



YOUTH ALIVE

STRATEGIC PLAN III

2021 - 2025

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Youth Alive Prayer

Oh God our creator, thank you for the gift of my life and health and strength.

I ask you to help me, make responsible choices every day of my life.

Give me the courage to resist temptations and trials of this world (this world).

To avoid risky choices that will endanger my life and that of the others.

Oh God help the youth of this country to love and support each other

In promoting good behavior, stable family lives according to your will (*to your will*) *2 Amen *3



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LIST OF ABBREVIATIONS AND ACRONYMS

CSOs	Civil society Organisations
HIV	Human Immune Deficiency Virus
KRA	Key Results Areas
M&E	Monitoring and Evaluation
MEL	Monitoring Evaluation and Learning
MOUs	Memorandum of understanding
NGO	Non Government Organisations
OCA	Organizational capacity assessment
OVC	Orphan and Vulnerable Children
PHC	Primary Health Care
SGBV	Sexual gender based violence
SP	Strategic Plan
SRHR	Sexual reproductive health and rights
SWOT	Strengthen Weaknesses opportunity and threats
VSLA	Village saving and Loans Associations
YA	Youth Alive

Organizational Background

Youth Alive (YA) was founded in early 1990 by Dr. Sr. Miriam Duggan who was moved by the large number of young people dying of HIV/AIDS and got inspired to start a peer support group in response to the pandemic. The motivation was to support and inspire young people to realize their life purpose and live to fulfill their dreams.

The organization was officially registered with the Uganda National NGO Board in 1993 as a national NGO under Reg No. S.5914/1263.

In late 2000s, board members expanded Youth Alive scope and adopted an integrated approach to youth programming which emphasizes skills development & mentorship, health, and livelihood.

YA currently implements activities in 45 districts across all regions of the country with 21 coordinating offices, has 103 full-time staff and 3,192 peer support structures in form of peer educators, linkage facilitators, district-based trainers and community facilitators.

Our group-based approach to youth development has seen us establish and strengthen 3,125 peer support groups based on interest and taking names like Youth Alive Clubs, Self-help Groups and Youth Associations. Average membership of these groups is 24 youth.

Key Programmatic Achievements of Strategic Plan II

Youth Alive (YA) Strategic Plan (SP) II was implemented between 2016-2020 and extended till June 2021 under 4 programme specific strategic objectives: increased access to integrated children and youth health, improved livelihoods of youth and their households, increased access to technical and foundational skills training and improved child protection and civic awareness.

Children and Youth Health

A total of 533,799 beneficiaries were reached with health interventions. Our focus was on increasing access to and utilization of youth friendly Sexual reproductive health and rights (SRHR) and other health services including HIV services, Primary Health Care (PHC) and OVC access to core health services.

Youth Livelihood

A total of 115,605 beneficiaries were reached with interventions that focused on expanding economic opportunities for youth to improve their wellbeing and access to formal education including entrepreneurship training, business mentorship, provision of start-up kits, linkage to inputs and profitable markets, supporting youth to register their group and individual businesses and provision of education subsidies.

Technical and Foundational Skills Development

A total of 4606 youth received technical skills training and apprenticeship while 333,761 received life skills, making a total of 338,366 beneficiaries. Youth Alive focused on building skills of young people to acquire and sustain formal and or informal employment. Our approach to skills development is three-fold: 1) Life skills training and mentorship to ensure youth are work-ready. 2) Technical skills training to improve hands-on skills and 3) Apprenticeship/placement to expose youth to world of work.

Child Protection and Civic Awareness

A total of 1143 duty bearers, 1936 community resource persons and 3192 Peer educators/youth leaders were reached making a total of 6271 individuals with better capacity to protect rights of children and respond to actual or potential child abuse.

Youth Alive focused on promotion and protection of rights of children and promotion of youth participation in civic activities. We worked with key stakeholders to protect children, awareness creation, reducing risks of child abuse in communities, civic consciousness and competence, involvement in promoting gender equality and prevention of Sexual gender based violence (SGBV), engaged duty bearers to fulfill the rights of children and responded to the challenge of SGBV through awareness creation and linkage to psycho-social, health and legal services as well as temporary shelter.



Strategic Plan III Development Process

YA Strategic Plan III development process started in June 2019 with an organizational capacity assessment (OCA). The OCA identified the strategic planning as one of the areas to improve and enrich it with more input and participation from beneficiaries, staff, and board members, local government representatives, implementing partners, and donors.

Hence, the activities leading to a new strategic plan were very participatory and involved several meetings with selected beneficiaries, community structures, staff, and senior management as well as board members, government and development partners to review the former strategic plan, analyze the future challenges for youth in Uganda and set strategic priorities for the next 5 years. A deeper reflection of the Youth Alive approach as well as profound discussions on resource mobilization strategies informed the new strategic plan. YA board and staff are proud to present the outcomes of all the deliberations in this document.





Figure 3: YA Board members brain storming during the strategic plan development

Our Approach to Youth Programming

A group-based model is applied where Youth Alive Uganda forms peer support groups and trains peer leaders trained in various program areas.

The peer support groups then become platforms for layering youth-friendly services with the support of peer educators and mentors.

Capacity-building activities occur at the group level; however, there is specialized training that requires some group members to be centrally trained.

The peer support groups formally register with local administrative authorities for sustainability and access to resources and opportunities from public and private sector actors. The link to financial and other services is spearheaded by peer leaders so that service providers have direct access to the groups.

All peer support group members, as a requirement, go through our “Education for Life” model, a behavior change process adopted from Gerard Egan, the skilled helper. It starts with acknowledging the need to change, the inherent capacity to change, and the availability of a support network to change. The three stages of behavior change in the education for life include :

Stage One: Telling the story: Knowing and accepting the present reality.

- The individual tells the story of the current life which includes health, livelihood, and social life
- Critical issues are assessed, and the blind spots identified.
- Looking at what has been overlooked

The process of telling of the story and personal reflection aims at allowing the young person to become “Angry” at their current reality so that they can initiate personal change in their life.

¹ Gerald Egan, The Skilled Helper: a problem management and opportunity development approach to helping (7th edition, Pacific Grove, CA: Brooks Cole, 2002)

Pictorial...



Stage Two: New Picture: Choosing & committing to new possible behavior

From the anger created after the personal reflection, the individual is now able to begin thinking of alternatives to the old picture . This involves:

- Identifying possible alternatives
- Critiquing the available alternatives
- Choosing and committing to new behavior

This stage ends with individuals visualizing their next 10 years, identifying possible obstacles to their vision and devising strategies to counter them, and resource mapping to support their vision.

Stage Three: Action: Taking necessary steps to realize one's plans

Having made a reflection and commitment in the second stage the individual reflects on .

- What can be done about their new choices?
- How can it be done?
- Commit to implementing new ideas
- Identify sources of support
- Get peer support from clubs formed
- Receive support and encouragement from other like-minded individuals

This stage ends with signing commitment forms with support of a mentor.

YA is proud using this approach over the years because it provides an opportunity for the young people to do a self-reflection on what they want to be and make the right choices and commitments that are more sustainable based on individual reflections.

Results of our SWOT Analysis

Youth alive conducted a Strengthen Weaknesses opportunity and threats (SWOT) analysis at the end of 2020 and involved all key stake holders for this exercise including primary beneficiaries, implementing partners, staff, and the donor community.

SWOT Analysis

Strengths

- Strong MEL, human resources, financial and program systems that ensures timely and regular accountability to development partners
- Youth Alive has a youthful committed and competent staff and leadership that value teamwork, mentorship, and continuous learning
- The open-door policy at YA has strengthened information follow and improved program implementation
- YA has a rich, strong and integrated program model that provides both service and information
- YA participatory training methodology /approaches that fully involves the youth/beneficiaries leading to ownership and better understanding of all interventions
- Youth Alive implements youth tailored activities informed by youth needs using a peer-led approach
- Over the decades Youth Alive has built and maintained its brand in holistic youth empowerment
- Goodwill among staff and volunteers and high staff retention has played a key role in our programming
- A rich network of local artisans that provide technical skills training and on-job placements in several trades makes skilling programs cheaper and hands-on
- Unique and youth tailored modules for youth programming and development
- Strong partnerships and networks created with communities, local and national governments, Civil society organisations (CSOs), and private sector actors
- YA targets the youth who are the biggest proportion of the Ugandan population
- YA has presence across all the regions in the country, with coordinating offices in each region.

Weaknesses

- Partnerships with some local institutions and government departments need further systematic strengthening by signing memorandum of understanding (MOUs) for better working relationships
- There is a gap in documentation and information sharing of key achievements
- High dependence on donor funding due to weak resource mobilization strategies;
- Over reliance on donor funding due to weak resource mobilization strategies
- Weak communication and marketing strategy

Opportunities

- Registration of Youth Groups/associations in order to benefit from the different opportunities in the communities
- Emerging youth organizations and private sector actors with similar programs which provide an opportunity for resource leveraging
- Good policy environment that supports youth programming
- Formation of a Youth Alive Youth Council /Association that would promote the youth agenda
- Incorporation of cooperatives and creation for sustainability strategies and market
- Limited local government capacity in identifying and managing SGBV incidences which provided a programming opportunity for Youth Alive build capacity of local governments
- Use of technology to expand its programming
- Availability of the target audience, the youth
- Tapping into the wide pool of volunteers to support implementation
- Expression of interest from many partners with great synergies to work with Youth Alive based on our key achievements in youth programming
- Availability of funding opportunities for youth programs
- Focus on in-school interventions
- The land on which the YA secretariat is seated provides an opportunity for expansion

- A large alumni base that would be key in resource mobilization and expand on visibility, renewed call to youth interventions by communities, local and national governments

Threats

- Duplication of programs from other organizations
- Pandemics like Covid-19 that slows down/halts implementation
- Climate and environment challenges
- NGO fatigue among communities
- High youth expectation on benefits from Youth Alive
- Growing levels of corruption and abuse of resources by some government official which can scare away donors
- Shrinking funding space and budget cuts from funders
- A push from donors to champion project-based approach as opposed to program approach that is more sustainable for the organization
- Limited capacity of health workers to handle the vast numbers of children adolescents and young people
- Limited resources to support adolescent youth spaces and activities at several high-volume sites
- Limited utilization of youth related data, for effective planning at facilities.
- Unclear statistics of adolescents taking up health services which misinforms the programing of adolescents particularly in HIV settings

The SWOT was also integrated with analysis of the problems affecting the young people which was done using the 5 WHY approach this helped the teams to further reflect on the underlying causes of the existing problems and to identify the actual problems affecting the young people that need to be addressed

What about the other analysis with the beneficiaries?

The 5 WHY results? Considering the outcomes of the SWOT and 5WHY, the analysis of the challenges young people do face today and will face in the near future as well as the review of the former YA strategic plan, the board, management and technical staff jointly decided on the following strategic direction for YA 2021-2026:

Vision

Youth Alive envisions “Youth living life to the full.”

Mission

Holistically empower youth 9 -30 years to be resilient and live fulfilling lives.

Values

1) Respect for life

We believe in the sacredness of life which should be lived to the fullest. Youth Alive will seek to promote the continuation of life and restore hope to the hopeless young people. We work towards creating an environment that enables our beneficiaries to live to see their aspirations come to fruition. In all our dealings, we treat everyone with respect and dignity; we help and support children/youth to overcome inhibitions, so that they live a fulfilled life with respect for people and culture.

2) Exemplary lifestyles

We are exemplary in our behavior which must be of a high moral standard that encourages other youth to seek our company and follow our lifestyles based on the principles of responsibility, honesty, and reverence for God and respect for life.

3) Accountability

We will at all times be accountable to ourselves (each other), our beneficiaries and stakeholders. We shall take personal responsibility of our shortfalls and seek support to overcome our weaknesses.

4) Continuous learning

We encourage all staff to continuously learn new skills, acquire knowledge, improve performance, and practice innovation at personal and organizational levels.

Theory of change

When children and young people are provided with an enabling environment, equipped with appropriate soft and livelihood skills, engaged in addressing social norms, and enabled to access and utilize essential SRH, education, and economic information and services, they become resilient and live fulfilled lives.

Key Result Areas (KRA)

KRA I: Dignified and gainful employment opportunities for out of school youth 15-30 years by 2026.

Outcome

% Increase of Youth (18 to 24 years) with dignified and gainful formal/informal employment.

Key Interventions

- Capacity building of youth in:
 - Vocational skills
 - Work readiness and employability skills
- Linkages to profitable markets and market infrastructures.
- Linkages and access to youth friendly financial services
- Linkages to job/employment opportunities
- Enterprise development support

KRA II: % increase in access of local government services by youth by 2026

Outcome

% Increase of local government departments providing youth-friendly services.

Key Interventions

- Gap analysis on policy implementation
- Capacity development of service providers to provide youth friendly services and youth to demand for services

- Focused community advocacy drives/campaigns on access and utilization of local government services
- Ensuring safety of children and youth in their community and learning environments
- Parent child relationship strengthening in homes and communities

KRA III: A recognized center of excellence in holistic youth empowerment by 2026

Outcome

Five (05) accreditations by recognized centers /institutions.

Key Interventions

- Establish and strengthen a training department
- Build strategic partnerships and networks
- Resource mobilization by expanding YA portfolio
- Documentation and information sharing of tested best practices in youth work and programming

KRA IV: Improved Sexual and reproductive health of children and youth in Uganda by 2026

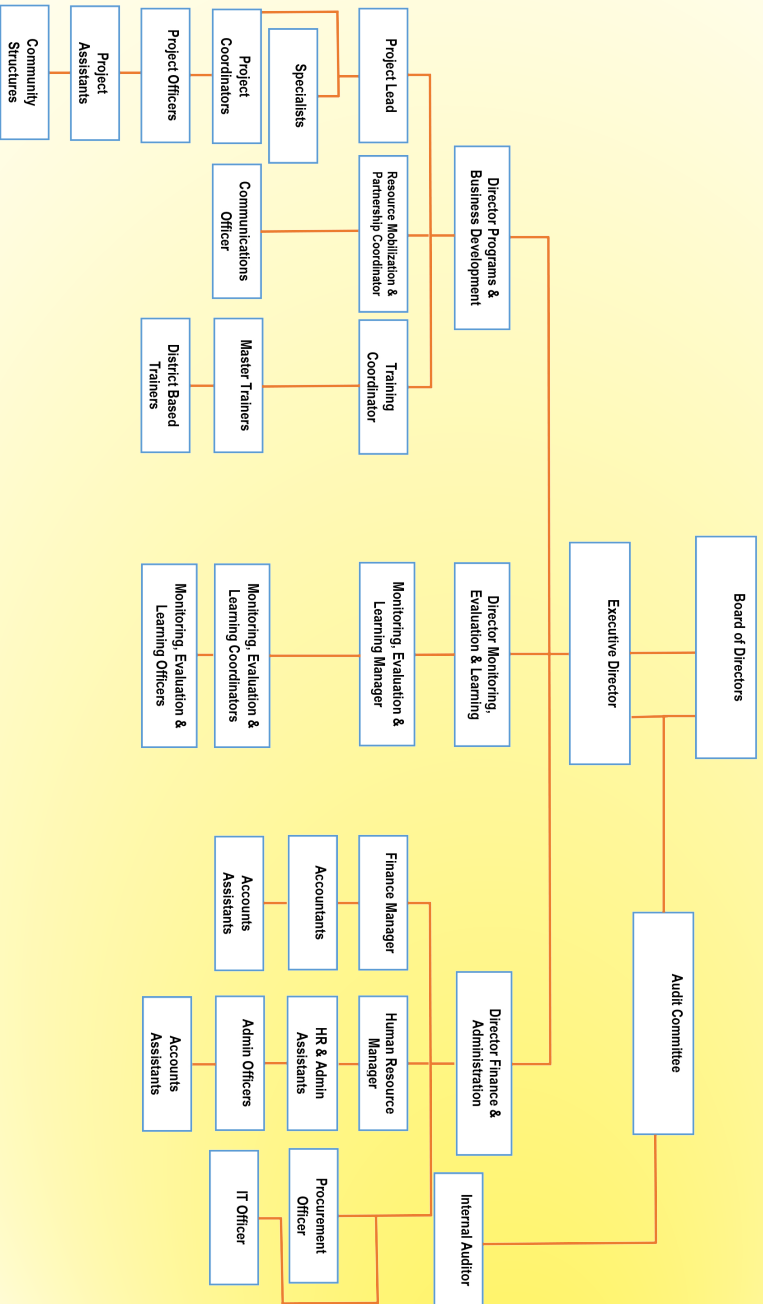
Outcome

a)% increase in Youth accessing sexual and reproductive health services.

Key Interventions

- Facilitate access to youth friendly SRHR information and services
- Provision of psychosocial support and linkages to health services
- Promoting conducive and safe learning environments in schools
- Facilitate enrolment and retention of HIV positive children, youth and their caregivers into HIV care and having their Viral Load suppressed
- Facilitate attitude and norms change at personal and community level that improve uptake of health services

Implementation structure / Organogram



Monitoring and Evaluation

The YA MEL department will guide the documentation of implementation of all project activities including the implementation of SP III, through a series of activities that will include documentation of lessons, success stories, conducting after action reviews, surveys both baseline and end line, conducting satisfaction surveys to help improve and guide implementation.

The Strategic plan will be reviewed annually to track its implementation and inform improvements needed.

Sustainability plan

Youth Alive aims for sustainability at institutional level and to expand the resource base, reduce reliance on donations and few donors and reducing the burden of not having funding for overhead costs. This will be achieved through:

- 1) Building strong relationships with local, national and international development partners for sustainable partnership.
- 2) Documenting and sharing our work and best practices with development partners and stakeholders to increase visibility.
- 3) Provision of consultancy services in areas such as integrated youth programming at a fee.
- 4) Establish and manage businesses and use profits to support organizational activities and meet overhead costs.
- 5) Regular and consistent development and timely submission of quality project proposals.
- 6) Generate local philanthropic fund from YA alumni, corporations and well-wishers.



Youth Alive Anthem

Verse 1

Youth Alive is our motto
Youth Alive we fight together
Youth Alive that's our motive
To be the light of the world

Chorus

Arise Arise Arise
Get up and live a healthy life
Youth Alive Youth Alive forever

Verse 2

Involve yourself in AIDS prevention
Protect your life from getting AIDS
Join the fight, change behavior
To be the light of the world

Chorus

Verse 3

Turn to God, believe and trust Him
Change your life, depend on Him
Pray and ask for His grace and
blessings
To be the light of the world

Chorus

Verse 4

Use your strength, use your talents
In sports and songs debates and
drama
Help the sick help the orphans
To be the light of the world

Chorus

Verse 5

Youth arise to build the nation
United we stand to fight as one
Serve and lead and be an example
The leaders of tomorrow

(Chorus *2)



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