



Acknowledgement

We would like to express our heartfelt appreciation and gratitude to all the individuals and organizations who have contributed to the development of this 2023-2026 Strategic Plan for Youth For Integrity Building (YIB) organization. Your valuable insights, expertise, and support have been instrumental in shaping our vision and objectives for the upcoming years.

We extend our sincere thanks to our dedicated team of youth leaders and volunteers who have tirelessly worked towards advancing the mission of YIB. Your passion, commitment, and enthusiasm have been invaluable in driving positive change and making a difference in our communities.

We would also like to acknowledge the invaluable contributions of our stakeholders, including community members, partner organizations, and government agencies. Your collaboration, feedback, and partnership have enriched our strategic planning process and ensured that our goals align with the needs and aspirations of the communities we serve.

Furthermore, we are grateful to the donors and supporters who are showing interest in providing financial resources and assistance needed to implement our initiatives. Your belief in our mission and commitment to building strong, just, and resilient communities is deeply appreciated.

Lastly, we would like to express our gratitude to the broader community for their trust and support in Youth For Integrity Building (YIB). Your encouragement and engagement inspire us to continue our efforts towards promoting integrity, democracy, and social justice.

This 3-Year Strategic Plan would not have been possible without the collective efforts and contributions of each and every one of you. We look forward to your continued support as we work towards achieving our strategic objectives and creating a positive impact in the lives of young people and communities.

Thank you once again for your unwavering support and commitment to Youth For Integrity Building (YIB).

Sincerely,



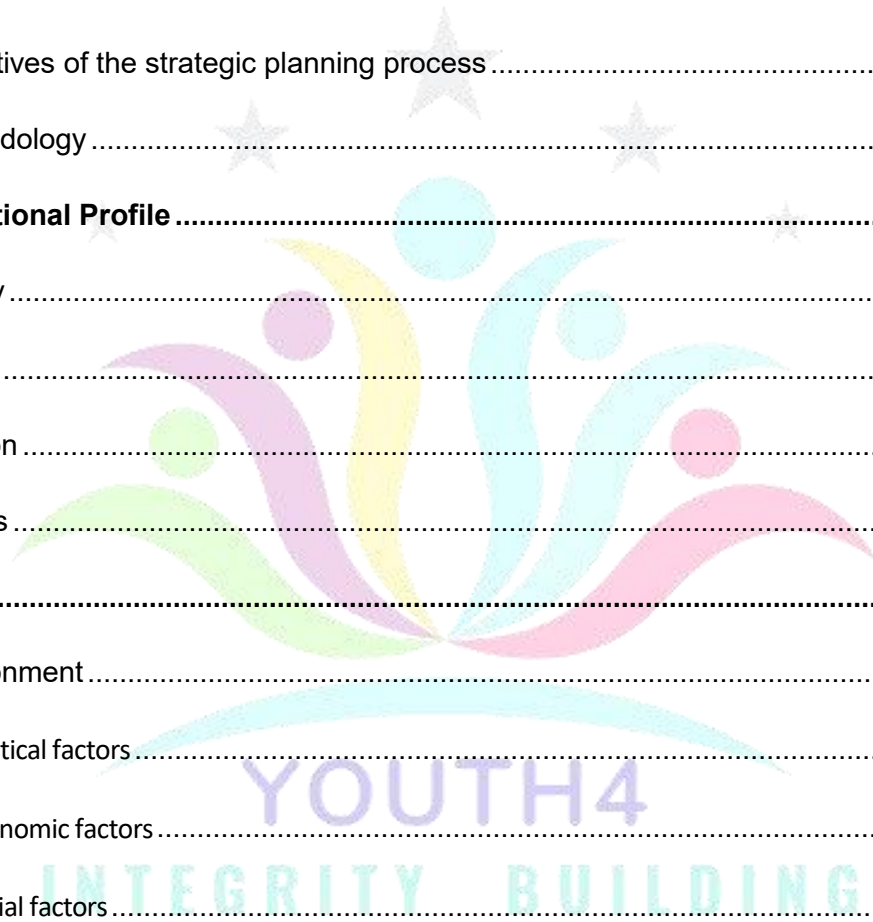
Executive Director,

Youth For Integrity Building (YIB).

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INTEGRITY BUILDING

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Acronyms

YIB	Youth For Integrity Building Organization
KIPs	Key Performance Indicators



1 Introduction

Youth For Integrity Building (YIB) is pleased to present our 2023-2026 Strategic Plan, outlining our vision, mission, and strategic objectives for the upcoming years. This plan reflects our commitment to building strong, just, resilient, and thriving communities through our community-centered approach, promoting integrity, democracy, and social justice, and empowering young leaders to create positive change locally and globally.

At YIB, we recognize the importance of strategic planning in guiding our organization's growth and impact. This 3-Year Strategic Plan serves as a roadmap, providing a clear direction and framework for our activities and initiatives. It is the result of extensive consultation and collaboration with our stakeholders, including youth leaders, community members, and partners.

The strategic planning process involved a thorough assessment of our internal and external environment, identifying our strengths, weaknesses, opportunities, and threats. This situational analysis has allowed us to gain a comprehensive understanding of the challenges and opportunities we face, enabling us to develop strategic goals and objectives that are relevant, achievable, and impactful.

Our strategic objectives for the next three years are focused on several key areas. We aim to enhance our community engagement efforts, ensuring that our initiatives are responsive to the needs and aspirations of the communities we serve. We are committed to promoting integrity in all aspects of our work, fostering a culture of transparency, accountability, and ethical conduct. Additionally, we will advocate for democracy and social justice, working towards creating inclusive and equitable societies. Furthermore, we will continue to empower young leaders, providing them with the necessary skills, resources, and platforms to drive positive change locally and globally.

To achieve these objectives, we have developed detailed action plans that outline the specific steps, resources, and timelines required. We have also established key performance indicators (KPIs) to measure our progress and success in achieving these objectives, ensuring regular monitoring and evaluation.

We recognize that collaboration and partnerships are crucial in achieving our goals. We will actively seek opportunities to collaborate with other organizations, community groups, and stakeholders who share our vision and values. By working together, we can amplify our impact and create sustainable change.

As we embark on this 3-Year Strategic Plan, we remain committed to transparency, accountability, and continuous improvement. We will regularly review and assess our progress, making necessary adjustments to ensure our strategic objectives are met effectively and efficiently.

1.1 Organisation

We are a youth-led organization dedicated to building strong, just, resilient, and thriving communities through our community centered approach, promoting integrity, democracy, and social justice, and empowering young leaders to create positive change locally and globally.

We are driven by a shared vision of creating impactful change in our communities. With a strong focus on integrity, democracy, and social justice, we strive to build resilient and thriving communities that inspire and empower individuals to reach their full potential.

At the heart of our work is a deep commitment to community-centered approaches. We firmly believe that sustainable progress can only be achieved when the voices and aspirations of the community are at the forefront. Through inclusive and participatory initiatives, we engage with diverse stakeholders to identify and address the pressing challenges that hinder progress and hinder the realization of a just society.

1.2 Objectives of the strategic planning process

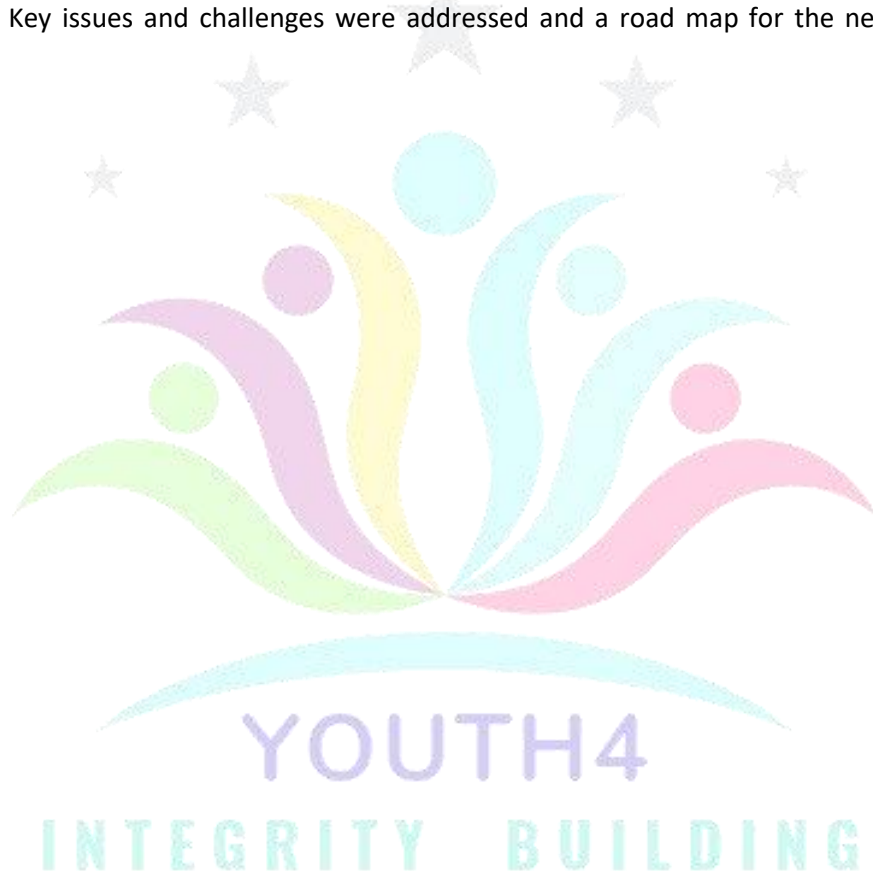
The objectives of the strategic planning process are to:

- Define YIB's vision and mission statement.
- Conduct a comprehensive situational analysis of YIB's internal and external environment.
- Identify and prioritize strategic goals and objectives for YIB's community-centered approach.
- Develop action plans with clear steps, resources, and timelines for achieving the strategic goals.
- Establish key performance indicators (KPIs) to measure progress and success in achieving the strategic goals.
- Allocate resources effectively to support the implementation of the strategic plan.
- Identify and pursue potential collaborations and partnerships with other organizations and stakeholders.
- Engage key stakeholders, including youth leaders, community members, and partners, in the strategic planning process.

- Develop a monitoring and evaluation framework to regularly assess the progress and impact of the strategic plan.
- Incorporate strategies for long-term sustainability and adaptability of YIB’s initiatives.

1.3 Methodology

YIB has developed this Strategic Plan using a basic planning model through an inclusive participatory process. Several virtual meetings were held in the month of August 2023. The participants included YIB staff and board members, YIB volunteers, youth leaders, and key person residing in the program target areas. Key issues and challenges were addressed and a road map for the next three years outlined.



2 Organizational Profile

2.1 History

We are a youth-led organization dedicated to building strong, just, resilient, and thriving communities through our community centered approach, promoting integrity, democracy, and social justice, and empowering young leaders to create positive change locally and globally. It is made up of young people who are passionate about creating positive change in their communities. In a society where corruption and unethical practices hinder progress and development, promoting integrity is crucial. The focus on democracy and social justice aligns with the principles of human rights, equality, and fairness. Working towards these ideals contributes to creating a more inclusive and just society where everyone has equal opportunities and rights.

Corruption is a major challenge starting from national, county governments, public institutions all the way down to the communities with the areas that are most fraught with corruption in this regard include public contracting, recruitment of public officials, and social services' delivery to citizens. Having observed and experienced the former, we are committed to promoting integrity, democracy, social justice, and sustainable development through various initiatives and programs. The organization believes that young people have a critical role to play in shaping the future of their communities and the country at large. Through our work, we are empowering young people to become agents of change and promoting a culture of civic engagement and participation. Our organization is a shining example of the power of young people to create a better future for themselves and their communities. The organization purposes to be a catalyst for change by empowering young leaders, foster resilient communities, and promote social justice. Together, we can create a brighter future, where integrity, democracy, and thriving communities are the norm. Support us today and make a lasting impact on the lives of young individuals worldwide!

As a youth-led organization, we recognize the immense potential and energy of young people. By empowering and involving youth in our initiatives, we tap into their creativity, innovation, and passion for positive change. We provide platforms for young leaders to develop their skills, amplify their voices, and become catalysts for transformation in their communities. Our work extends beyond borders, as we understand that the challenges we face are not confined to one geographical location. We seek to collaborate regionally and globally, exchanging knowledge and experiences to find innovative solutions to common issues. Together, we can create a ripple effect of change that

transcends boundaries and inspires others to join the movement towards building strong, just, resilient, and thriving communities.

At the heart of our work is a deep commitment to community-centered approaches. We firmly believe that sustainable progress can only be achieved when the voices and aspirations of the community are at the forefront. Through inclusive and participatory initiatives, we engage with diverse stakeholders to identify and address the pressing challenges that hinder progress and hinder the realization of a just society.

Democracy and social justice are at the core of our mission. We advocate for inclusive governance, ensuring that every voice is heard and every individual has equal access to decision-making processes. By championing the principles of human rights, equality, and fairness, we strive to create a society where justice prevails, and everyone can thrive. We engage young people on various projects and initiatives that help in improving their lives and the lives of the wider community members. We use a citizen led community integrity building approach. Our tireless efforts are guided by the belief that integrity is the cornerstone of a thriving community. By promoting ethical practices and combating corruption, we aim to foster an environment of trust and accountability. We firmly believe that when integrity becomes ingrained in the fabric of society, it paves the way for equitable opportunities and sustainable development.

2.2 Vision

A world in which all individuals and communities have the tools and resources they need to sustainably thrive, and where integrity, democracy, and social justice are valued and promoted.

2.3 Mission

To empower young people with the knowledge, skills, and resources to become lead agents of change in promoting integrity, ethical leadership and social justice.

2.4 Values

The core values of the organisation are:

2.4.1. Integrity:

Upholding the highest standards of honesty, transparency, accountability, and ethical conduct is crucial in fostering trust and credibility within YIB and the communities we serve. Embracing integrity ensures that our actions align with values and promotes a culture of accountability.

2.4.2. Inclusivity:

Recognizing and celebrating the diversity of individuals and communities is essential for creating an inclusive and equitable environment. By embracing inclusivity, we ensure that everyone's voices are heard, valued, and respected, leading to more effective and impactful initiatives.

2.4.3. Collaboration:

Recognizing that collective action is more powerful than individual efforts, YIB prioritizes collaboration with stakeholders, partners, and communities to foster synergy, shared knowledge, and resources, leading to innovative and effective solutions resulting in a greater sustainable impact.

2.4.4. Empowerment:

Valuing and empowering individuals and communities to take charge of their own development and be active catalysts of change is crucial for sustainable growth. By providing tools, resources, and opportunities for growth, we empower people to make informed decisions, take ownership of their actions, and drive positive change in their own lives and communities.

2.4.5. Advocacy/Lobby:

YIB embraces advocacy and lobby as a core values. Advocating and lobbying for integrity, democracy, and social justice at local, national, and international levels raises awareness, influences policies, and promotes systemic change, addressing root causes and creating long-lasting impact.

2.4.6. Sustainability:

At YIB, we are commitment to long-term viability and positive impact on the community. We consistently consider the environmental, social, and economic aspects of the community's well-being and striving for practices that promote a healthy and thriving community for future generations. We ensure that our actions and initiatives are not only beneficial in the present but also contribute to the long-term health, resilience, and development of the community.

2.4.7. Good governance:

We establish and adhere to principles, policies, and procedures that ensure fairness, integrity, and effective management. We have a clear framework for decision-making processes and a

commitment to upholding ethical standards through open communication, integrity in financial management, inclusivity in decision-making processes, and accountability to stakeholders.

2.4.8. Teamwork:

At YIB, we underscore the importance of collaboration, cooperation, and synergy among our staff members and our pool of volunteers because the collective efforts of a team are often more effective and efficient than individual contributions. Our employees work together towards common goals, share knowledge and expertise, and support one another. We also communicate effectively, respect diverse perspectives, and actively contribute to the team's success hence fostering a positive work environment, encourages innovation, and enhances problem-solving capabilities.

2.4.9. Innovation:

We continuously adapt and find creative solutions to address the challenges faced in promoting integrity, democracy, and social justice. We endeavor to develop new approaches, technologies, and strategies that enhances our impact and effectiveness. Innovation enables us to stay ahead of the curve, seize opportunities, and drive positive change in a rapidly evolving world helping us to better fulfill our vision of creating a world where all individuals and communities can thrive sustainably, with integrity, democracy, and social justice at the forefront.



3 Context

3.1 Environment

The environment in which YIB is operating is characterized by a variety of factors that influence its work and impact.

3.1.1 Political factors

YIB operates within the political landscape of Kilifi County, Kenya, and recognizes the importance of political stability and support from the local government in creating an enabling environment for the organization's programs and initiatives. However, it is also aware that political instability, corruption, and lack of government support can present challenges to its work. Kenya follows a presidential system of governance, with elections taking place every five years. YIB acknowledges that these election cycles can bring about changes in regulations and legislation that may impact its operations in target areas and among the target population. Additionally, it understands that political unrest, conflicts, and demonstrations can occur during such periods.

To address these potential challenges, YIB has developed coping mechanisms and strategies to minimize the negative effects of these political factors on its programs in the region. This includes raising political awareness among staff and stakeholders, as well as incorporating civic education about these political dynamics during community engagements. By doing so, YIB aims to navigate the political landscape effectively and ensure the continuity and effectiveness of its initiatives.

3.1.2 Economic factors

The economic environment in Kilifi County can have an impact on YIB's funding and resource availability. The organization acknowledges that economic constraints in the region may pose challenges in securing financial support and resources. To address this, YIB will proactively explore diverse funding sources and partnerships to sustain its operations and initiatives. It recognizes the importance of considering key national and international economic elements such as inflation, interest rates, corporate taxation rates, and fluctuating exchange rates. These factors can potentially have a negative impact on the operational costs of program activities and funding from donors and other mobilized resources.

By closely monitoring and adapting to the economic landscape, YIB aims to mitigate the potential effects of economic constraints and ensure the continuity of its programs and initiatives. The organization remains committed to seeking innovative funding opportunities and establishing strategic partnerships to secure the necessary resources for its work in Kilifi County.

3.1.3 Social factors

Analysis of these factors shall mainly focus on behavior and thinking or opinions of individuals or the community at large. They shall include quantitative, such as average age, and qualitative data, such as opinions. Some of the factor will include but not limited to demographics, education levels, social views, religious beliefs and age distribution.

3.1.4 Technological factors

Changes in technology can affect our positioning as an organization like the rise in emergencies that would require work-from-home policies, online meetings and interaction, research and analytical software and skills required and even concerns over cyber security. The organization focus on youth innovations, ideas, automations and coding is very critical in the current error of e-commerce and digital world. Considering such challenges, YIB has developed robust policies that include remote work, data protection and privacy, communication and internet use. Furthermore, staff capacity building shall be enhanced inorder to combat any unforeseen technological threats.

3.1.5 Government Policy:

Government policies and regulations can influence YIB's work and operations. YIB will stay updated on relevant policies and regulations to ensure compliance and alignment with government priorities. Engaging with government stakeholders and advocating for policies that align with YIB's mission and objectives will also be important for the organization's success.

3.1.6 Community Attitudes:

The attitudes and perceptions of the local community towards YIB's work can influence the organization's ability to engage and mobilize community members. Building trust, understanding community needs and aspirations, and involving community members in the decision-making process will be crucial for effective community engagement and sustainable impact.

3.1.7 Other Funding Bodies:

YIB may face competition from other funding bodies or organizations that are working in similar areas or addressing similar issues. This competition for funding and resources can impact YIB's ability to secure necessary support for its programs. To address this, YIB will strive for collaborate engagements and strategic partnerships with other organizations to help leverage resources and maximize impact.

3.1.8 Other Projects:

YIB operates in a landscape where there may be other projects or initiatives addressing similar issues or targeting the same communities. To address this, YIB will endeavor to form collaboration and coordination with these projects to help avoid duplication of efforts and maximize resources for greater impact.

3.2 Resources

As a new organization, YIB has limited resources available to implement its activities. However, we are leveraging and maximizing the existing resources to achieve its strategic objectives.

Resources currently available to YIB include:

3.2.1. Human Resources:

YIB has a team of dedicated founding members and volunteers who are passionate about the organization's mission and objectives. These founding members and volunteers bring their skills, knowledge, and expertise to contribute to the organization's work. Their commitment and enthusiasm is a significant strength for YIB.

Strengths: Their dedication and passion drive the organization's activities and initiatives. They bring diverse perspectives and ideas, contributing to innovative solutions. Their commitment also create a strong sense of community and collaboration within the organization.

Weaknesses: As founding members and volunteers, their availability and capacity is limited due to other commitments or responsibilities. This impact the organization's ability to implement activities within strict timelines. Additionally, as a new organization, YIB needs to invest in capacity building and training to enhance the skills and knowledge of its volunteers.

3.2.2. Networks and Partnerships:

YIB is currently establishing partnerships and networks with other organizations, community groups, and stakeholders who share similar values and objectives. These partnerships provide access to resources, expertise, and support.

Strengths: Collaborating with other organizations and stakeholders enhances YIB's capacity to implement activities. It helps leverage additional resources, knowledge, and networks. Partnerships also provide opportunities for learning, sharing best practices, and reaching a wider audience.

Weaknesses: As a new organization, YIB currently has limited networks and partnerships. Building and maintaining strong partnerships require time, effort, and effective communication. YIB needs to invest in relationship-building activities and ensure effective coordination and collaboration with partners.

3.2.3. Financial Resources:

YIB has some initial funding or financial resources available to support its activities. This include members contributions, donations, seed grants, or fundraising efforts.

Strengths: Financial resources provide the necessary support for implementing activities, covering operational costs, and investing in capacity building. It enables YIB to hire staff, acquire necessary equipment, and conduct training programs.

Weaknesses: As a new organization, YIB faces challenges in securing sustainable funding. The availability of financial resources is limited, and there is need to diversify funding sources. YIB needs to develop effective fundraising strategies and grant writing skills to secure additional financial support.

3.3 Stakeholders

Stakeholders involved in YIB's work include:

3.3.1. Youth:

Youth are a key stakeholder group for YIB. Their needs include opportunities for leadership development, skill-building, and platforms to voice their concerns and ideas. They want to be empowered to create positive change in their communities and expect YIB to provide support, resources, and mentorship to help them fulfill their potential.

3.3.2. Community Members:

The local community members are directly impacted by YIB's initiatives. Their needs include access to quality education, healthcare, clean water, employment opportunities, and a safe and inclusive community. They want YIB to address their specific challenges and aspirations, and expect the organization to engage them in decision-making processes and ensure their voices are heard.

3.3.3. Partners and Collaborators:

YIB collaborates with other organizations, community groups, and stakeholders who share similar values and objectives. Their needs include opportunities for collaboration, resource-sharing, and knowledge exchange. They want YIB to be a reliable and effective partner, contributing to collective impact and working together towards common goals.

3.3.4. Donors and Funders:

Donors and funders provide financial support to YIB's initiatives. Their needs include transparency, accountability, and measurable impact. They want to see their investments making a difference and expect YIB to provide regular updates, financial reports, and evidence of the organization's effectiveness and sustainability.

3.4.5. Government and Policy-makers:

YIB engages with government and policy-makers to advocate for social change and policy reforms. Their needs include evidence-based research, policy recommendations, and collaboration in implementing initiatives. They want YIB to provide valuable insights, expertise, and solutions to address social issues and contribute to the development of effective policies.

The stakeholders' expectations from YIB include:

- Responsive and inclusive community engagement that addresses their specific needs and aspirations.
- Transparent and accountable management of resources and effective utilization of funds.
- Empowerment of youth leaders through capacity building, mentorship, and opportunities for leadership.
- Collaboration and partnerships with other organizations to maximize impact and avoid duplication of efforts.
- Advocacy efforts that lead to policy change and create an enabling environment for social justice, integrity, and democracy.
- Regular communication and updates on YIB's activities, progress, and impact.
- Sustainability and long-term planning to ensure the continuity and effectiveness of YIB's initiatives.
- Recognition and appreciation of the contributions and efforts of stakeholders in supporting YIB's work.

To meet these needs, YIB will prioritize effective and inclusive communication channels to engage with stakeholders, such as community forums, surveys, and regular updates through newsletters and social media platforms. YIB will also establish mechanisms for feedback and input from stakeholders to ensure their voices are heard and incorporated into decision-making processes. YIB will strive to maintain transparency and accountability in its operations, including financial management and reporting. Regular monitoring and evaluation will be conducted to measure the impact of initiatives and ensure that stakeholder expectations are being met. YIB will also actively seek and nurture partnerships with organizations, community groups, and stakeholders to leverage resources, expertise, and networks for greater impact. By meeting the needs, wants, and expectations of stakeholders, YIB aims to build trust, foster collaboration, and create sustainable change in the communities it serves. Regular engagement and feedback from stakeholders will be essential in adapting and refining YIB’s strategies and initiatives to ensure they remain relevant and impactful.

Stakeholder analysis

Stakeholder	Specific Actors	Stakeholders Roles	Potential Collaboration
Community	<p>General public, both urban & rural residents</p> <p>Disadvantaged groups (youth, women, persons with disabilities etc.)</p> <p>Whistleblowers</p>	<p>Carry out civic duties & responsibilities</p> <p>Receive/ demand public goods services</p> <p>Benefit from support</p>	<p>Awareness creation, mobilizing & organizing for action</p> <p>Enabling civic oversight</p> <p>Protection of rights</p>
Civil Society Organizations	<p>MUHURI</p> <p>HURIA</p> <p>Democracy Moves</p> <p>Voice1 Africa</p> <p>AccountabilityLab</p> <p>Integrity Action</p>	<p>Human and social rights promotions & protection</p> <p>Integrity and social justice oversight</p> <p>Capacity development</p> <p>Civic education & Research</p>	<p>Ensuring social justice & accountability</p> <p>Capacity development</p> <p>Information/ data sharing</p> <p>Promoting integrity & transparency</p>

		information sharing	
Government & Policy Makers	Relevant ministries e.g. Kenya National Union of Teachers (KNUT), Kenya Union of Post Primary Education Teachers (KUPPET), Ethic and Anti-corruption Commission of Kenya (EACC), Ministry of Education (MoE), Kenya National Commission of Human Rights Commission, Members of parliament, other local leaders etc	Policy formulation Regulation/oversight Service delivery to citizens	Policy reformulation implementation processes Ensuring social justice & accountability Capacity development Information sharing Promoting integrity & transparency
Academia	Universities/Colleges Schools Research Bodies/ Institutions Consulting Firms	Training/teaching Research Knowledge generation	Research and innovation Influencing practice Documentation Sharing of best practice
Funding partners	Individual donors/ foundations	Development support Research/ knowledge generation Capacity development/ technical support Influencing	Policy reforms Support to good governance initiatives Capacity development Knowledge generation, analysis & sharing

3.4 SWOT Analysis presentation

YIB SWOT ANALYSIS

Strengths

- Fair organizational stability & synergy
- Strong organizational leadership & strategic focus
- Dedicated and passionate YIB founding members, staff and volunteers
- Community-centered approach
- Strategic partnerships
- Local knowledge & expertise
- Established Organization structures, policies, systems, & procedures
- Risk Management Framework
- Investment in technology

Weakness

- Inadequate human resources
- Inadequate Performance Management Framework
- Limited organizational capacity
- Limited capacity building programs
- Inadequate Partnerships Frameworks
- Inadequate physical infrastructure
- Weak Monitoring & Evaluation & Reporting System
- Weak Data & Information Management System

Opportunities

- Intensified Anti-Corruption & Integrity democracy, & social justice promotion
- Goodwill from the public & stakeholders
- Existing stakeholders networks, Collaboration & partnerships
- Advocacy & policy change
- Informed & engaging citizenry
- Vibrant media & awareness on integrity, social justice, & democracy
- Funding
- Advancement in technology

Threats

- Tendencies to weaken the existing Anti-corruption laws, democracy, & social justice
- Limited funding
- Uneven grassroots political instabilities
- External resistance & attrition effect
- Entrenched culture of corruption, impunity, human rights abuse, social justice, & democracy in society
- Inflation and taxation
- Ethnic profiling
- Cyberspace attacks

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3.5.1. Strengths:

a. Dedicated and passionate volunteers:

YIB has a team of committed volunteers who are passionate about the organization’s mission and objectives. Their dedication and enthusiasm can drive the organization’s activities and initiatives.

b. Community-centered approach:

YIB’s community-centered approach ensures that its initiatives are responsive to the needs and aspirations of the communities it serves. This approach fosters engagement, collaboration, and ownership among community members.

c. Strategic partnerships:

YIB has established partnerships with other organizations, community groups, and stakeholders who share similar values and objectives. These partnerships provide access to resources, expertise, and support, enhancing YIB's capacity to implement activities.

d. Local knowledge and expertise:

YIB operates within Kilifi County, Kenya, and has a deep understanding of the local context, challenges, and opportunities. This local knowledge and expertise enable YIB to tailor its initiatives to address specific community needs.

3.5.2. Weaknesses:

Limited resources:

As a new organization, YIB may have limited financial and human resources available to implement its activities. This can impact the organization's ability to scale up its initiatives and reach a wider audience.

Limited organizational capacity:

YIB may face challenges in terms of organizational capacity, including limited experience in project management, monitoring and evaluation, and financial management. This may require capacity building efforts to strengthen the organization's internal systems and processes.

3.5.3. Opportunities:

Funding opportunities:

YIB can explore opportunities for funding from external sources such as grants, foundations, and corporate sponsorships. This can provide additional financial resources to support the organization's activities and initiatives.

Collaboration and partnerships:

YIB can seek partnerships and collaborations with other organizations, both locally and internationally, that share similar goals and values. These partnerships can provide opportunities for resource sharing, knowledge exchange, and joint initiatives, amplifying the impact of YIB's work.

Advocacy and policy change:

YIB can engage in advocacy efforts to influence policies and bring about positive change at the local, national, and international levels. This can create opportunities for systemic change and address the root causes of the issues YIB is working on.

3.5.4. Threats:

Limited funding:

The availability of funding can be a threat to YIB's operations and sustainability. Competition for limited funding resources from other organizations and projects can pose challenges in securing the necessary financial support for YIB's initiatives.

Political instability:

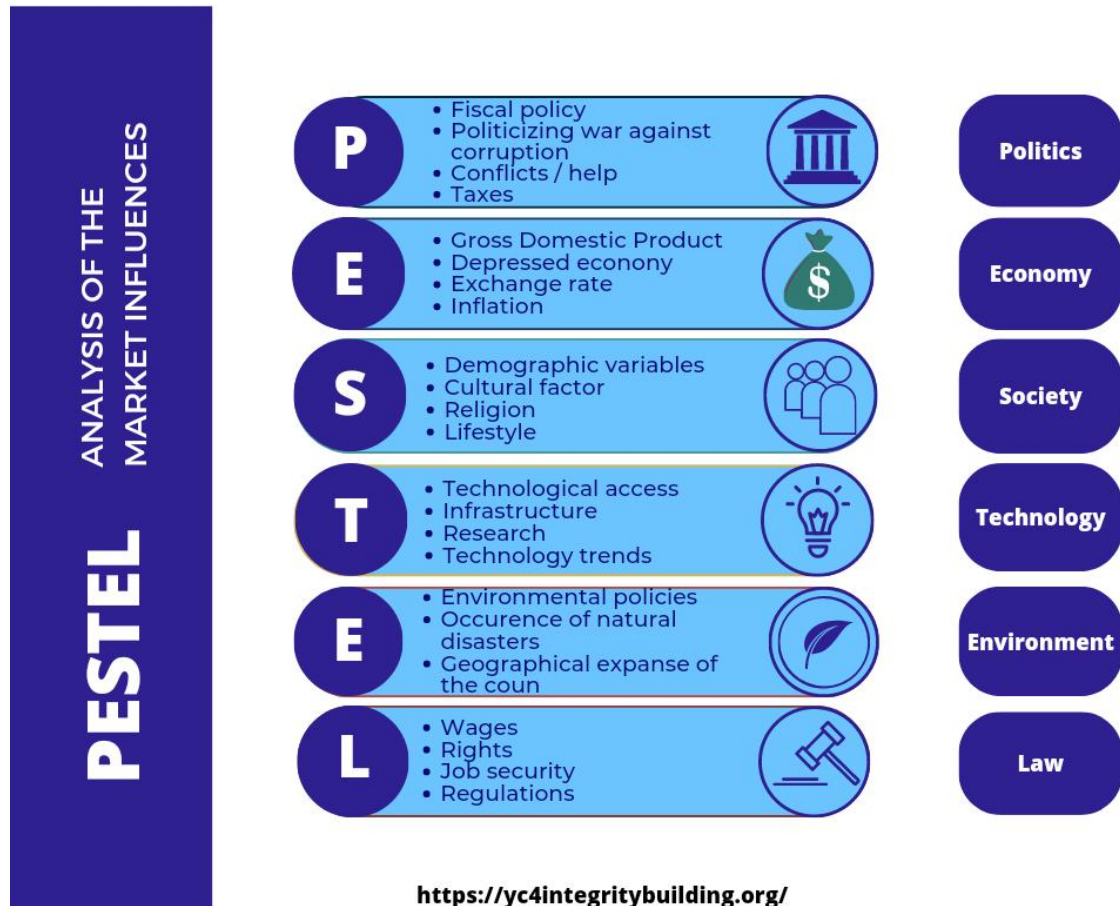
Political instability or changes in government policies can impact YIB's work. Shifts in political priorities or lack of government support for certain causes can hinder YIB's ability to implement its programs effectively.

External resistance:

YIB may face resistance or pushback from individuals, groups, or institutions that may not align with the organization's values or objectives. This can create challenges in community engagement, implementation of initiatives, and achieving the desired impact.



3.5 PESTEL Analysis presentation



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4 Plan

4.1 Objectives

Within three (3) years the organization aims to achieve the following objectives:

- Enhance community engagement and participation in YIB initiatives.
- Promote integrity and ethical conduct in all aspects of YIB's work.
- Advocate for democratic principles and inclusive governance.
- Address social inequalities and promote social justice initiatives.
- Empower and support the development of young leaders.
- Strengthen YIB's organizational capacity and effectiveness.
- Foster strategic partnerships and collaborations with like-minded organizations.
- Establish a robust monitoring and evaluation framework to measure impact.
- Foster innovation and adaptability in YIB's approaches and initiatives.
- Ensure financial sustainability and diversify funding sources.

4.2 Key indicators

To measure the achievement of the strategic objectives outlined in the 3-Year YIB Strategic Plan, the following key performance indicators (KPIs) can be considered:

4.2.1. Community engagement:

- Number of community members actively involved in YIB initiatives.
- Level of satisfaction among community members with YIB's engagement efforts.
- Increase in community participation in decision-making processes.

4.2.2. Integrity promotion:

- Number of integrity-focused training sessions conducted.
- Percentage of staff and volunteers adhering to YIB's code of ethics.
- Feedback from stakeholders on the perceived integrity of YIB's operations.

4.2.3. Advocacy for democracy:

- Number of advocacy campaigns or events organized.

- Policy changes or reforms influenced by YIB's advocacy efforts.
- Level of public awareness and engagement on democratic principles.

4.2.4. Social justice initiatives:

- Number of projects or initiatives addressing social inequalities.
- Impact assessment of YIB's initiatives on marginalized communities.
- Feedback from beneficiaries on the effectiveness of YIB's social justice initiatives.

4.2.5. Youth empowerment:

- Number of young leaders trained and supported by YIB.
- Success stories and achievements of young leaders supported by YIB.
- Level of youth engagement and participation in decision-making processes.

4.2.6. Organizational capacity:

- Staff and volunteer satisfaction with training and development opportunities.
- Efficiency of internal systems and processes, measured through performance indicators.
- Feedback from stakeholders on the effectiveness of YIB's organizational capacity.

4.2.7. Partnerships and collaborations:

- Number of strategic partnerships established.
- Level of collaboration and joint initiatives with partner organizations.
- Feedback from partners on the value and impact of the collaboration.

4.2.8. Monitoring and evaluation:

- Regular monitoring of progress against set targets and milestones.
- Evaluation of project outcomes and impact on target communities.

- Feedback from stakeholders on the effectiveness of YIB’s monitoring and evaluation processes.

4.2.9. Innovation and adaptability:

- Number of innovative approaches or methodologies implemented.
- Feedback from stakeholders on the effectiveness of YIB’s innovative initiatives.
- Ability to adapt to changing circumstances and emerging challenges.

4.2.10. Financial sustainability:

- Diversification of funding sources.
- Ratio of program expenses to administrative and fundraising expenses.
- Ability to secure long-term funding and maintain a balanced budget.

4.3 Target groups

- a. Youth: YIB primarily focuses on working with young people, aged 15-30, who are passionate about creating positive change in their communities. This includes youth leaders, activists, and volunteers who are committed to promoting integrity, democracy, and social justice.
- b. Communities: YIB aims to engage and work closely with communities, particularly those facing social inequalities and marginalization. This includes urban and rural communities, indigenous populations, and other vulnerable groups.
- c. Partner Organizations: YIB seeks to collaborate with like-minded organizations, both local and international, that share similar goals and values. These partnerships enable YIB to leverage resources, expertise, and networks to maximize its impact.
- d. Government Agencies: YIB recognizes the importance of engaging with government agencies at local, regional, and national levels. By working in collaboration with government entities, YIB aims to influence policy changes and promote inclusive governance.

4.4 Target areas

The organization will operate within the boundaries of Kilifi County, Kenya, focusing primarily on serving the local residents. However, it is important to note that the strategic plan will also take into account opportunities for national and international reach. While the programs and initiatives will

be tailored to address the specific needs and challenges of the local community, there will be a broader perspective that recognizes the interconnectedness of issues and the potential for scaling up impact beyond the county borders. This approach will allow for collaboration with national and international stakeholders, sharing of best practices, and leveraging resources and expertise from a wider network to maximize the effectiveness and reach of the organization's work.

4.5 Strategic approach

YIB's overall strategic approach to achieving its objectives is based on a community-centered and participatory approach. The organization believes in empowering communities and individuals to be active agents of change. The strategic approach can be summarized as follows:

1. **Community Engagement:** YIB believes in the power of community participation and involvement. The organization actively seeks input from communities, ensuring that their voices, needs, and aspirations are heard and integrated into its initiatives. YIB engages in dialogue, conducts community consultations, and collaborates with community members to co-create solutions and strategies.
2. **Capacity Building:** YIB places a strong emphasis on building the capacity of young leaders and community members. Through training programs, workshops, and mentorship, YIB equips individuals with the necessary knowledge, skills, and resources to effectively address challenges and drive positive change in their communities.
3. **Advocacy and Awareness:** YIB adopts a proactive approach to advocacy, raising awareness about key issues related to integrity, democracy, and social justice. The organization uses various platforms, including social media, campaigns, and public events, to promote dialogue, influence public opinion, and advocate for policy changes.
4. **Collaboration and Partnerships:** YIB recognizes the importance of collaboration and partnerships in achieving its objectives. The organization actively seeks to collaborate with other organizations, community groups, and stakeholders who share similar goals. By working together, YIB aims to leverage resources, expertise, and networks to maximize its impact and create sustainable change.
5. **Monitoring and Evaluation:** YIB believes in the importance of monitoring and evaluating its initiatives to ensure accountability and continuous improvement. The organization establishes a robust monitoring and evaluation framework, regularly assessing the progress, outcomes, and impact of its activities. This allows YIB to make data-informed decisions, identify areas for improvement, and adapt its strategies as needed.

By adopting this strategic approach, YIB aims to create a meaningful and sustainable impact in building strong, just, resilient, and thriving communities. The organization believes that by empowering young leaders, engaging communities, and advocating for integrity and social justice, positive change can be achieved locally and globally.

4.6 Programs / activities

As part of the strategic approach, YIB will implement the following programs:

4.6.1. Education and Awareness Creation:

YIB will develop and implement an education and awareness creation program that focuses on promoting integrity, democracy, and social justice. This program will include:

- a. **Workshops and Training Sessions:**YIB will organize workshops and training sessions to educate individuals, particularly young people, on the importance of integrity, democratic values, and social justice. These sessions will provide knowledge, skills, and tools to foster ethical behavior, active citizenship, and a sense of social responsibility.
- b. **Awareness Campaigns:**YIB will launch awareness campaigns through various channels, including social media, traditional media, and community outreach. These campaigns will aim to raise awareness about the significance of integrity, democratic processes, and social justice issues. They will engage the public, create dialogue, and encourage individuals to take action and become agents of change.
- c. **Educational Materials and Resources:**YIB will develop and disseminate educational materials and resources to enhance understanding and awareness of key issues. These materials may include brochures, pamphlets, infographics, and videos that provide accessible and engaging information on topics such as corruption, human rights, gender equality, and civic participation.
- d. **School Programs and Curriculum Integration:**YIB will collaborate with schools and educational institutions to integrate integrity, democracy, and social justice topics into the curriculum. This may involve developing educational modules, organizing guest lectures, and supporting extracurricular activities that promote values of integrity, democratic principles, and social justice.
- e. **Public Lectures and Panel Discussions:**YIB will organize public lectures and panel discussions featuring experts, activists, and thought leaders to share insights and perspectives on key issues related to integrity, democracy, and social justice. These events will provide opportunities for open dialogue, critical thinking, and knowledge sharing.

- f. Digital Platforms and Online Learning:YIB will leverage digital platforms to reach a wider audience and provide online learning opportunities. This may include developing online courses, webinars, and interactive platforms that allow individuals to access educational resources and engage in self-paced learning on integrity, democracy, and social justice.
- g. Partnership with Educational Institutions and Civil Society Organizations:YIB will collaborate with educational institutions, civil society organizations, and other stakeholders to strengthen the education and awareness raising efforts. This collaboration may involve joint initiatives, resource sharing, and knowledge exchange to maximize the impact and reach of the program.

4.6.2. Community Engagement:

YIB recognizes the importance of actively engaging with communities to address their needs and aspirations. The community engagement program will include:

- a) Community Needs Assessment:YIB will conduct thorough needs assessments to understand the specific challenges, aspirations, and priorities of the communities it works with. This will involve engaging with community members through surveys, focus groups, and interviews to gather their input and ensure that YIB's programs are responsive to their needs.
- b) Community Consultations and Dialogue:YIB will organize regular community consultations and dialogues to provide a platform for community members to voice their concerns, ideas, and suggestions. These consultations will be inclusive and participatory, ensuring that all voices are heard and taken into account in decision-making processes.
- c) Capacity Building and Empowerment:YIB will invest in building the capacity of community members through training programs, workshops, and mentorship opportunities. This will empower individuals to actively participate in community development initiatives, take on leadership roles, and drive positive change within their own communities.
- d) Grassroots Initiatives and Projects:YIB will support and facilitate grassroots initiatives and projects that address the specific needs and challenges identified by the community. These initiatives may include community-led development projects, social entrepreneurship ventures, and initiatives to promote sustainable livelihoods and social inclusion.
- e) Collaboration with Local Organizations and Leaders:YIB will actively collaborate with local organizations, community groups, and community leaders to leverage local knowledge, networks, and resources. This collaboration will ensure that YIB's programs are culturally appropriate, contextually relevant, and effectively address the specific needs of the community.

- f) Information Sharing and Awareness:YIB will actively engage in information sharing and awareness-raising activities within the community. This may involve organizing workshops, campaigns, and community events to disseminate information on key issues related to integrity, democracy, and social justice. By raising awareness, YIB aims to foster informed discussions and promote active citizenship within the community.
- g) Continuous Feedback and Evaluation:YIB will establish mechanisms for continuous feedback and evaluation from the community. This feedback will be used to assess the effectiveness of YIB's programs, identify areas for improvement, and ensure that the community's perspectives and feedback are integrated into decision-making processes.

4.6.3. Kilifi Transparency Hub:

YIB will establish the Kilifi Transparency Hub, a dedicated platform that promotes transparency, accountability, and citizen engagement. The hub will serve as a resource center and a space for dialogue and collaboration. The hub will collect and analyze data related to governance, public services, and social justice issues in Kilifi. This data will be used to identify gaps, monitor progress, and advocate for evidence-based policy changes. The hub will provide capacity-building programs to enhance the skills and knowledge of individuals and organizations in areas such as data analysis, advocacy, and citizen engagement. This will empower them to actively participate in governance processes and contribute to transparency and accountability efforts. The Kilifi Transparency Hub will facilitate collaboration and networking among various stakeholders, including civil society organizations, government agencies, and community members. This will foster partnerships and collective action to address transparency and accountability challenges in Kilifi.

Under the Kilifi Transparency Hub, YIB will implement the following initiatives:

- a. Youth Leadership Development Program:The Kilifi Transparency Hub will host a Youth Leadership Development Program aimed at empowering young leaders in Kilifi. This program will provide training, mentorship, and networking opportunities to equip young people with the skills, knowledge, and confidence to become effective leaders and advocates for transparency, integrity, and social justice.
- b. Integrity Support Mobile Application:YIB will develop and launch an Integrity Support Mobile Application as part of the Kilifi Transparency Hub. This application will provide a user-friendly platform for citizens to report corruption, unethical practices, and other integrity-related issues. It will also offer resources, information, and tools to promote transparency and accountability in various sectors.

- c. **YIB Motivation Corner:**The Kilifi Transparency Hub will feature a dedicated space called the YIB Motivation Corner. This corner will serve as a hub for inspiration, motivation, and personal development. It will provide resources, success stories, and motivational content to empower individuals and foster a positive mindset for driving change and upholding integrity.
- d. **Integrity Hackathon for Students:**YIB will organize an Integrity Hackathon specifically designed for students in Kilifi. This hackathon will bring together students from different educational institutions to collaborate, brainstorm, and develop innovative solutions to address integrity challenges in their communities. It will provide a platform for students to showcase their creativity, problem-solving skills, and commitment to integrity.

4.6.4. Voice Out (Advocacy and Policy Engagement):

YIB will establish an Advocacy and Policy Engagement program to drive systemic change and influence policy reforms. This program will involve:

- **Research and analysis:** YIB will conduct research to gather evidence and insights on integrity, democracy, and social justice issues. This research will inform advocacy efforts and policy recommendations.
- **Policy briefs and position papers:** YIB will develop policy briefs and position papers to communicate key messages and recommendations to policymakers, government agencies, and relevant stakeholders. These documents will present evidence-based arguments and propose policy reforms.
- **Engaging with decision-makers:** YIB will actively engage with decision-makers, including policymakers, government officials, and relevant authorities, to advocate for policy changes. This may involve meetings, roundtable discussions, and participation in policy dialogues to present YIB's recommendations and influence decision-making processes.

4.6.5. Collaboration and Partnerships:

YIB recognizes the importance of collaboration and partnerships to amplify its impact and achieve shared goals. The Collaboration and Partnerships program will involve:

- **Stakeholder mapping and engagement:** YIB will identify and engage with like-minded organizations, community groups, and stakeholders who share similar objectives. This will involve building relationships, exploring collaboration opportunities, and leveraging collective strengths.
- **Joint initiatives and projects:** YIB will collaborate with partner organizations on joint initiatives and projects that align with its mission and strategic objectives. By pooling resources,

expertise, and networks, these collaborations will enhance the effectiveness and reach of YIB's programs and initiatives.

- Knowledge sharing and learning: YIB will actively participate in networks, coalitions, and platforms to share knowledge, learn from others, and contribute to collective learning and best practices. This will foster collaboration, innovation, and continuous improvement within the sector.

4.6.6. Monitoring and Evaluation Framework:

YIB will develop and implement a robust Monitoring and Evaluation (M&E) framework to assess the progress and impact of its programs and activities. This framework will include:

- Key performance indicators (KPIs): YIB will define specific KPIs to measure the achievement of its strategic objectives. These KPIs will be aligned with the desired outcomes and impact of YIB's programs and initiatives.
- Data collection and analysis: YIB will establish data collection mechanisms and processes to gather relevant data on program implementation, outputs, and outcomes. This data will be analyzed to assess progress, identify areas for improvement, and inform decision-making.
- Impact assessment: YIB will conduct impact assessments to evaluate the long-term effects and broader societal impact of its programs. This may involve surveys, interviews, case studies, and other evaluation methods to measure changes in behavior, attitudes, and social outcomes.
- Continuous learning and adaptation: YIB will use the M&E findings to inform program adjustments, identify successful strategies, and learn from challenges and failures. This will enable the organization to continuously improve its programs and initiatives based on evidence and lessons learned.
- Reporting and accountability: YIB will regularly report on its progress, outcomes, and impact to stakeholders, including donors, partners, and the communities it serves. This will ensure transparency, accountability, and effective communication of results.

4.6.7. Fundraising and Financial stability:

YIB aims to enhance its financial stability, diversify funding sources, and build strong relationships with donors and supporters. This will enable YIB to sustain its programs, expand its impact, and continue its mission of promoting integrity, democracy, and social justice. This program will include the following components:

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- a) **Diversification of Funding Sources:**YIB will actively seek to diversify its funding sources to reduce reliance on a single donor or funding stream. This may involve exploring partnerships with corporate sponsors, foundations, government agencies, and individual donors. By diversifying funding sources, YIB can enhance its financial stability and sustainability.
 - b) **Grant Writing and Proposal Development:**YIB will invest in building the capacity of its team to effectively write grant proposals and develop compelling funding applications. This will involve training staff and volunteers on best practices in grant writing, research on funding opportunities, and developing strong relationships with potential funders.
 - c) **Donor Cultivation and Stewardship:**YIB will focus on cultivating relationships with existing donors and potential supporters. This may include regular communication, updates on program achievements, and personalized engagement to foster a sense of partnership and investment in YIB's mission. By maintaining strong relationships with donors, YIB can increase donor retention and support.
 - d) **Fundraising Events and Campaigns:**YIB will organize fundraising events and campaigns to engage the community and raise funds for its programs and initiatives. These events may include charity runs, gala dinners, online crowdfunding campaigns, and other creative initiatives to generate awareness and financial support.
 - e) **Impact Reporting and Transparency:**YIB will provide regular and transparent reporting to donors and supporters on the impact of their contributions. This may include sharing success stories, program outcomes, and financial reports to demonstrate the effective use of funds and the positive change achieved through their support.
 - f) **Endowment and Sustainability Fund:**YIB will work towards establishing an endowment or sustainability fund to secure long-term financial stability. This fund will serve as a reserve for future programs, emergencies, and operational costs, providing a reliable source of income to support YIB's mission and activities.
 - g) By implementing these programs, YIB aims to create awareness, engage communities, and establish a dedicated hub for transparency and accountability. These initiatives will contribute to the overall strategic approach of promoting integrity, democracy, and social justice in the target communities.

5 Appendices

5.1 YIB Policies and procedures

YIB has established a comprehensive set of policies and procedures that dictate the manner in which all stakeholders, including employees, operate. These policies and procedures are fundamental to the successful execution of our work and are essential in ensuring that our impact is sustainable over time. These policies and procedures include:-

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- a. Anti-Corruption Policy
 - b. Anti-Discrimination and Harassment Policy
 - c. Code of Conduct
 - d. Communication Policy
 - e. Conflict of Interest Policy
 - f. Data protection and Privacy Policy
 - g. Health and Safety Policy
 - h. Intellectual Property Policy
 - i. Procurement Policy
 - j. Remote Work Policy
 - k. Safeguarding Policy
 - l. Whistleblower Policy

5.2 Assets acquisition

As a newly established organization, YIB intends to acquire essential assets that will facilitate a great working environment, including the establishment of a functional office in Kilifi, Kenya. Our primary objective over the next three years is to fully equip not only the YIB office but also the Kilifi Transparency hub, which is a critical component of our operations.

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