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ABBREVIATIONS AND ACRONYMS

AU - African Union
BOT - Board of Trustees
IAF - International Award Foundation
M&E - Monitoring and Evaluation
MoE - Ministry of Education
TSC – Teachers Service Commission
SAGA – Semi – Autonomous Government Agency
KESSHA – Kenya Secondary School Heads Association
KEPSHA – Kenya Primary School Heads Association
TVET – Technical and Vocational Education Training
TTC – Teacher Training College
COG – Council of Governors
NYP - National Youth Policy
ORB - Online Record Book
OLH - Online Learning Hub
PA-K - The President's Award Kenya
R&D - Research and Development
SWOT - Strength, weaknesses, Opportunities and Threats
ToR - Terms of Reference
SDGs - Social Development Goals
HRH - His Royal Highness
AHA-K - Award Holders Alumni Kenya
YWCA - Young women's Christian Association
YMCA - Young Men's Christian Association
PBOs - Private Based Organizations
CBOs - Community Based Organizations
FBOs - Faith Based Organizations
ILO - International Labour Office
ICT - Information Communication Technology



DEFINITION OF TERMS

AU- African Union

A continental body consisting of the 55-member states that make up the countries of the African continent.

BoT - Board of Trustees

An appointed or elected group of individuals that has the overall responsibility for the management of an organization.

IAF- International Award Foundation

The Duke of Edinburgh's International Award Foundation is a non-profit organization (IAF) that drives and supports the Award's global growth, so that more young people can undertake the world's leading youth achievement award. It works through a network of more than 130 countries and territories.

M&E- Monitoring and Evaluation

A combination of data collection, analysis and assessing to what extent a program or intervention has or has not met its objectives.

MoE- Ministry of Education

The ministry that is responsible for national policies and programmes that help Kenyans access quality and affordable school education, post-school, higher education and academic research.

NYDP- National Youth Development Policy

A policy that is aimed at ensuring that the youth play their role, alongside adults, in the development of the country.

ORB – Online Record Book

This is an online system to help participants, Award leaders and Assessors doing, delivering and assessing the award. It is where participants can set up activities, record their efforts, upload evidence and submit assessor reports.

OLH- Online Learning Hub

This is technology-rich learning environment with both physical and virtual components that provide formal and informal opportunities for learners to come together with peers, teachers and other experts in their field.

PA-K - The President's Award Kenya

This is an exciting self-development programme available to all young people country wide equipping them with positive life skills to make a difference for themselves, their communities, country and the world. The President's Award-Kenya is a member of The Duke of Edinburgh's International Award, and a Semi- Autonomous Government agency which was legally established through the enactment of an Act of Parliament in 2017.

R&D- Research and Development

This is the work directed towards the innovation, introduction, and improvement of products and processes.

TOR- Terms of Reference

The document that is included in the (RFP-Request for Proposal) which explains the objectives, scope of work, activities and tasks to be performed.



DEFINITION OF TERMS

The President's Award-Kenya (PA-K) aims to equip young people with skills of the 21st Century which are critical for their success in life. Guided by the Award Programme - a framework for non-formal education and learning for young people between the ages of fourteen (14) to twenty-four (24) years, young people undertake self-development activities and service to their communities.

Since its inception in 1966, PA-K continues to nurture transformative young people who have become leaders, thinkers and innovators and are making a significant contribution to the communities, nation and the world.

This Strategic Plan covers FY2023/24- 2027/2028 and is the first plan since to be developed by the President's Award – Kenya became a State Corporation. It is aligned to the requirements of State Corporations in Kenya and its operational mandate guided by the International Award Foundation.

This Strategic Plan has been informed by The President's Award Act No.30 of 2017, the Medium-Term Plan IV (2022-2027) of Kenya's Vision 2030, the Sustainable Development Goals (SDGs) and the Duke of Edinburgh's Award Foundation Development Plan, 2023 - 2030. The Strategic Plan is derived from a comprehensive external and internal review, evaluation and feedback process on PA-K's previous Strategic plan 2016 - 2020 as well as the monitoring of its annual Implementation plans.

It is my expectation that this Plan shall elevate PA-K's contribution towards the achievement of National Development priorities, Vision 2030 Youth development goals as stipulated in the National Youth Development Policy and Education Sector goals. Let me appreciate the commendable roles that have been played by all key stakeholders in ensuring that this Strategic Plan addresses itself aforementioned policy goals.

I take note that the performance of PA-K in the next 5 years will be guided through coordinated implementation of this plan. To this end annual implementation plans will be developed to ensure a more focused and delivery of the identified strategic direction.

Although the execution of the strategic plan is the responsibility of the President's Award - Kenya, we call upon all our key stakeholders to join PA-K in this commendable effort.

To the young people, we appreciate the critical role you play in building the Nation. We are committed to equipping you for this enormous task.



FR. (DR.) DOMINIC WAMUGUNDA
CHAIRMAN, BOARD OF TRUSTEES
THE PRESIDENT'S AWARD - KENYA



STATEMENT FROM THE CABINET SECRETARY: MINISTRY OF EDUCATION

The mandate of the Ministry of Education is to provide free and compulsory basic education, training and research for sustainable development. The government of Kenya is always intentional in its planning in prioritizing learning as a catalyst to national transformation. This deliberate initiative has resulted into increased literacy levels and skilled human capital across the country.

Whereas the functions of education and training are shared between the national and county governments, the Ministry of Education recognizes other approved initiatives that add value to the development of the learners. It is against this background that I am pleased to recognize the linkage between the Ministry of Education and The President's Award-Kenya.

The President's Award-Kenya is one of the SAGAs under the Ministry of Education. In light of this, the Ministry has been playing lead role in facilitating the transition processes. This status places the Organization in an advantaged position to deepen its impact by leveraging on strategic partnerships and delivering on key Government priority development areas in the Education sector.

The Award provides the young people with the opportunity to build resilience, adapt to changing and challenging times and nurture their talents and leadership skills. It inculcates in the young people values and supports them to contribute to development solutions in society.

As the President's Award-Kenya embarks on this important journey of implementing the strategic plan, the Ministry remains committed to support the organization navigate through towards greater achievements.

I would like to acknowledge and commend the singular contribution by the Board of Trustees for providing leadership and the Secretariat for their dedication towards the delivery of this Strategic Plan.



Ezekiel Machogu, EGH
Cabinet Secretary,
Ministry of Education



PREFACE AND ACKNOWLEDGEMENTS

The President's Award – Kenya (PA-K) FY2023/2024 – 2027/2028 Strategic Plan aims to significantly increase the diversity and number of young people experiencing the Award journey. To achieve this, the Strategic Plan sets out a common Vision, Mission and Core Values that the organization will pursue as it sets out to implement this Strategic Plan.

PA-K's aspiration is that every eligible young person will have the opportunity to participate in the Award. To drive this ambition towards its growth agenda, the Strategic Plan endeavors to address the following key strategic areas of focus: Access, Reach, Impact and Strengthening Strategic Operations.

During its implementation period, the Plan intends to post the broad results that include reaching directly and indirectly an estimated 10% of young people between 14 – 24 years both in and out of School; supporting young people to contribute significantly to national development priorities; plugging into key national education and youth sector development processes; building its resource base; and devolving its structures to be closer to its youth constituents at regional and county levels.

This Strategic plan has been developed as a result of accumulated extensive consultation and collaboration with stakeholders, right through the life of the previous strategic plan. These dedicated efforts provided a foundation for the development of this Strategic Plan. I wish therefore to take this opportunity to express our gratitude to our key Stakeholders for their contribution in the crafting of this Plan.

I wish to particularly recognize and acknowledge with gratitude the following; Office of the Cabinet Secretary and the Principal Secretary, Basic Education of the Ministry of Education; Cabinet Secretary and Principal Secretary, Youth Affairs of the Ministry of Youth Affairs, Sports and the Arts; The National Treasury; the Chief of Staff and Head of the Public Service, Executive office of the President; Heads of Institutions; Adult Award volunteers; Award Participants; and Award Alumni. I also wish to thank the International Award Foundation for their support. Finally, let me thank all stakeholders for the collaboration and partnership throughout the process of crafting this strategic plan. I believe that I can count on the support during the Implementation of our strategic priorities.

The pillars of our success are also largely drawn from our Board of Trustees. I wish, therefore, to thank the trustees led by Fr. (Dr.) Dominic Wamugunda, Prof. Eric Okoth Ogur, MBS, Susan Omanga, MBS, Sylvia Mulinge, MBS, Dr. Kennedy Kihara, MGH, Godfrey Busolo, OGW, Sachen Chandaria, MBS, Edwin Otieno, MBS, Veronica Birgen, MBS, Anne Chelangat and the core PA-K staff team comprising, Isaac Orangi, Evans Okite, Phelister Wanjau, Grace Musyoka, Mathew Kivava, Joram Otieno, Harat Malenya, Jinnarius Wambugu, MBS, Wangari Kaburi, Christine Chacha, Samuel Mwangi, Nasibo Diba, Wendy Langat, Neddy Mbori, Emmanuel Ouko, Robert Mutwiri, Cornelius Bruno, Kipyegon Serem, Wambui Matheri, John Oballa, Alex Kamba and George Mutua for their critical support in the development of this Plan. Finally, I wish to thank Waweru Kamau for his facilitative role and expert services provided during the crafting and preparation of the plan. I believe that this Plan puts young people at the centre of development and that it will propel achievement of national development goals to the desired heights.



Nellie Munala, MBS
CHIEF EXECUTIVE OFFICER



EXECUTIVE SUMMARY

The President's Award-Kenya Strategic plan 2023/2024-2027/2028 was developed following the completion and subsequent review of the 2016-2020 strategic Plan. The Strategy is informed by amongst others, The Duke of Edinburgh's International Award Development Plan (2023 - 2030), National development priorities – Kenya Vision 2030, Medium Term Plan IV (2022 – 2027), The Plan (Kenya Kwanza Manifesto, 2022 - 2027), Sustainable Development Goals (SDGs), Africa's Agenda 2063, and other national and international obligations. It is envisaged that this Plan shall elevate The President's Award-Kenya contribution towards the achievement of the development goals to greater heights.

The President's Award-Kenya (PA-K) is a non-formal education and learning framework through which young people's achievements outside of academia are recognized and celebrated. The young people engaged are between the ages of fourteen (14) to twenty-four (24) years. The main aim is to equip young people for life by encouraging them to acquire universal skills to help them thrive. The universal skills are achieved through engagement in activities that include getting physically active, volunteering within their communities, and discovering a sense of adventure outside the classroom. By virtue of its operational principles, the Award Programme is available to all young persons aged 14-24 irrespective of their backgrounds in society. They all have equal opportunities to participate in the activities as they grow themselves. This age segment is spread across the spectrum with the majority being in learning institutions.

PA-K contributes towards the realization of the National Development priorities aligned to Vision 2030 especially in the Education and Youth Development sectors. PA-K has operational mandate that emanates from the Duke of Edinburgh's International Award Foundation mandate which licenses and approves Awards in Kenya in accordance with the Award principles of the Duke of Edinburgh's International Award for young people.

The 2019 Kenya Population and Housing Census Reports indicate the bulk of Kenya demographics that the country has a youthful population at a current growth rate of 2.26%. The Award participation age segment of 14 – 24 years comprises an estimated 9.1 million, that is 19% of the total population. The challenge to the Award Programme is that only an estimated 1% of this population has been reached. This Strategy, therefore, attempts to take a bold step to reach directly and indirectly at least an estimated 10% of the addressable target by June 2028.

In regard to leadership opportunities, granting sufficient space for the young people to fully demonstrate their leadership skills in the different spheres still remains a global challenge. The Award challenges young people to discover their potential and find their passion, purpose and place in the world. Taking advantage of the Governments' technology driven transformation agenda in creating jobs and service delivery, The Award programme has enhanced its digital adoption agenda to efficiently and effectively deliver the Award programme in order to serve more young people.



CHAPTER ONE: INTRODUCTION

1.1 Overview

This Chapter highlights the National development agenda blueprints that include the Kenya Vision 2030, the Fourth Medium-Term Plan (2022 – 2027), Social Development Goals (SDGs), Africa's Agenda 2063, and other national and International obligations. The Chapter also describes The President's Award-Kenya (PA-K) alignment to the development agenda. It is envisaged that this Plan will elevate PA-K's contribution towards the achievement of social economic aspirations of young people and ultimately those for Kenyans.

1.2 Background

The President's Award-Kenya (PA-K) is a non-formal education and learning framework through which young people's achievements outside of academia are recognized and celebrated. The young people engaged are between the ages of fourteen (14) to twenty-four (24) years. The main aim is to equip young people for life by encouraging them to acquire universal skills to help them thrive. The universal skills are achieved through engagement in activities that include getting physically active, volunteering within their communities, and discovering a sense of adventure outside the classroom.

The President's Award-Kenya, which was launched in Kenya in 1966, is a member of The Duke of Edinburgh's International Award which oversees the Award Programme in over one hundred and thirty (130) countries. The Duke of Edinburgh's International Award was founded by His Royal Highness (HRH), The Duke of Edinburgh KG, KT in 1956, in conjunction with Kurt Hahn, a German educationalist and Sir John Hunt.

1.3 Mandate of The Organization

PA-K has operational mandate that emanate from the Duke of Edinburgh's International Award Foundation mandate. PA-K is licensed to operate the Award programme and approve awards in Kenya in accordance with the Award principles of the Duke of Edinburgh's International Award for young people.

In 2017, The President's Award – Kenya was legally established through the enactment of an Act of Parliament, The President's Award Act, No. 30 of 2017. The Act became operational on 16th August, 2017. Notably, the Act established PA-K as a body corporate with perpetual succession and a common seal.

The Mandate and functions of PA-K within Kenya emanate from the PA-K Board functions that include:

- To implement the foregoing functions the Act that empowers PA-K outlines the objectives and purpose that entail:
- Regulate the President's Award-Kenya established under section 17 (1) and its relations with the International Award.
- Provide quality experiential activities that impart positive life skills and ethical values to young people for a better society.
- Formulate policies on the President's Award-Kenya management and the Board of Trustees
- Conduct research on matters relevant to the President's Award-Kenya.
- Mobilize resources for the management and the Award of the President's Award-Kenya.
- Make recommendations of the criteria for conferring of Awards to young persons
- Liaise with relevant Government ministries, institutions and Organizations on matters relating to conferring of Awards to young people.
- Collaborate with local and International Agencies which work on matters relating to The President's Award-Kenya and do all other things that may be necessary for the better carrying out of its functions under the Act.



CHAPTER ONE: INTRODUCTION

1.4 Global, Regional and National Challenges

As today's young people set out to find their place in the world, they face a broad mosaic of challenges. Bombarded by information, expectations and uncertainty, they are growing up with complexities and challenges unseen by previous generations.

There are global, regional and national challenges that impede realization of the aspirations of young people. The Award by virtue of the activities undertaken by the young people is integral in creating more spaces to recognize their contributions as key participants in decision-making and development.

1.4.1 Global Challenges

In regard to leadership opportunities, granting sufficient space for the young people to fully demonstrate their leadership skills in the different spheres stills remains a global challenge. The Award challenges young people to discover their potential and find their space, purpose passion and place in the world.

The rapid technological transitions and transformations for instance on ICTs does not take place uniformly across the divide. The IAF is transitioning the way the Award operates by shifting parts of the Award management and other businesses online.

Nearly 71 million young people around the world are unemployed or under- employed in industrialized and developing countries as per the report by the International Labour Office (ILO). The report indicates that the growing numbers of "working poor" risk aggravating the social and economic ills among the youth caused by high jobless rates, (Global Employment Trends for Youth, 2020).

The Award equips young people with relevant skills and confidence for life that enables them to be creative and innovative.

Terrorism and radicalization. The increasingly transnational and multifaceted nature of terrorism and radicalization calls for a strong multilateral response. The young people are increasingly vulnerable and easily get recruited and radicalized since a majority lack alternative way of earning livelihood. The Award Programme offers interventions at the early stages for the young people to be positively engaged.

Exposure to cyber-crimes: We are experiencing the rapid adoption of machine learning and artificial intelligence tools, as well as an increasing dependency on software, hardware and cloud infrastructure. Conversely, cyber-crimes have reached unprecedented proportions making cybersecurity a national security priority. The young people in the Award are meaningfully using their skills in ICT through their programme activities.

Lack of sense of belonging: A number of young people growing up struggle to find their footing in life due to poor self-esteem and negative peer pressure, weakening their decision-making abilities. The Award Programme provides avenues for self-exploration and development of sense self-identity and self- worth.

The COVID-19 crisis is the biggest global challenge the world is facing in modern times. It has slowed down development globally and considerable affected the realization of the SDGs. Livelihoods have been compromised and young people have become vulnerable to the ravages occasioned by the pandemic.



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1.4.2 Regional Development Challenge:

Irregular cross border migration is not a new phenomenon. Most of the countries have remained unproductive to manage or control irregular cross border migration which also fuels elements of insecurity. A majority are young people seeking for opportunities away from their home countries.

Human Trafficking has become a lucrative modern slavery trend in the region. An estimated 9.24 million individuals are enslaved in all of Africa, making up 23% of the total global enslaved population. The most common forms of slavery in sub-Saharan Africa are forced labour and forced marriage. Majority of the affected are young people at their prime ages, forcing them to waste away if there were viable alternatives to engage them. The Award exposes the young people to identify and exploit locally existing opportunities.

The Region enjoys a very young population, which unfortunately despite their numbers feel left out of spaces where decisions, including those that affect them directly are made. As a result, they feel un-represented and excluded. The Award prepares young people with core Skills that will enable them to not just access but participate effectively when given opportunities.

COVID-19 has brought unprecedented challenges to the world. Young people have been heavily affected especially with the disruption of their school calendar. The place of the Award was reaffirmed during the pandemic, when Learning outside the classroom became a huge solution to filling the learning gap.

There is need to continuously challenge beliefs and cultural practices in many parts of Africa which lead to discrimination of segments of the population based on gender, economic and social background, physical ability among others.

The Award emphasis on inclusion, with an ambition to have the Award available to all young people, and an emphasis to reach out and include marginalized and at-risk young people.

1.4.3 National Development Challenges

The 2019 Kenya Population and Housing Census Reports indicates that the country has a high population growth rate with a youthful population at a current growth rate of 2.26%. The Award participation age segment of 14-24 years comprises an estimated 9.1 million, that is 19% of the total population. The challenge to the Award Programme is that less than 1% of this population has been reached.

Lack of empowerment and participation: young people need a youth branded platform from where they can speak powerfully, take appropriate action, and inspire belief that will have a catalytic impact all over the country through youth-led development initiatives. Youth Empowerment and participation is strong contribution to National prosperity, economic competition and reduced unemployment. When empowered, young people can contribute greatly towards good governance and democracy with a passionate desire to be catalyst for National Development.

In regards to health, the uneven distribution of health facilities in the country continues to widen disparities in affordability and access to medical care. Statistics indicate that only 42% of the population has access to medical facilities within four kilometers and 75% within eight kilometers.

Health has become a major issue among the youth. Mental health is increasingly becoming a common problem among the youth. Depression, anxiety, eating disorders, psychosis and substance abuse are also becoming leading mental problems among the young people.



CHAPTER ONE: INTRODUCTION

Drug and Substance Abuse is a challenge affecting the social fabric. There is a fast-emerging trend of injecting drug use especially narcotic. Drugs is highly associated with the risks of contracting HIV/Aids and other sexually transmitted diseases especially among the youth.

Kenya has a high youth unemployment rate. According to the Commonwealth Secretariat, 2022 approximately 60% of the unemployed in Commonwealth countries, Kenya included, are young people. While the job opportunities are not available to absorb all young people, they also lack critical skills, experience and attitudes that key in the world of work. Kenya reviewed its Education system to a Competency based Curriculum.

1.5 The President's Award-Kenya Role In National Development

The President's Award-Kenya Strategic plan 2023/2024-2027/2028 is developed following the completion and subsequent review of the 2016-2020 strategic Plan. The Strategy is informed by amongst others, The Duke of Edinburgh's International Award Development Plan, 2023 - 2030, National development agenda – Kenya Vision 2030, the Forth Medium-Term Plan (2022 – 2027), Sustainable Development Goals (SDGs), Africa's Agenda 2063, Commonwealth Youth Agenda, and other national and international obligations. It is envisaged that this Plan shall elevate PA-K's contribution towards the achievement of the national development goals to greater heights.

1.5.1 Kenya Vision 2030

Kenya Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create 'a globally competitive and prosperous country with a high quality of life by 2030'. It aims to transform Kenya into 'a newly-industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment'.

Vision 2030 is an all-inclusive undertaking where the participation by individuals, organizations, government, partners, private sector at either micro or macro level counts. To effectively and efficiently drive the Vision 2030, the government segmented the road map into 4 pillars: Economic, Social, Political and Enablers & Macro.

According to the mandate of PA-K, it heavily addresses the Social Pillar of the Vision 2030. The Social Pillar aims to create a just, cohesive and equitable social development in a clean and secure environment. This pillar aims to improve the quality of life for all Kenyans by targeting a cross-section of human and social welfare projects and programmes, through eight key social sectors, namely, Education & Training, Health, Water & Sanitation, Environment, Housing & Urbanization and Gender, Youth, Sports & Culture. This pillar also makes special provisions for Kenyans with various disabilities and previously marginalized communities.

By virtue of its operational principles, the Award Programme is available to all young persons aged 14-24 irrespective of their backgrounds in society. They all have equal opportunities to participate in the activities as they grow themselves. This age segment is spread across the spectrum with the majority being in our learning institutions. It is important to underscore that the activities undertaken by the participants at the various sections and levels of the Award Programme have a significant impact across the eight key social sectors outlined above.



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1.5.2 Medium Term Plan (MTP IV) 2022- 2027

The Medium-Term Plan (MTP IV) focuses on implementing strategic interventions aimed at driving our economy towards a sustainable growth path. This will involve accelerating socio-economic transformation to a more competitive, inclusive and resilient economy. The President's Award-Kenya will contribute to increasing the number of young people participating in community and national development projects throughout the country focusing on the Government priority development agenda.

1.5.3 African Union Agenda 2063

Agenda 2063 Africa's blueprint and master plan for transforming Africa into the global powerhouse, 2063 seeks to deliver on a set of Seven Aspirations each with its own set of goals which if achieved will move Africa closer to achieving its vision for the year 2063. These 7 Aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth are realized, and with freedom from fear, disease and want.

The President's Award 7 impact areas align with the areas of the Aspirations in the following ways.

PA-K IMPACT AREAS	DEFINITION	AGENDA 2063 ASPIRATIONS
Improved employability and earning potential	Increase in employability and earning potential due to improved life skills.	A prosperous Africa based on inclusive growth and sustainable development
Improved environmental impact.	Increase in positive, or reduction in negative, environmental impacts as a result of behavior change resulting from being more aware of environmental issues and having increased connection with and compassion for nature.	
Increased social cohesion	This encompasses the resources and relationships provided by people and society, including skills, knowledge, wellbeing, relationships, shared values and institutions. As a result of participating in Award activities, young people have increased respect for diversity and ability to accept differences as a result of increased social interaction with people of different ages, abilities and backgrounds. Young people also improve their social and cultural competence due to increased participation in civic life, which improves social inclusion and community spirit.	A prosperous Africa based on inclusive growth and sustainable development



CHAPTER ONE: INTRODUCTION

PA-K IMPACT AREAS	DEFINITION	AGENDA 2063 ASPIRATIONS
Increased engagement with charitable and community causes	Increased engagement with charitable and community causes directly, through the Service section of the Award, and indirectly, through increased likelihood of long-term participation in volunteering and other forms of community and local participation.	An Africa of good governance, democracy, respect for human rights, justice and the rule of law
Reduced offending	Reduction in first-term offending and reduction in reoffending by young offenders, due to long-term increased levels of physical activity, improved life skills, increased social inclusion and improved social skills resulting from increased levels of social interaction.	A peaceful and secure Africa.
Improved mental health and emotional wellbeing	Improved mental health and emotional wellbeing due to increased social interaction, self-confidence, enhanced life skills and sense of purpose.	An Africa with a strong cultural identity, common heritage, shared values and ethics.
Improved physical health and fitness.	Improved physical health due to increased long-term participation in physical activities.	An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.

1.5.4. Commonwealth Youth Agenda

During the 12th Commonwealth Heads of Government meeting held in Rwanda, Commonwealth countries rededicated themselves to Youth development as captured in;

- The Commonwealth Heads communique declared 2023, Year of Youth
- Declaration by the Young people of the Commonwealth
- The Commonwealth Alliance with global youth organizations on skills building for young people.



CHAPTER TWO: SITUATION ANALYSIS

2.1 Overview

PA-K was launched in Kenya in 1966 by the Founding Father of the Nation, Mzee Jomo Kenyatta, being the Patron. The Award is open to all young people between the ages of 14 and 24, irrespective of gender, creed, race, social or physical status.

The Award through adult helpers inspires and supports young people in the pursuit of the programme activities. The PA-K service to young people is realized through a set of Programme sections namely Voluntary Service; Physical Recreation; Skills development; Adventurous Journeys; and Gold Residential Projects. The programme sections are carried out at three levels namely Bronze, Silver and Gold granting the young people with the opportunity to discover and nurture potential leadership skills as well as motivation to serve the community.

The Award currently has presence in 25 countries in Africa and over 130 countries and territories globally. The President's Award-Kenya is the leading Award Programme in the Africa Region.

The Award currently operates in learning institutions namely Primary Schools; Secondary Schools; Tertiary; and Universities as well as in Faith Based Organizations; Youth based Organizations; Correctional Service Institutions; Open Centres; and Uniformed Services.

On 16th August 2017, parliament enacted the President's Award – Kenya Act of Parliament No. 30 of 2017 thereby making PA-K a Semi-Autonomous Government Agency.



Gold Award participants from Mpesa Foundation Academy constructed and handed over a borehole project to Friend's School Shitira Mixed Day Boarding Primary school in Malava, Kakamega County

The President's Award-Kenya has had several achievements and milestones during the implementation of Strategic Plan 2016-2020 and a two-year transitional period 2021-2022. They are as outlined below:

- President's Award – Kenya created as an Act of Parliament, President's Award Act, No. 30 of 2017. Appointment and gazette of the Board of Trustees.
- Development and approval of the Organizational Human Resource instruments.
- Implementation of the staff establishment; conversation of staff salary and grades.
- Establishment of the President's Award – Kenya Foundation as a resource mobilization facility with donation of Ksh10million seed funding;
- 424,397 young people participated in the Award program.
- 1037 Award Leaders trained to supervise young people undertaking the Award program.
- 127 Youth Officers capacity built to support Award delivery at County level.
- 5,235 participants received their Gold Award level certificated from the Patron of the President's Award – Kenya.
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CHAPTER TWO: SITUATION ANALYSIS

- As champion of the Award in Kenya, The Patron participated in a mentorship session and Gold Expedition to climb Mt. Kenya.
- 4,417,184 hours of service provided by Award participants through community projects across the country. Examples of the projects included environmental conservation, equipping libraries, home care services to orphans and the elderly, medical camps, sign language training.
- 10,000 indigenous and fruit trees were planted at Award Centers and designated Forest cover areas to contribute to achieving the Big 4 agenda.
- #WorldReady publication unveiled by H.E The President and Patron of the President's Award – Kenya. The publication showcases young people's inspiring stories of resilience and innovation during the COVID-19 pandemic period;
- Establishment and enhancement of critical support departments including Finance, Procurement and Human Resource.
- Enhanced visibility of Programme both locally and internationally; and
- Expansion of our pool of volunteers.

Challenges in the Implementation of the previous Plan

The 2016-2020 Strategic Plan, experienced the following challenges in its execution resulting to various shortfalls in the core result areas of the programme. These can be summarized as follows;

- Inadequate resources to implement set mandate.
- Inadequate digital Tools and IT infrastructure to address business continuity during COVID-19 pandemic period. Disruption of activities during the COVID 19 pandemic period.
- Inadequate tools for monitoring, measuring and tracking of the implementation progress
-

2.3 Lessons Learnt from the Implementation of the previous Plan

The lessons learnt from the implementation of the previous plan prioritize the following actions:

- Develop a robust framework for monitoring, evaluation, reporting and learning.
- Build staff capacity on areas of Professional development and Public Sector/Government procedures/protocols. Compliance to state corporation regulatory requirements and;
- Regular review of status of International Award license compliance requirements.
-

2.4 SWOT Analysis

The lessons learnt from the implementation of the previous plan prioritize the following actions:

STRENGTHS

- Governance structure in place.
- Affiliation to Duke of Edinburgh International Award/Global brand Patronage of the Programme enhances visibility of PA-K.
- State Corporation identity anchored in law.
- Committed, Skilled and experienced human resource
- License to manage an internationally recognized Award programme.
- Award Holder's Alumni (AHA) in place
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CHAPTER TWO: SITUATION ANALYSIS

WEAKNESSES	<ul style="list-style-type: none"> ● Inadequate policies and regulations manuals to guide implementation. ● Over-reliance on medium term plan budget framework allocations. Low visibility. ●
OPPORTUNITIES	<ul style="list-style-type: none"> ● Availability of addressable audience (young people) ● Relevance: National Development priority - Youth Empowerment. Availability of human capital (staff and volunteers) to deliver the ● Award programme ● Potential partners and supporters ● Devolved governance system to facilitate expansion of programme ● across the country ● Enhanced ICT infrastructure to support digitalization of the Award ● programme
THREATS	<ul style="list-style-type: none"> ● Economic recession ● Terrorism, Human trafficking, radicalization and cybercrime ● Youth health and well-being ●

2.5 The Pestel Analysis

The lessons learnt from the implementation of the previous plan prioritize the following actions:

NO	CATEGORY	ISSUE	DESCRIPTION
1.	Political	Political goodwill	The government has prioritized youth development in its national development agenda
		Kenya Vision 2030	Vision 2030 identifies strategies to accelerate achievements of national youth development goals
		Constitutional and development policy frameworks	Focus on youth development issues. Existence of youth related policies and development frameworks at national and county levels (National Youth Policy)
		Global affiliation/ recognition	The President's Award-Kenya licenced to operate in Kenya under the Duke of Edinburgh's International brand. This enables the Award to provide young people with international experiential learning.
		Governance/Corruption	Opportunity for young people to participate in promoting good governance.



2.	Economic	Kenya Vision 2030	Vision 2030 and medium-term plans have provided a foundation for accelerated economic performance.
		Demographics (Youth bulge)	Youth population increasingly contributing to economic development through job and wealth creation.
		Development partners	Increased participation of development partners including the private sector in contributing to youth development.
		Diversified skills requirements for emerging markets	Young people developing skills in identified skill gap areas for development (non-traditional skill areas)
		Preferential trade concessions	Quota system in place to support young people transacting business with government (30% of government procurement tenders awarded to young people)
		Limited resources	<p>The various competing development priorities tend to shrink the level of resourcing vis-à-vis youth development demands.</p> <p>The youth development sector has many players, uncoordinated, which makes funding towards the sector challenging.</p> <p>There is tendency that young people's contribution to community and social development is unquantified therefore return on investment in national development are unknown and often not included in national GDP growth.</p>
		Capacity	<p>Recognition that young people have enormous capacity to fill gap in development agendas. Award Holders in Kenya play a critical role in delivery of the Award.</p> <p>Volunteers in the Award provide a huge resource base that PA-K can tap into to fill capacity deficit</p>
3.	Social	High population growth rate	Overstretch in social sector service provision Young people available as human resource.
		High poverty levels	<p>Income and other resources inequalities leading to county level/ethnic conflicts.</p> <p>Increased insecurity, wastage of human resource and health challenges including high HIV and AIDS prevalence among young people and Covid-19 pandemic.</p>



3.	Social	<p>Increased engagement of young people in delinquent behavior e.g drug abuse and substance abuse.</p> <p>Literacy levels</p>	<p>The Award Programme has opportunity to compliment government efforts in moulding character and inculcating core national values in young people.</p> <p>Low level of skills thus unstable livelihoods.</p> <p>High literacy levels promote young people's contribution to different spheres of community and national development.</p>
4.	Technological	<p>Access to information and communication technologies (ICTs)</p> <p>Increased opportunities in employment and livelihoods.</p>	<p>Expansion of youth development programmes to a cross section of young people.</p> <p>Expansion of job and wealth creation utilizing the digital platform especially the young entrepreneurs.</p>
5.	Environmental	<p>Green entrepreneurship</p> <p>Environmental degradation</p>	<p>Increased investment especially of young people in green practices that include recycling and reforestation.</p> <p>Opportunities for improved livelihoods through investment in renewable energy.</p>
6.	Legal	Licensed operations	<p>The President's Award-Kenya licensed by the Duke of Edinburgh's International Award to operate in Kenya.</p> <p>The President's Award-Kenya enacted into law through an Act of Parliament number 30 of 2017.</p>

2.6 Stakeholder Analysis

S/NO	STAKEHOLDER	STAKEHOLDER EXPECTATION	DESCRIPTION
1.	PA-K Patron	To execute PA-K mandate as enshrined in the President's Award Act 2017.	To champion non-formal education and learning as a tool to achieve national development goals. To issue Bronze, Silver n Gold level certificates to Awardees To annually preside/ host the PA-K Gold Award Presentation ceremonies. To issue Award Holder's Alumni Life membership certificates To raise visibility of the Award Programme to attract resources for Award delivery



2.	Parliament Education Committee	To anchor the Award programme in Law and promote its implementation through advocacy and resource allocation	To recognize Award in contributing to National development priorities and lobby for adequate resources.
3.	Ministry of Education Teachers Service Commission The National Treasury	To recognise non-formal education and learning as integral component contributing to Education sector goals	To support PA-K in expanding the delivery of the Award programme in learning institutions. Support the engagement of Teachers and other adult helpers in supervising the delivery of the Award at Institution level. Support implementation of mandate through adequate budget allocation.
4.	KESSHA KEPSHA UNIVERSITY ASSOCIATIONS TVET TTC	To recognize the contribution of non-formal education and learning in achieving National Education sector goals	To champion non-formal education and learning as complimentary to formal education and character building.
5.	Ministries, Departments and Agencies	To develop working partnerships in strategy execution	To develop working partnerships in strategy execution To fast-track policy formulation and Implementation
6.	County Governments/COG/County Assemblies/- Public Service Commission	To enhance Award programme delivery in Counties to contribute to achievement of County Development Plans.	To support the Award Programme delivery at County level to strengthen Award delivery across the country.
7.	The Duke of Edinburgh's International Award Foundation	To comply with the IAF license requirements and embrace ORB as a means of achieving the Award certificate.	To support PA-K through staff capacity building and finances to reach more vulnerable young people below the age of 25 years.
8.	AHA-Kenya	To encourage and support the Award uptake across the country.	To compliment Award delivery through design and implementation of innovative projects across the country. To raise visibility of the Award program.



9.	Volunteer's	To support and contribute to the effective delivery of the Award program	To act as role models to influence the uptake of the Award Program across the country. To raise visibility of the Award program.
10.	The Big Six (Kenya Girl Guides, Kenya Red Cross, Kenya Scouts, YWCA, YMCA, IAF)	To partner in Strategy execution. To maximize on limited resources	To partner in Strategy execution. To maximize on limited resources
11.	Private Sector/Private Sector Alliance	To mentor young people fit for the world of work.	Opportunities for internships and employment for Award alumni.
12.	Public	To support community social transformation through youth development.	Increased resources to support Award activities to ensure more young people experience the Award journey
13.	Young People	Access opportunities that facilitate young people's transformation.	All young people in Kenya, between 14 – 24 years, experience the Award journey.
14.	Media	To create and expand space for young people to contribute to development	To raise visibility of youth and community transformation to shape positive public opinions.
15.	PBOs/CBOs/FBOs	Structured framework of engagement and collaboration.	Support and participation in PA-K activities.
16.	Development Partners	Prudent management of resources	Technical and financial assistance of PA-K Programs
17.	Professional bodies/Academia/Research Institutions	Support continuous professional development for the staff. Enforce compliance with profession code of practice Promote professionalism	Collaborate with professional association in the enforcement of professional code of practice Promote professionalism



2.7 Risk Analysis and Mitigation Measures

RISK REGISTER

NO	CATEGORY	RISK	Risk Rating High/medi- um/Low	Actions to Mitigate Identified Risk	Risk Rating (Post Mitig- ation)
1.	Safeguarding	License As an NAO, the PA-K issues License Agreements to Award Centers	High	Award Centers monitored and assessed annually on license adherence e.g. Branding guidelines, Use of the Name, Logo and Materials.	High
		Insurance Volunteer's trained on Safety and Security.	High	The PA-K ensures that an appropri- ate insurance policy is in place for volunteers, covering eventual risks of accident or illness directly related to their volunteer activity.	High
		Volunteers required to observe and adhere to all relevant National, Regional and International Laws protecting the child and the young people	High	Volunteers submit a valid Police Clearance Certificate issued by the Directorate of Criminal Investiga- tions (DCI). They also sign a Commit- ment Form demonstrating intent to abide by the Policies and Code of Ethics as set out by the PA- K.	High
		Stakeholder Well-Being PA-K has the obligation to safeguard the well-being of its Participants, volunteers, Awardees and stakeholders of the program	High	PA-K Issues License Agreements to Award Centers and monitors on adherence. The PA-K adheres to the Ministry of Educa- tion's requirements that educational institutions insure students while participating in outdoor activities. The PA-K reimburses expenses incurred by volunteers while fulfilling their volunteer tasks as guided by the Volunteer policy.	Medium



NO	CATEGORY	RISK	Risk Rating High/medi- um/Low	Actions to Mitigate Identified Risk	Risk Rating (Post Mitig- ation)
				<p>Development of a Child Protection Policy, a Safe Guarding Policy and a Serious Incidence Reporting Framework in progress.</p> <p>These policy documents intend to safeguard the participants and the adults who work with young people.</p>	
2.	Structural	Office Space The President's Award – Kenya offices are Government property provided to the organization for an unspecified period of time, hence uncertainty.	High	Pursuing title ownership documents.	Medium
3.	Strategic	Relevance The Award operating in a space where many other competing/similar programs exist	Medium	Collaborating and strengthening partnerships to advocate for relevance of the Award.	Low
		Enhanced Online Record Book (ORB) uptake to meet the Strategic Objective	Medium	Plan in place to implement digitalization of the Award delivery.	Low



NO	CATEGORY	RISK	Risk Rating High/medi- um/Low	Actions to Mitigate Identified Risk	Risk Rating (Post Mitig- ation)
		Access Barriers to enhanced ORB uptake include limited infrastructure, pricing, existing education policies and stakeholder interest.	High	Addressing pricing and partnering with telecommunication companies to provide ICT solutions.	Medium
		Staffing The current PA-K staffing is at 23% of the approved staff establishment thus under-staffed.	Medium	The PA-K Human Resource Policy Instruments in place and implementation of Staff establishment in progress.	Medium
4.	Operational	People The Award is delivered by a pool of volunteers e.g. Award Leaders, Coordinators and Alumni.	Medium	Plan in place to identify and train key Award deliverers across the country to support the projected expansion of the Award.	Medium
		Funding PA-K largely receives its funding from Government. The funding supports Programme development and operational costs. Heavy reliance of	High	The PA-K Foundation established to facilitate diversification of resources pool. The PA-K s operating model ensures that Award Center's contribute towards Award activities, thus, sustainability and continuity of the Award at Award Center level.	Medium



NO	CATEGORY	RISK	Risk Rating High/medi- um/Low	Actions to Mitigate Identified Risk	Risk Rating (Post Mitig- ation)
		<p>funding from one source poses a challenge in implementation of PA-K mandate.</p>			
		<p>Utilization of Public Funds As a State Corporation, the PA-K largely receives its financial allocation from Exchequer and as such, has an obligation to implement prudent public financial management practices.</p>	High	<p>The PA-K adheres to prudent Public Financial Management practices in compliance to regulation to safeguard public funds</p>	Medium



CHAPTER THREE: STRATEGIC MODEL

3.1 Overview

This chapter outlines the strategic model of operations in the president's Award Kenya for 2022-2027 strategic plan. The strategic objectives are mainly based on four Key results areas namely:

- KRA 1 - Access
- KRA 2 - Reach
- KRA 3 - Impact
- KRA 4 – Strengthen Strategic Operations

3.2 Vision, Mission and Core Values

The vision, mission statements and core values addressing this new dispensation are as outlined below:

Vision

Reach young people in Kenya and equip them with life skills to succeed in life.

Mission

To provide and support a framework for non-formal education and learning that enables young people to undertake voluntary activities which will allow them to discover their passion, purpose and place in the world; lead healthy lifestyles; and make a positive contribution to the society.

Core Values

PA-K is guided by the following core values:

- i. Integrity
- ii. Professionalism
- iii. Customer Centered

3.3 Key Result Areas (KRAs)

KRA 1 - Access: Improve access and overcome barriers to the Award

KRA 2 - Reach: Increase the reach and depth of the Award

KRA 3 - Impact: Improve impact and quality of delivery

KRA 4 – Strengthen Strategic Operations: To improve internal operations for efficiency and effectiveness

Below: An Award participant developing his photography skill as part of his qualification for his Award certificate.

Equipping young people to be
World Read



THE PRESIDENT'S AWARD - KENYA

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World Read



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