



U – Tena  
STRATEGIC PLAN  
2018 – 2022

## Foreword

It is an exciting time for us at U – Tena. Several months ago, we engaged staff, volunteers and key stakeholders in strategic planning process. In involved thorough internal and external review of our strength and weakness, a considerable time analyzing our impact, areas of unmet need in the community and thinking through every idea that emerged against our strategy screen which helped us prioritize and select most meaningful and appropriate work. The result led to a clarified vision, mission, values and strategic focus for the next three years.

We recognize the need to attract new board members in order improve organizations governance and oversight, we will invest in developing need led youth empowerment projects and increase the number of beneficiaries in need of our support, we will also focus on profiling U – Tena as key development partner through strategic marketing and partnership strategies and lastly we seek to increase our financial base by developing resource mobilization strategy supported by the board and management in order to sustain our programmes and impact on the youth.

While we have new roadmap for U – Tena's future, our values of excellence, impact, integrity, social justice and professionalism will be our guiding frame for work. They will drive our behaviour as we deliver our programs and projects. And, finally our new strategic focus describes how we will realize our vision, and this is important.

Our hope is that as a result of this strategic planning process, we will do so with purpose and conviction and looking forward to advancing our cause with you.

Yours Sincerely,

Jonathan Nzuki,  
Executive Director,  
U-Tena Youth Organization

## Acknowledgements

We thank the almighty God for enabling us reach this far. The desire of coming with a strategic plan dates back to when the organization was premised. A significant pie of appreciation goes to KCDF for not only always reminding us that we need to have a deliberate organization development plan but also putting their resources in the process. VIWANGO is appreciated for enabling U-Tena to carry out objective internal reflection. This is where this process began!

U – Tena envisions a Youth constituent that is empowered and fully realize their potential, our organization will be purposeful in engaging the youth and enable them to find solutions to their challenges.

U – Tena strategic plan will be guided by four strategic goals, Youth mentorship and development, Organizational development and strengthening, Marketing and publicity and Resource mobilization for sustainability. These will be purposefully anchored on **Health, Education, Livelihood and Performing Art** Programs. However, this will only be attained by providing a platform to harness and nurture youth through informed, innovative and value driven approaches that would enable youth to be change agents in their community.

We are indebted to the many people who actively participated in the development of this strategic plan. Specifically, I wish to thank the Administrative Board at U – Tena, for their unwavering support and commitment through the entire process. Secondly, we register our gratitude to the staff for their important contribution and support during the planning and review process. This strategic plan would not be a success today without the time provided by our volunteers and stakeholders in the review and validating meetings that provided useful insights. We greatly appreciate our mentors

The story of developing this strategic plan won't be complete without mentioning our consultant Mr Michael M. Wachira. We sincerely appreciate him for patiently facilitating the process with U – Tena and leading to the agreement of this new road map.

Lastly, we wish to thank our donors and partners for their continued support and especially KCDF for continuous mentorship. APHRC, Globemed through Brown University, AHF Kenya, Jhpiego Kenya among others for their financial support, encouragement and technical support in this endeavour. We wish to acknowledge Population Service Kenya, Hope World Wide, Ruben Centre, CSA, DSW, Goal Kenya for moulding and nurturing and believing in us. The support is critical in shaping the destiny of the Kenyan youth and especially those in the informal areas of Nairobi.

Peter Mokaya



Resource Mobilization & Capacity Building Officer

**The Process;** U – Tena, engaged the services of external consultant Mr. Michael M. Wachira to facilitate a process leading to the development of a three - year Strategic Plan.

A structure for the process was proposed by the facilitator and agreed by the Management. The process involved a series of consultation meetings and a workshop in February of 2018, involving relevant stakeholders namely: Board and Management, Staff, Volunteers and Youth / Beneficiaries.

All these meetings and workshops were recorded and arising from the findings of these meetings and workshops an initial draft plan was developed.

## **Who we are &**

**What we do;** For more than twelve years, U – Tena has been building the capacity of young people to navigate critical transitions in their lives. As a registered Community Based Organization, U – Tena work focuses on providing education & mentorship programmes for children to enable transition, deliver SRHR services including HIV/AIDS preventive services, deliver youth livelihood programmes and Arts for social change. We work in partnership with youth, schools, community groups and development organization locally and internationally.

U-Tena was founded as a self - help group by a group of enthusiastic young people in Mukuru Slums of Nairobi. The group was established on the belief that through arts young people could become change makers and solve their own problems. The organization adopted a relationship – based focus to its work and targets both male and female youth.

U – Tena receives financial support from private donors, corporate sources and local resource mobilization initiatives. We are proud to build on its strength and more than a decade in empowering youth. We are excited about the future we are creating and look forward to writing the next chapter of U-Tena’s story.

# Our Vision, Mission & Values

## Vision

U – Tena is a cause-driven organization focused on empowering and developing youth to realize their potential

## Our Mission

Is to provide development opportunities by promoting healthy living, education, livelihood and social responsibility

## Our Core Values

The following set of core values underpins the work of U – Tena,

**Excellence** - We foster a workplace culture that embraces innovation, teamwork, leadership, and knowledge sharing

**Impact** - We believe change is possible. We are change catalysts for individuals, communities and influence systems. We lead from one place to a better place

**Professionalism** – We use evidence-informed practices to provide quality services, demonstrating our commitment to ethical and professional standards

**Integrity** - We steward the resources entrusted to us with competency, efficiency, transparency and care. We measure progress and report results to demonstrate the value we add

**The Challenge of Youth** “Global growth over the next 20 years will be driven by young people.” The youth constitutes 36 percent of Kenya’s population (GoK 2013) and those below 34 years make up 78.31 percent of the population. It is estimated that by 2030 persons within 15 – 34 years will form the majority of the population. This population can either present a demographic opportunity or a demographic challenge.

To address the growing youth demographic and challenges, the Kenyan government has initiated youth development programmes through key policies. These include the National Youth Policy, The Kenyan Constitution (2010), Vision 2030 and Youth in Agriculture implemented through different youth focused interventions such as; Youth Enterprise Development Fund to address youth unemployment. These interventions and policies, demonstrates the government’s commitment to

addressing current and anticipated development challenges faced by the youth as well as harnessing their potential to contribute to national development.

According to these policies, the major challenges faced by young people include poverty, health related problems including HIV/AIDS, increased school and college drop-out rates, unemployment and underemployment, abuse and exploitation, drug and substance abuse, crime and deviant behavior, with those adversely affected being youth living in the informal settlements and slums.

It is against this background that U – Tena 2018 – 2022 Strategic Plan is developed. We are committed both to being responsive to that environment and to playing our own part in influencing positive change to support and work with youth in realizing their full potential.

U – Tena has successfully implemented youth development programs in the past thirteen years, which provide both a bench mark and impetus for delivering quality services to the youth in the coming three years. The results from organizational assessment & Quality Standards for NGO's conducted by Viwango informs part of the strategic plan challenging the organization to deliver the highest standards of programmes and improve internal functioning in order to manage its programmes for results.

In a wider context, young people are often problematized in the society. Many in our sector would contend that they are not fully valued as citizens in their own right and are frequently “left out” subjected to discrimination and prejudice. It is our responsibility as an organization working with and for Youth to advocate strongly on their behalf and to support Youth in having their own voices heard in the shaping of programmes, projects and policy, funding priorities and public opinion and to ensure the positive input of Youth in shaping the future of society.

We are committed to having the purpose, values and approach of our profession understood and recognized by those who work with us to make a real and sustainable difference in the lives of Youth. The values we subscribe to, methodologies we use and quality of practice we strive for, combined with the range of relevant policies are significant influences on how we do our work.

Allied to this we are committed to a collaborative and coordinated approach working in partnership with many agencies drawing on the knowledge, skills and experience and professionalism of a range of disciplines for the benefit of Youth.

## Key achievements

**& lesson learnt;** Reflecting on our achievements and challenges delivering youth programmes over the thirteen years, has provided U – Tena important learning that guide the development of our priorities and plans for the next five years, these include;

**1. Working with youth as partners:** The youth possess great potential (they have a lot of energy, knowledge, talents and skills) that needs to be identified, harnessed and nurtured. It is necessary to work closely with the youth themselves to explore platforms where this potential can be utilized for their benefit and the benefit of the community. We have learnt that the youth possess very immense strength and invaluable resources that if appropriately harnessed aligned is able to improve their living conditions and is able to address the challenges they face.

**2. Community participation:** The willingness of the community to support the project an organization is undertaking is very essential, since this encourages contribution of information and resources that can assist in the success of the project, if success is to be realized then the community should be involved through a participatory approach that enables the community to fully understand, reflect and evaluate their roles, capacities and limitations. It is also important to be clear to the community what the particular project aims to achieve and also working closely with the community at every stage of the project so that they get to understand the challenges and progress.

**3. Diversifying funding base;** The shrinking donor support and resources, is a challenge facing development organization and especially ones that work with young people. And therefore, U – Tena seeks to explore new avenues for local in order to serve our constituents effectively.

**4. Partnerships and collaboration;** The progress we have made in delivering our programmes has shown us how mobilizing and working with donors, communities can deliver change in the lives of young people and knowledge exchange.

**Evolving into the future environment;** Maintaining these gains while focusing on a new set of internal realities over the next planning horizon will be key. The following are among these new internal realities that U – Tena will need to work on in order to change and effectively engage our Youth population.

Our current connections to the Viwandani community and prospective partners and thus our ability to communicate with them for ongoing financial and programs support, are weak relative to where they need to be. Therefore, U – Tena will need to

focus its attention to how it communicates its programmes to the community and partners as well as demonstrate its impact to the community and beneficiaries.

Secondly, un reliable funding from local sources undercuts U – Tena’s ability to initiate new programmes as well as inability to attract, retain and train staff, including ones that relate to key positions critical to our success. To offset this weakness, there is need to strengthen our connections with the local organizations including corporate companies in Viwandani in order to sustain our services that improves the lives of our target population and their families and have an impact on the larger community.

Thirdly we must find ways to measure our programme outcomes, despite the difficulty of doing so because progress can be incremental. In this regard, we must also articulate that impact in the community repeatedly through innovative approaches that resonates with our community in order to expand our reach and grow our programs.

Establishing effective governance structure for accountability will create a major focal point for addressing internal and external challenges. There is need to increase representation of persons with skills and experience in not-for-profit in order to manage well our staff morale and programs. U – Tena will need to review its constitution in order to address governance questions raised in the OCA report, form and equip the board, explore opportunities to register U – Tena as an NGO.

**Strategic Focus & Programme Structures;** U – Tena strategic plan outlines priorities, goals, and strategies that we believe will move us toward our vision of making U-Tena a cause-driven organization focused on empowering and developing youth to realize their potential. These initiatives are informed by what we heard from our beneficiaries, our staff, community and partners. In the next three years, we will live into this vision by focusing our initiatives and resources on:

- 1) Youth Mentorship and Development
- 2) Organizational Development and Strengthening
- 3) Marketing and Publicity
- 4) Resource Mobilization for Sustainability



## Strategic Priority One: Youth Development through Mentorship

Goal: To deliver quality, needs-led empowerment programmes for youth through partnerships with other local providers

### Objectives:

- 1) To provide and support access to appropriate learning, development and progression opportunities for Youth
- 2) To work with partner agencies to provide quality integrated services for the Youth.
- 3) To ensure all programmes reflect clearly identified needs of young people and are keeping with our mission statement.
- 4) To ensure all the work of the organisation is planned, measurable and evaluated.

In the coming three years, U – Tena will focus developing capacity of youth through mentorship approach. U – Tena will deliver four core programmes identified as key need areas by young people, staff and management. These programmes include; Health focus; in this programme, U – Tena will endeavour to promote good health by advocating for good governance for health, provide health awareness through training and education in order to achieve healthy neighbourhood in the communities where we work and beyond. Lastly, under health U – Tena will contribute to the UNAIDS 909090 agenda by partnering with Government agencies in realizing universal health care, through screening, treatment and care interventions.

In Education, U – Tena will continue to partner and work with relevant stakeholders in the education sector, to achieve better education outcomes. We will provide mentorship programs, provide scholarships and engage in policy discourse with all partners.

U – Tena is well known for its performing arts program, which was utilized as mobilization and sensitization vehicle. Currently the program is linked to livelihood program, where young talented youth have been able to develop their skills and are able to earn a living through art. U – Tena will continue to identify and develop young people's talents through arts and showcase this during conferences, community awareness and fundraising galas.

Through the livelihood program, U – Tena will continue to provide market oriented vocational skills opportunities for youth. We will continue engaging youth through bead work and jewellery making whilst we look for market for the products. We will support youth to initiate urban farming approaches; this will be delivered through partnerships and trainings with professional organizations. We will support fashion design work and enable young people to market their products through online portals and social media platform.

We will endeavour to monitor all our programs, disseminate key results and learning through our website, social media platforms and community engagement meetings with all our stakeholders.

## **Strategic Priority Two: Organizational Development**

**Goal:** U – Tena is a well-managed, sustainable and effectively delivers quality youth programmes

### **Objectives:**

- 1) Strengthen organizational systems that promote good governance and provide oversight
- 2) Board and Staff leaderships are knowledgeable, skilled and provide overall direction and technical support in fulfilling organizational purpose
- 3) To develop and implement policies and sound internal controls that clearly guide the work of the organization

In the next three years, U – Tena will be better positioned to support its target group effectively. The organization will endeavour to institute an effective board in order to promote good governance by strengthening its governance structure and systems. Good governance is essential in to any organization and allows for the organization to look more internally and get things done. In the next three years, U – Tena will have in place a robust board management policy, updated constitution, resource mobilization strategy and financial oversight will be provided. The board will be equipped in order to actively advocate for the work of the organization effectively and reach out to new partners for better youth outcomes.

## **Strategic Priority Three: Marketing and Publicity**

**Goal:** Communicate and demonstrate our impact, making U-Tena a key partner in youth development

### **Objectives:**

- 1) To promote and highlight the positive contribution of young people, and the organization.
- 2) We will promote and celebrate achievements to all partners, highlighting the impact of our contribution
- 3) Leverage information and technology to communicate our programmes and impact (website, social media and publications)

We will build our influence and commitment as provider of quality programmes for young people in Nairobi and in Kenya. U – Tena will invest in marketing and strategic communications to raise the visibility of the organization and highlight its impact through social media, main stream media and dissemination through online newsletters. Marketing and publicity will be our lynchpin to our strategy for the coming three years, we want to improve how well our audience including our beneficiary understand the benefits of our programmes to the community, gained through our service delivery to individuals in the community.

## Strategic Priority Four: Resource mobilization for sustainability

Goal: Diversify funding stream, increase fundraising capacity and advocate for resources to improve youth programming.

### Objectives:

- 1) Actively seek funding to deliver new or expanded services or programs
- 2) Manage expenditures to drive efficiency and demonstrate accountability
- 3) To ensure staffing levels are adequate for all activities of the organization
- 4) To engage in and build positive working relationships with relevant partners

Financial stability is essential for U – Tena and will allow for the organization to do more than “Keep the lights on” it will help U – Tena to reach out to the target population effectively. In the next three years, we will strengthen our resource mobilization activities by developing resource mobilization strategy and by identifying variety of funding sources and opportunities. We will explore best approaches for working with corporate sponsors and increasing self - generated revenues. We will intentionally develop working relationship with potential supporters, increasing our profile and demonstrating value for “money” in impacting the lives of poor vulnerable youth.

## Organizational Structures &

**Management Systems;** The successful implementation of this strategic plan heavily depends on diligent team work, effective communication and effective governance. At the heart of these is an effective internal coordination between the programmes and within the entire organization on the one hand, and with our constituents at hand. The overall responsibility for implementing this strategic plan will be that of the Board of Directors – through its Executive Director and the Management Committee.

## Policies &

**Systems;** U – Tena has in the past years developed and has in place operational policies and procedures that reflect ethical and legal positions of the organization. During the plan period, the management will invest more time in building operational excellence with reviewing all policies and updating them with respect to human resources, financial processes, oversight and governance. Of great importance will be strengthening of technical and managerial capacity of the board, staff and volunteers.

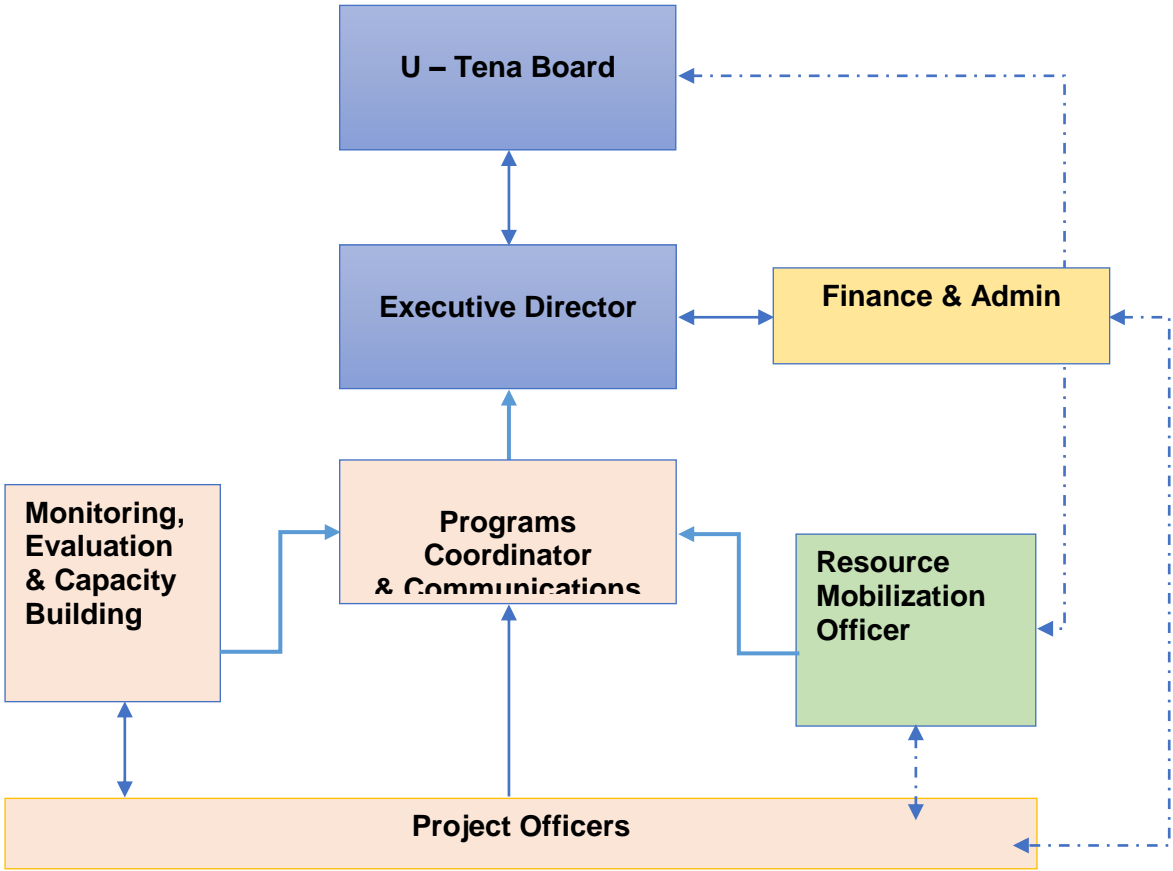
## Monitoring, Evaluation, Reporting & Learning;

An effective strategy should not only be coherent and well - designed but also be fully and systematically implemented. To ensure progress in the achievement of the set goals and desired results, MERL is a key component. Through a robust MERL, U – Tena will be able to track progress, measure results and report achievements and realize impact.

As part of its MERL process U – Tena shall adopt the following;

- a) Develop annual operational plans with clear activities, budgets, indicators and means of verification for each objective
- b) All programme officers will be responsible for monitoring of their respective programmes. M&E tools shall be developed and filled by the programme officers. Bi annual Board meetings to measure progress shall be organized, quarterly progress review meetings shall be organized and chaired by the Executive Director and annual reports compiled by the program officers.
- c) U – Tena shall organize annual reflection and learning meetings between the staff and the board.
- d) U – Tena shall prepare and submit narrative and financial reports to donors in accordance to funding agreements
- e) Knowledge management shall be disseminated through publications on the website and social media shared to publics, beneficiaries and donors highlighting best practice and success stories.

**Annex 1: Organization Structure**



## Annex II: Implementation Matrix Summary

<b>Component One: Youth Mentorship and Development</b>		
<b>Goal:</b> To deliver high quality, needs-led empowerment programmes for youth through partnerships with other local providers		
<b>Strategic Objective</b>	<b>Activities</b>	<b>Progress measurement</b>
To provide and support access to appropriate learning, development and progression opportunities for Youth	Establish livelihood mentoring programmes to improve young people's competence in developing and managing their income and small business initiatives	# of youth engaged in small businesses are supported and linked to financial institutions  # of young people successfully applying skills learnt from mentors to expand their ventures (by gender)
	Revamp Music and Arts program for youth in Mukuru as a measure to assist young people to nurture their talents	Strengthened programs and improved outcomes  Young people feel connected to the organization
	Review and expand SRHR program and conduct more train the trainers courses in SRHR related topics	Improved uptake of SRHR services by the youth in Mukuru  Resource center is equipped and vibrant attracting more youth from the community
	Encourage education partners and authorities to strengthen students support services in schools and contribute to skills development	# of schools and centers supported with appropriate skills development interventions
To work with partner agencies to provide quality integrated youth focused services	Partner and encourage local partners to introduce civic education in their programs	# of institutions with integrated civic education in their programs
	Organize community conference and expand our work through partnerships	Increased interest among partners and community to work with U-Tena New initiatives launched
	Participate in existing stakeholder networks to identify long term solutions for youth challenges	Increased support towards youth
To ensure all programmes reflect clearly identified needs of young people and are keeping with our mission statement	Conduct baseline surveys for all the programs and document the results	Improved reporting and dissemination of program results to partners

	Underpin research to be part of the program development and project design	Improved program and project implementation and reporting
To ensure all the work of the organization is planned, measurable and evaluated	Establish and strengthen monitoring and evaluation mechanisms for the organization	Improved reporting and dissemination of program results to partners  Improved data collection and storage
	Compile quarterly, Bi annual and annual narrative and financial reports	Improved program and project reporting
	Conduct impact assessment among young people and share the success stories with partners	Documented success stories
	Implement knowledge management system and providing staff and volunteer training	Annual programme reports disseminated to partners
<b>Component two: Organizational Development and Strengthening</b>		
<b>Goal:</b> U – Tena is a well-managed, sustainable and effectively delivers quality youth programmes		
<b>Strategic Objective</b>	<b>Activities</b>	<b>Indicator</b>
Strengthen organizational systems that promote good governance and provide oversight	Establish a functional board of directors and strengthen management committee	Improved governance and oversight role of the board of directors
	Review and update organizations constitution in line with changing environment	Greater board participation in the organizational affairs and provide oversight
	Establish regular / on - going board training for strategic leadership, compliance, financial oversight and policy development	Greater board participation in the organizational affairs and provide oversight
Board and Staff are knowledgeable, skilled and provide overall direction and technical support in fulfilling organizational purpose	Invest in staff and board development including the development of youth program participants to be future leaders / staff of the organization	Management committee fully operational
To develop and implement policies and sound internal controls that clearly guide the work of the organization;	Develop internal systems and policies to ensure effective internal organizational functioning	Policies in place resulting in high performance and staff and volunteer satisfaction
	Maximize technology resources, uses and best practices in operations and programs	All staff equipped with computer and able to deliver their tasks in a timely manner

<b>Component three: Marketing and Publicity</b>		
<b>Goal:</b> Communicate and demonstrate our impact, making U-Tena a key partner in youth development		
<b>Strategic Objective</b>	<b>Activities</b>	<b>Outcome Indicator</b>
To promote and highlight the positive contribution of young people, and the organization	Host youth leadership conference	Improved networking and partnerships at the community level
	Invest in marketing and strategic communication to raise visibility of the organization and its impact in the community	Case stories and documentary published and result in deeper understanding and visibility of our programmes
	Engage with young people through social media	# of articles shared  # of stories published on U – Tena’s blog
We will build our influence and commitment as provider of quality programmes for young people and celebrate achievement with all partners	Engage with the community, local leaders and the gatekeepers and in efforts to improve the quality of life of youth	Greater engagement with the community leaders  Improved perception by the gatekeepers and community at large
	Identify strategies for deepening our work to reach all geographical service areas and diverse youth population.	# of new participants accessing our programmes
Leverage information and technology to communicate our programmes and impact (website, social media and publications)	Increase communication and marketing on social media, website and traditional communication channels	Enhanced external communication and telling impact stories  Increased advocacy for the needs of low income and underserved young people in Nairobi
<b>Component four: Resource mobilization for sustainability</b>		
<b>Goal:</b> Diversify funding stream, increase fundraising capacity and advocate for resources to improve youth programming		
<b>Strategic Objective</b>	<b>Activities</b>	<b>Outcome Indicator</b>
Actively seek funding to deliver new or expanded services or programs	Mobilize funding and resources to strengthen youth programmes	# of funding proposals submitted and funded  Funding secured for organizational visibility and projects



		New and more diverse sources of revenue
	Assess funding landscape of available funds for youth development	Completed and implemented donor database
	Increase opportunities for corporate entities and their employees to engage in U-Tena's programmes.	% of support derived from corporate companies in Viwandani and beyond
Manage expenditures to drive efficiency and demonstrate accountability	Create systems to guide effective and efficient processes and procedures for accountability	Improved financial processes and reporting systems
	Conduct internal and external audit of project funds to demonstrate accountability	Improved financial processes and reporting systems
To ensure staffing levels are adequate for all activities of the organization	Update organizational human resource framework to reflect organizational needs, personnel recruitment and retention strategies	Improved organizational capacity and efficiency
	Standardize procedures by sharing personnel handbook that reflect updated processes and procedures	Improved organizational capacity and efficiency
	Leverage all meetings to build team spirit and increase connectedness with organizational core values	# of staff meetings held and evidence - based decisions driving organizational change
To engage in and build positive working relationships with relevant partners	Engage in community mapping for youth development including partners and funding availability	Increased participation through partnerships and engagement in youth thematic sectors
	Participate in whole community approach through existing networks to address needs for young people	Improved funding and access to available services for youth