boost motivation and foster a sense of ownership in their contributions.

Open and transparent communication channels will be established to facilitate seamless collaboration between YAF Africa's staff and volunteers. Regular meetings, virtual forums, and communication platforms will ensure that volunteers remain well-informed about organizational developments, upcoming projects, and opportunities for involvement. This two-way communication will also provide a platform for volunteers to share feedback and suggestions, fostering a culture of continuous improvement.

YAF Africa acknowledges that volunteers are the lifeblood of the organization, and their dedication deserves genuine recognition and appreciation. A robust recognition program will be implemented to celebrate volunteers' achievements, milestones, and contributions. Public acknowledgments, certificates, and appreciation events will be organized to showcase the impact of their efforts, fostering a sense of pride and fulfillment.

To measure the effectiveness of volunteer efforts and identify areas for improvement, YAF Africa will establish a structured monitoring and evaluation system. Regular assessments will track the outcomes of volunteer activities, including their contributions to specific projects and the overall impact on the community. This data-driven approach will allow YAF Africa to make informed decisions and refine its volunteer engagement strategies.

YAF Africa recognizes that volunteers can also be valuable ambassadors and advocates. The organization will actively engage volunteers in networking and collaborative opportunities, providing them with platforms to share their experiences, successes, and insights. Such interactions will not only amplify YAF Africa's impact but also contribute to a growing community of like-minded changemakers.

5.4 Reducing dependency on donor funds (Resource Mobilisation)

YAF has a 5-year resource mobilization plan from 2022 – 2027 that is detailed and provides a framework for resource mobilization. It also outlines key indicators and annual targets. As outlined in the plan, YAF aims to raise 3 million dollars in five years (2022-2027) to support program delivery across YAF strategic areas. This will be achieved through the following resource mobilization strategies: proposal writing, profit donations from YAFs potential business enterprises, crowdfunding, and website donations.

YAF's Objectives for Resource Mobilization as documented in the plan are as follows:

- 1 To expand the resource base of the organization by raising at least 2.8 million dollars by 2027 through the development and submission of at least 20 proposals to domestic and international donors.
- 2 To raise at least \$100,000 by 2027 through crowdfunding and website donations.
- 3 To raise \$100,000 by 2027 through a 30% profit donation from YAFs' social enterprises

Chapter Six: Monitoring and Evaluation Framework

6.1 Background

Strategic planning is imperative and sacrosanct to organizational development, growth, and effectiveness even as it provides a sense of direction and summarizes measurable goals. This M&E plan is developed to monitor and track the progress towards the achievement of the strategic goals of the organization outlined in the 2023 – 2028 Strategic Master Plan for YAF.

This M&E Plan remains a living document that YAF would continually refer to and update on a regular basis in line with current realities and cumulated experiences during the implementation phase of the plan. The M&E Plan is YAF deliberate strategy and roadmap towards successful implementation and delivery of results, with holistic plan to harness, document and report successes.

As stated earlier, this M&E plan will be implemented by YAF team to be led by the M&E team and all the departments. The Executive Director will provide overall oversight in the process of implementation and ensure that the Board of Trustees is succinctly and properly briefed on the implementation of this plan. This plan will be subjected to continuous review based on changes and any adjustments to the strategic plan. The M&E Adviser will review intended changes and adjustments and provide technical advice to the management and the Board, ensure that they are jointly agreed before they are subsequently reflected in this M&E Plan.

6.2 Operationalizing this Plan

This M&E plan will guide YAF as an organisation in its bid to harness data and information on key strategic objectives, properly document such information and effectively disseminate for decision making.

YAF will ensure that specific monitoring tools and methodologies are developed to also guide in the process of data collection and analysis and reporting priorities and plan in line with requirements in the strategic plan is duly followed.

Also, program and project specific M&E Plans would be developed to ensure that they align with the donors' requirements and are also linked to YAF key strategic objectives including strategic vision and mission.

Therefore, to ensure that YAF strategic plan is duly implemented and clearly monitored and evaluated as planned, baselines will be conducted on all functional areas within the organization. The commissioned baselines and the results or information derived thereof will guide YAF in developing its action plan and specific program areas for the next 5 years. The action plan and the programs will establish proposed lines of work including how the plan would be funded, developed performance indicators using the baseline data as well as analyse underlined indicators to ensure proper monitoring and evaluation of the action plan and the program areas' effectiveness and impact. YAF would develop specific M&E Plan for each of its project or programs, in line with the funding's objectives and goal.

YAF Board of Trustees will undertake oversight function in monitoring progress made and successes recorded towards the established goals and objectives of the strategic plan

on annual basis. These reviews will be against each of the performance indicators for all functional areas. Each review is expected to culminate with a comprehensive report, including recommendations that could lead to further review and strengthening of the effectiveness of the strategic plan.

Given the span and robust nature of the strategic plan, YAF will engage external evaluation team to undertake an initial evaluation of the implementation of the strategic plan by the first quarter of 2025, with the view to identifying any features of the plan that might need to be realigned, redefined and refocused, to ensure effective delivery of the plan.

Similarly, YAF will undertake Mid Term Review (MTR) of the implementation of the plan by the second quarter of 2026, which will involve a thorough and comprehensive evaluation of the strategic plan, the outcome of which would be changes and improvements to the plan (if necessary).

The final evaluation of the implementation of the strategic plan will be conducted by the fourth quarter of 2028 by a team of external evaluation experts with the support of YAF's team. This effective evaluation will cover the period of the plan, from 2023 – 2028. The reports of the initial evaluation, MTR and final evaluation will be communicated to YAF Board of Directors for further review.

Finally, YAF Board of Trustees will conduct a thorough review of the plan including reports of the annual reviews, initial evaluation, MTR and final evaluation as well as conduct situational analysis of current trends in the youth development sector and conduct a political economy analysis, globally, continent-wide and in Nigeria and come up with implementable recommendations. These recommendations would form the nucleus of YAF strategic plan for next period of 5 years.

The implementation strategy outlined below is to ensure that there is logical flow between plans and actions to delivery as well as to facilitate results-oriented use of all resources available to YAF during the plan implementation phase.

This implementation plan will be reviewed biannually to assess and track progress towards delivery. Activity spread has also been designed for delivery within a 6 months' time frame so that it is easy to see if scheduled implementation of activities has been achieved. If activities have not been achieved, an analysis will be conducted to ascertain the response because scheduled implementation of specific activities have not been achieved. A revised and updated plan will be developed and submitted to the board for approval and subsequently updated in the strategic master plan.

A monitoring and evaluation frame is outlined below which includes indicators that will be used to track the progress of the implementation of the strategic objectives documented in the Strategic Master Plan. The framework includes Indicators, their definition and units of measurement, sources and means of verification, frequency of analysis, persons responsible and preset targets. The review and analysis will be conducted in line with the timed frequency outlined in the framework. This framework will be subject to review annually in conjunction with YAF board of directors. Where a review is required, this will be updated in the Strategic Master Plan and review dates updated.

6.3 Implementation Plan

Year	2023		2024		2025		2026		2027		2028	
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
Rebrand YAF Nigeria to reflect Africa wide focus												
Extend YAF communication audience to other African countries												
Conduct digital skills trainings for youth entry into the Digital economy												
Join and actively participate in regional CSO networks in Africa												
Build collaborative partnerships with in other African countries												
Conduct public awareness campaigns on GBV, trafficking of youths												
Promote the dev.& implementation of policies that prohibit GBV												
Conduct campaigns that address stigma, social norms, & attitudes to SRHR for youths												
Establish coordination and referral mechanisms for survivors of GBV												
Apply for grants that increases self-employment & creates jobs for youth												
Engage relevant stakeholders to facilitate youth entry into agriculture.												
Development of SRHR Online Resources												
Train survivors of GBV to increase voice & hold MDAs accountable.												
Conduct online campaigns and outreaches on the benefits of green jobs												

Annual 'Waste2Product' recycling competition for youths												
Advocacies for policies, and provision of services on SRHR for youths												
Conduct Peace Building and Conflict Resolution training for youths												
Apply for 3 Multi Country Grants by June 2025												
Host an online international summit on Youths Dev in Africa												
Train 5000 youths on Advocacy, Policy Dev and Community Organizing												
Climate Change Awareness and peer to peer network in 50 schools												
Secure internships and apprenticeships for 500 youths												
Train 2,000 youth with skills for accessing and creating green jobs												
Set up a regional network of Youth Organizations in Africa												

6.4 Monitoring and Evaluation Framework

	INDICATOR	Definition & Unit of Measurement	DATA SOURCE, COLLECTION METHOD	FREQUENCY	PERSON RESPONSIBLE	TARGET
OBJECTIVE 1: To strengthen Youth Leadership and Education in Health, Climate Change, Peace Building, and Governance						
1.1	Number of youths taking action on Climate change and peace building who were trained by YAF	X No. youths speaking and educating their peers and others physically and online.	Attendance registers, Pictures, Pre & post-test evaluations, screenshots of online activities, event fliers	Biannual	Program Manager	5000
1.2	Number of youths accessing SRHR resources online with improved knowledge	X no. of youths accessing resources online who complete pre and post evaluation online	Online date on access, Pre-& post-test evaluations	Quarterly	Program Manager	5000

1.3	Number of actions taken by government agencies, school authorities and educators to provide youth friendly services in SRHR as a result of advocacy by YAF	X no of committees, public commitments, actions, policies, processes and directives by govt and schools to improve SRHR for youths	Policy documents, govt guidelines, letters, press clippings, media links, pictures, meeting agendas	Quarterly	Program Manager	100
1.4	Number of Youth led citizen action demanding accountability from government stakeholders who were trained by YAF	X no. of advocacy activities physically and online led by trained youths in collaboration with other citizens on specific issues in their communities or states	Training attendance registers, Pre-& post-test evaluations, Advocacy plans, pictures, meeting agendas, screenshots of online advocacy	Biannual	Program Manager	500
OBJECTIVE 2: To improve Youth Inclusive Employment and Livelihood Development and Create green jobs.						
2.1	Number of self-employed youths who are beneficiaries of YAF interventions	X No. of youths earning an income	Training attendance registers, micro loans agreements, Business registration docs, business plans, business promotional screenshots	Annually	Program Manager	1000
2.2	Number of green jobs created as a result of YAF activities	X No. of green jobs including waste management, recycling, sustainable agriculture, renewable energy	Training attendance registers, micro loans agreements, pictures, business promotional screenshots, beneficiary testimonials	Annually	Program Manager	500
2.3	Number youths gaining employment because of improved skills	X No of youths in paid employment who have been trained by YAF	Employment letters, Training attendance registers, Pre-& post-test evaluations	Biannual	Program Manager	2000
2.4	Number of stakeholders investing in youth employment initiatives as a result of YAF advocacy	X No. of MDAs, private sector and CSOs carrying out initiatives to improve youth employment	Advocacy plans, meeting agendas, commitment letters, activity reports, pictures of initiatives.	Annually	Program Manager	100

OBJECTIVE 3: To ensure the human rights for Youths are protected against abuse, harassment and violence

3.1	Number of actions taken by duty bearers to improve the implementation of policies against GBV	X No of administrative processes, guidelines, committees and action plans by MDAs	Policy briefs, meeting agendas, govt guidelines, media links & clippings, technical working group reports, action plans.	Biannual	Gender Officer	50
3.2	Number of survivors speaking out against GBV as a result of YAF activities	X No. of girls and young women telling their stories and holding stakeholders accountable	Screenshots of online activities, media reports, video clips, attendance registers	Biannual	Gender Officer	200
3.3	Number survivors receiving support services via YAF led referral network	X No. of survivors calling into YAF referral system and receiving support	Service reports, referral documentation, Referral register, call logs, beneficiary feedback forms.	Annually	Gender Officer	500

OBJECTIVE 4: To position YAF as a leading youth organization in Africa by 2028

4.1	Number of youths from other African countries engaging with YAF content online	X No commenting, seeking information and accessing online resources	Screenshots of comments online, social media analytics, communications, information requests,	Annually	Communications Lead	500
4.2	Number of collaborative partnerships with CSOs in other African countries Number	X No. of MoUs and action plans developed between YAF and organizations outside Nigeria	MoUs, collaborative action plans, meeting agendas, activity reports	Annually	Ops& Dev Manager	5
4.3	Number of Multi country grants applied for and accessed.	No. written, submitted and accessed.	Grant proposals, Grant agreements, implementation plans	Biannual	Executive Director	3
4.4	Number of youths from other African countries trained.	X No trained in climate change action, peace building, advocacy and governance	Training attendance registers, Pre-& post-test evaluations	Biannual	Program Manager	1000

6.5 Risk Management Matrix

The table below captures the risks that were identified during our SWOT analysis, and others that might come up over the next few years. YAF will expand on this as part of our organizational governance activities and review them at Board meetings at least annually.

Risk	Likelihood	Impact	Severity	Mitigation Strategy
Non implementation of Government policies	High	High	High	- Maintain open and constructive dialogue with government officials to advocate for youth rights and participation
Shrinking civic space	Medium	High	Medium	- Build alliances with like-minded civil society groups and media to collectively address actions and policies limiting civic space
Insecurity	Medium	High	Medium	- Develop security plan and implement security measures and protocols to ensure the safety of staff, beneficiaries, and program activities Collaborate with local authorities and security agencies to enhance security and mitigate risks in areas affected by insecurity - Explore alternative program delivery methods, such as remote or online engagement, in areas with high security risks
Mass youth migration due to dissolution in the system.	Low	High	Medium	- Conduct research and analysis to understand the underlying reasons for youth relocation and adapt programs to address root causes -Develop targeted interventions to address the specific needs and aspirations of youth at risk of relocation - Collaborate with local communities and leaders to create economic opportunities and social support systems that discourage mass migration
Ethnic and community conflicts	Medium	High	Medium	- Promote dialogue, peacebuilding, and conflict resolution initiatives among diverse ethnic groups -Foster inclusive programming that encourages inter-ethnic cooperation, mutual understanding, and respect

Risk	Likelihood	Impact	Severity	Mitigation Strategy
				<ul style="list-style-type: none"> - Advocate for policies and programs that address the root causes of ethnic conflicts and promote social cohesion - Recruit and train youths as peace advocates in their communities
Religious conflicts	Medium	High	Medium	<ul style="list-style-type: none"> - Facilitate interfaith dialogue and activities that promote religious tolerance, understanding, and cooperation
				<ul style="list-style-type: none"> - Incorporate principles of inclusivity, respect, and diversity into organizational policies and program design
				<ul style="list-style-type: none"> - Engage religious leaders as partners in promoting peace, unity, and respect among different religious groups
High staff attrition	Medium	Medium	Medium	<ul style="list-style-type: none"> - Implement robust talent management strategies, including competitive compensation, professional development, and career advancement opportunities - Foster a positive work environment, with a focus on employee engagement, recognition, and work-life balance - Provide opportunities for staff growth and learning to enhance job satisfaction and retention
Dependency on donor funding	Medium	High	High	<ul style="list-style-type: none"> - Diversify funding sources by actively seeking partnerships with private sector entities, local philanthropists, and other potential donors - Strengthen fundraising and grant writing capabilities to secure long-term sustainable funding - Explore income-generating activities and social enterprise models to generate revenue and reduce reliance on donor funding