



APEX MENTORSHIP EMPOWERMENT NETWORK

Strategic Plan 2025-2029





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LIST OF ACRONYMS AND ABBREVIATIONS

AMEN	Apex Mentorship Empowerment Network
CIDP	County Integrated Development Plan
CLG	Company Limited by Guarantee
CoK 2010	Constitution of Kenya 2010
CSR	Corporate Social Responsibility
KDHS	Kenya Demographic Health Survey
KHRC	Kenya Human Rights Commission
MEAL	Monitoring, Evaluation, Adaptation and Learning
NGOs	Non-governmental organizations
PC – K	Population Council Kenya
SDA	Seventh – Day Adventist
SDGs	Sustainable Development Goals
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities

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FOREWORD

This Strategic Plan provides AMEN's blueprint for delivering inclusive, faith-driven mentorship and empowerment programs from 2025–2029. At AMEN, the beneficiaries are the heart of the mission, the team is the backbone of the mission and our volunteers and partners are the engine moving the mission.

AMEN commits to equity, accessibility and meaningful participation of youth with disabilities across all programs, in line with the CoK (2010), the Persons with disabilities Act and the UNCRPD.

I consider our Strategic Plan a vital compass that guides our organization's mission and future direction. It aligns our disability inclusive programs, resources and partnerships with a shared vision of empowering vulnerable single teenage mothers, together with rehabilitated former street boys, both groups inclusive of those living with disabilities, to rediscover their purpose and dignity. Beyond being a management tool, this plan reflects our collective accountability and long-term commitment to transformative impact. It affirms that through structure, innovation, and compassion, AMEN will continue to build pathways of confidence, opportunity and hope for all those we serve.



Stephen Otieno Oketch
Board Chairperson, AMEN



Emma Dola Okello,
Founder, AMEN

Our Strategic Plan is more than a document guiding the strategies of our organization. This plan guides AMEN in empowering single teenage mothers, pregnant adolescents together with rehabilitated former street boys, including those living with disabilities in our target group to rediscover dignity, purpose and opportunity through inclusive mentorship and empowerment. AMEN does not simply seek to close projects: it is a movement with a mission to affirm that not one of our beneficiary is broken beyond redemption and no story is too messy to be rewritten. The plan has been formulated at such an opportune time. It is meant to chart a path for sustained impact which focuses on growth, innovation and holistic empowerment that builds self - confidence, opportunity and hope for a better future for our beneficiaries.

1.0 BACKGROUND AND INTRODUCTION

1.1 About Us

Apex Mentorship Empowerment Network (AMEN) is a dynamic, Christian non – profit, non - partisan humanitarian organization that was founded in October 2024 by members of the Seventh – Day Adventist Church Jericho and registered in Kenya as a CLG in 2025.

At the core of its work, AMEN addresses barriers to education, livelihoods and social inclusion affecting single teenage mothers together with pregnant adolescents and rehabilitated former street boys, both groups including youth with disabilities who face compounded exclusion. Being strongly founded on Christian principles, we believe that working with and in the community in helping the youth is joining in Christ's mission on earth of healing the broken hearted and binding up their wounds (Psalm 147:3).

AMEN engages focus on education through inclusive mentorship, scholarships and evangelism; empowerment through direct cash transfers, entrepreneurship skills and research and advocacy; and community engagement through beneficiary recruitment drives, charity drives, charity events, community clean up initiatives and positively sharing success stories. We also partner with organizations, individuals, networks and institutions which seek to uplift these youth in the society.

1.2 Organisational Identity



Values:

Empathy	Understand and share another person's feelings or experiences.
Respect	Show consideration, honor and regard for others.
Enthusiasm	Express and inspire excitement, passion and eager interest.
Excellence	Do something extremely outstanding, to the best of your ability.
Integrity	Always do what is right.
Proactiveness	Take initiative and act rather than reacting.
Partnership	Work together with others towards the common goal.
Inclusion	Including youth living with disability.

Statement Of Faith: AMEN is founded on the belief that every person is created equal in the image of God and possesses inherent worth, dignity, and purpose. Guided by the teachings of Jesus Christ and inspired by Psalm 147:3, we are committed to demonstrating God's love through compassionate service, mentorship, empowerment, and advocacy for single vulnerable teenage mothers, pregnant adolescents and rehabilitated former street boys including those living with disabilities in our groups. We believe that faith must be expressed through action, fostering hope, restoration, inclusion, and opportunities for individuals and communities to flourish in achieving overall social transformation

1.3 Milestones and Achievement

Operationalization of AMEN began in January 2025. Among the notable achievements since its inception (October 2024 – June 2026) include;

1. Legal Status:

Successfully registered as a company limited by guarantee in Kenya. This status has given AMEN legality in carrying out its mandate nationally. It has also promoted openness and trust with the community members.

2. Project Implementation:

Launching first year activities. The activities which included a charity drive, a community engagement activity and empowerment sessions, provided visibility to AMEN, which led to successfully engaging with the community. We have also, through our work, successfully incorporated elements of technology by leveraging the use of social media to document the impact we created through our work.

3. Organization Structure:

Recruitment of a strong and skilled team. The team, while understanding WHY AMEN exists, also works towards HOW AMEN can implement its activities in the most structured, objective and impactful ways.

Part of our commitment to showcase our impact, AMEN has a functioning website which can be accessed using the URL: www.amenempower.org

1.4 Leadership and Governance

AMEN is governed by a board of directors which is established in the organization's memorandum of association. The board of directors oversees AMEN's general strategic direction, ensures the organization complies with legal requirements, promoting disability inclusion, offers strategic advice on the smooth running of the organization and ensures that there is financial integrity in the organization. The board is led by a chairperson.

The board, at the time of writing this plan, is composed of individuals who have highly esteemed reputation in the society and are experts in their various professional fields, which include journalism, disability inclusion, education, governance and economics.

AMEN's team is, on the other hand, led by an Executive Director. In the top most leadership structure, there are senior officers assisting the management of the team with the Executive Director, including the Deputy Executive Director, the Senior Finance Officer, the Organization's Welfare and Volunteers' coordinator and the Programs and Partnerships Manager.

AMEN's organizational culture is pegged on treating everyone with respect and love, while ensuring a participatory and feedback approach is observed.



2.0 STRATEGIC ANALYSIS AND ALIGNMENT

2.1 Needs Assessment

This Strategic Plan aligns with disability-relevant Sustainable Development Goals: SDGs 1, 3, 4, 5, 8, 10, 11, 16 and 17.

Despite Kenya ratifying global legal frameworks¹ and enacting domestic legal instruments such as the Constitution of Kenya 2010² and the Persons with Disabilities Act³ which enshrine the rights to education, fair economic opportunities, and decent living conditions, there remains a significant gap in the realization of these fundamental rights

2.1.1 : Teenage Pregnancy in Kenya and Nairobi

Nationally, Kenya continues to face high rates of teenage pregnancy. According to the KDHS 2022⁴, the national rate was 16.9%. In 2023, the Kenya Health Information Systems⁵ reported 110,821 cases among adolescents aged 10–19, with 6,110 cases involving girls aged 10–14 and 104,711 among those aged 15–19.

Nairobi County reported 452 cases in 2024⁶, the highest among all counties, according to the KHRC. Nairobi's teenage pregnancy prevalence is approximately 8%, which, while lower than some rural counties, is significant given its population density of 6,247 people per square kilometer according to the 2019 Kenya Population and Housing Census.

Nairobi County, according to the 2026 Kenya National Bureau of Statistics⁷ report has the leading reported cases of adolescent pregnancy from ages 15-19.

2.1.2 : Causes of Teenage Pregnancy

According to secondary sources, the primary drivers are poverty, sexual and gender-based violence (SGBV), low educational attainment, harmful cultural practices, and the disruption of schooling (notably during the COVID-19 pandemic.)

Statistics show a strong link between education and pregnancy, where 38% of girls with no education have been pregnant, compared to only 5% of those with higher education.

¹ United Nations. Convention on the Rights of Persons with Disabilities (CRPD) <https://social.desa.un.org/issues/disability/crpd/convention-on-the-rights-of-persons-with-disabilities-crpd>

² Republic of Kenya. Constitution of Kenya, 2010. Provides for socio-economic rights including education, accessibility, dignity, and protection of marginalized groups under Articles 43 and 54

³ Republic of Kenya. Persons with Disabilities Act, 2025 <https://new.kenyalaw.org/akn/ke/act/2025/4/eng@2025-05-13>

⁴ Kenya National Bureau of Statistics (KNBS). Kenya Demographic and Health Survey 2022 pg 5 chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.knbs.or.ke/wp-content/uploads/2023/08/Kenya-Demographic-and-Health-Survey-KDHS-2022-Summary-Report.pdf

⁵ Kenya Health Information System (KHIS) [Teen pregnancies: 110,821 cases recorded in five months](#)

⁶ Kenya Human Rights Commission (KHRC) – Capital FM reporting "Nairobi has highest teenage pregnancies with 452 cases reported – KHRC." <https://www.capitalfm.co.ke/news/2024/03/nairobi-has-highest-teenage-pregnancies-with-452-cases-reported-khrc/>

⁷ Economic Survey 2026 (KNBS), pg 397 <https://www.undp.org/kenya/projects/strengthening-devolved-governance-kenya>

2.1.3 : Reintegration to School for Teenage Mothers

Despite a national re-entry policy framework, only about 10% of girls who leave school due to pregnancy re-enroll. Stigma, lack of financial support, and inadequate school-based support systems are the majorly reported barriers.

Supportive school environments, including counseling, financial aid, and child care, significantly improve reintegration rates and outcomes for teenage mothers. However, negative community attitudes and persistent stigma remain key challenges.

In a study conducted by the PC- K⁸ in Homabay and Narok counties on the adversely exacerbated effects of COVID 19 on education, the major reasons why school re-entry and reintegration were difficult for the adolescent girls was due to being pregnant, parenting, financial constraints, and lack of child care.

2.1.4 :Rehabilitation and Reintegration of Former Street Boys

Boys face challenges reintegrating due to lack of documentation, trauma, stigma and economic needs to survive.

Rehabilitation and children centers provide shelter, education and psychosocial support, though many struggle post-rehabilitation due to poverty and inadequate family and community support. Common survival strategies include very low wage informal work, returning to street begging, and sometimes illegal activities like theft.

Reported key drivers contributing to street children influx include poverty, family structure breakdown, urban migration, substance abuse, peer pressure and lack of sexual and reproductive health education⁹.

2.1.5 :Youth Living with Disabilities

Nationally, approximately 2.2% of Kenya's population¹⁰ lives with disabilities, with young persons experiencing compounded barriers through limited access to education, employment opportunities, healthcare services, and social participation¹¹. Nairobi County, where nearly half of the population is youth, contains densely populated informal settlements housing over 60%¹² of residents in environments characterized by overcrowding, poor sanitation, inadequate infrastructure, and limited access to essential public services.

In Makadara and its estates such as Jericho, rapid population growth has led to congested housing, weak waste management systems, and inaccessible living environments that disproportionately affect youth with disabilities. Similarly, informal settlements such as Kiambiu face persistent poverty, insecure housing, and limited-service delivery, further restricting opportunities for social and economic inclusion. These conditions expose youth living with disabilities to heightened risks of poverty, stigma, health complications, and exclusion, underscoring the need for disability-inclusive interventions.

⁸ Odwe G., Undie C., Gachoya A., Kirongo T., Kiiru F., and Njogu J., 2021. Getting Girls Back to School in Kenya. The 4Ts ("Trace, Track, Talk and reTurn") Initiative Implementation Report. Population Council, Kenya https://knowledgecommons.popcouncil.org/departments_sbsr-pgy/1622/

⁹ Embleton, L. et al. Patterns of Substance Use Among Street-Involved Children and Youth in Kenya. Highlights peer influence, family dysfunction, economic hardship, and migration factors leading children to street life. Available at: <https://pmc.ncbi.nlm.nih.gov/articles/PMC11957461/>

¹⁰ <https://www.standardmedia.co.ke/health/health-science/article/2001494544/gbv-rising-among-persons-with-disabilities-report>

¹¹ <https://kenya.unfpa.org/en/topics/disability-inclusion>

¹² <https://kippra.or.ke/strengthening-the-upgrading-programmes-of-informal-settlements-in-nairobi/>

2.2 Programmatic Interventions

2.2.1 : Education (Inclusive Mentorship, Scholarships and Evangelism)

Goal: Empower young people to grow in faith, knowledge and purpose through providing holistic education opportunities that integrate academic excellence and spiritual growth.

Strategic Objectives

1. To nurture youth into disciplined, spiritually grounded and visionary individuals through structured mentorship programs.
2. To promote equitable access to quality education for vulnerable and deserving youth through scholarships and academic support initiatives.
3. To integrate spiritual education into learning environments, equipping youth to live out their faith and share the gospel through service.

Expected outcomes

1. Youth demonstrate enhanced self – awareness, spiritual maturity and leadership capacity.
2. Increased school enrollment, retention and successful completion rates among AMEN's beneficiaries.
3. Learning spaces transformed into centers of moral and spiritual growth.

Expected outputs

1. Regular mentorship sessions and programs established in schools and community centers.
2. Trained mentors and mentees equipped with mentoring guidelines.
3. Scholarships and learning materials provided to students in need.
4. Partnerships developed with educational institutions and sponsors.

2.2.2: Empowerment (Cash transfers, Research and Advocacy; and Entrepreneurship skills training)

Goal: Equipping youth with the resources, skills and resilience needed to thrive economically.

Strategic Objectives

1. To provide short – term financial support to vulnerable youth to enhance economic resilience and access to essential needs.
2. To strengthen youth voices and evidence - based advocacy that influences policies and practices promoting social justice.
3. To equip youth with entrepreneurship, innovation and employability skills that enable them to create sustainable livelihoods.

Expected outcomes

1. Improved financial stability and dignity among targeted youth.
2. Reduced vulnerability to risky behavior linked to poverty.
3. Increased youth participation in decision making spaces and policy dialogues.
4. Youth to develop practical business, vocational and digital skills.
5. Increased youth led enterprises and income generating activities.



Expected output

1. Transparent direct cash transfer system established and operational.
2. Financial literacy sessions held before and after disbursement.
3. Research studies and policy briefs on youth empowerment conducted and published.
4. Vocational and entrepreneurship training programs implemented.
5. Start - up grants and toolkits provided to trained youth.

2.2.3: Community Engagement (Charity drives, charity events, beneficiary recruitment drives, Community Clean up and Storytelling)

Goal: To strengthen AMEN's relationship with communities by transforming faith into service, while empowering youth to lead with compassion in their communities.

Strategic Objectives

1. To mobilize partners to support vulnerable youth and families through organized targeted charity drives in addressing urgent socio – economic needs.
2. To create inclusive platforms that unite stakeholders in fundraising, awareness and service - oriented events that promote social impact
3. To establish transparent and inclusive processes for identifying and enrolling deserving beneficiaries into AMEN's programs
4. To respectfully document and share, with consent, transformational stories of AMEN's beneficiaries to showcase impact

Expected outcomes

1. Create a culture of giving within the AMEN network.
2. Strengthen AMEN's reputation as a compassionate faith – driven movement responding to both material and spiritual needs of the vulnerable.
3. Increase visibility of urgent community needs.
4. Ensures fairness, accountability and inclusivity in AMEN's outreach.

Expected output

1. Periodic and systematic organized support to the vulnerable.
2. Standardized beneficiary identification and selection criteria.
3. More technological adoption in documentation and publication of impact reports.
4. Volunteer engagement strategy adopted and implemented.



2.3 Summary Overview of Strengths, Weaknesses, Opportunities and Threats (SWOT)

In developing this strategic Plan, AMEN undertook a detailed SWOT analysis. This sought to enable it to leverage its unique capabilities while addressing key challenges and mitigating potential risks that could negatively impact the organization and its work. The table below presents the outcomes of the SWOT analysis.

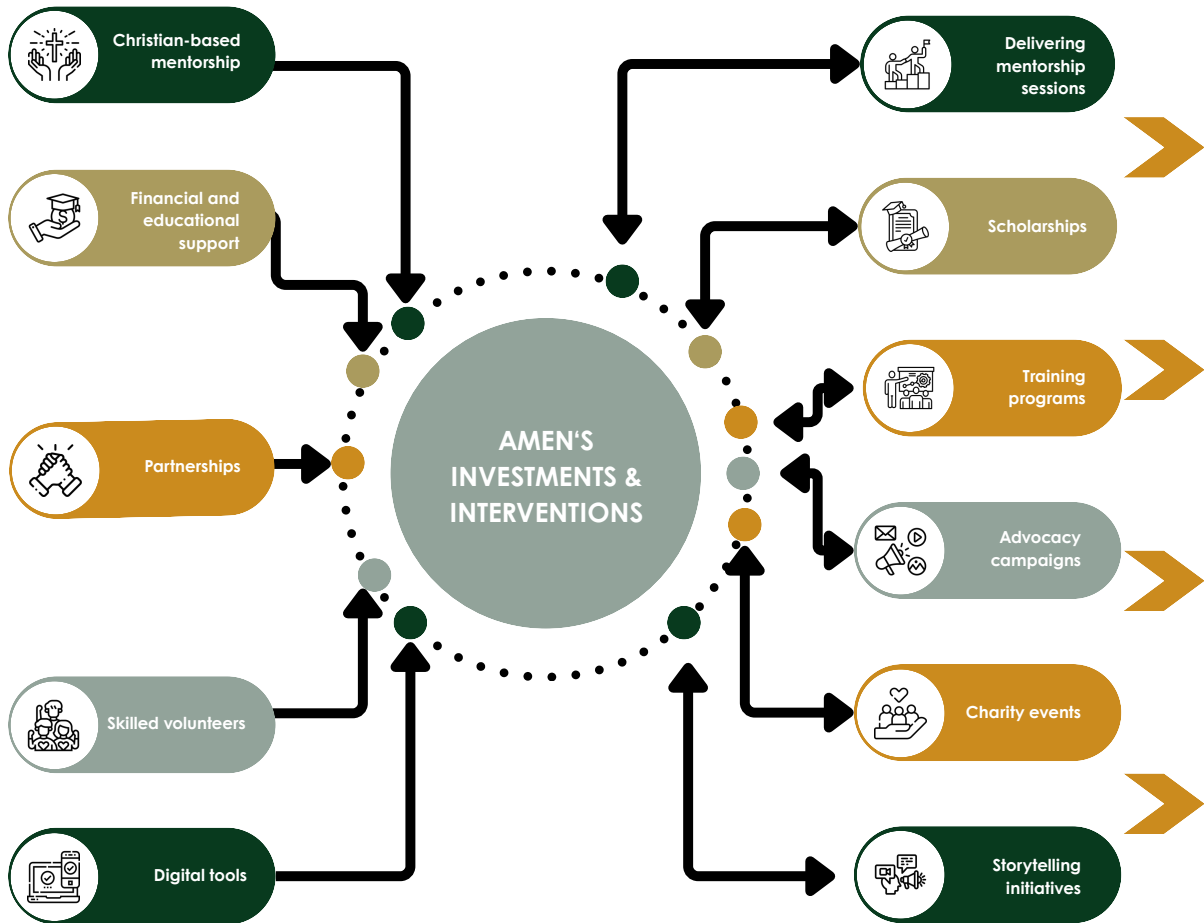
Strengths	Opportunities
1.Strong Christian foundation inspiring trust, integrity and purpose 2.Clear mission addressing the real needs of the target beneficiaries 3.Dynamic youthful leadership team with passion, skills and commitment 4.Holistic approach programs 5.Active volunteer base 6.Active social media presence 7.Alignment with domestic and international development agendas 8.Developed key organization policies and structures	1.Local and international partnerships with like - minded organizations, educational institutions, churches, private sector and government 2.National and county focus for youth empowerment 3.Growing interest among the volunteers to positively impact the community 4.Leverage technology further for digital platforms, digital learning and digital storytelling 5.Formalize a Christian mentorship and empowerment hub in Kenya 6.Further maximizing on team capacity building 7.Strengthen the developed organizational policies and structures 8.Fully develop the monitoring, evaluation and learning tool
Weaknesses	Threats
1.Limited funding and high dependence on donations for core project activities 2.Lack of office infrastructure and administrative tools	1. High competition with established organizations and NGOs for funding 2. Economic instability leading to reduced donor support 3. Potential for unfavorable policies curtailing the free running of charity organizations 4. Societal stigma towards our target beneficiaries 5. Volunteer burn out

2.4 Theory of Change

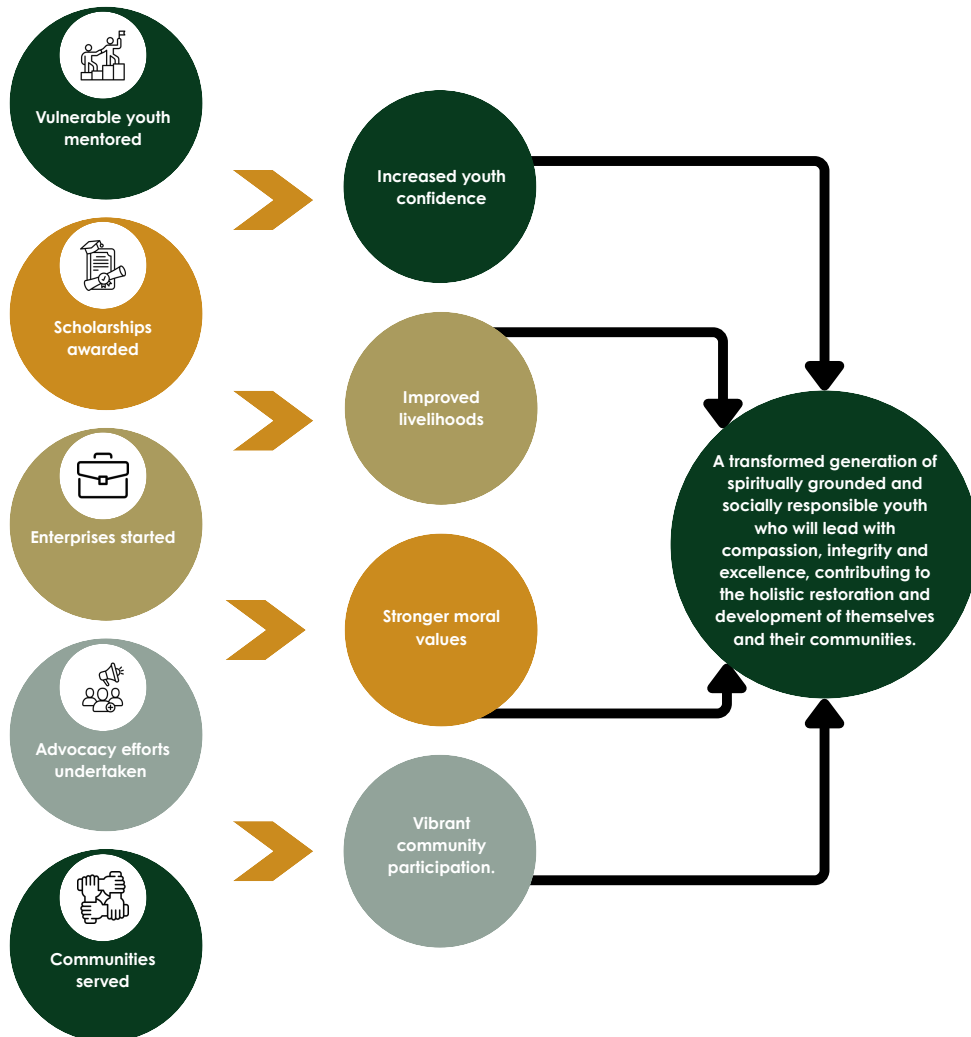
AMEN believes sustainable transformation occurs when youth are spiritually nurtured, educated, economically empowered and supported by inclusive communities.

AMEN's approach is anchored in three interconnected thematic areas: Education, Empowerment, and Community Engagement. Together, the themes create a holistic model that nurtures purpose-driven youth ready to transform their lives and communities.

The AMEN Transformation Chain



By combining faith, learning, and service, AMEN envisions a generation of young people who rise above vulnerability to become agents of change: intellectually capable, economically empowered and spiritually grounded. Through this integrated approach, we believe that empowered youth will lead families, institutions, and communities toward a future marked by hope, integrity, and Christ-centered transformation



3.0 AMEN'S STRATEGIC INTERVENTION PILLARS

Our five strategic pillars: Technology, Gender Responsiveness, Community Engagement, Domestic and Global Partnerships and Organizational Excellence provide the foundation for sustainable, impactful growth in our organization

3.1 Technology

AMEN recognizes technology as a powerful enabler for establishing systems and structures mentorship, learning and empowerment. We aim to integrate digital solutions into our programs to enhance accessibility, efficiency, and impact. Through e-learning tools and data-driven decision-making, AMEN will connect youth to global opportunities and build digital literacy among vulnerable groups.

We envision a generation of young people who are not only empowered but also technologically competent, able to innovate and compete in an evolving world.

Domestic and international alignment:

1. SDG 4: Quality Education
2. SDG 9: Industry, Innovation and Infrastructure
3. Nairobi CIDP Priority: Youth innovation, ICT integration and skills development.

3.2 Gender Responsiveness & Inclusion

Gender responsiveness lies at the heart of AMEN's mission. Our programs intentionally promote inclusion, and empowerment for both young men and women, with special focus on single teenage mothers and rehabilitated former street boys living with disabilities.

AMEN integrates gender-sensitive approaches in all initiatives, ensuring access to education and entrepreneurship opportunities for both genders. We also promote respect, dignity, and positive femininity and masculinity to foster holistic growth and harmony in communities.

AMEN adopts a zero-tolerance approach to abuse and discrimination, and commits to reasonable accommodation, universal design and disability-disaggregated data.

Domestic and international alignment:

1. SDG 10: Reduced Inequalities
2. Nairobi CIDP Priority: Social inclusion and empowerment of marginalized youth and women.

3.3 Community Engagement

AMEN's strength is rooted in people. We believe in community-driven transformation where mentorship, empowerment and charity intersect to build hope. Through initiatives like charity drives, clean-up campaigns, environmental conservation efforts and storytelling of beneficiaries' stories, we foster ownership, collaboration and trust within the communities we serve.

By working hand in hand with faith groups, local leaders and residents, AMEN aims to strengthen social ties, create safer environments, and inspire civic responsibility among youth.

Domestic and international alignment:

1. SDG 11: Sustainable Cities and Communities
2. Nairobi CIDP Priority: Grassroots participation and inclusive community development.



3.4 Domestic and Global Engagement

AMEN seeks to strengthen partnerships both locally and internationally to expand our reach and influence. We recognize that sustainable change comes from collaboration across sectors and borders. Through partnerships with like - minded organizations, national and county governments, civil society, educational institutions and international development partners, AMEN will position itself as a credible actor contributing to national and global development goals.

Domestic and international alignment:

1. SDG 1: No Poverty
2. SDG 8: Decent Work and Economic Growth
3. SDG 17: Partnerships for the Goals
4. Nairobi CIDP & Kenya Vision 2030: Public-private partnerships and international cooperation for youth empowerment and poverty reduction.

3.4 Organizational Development and Excellence

AMEN is committed to building a strong, transparent and efficient organization. This pillar focuses on developing robust systems, capable leadership and sustainable structures that enhance operational excellence and accountability.

We will invest in staff and volunteer capacity, governance strengthening, financial systems, and monitoring and evaluation frameworks to ensure every program delivers measurable and lasting impact. AMEN's commitment to excellence is guided by faith, professionalism and service.



4.0 IMPLEMENTATION

4.1 Resource Mobilization and Sustainability

We at AMEN recognize that effective and sustainable impact requires consistent, transparent, and diverse resource mobilization strategies. As a Christian-driven organization dedicated to mentorship, empowerment and transformation, AMEN seeks to establish a strong foundation for financial stability and long-term growth to deliver its mission effectively.

The organization's sustainability approach is built on three key principles: diversification, accountability and partnership. These principles ensure that AMEN not only secures the resources it needs but also manages them efficiently and responsibly to achieve lasting results.

4.1.1 Strategic Objectives

1. Diversify funding streams to reduce reliance on a single source and ensure long-term organizational resilience.
2. Strengthen internal capacity in financial management, grant writing and donor relationship management.
3. Foster partnerships and collaborations with faith-based institutions, corporate entities, government agencies and international partners.
4. Promote local ownership and community participation through volunteerism, membership drives and social enterprise initiatives.

Enhance transparency and accountability in resource use and reporting to build donor confidence and community trust.

4.1.2 Key Resource Mobilization Strategies

4.1.2.1 Donor Engagement and Grant Acquisition

AMEN will develop tailored proposals aligned with donor priorities and global development frameworks such as the SDGs and Kenya's Vision 2030. The organization will target grants from international NGOs, foundations and bilateral partners supporting youth, education and empowerment initiatives.

4.1.2.2 Faith-Based and Local Partnerships

Recognizing its roots in the SDA and the broader Christian community, AMEN will engage local congregations, church networks and Christian organizations to mobilize resources and volunteers for programs and charity drives. These partnerships will strengthen community ownership and align with AMEN's values of compassion, service, and stewardship.

4.1.2.3 Social Enterprise and Income-Generating Activities

To ensure self-sustainability, AMEN will explore social enterprise models such as skill-based product development (e.g., crafts, beading, and recycled products), entrepreneurship training programs, and youth-led community services. Proceeds will be reinvested into AMEN programs to support operations and beneficiary needs.

4.1.2.4 Corporate and Private Sector Partnerships

AMEN will engage private sector partners through CSR collaborations, co-branded community projects and employee volunteer programs. The organization will also seek sponsorships for specific initiatives, such as the Essential Care Package Drive, mentorship workshop, and youth empowerment events.



4.1.2.5 Digital Fundraising and Campaigns

By leveraging technology and social media platforms, AMEN will run online giving campaigns, crowdfunding initiatives, and digital awareness drives. Platforms like M-Changa, social media fundraising challenges, and partnerships with positive influencers will enhance visibility and attract a wider donor base.

4.1.2.6 Membership, Volunteers, and Alumni Networks

AMEN will formalize a membership program, guided on the principles enshrined in its articles of association, and develop a volunteer alumni network to encourage recurring contributions, mentorship and in-kind support. Members and alumni will serve as ambassadors, advocates and contributors to the organization's mission

4.1.3 Sustainability Measures

1. Financial Sustainability: Strengthen internal systems for budgeting, forecasting, and reporting to enhance credibility and attract funding.
2. Programmatic Sustainability: Design projects that build local capacity and empower beneficiaries to become self-reliant.
3. Institutional Sustainability: Invest in staff development, organizational systems, and governance structures to ensure consistent performance.
4. Environmental Sustainability: Integrate eco-friendly practices in community engagements and promote environmental awareness among youth.

4.2 Monitoring, Evaluation, Adaptation and Learning Framework

AMEN is committed to a culture of accountability, continuous improvement and evidence-based decision-making. To achieve meaningful and measurable impact, AMEN will implement a robust MEAL Framework that tracks progress, assesses outcomes and informs learning across all its programs and interventions.

The MEAL system is designed not only to measure success but also to capture stories of change, amplify lessons learned, and ensure that every initiative aligns with AMEN's mission to empower, mentor and transform lives through faith-driven service.

4.2.1 Purpose of the MEAL Framework

1. Track the performance and progress of programs against strategic goals and objectives.
2. Ensure accountability to beneficiaries, partners, donors, and the community.
3. Provide timely and accurate data to guide planning, learning, and decision-making.
4. Capture qualitative and quantitative impact focusing on both numbers and transformation stories.
5. Strengthen organizational learning and promote a culture of reflection and innovation.

4.2.2 MEAL Objectives

1. Establish clear indicators for each strategic pillar and program area.
2. Build the capacity of staff and volunteers in data collection, reporting and analysis.
3. Use data and feedback to improve program quality and relevance.
4. Share evidence and learning with stakeholders to promote transparency and collaboration.



4.2.3 MEAL Approach

AMEN's MEAL Framework will follow a participatory, adaptive, and faith-centered approach, ensuring that beneficiaries, mentors, staff, and partners are all part of the learning process.

Key elements include:

1. Results-Based Management (RBM): Tracking outputs, outcomes and long-term impact in line with AMEN's strategic plan.
2. Participatory Monitoring: Engaging youth, volunteers and community members to provide input and feedback.
3. Qualitative and Quantitative Methods: Combining data-driven analysis with personal testimonies, stories and case studies.
4. Continuous Learning and Reflection: Regular learning forums, debrief sessions and after-action reviews to integrate insights into planning.

4.2.4 Data Collection and Management

Data will be collected through structured tools such as surveys, interviews, attendance sheets, observation checklists and digital tracking systems.

AMEN will maintain a secure database for storing, analyzing and sharing data, in compliance with the Kenya Data Protection Act (2019).

All data collection will adhere to ethical standards — ensuring confidentiality, consent and respect for all participants.

4.2.5 Learning and Knowledge Sharing

Learning is central to AMEN's culture. The organization will:

1. Produce quarterly and annual reports summarizing progress, challenges and lessons learned.
2. Host learning forums and mentorship reflection sessions to discuss outcomes and adapt strategies.
3. Document and share success stories and impact narratives to inspire stakeholders and strengthen communication.
4. Create a digital knowledge hub (website and social platforms) to share updates, reports and thought leadership pieces.

4.2.6 Feedback and Adaptation Mechanisms

AMEN will establish feedback systems that include:

- Beneficiary feedback tools (forms, focus groups and interviews).
- Regular volunteer and staff reflection sessions, including after every major activity.
- Donor and partner consultations for accountability and shared learning.

The organization will use these insights to adapt program design, improve efficiency and align with emerging needs.



5.0 APPENDICES

5.1 Implementation Plan (2025–2029)

Objective	Activities	Timeline	Lead
Inclusive Education	Mentorship, scholarships	2025–2029	Programs Team
Economic Empowerment	Training, grants	2025–2029	Finance & Programs
Safeguarding	Training, monitoring	Continuous	HR & Board

5.2 Risk Analysis and Mitigation Matrix

Risk	Likelihood	Impact	Mitigation Measures
Funding shortfalls	High	High	Diversified funding and reserves
Safeguarding incidents	Medium	High	Strong policies and training
Stigma against beneficiaries	Medium	Medium	Community sensitization
Volunteer burnout	Medium	Medium	Wellness and recognition

5.3 Annual Indicative Budget Summary

Year	Programs (KES)	Operations (KES)	MEL & Safeguarding (KES)	Total (KES)
2025	8,000,000	3,000,000	1,000,000	12,000,000
2026	9,000,000	3,500,000	1,200,000	13,700,000
2027	10,000,000	4,000,000	1,500,000	15,500,000
2028	11,000,000	4,500,000	1,800,000	17,300,000
2029	12,000,000	5,000,000	2,000,000	19,000,000

5.4 Monitoring, Evaluation, Adaptation and Learning Framework

Result Area 1: Improved access to education, psychosocial wellbeing, and values-based life skills among vulnerable youth

Level	Results Statement	Indicators	Means of verification	Assumptions
Outcome	Vulnerable youth demonstrate improved educational participation, wellbeing, and positive life choices	• % of beneficiaries retained in school after 12 months • % reporting improved self-esteem and life goals	• School attendance records • Pre/post surveys • Mentor reports	Schools remain accessible; families supportive
Outputs	1. Inclusive mentorship & counselling provided 2. Scholarships awarded 3. Evangelism sessions conducted	• # beneficiaries mentored • # scholarships awarded • # evangelism sessions held	• Attendance registers • Scholarship database • Activity reports	Qualified mentors available; funding secured
Activities	Mentorship sessions • Counselling • Scholarship selection & follow-up • Faith-based outreach	----	• Activity plans • Reports	Beneficiaries consistently attend

Result Area 2: Improved economic stability and empowerment of beneficiaries

Outcome	Beneficiaries achieve increased livelihood security and economic agency	• % reporting improved household income • % using cash transfers productively	• Follow-up surveys • Case studies	Market remains stable
Outputs	1. Cash transfers delivered 2. Entrepreneurship skills strengthened	• # beneficiaries receiving cash transfers • # trained in entrepreneurship	• Transfer records. • Training attendance sheets	Responsible use of funds
Activities	Cash transfer disbursement • Business mentorship • Vocational training • Financial literacy training		• Financial reports • Training reports	Willingness of beneficiaries to engage

Result Area 3: Strengthened policy influence, advocacy, and social inclusion

Level	Result statement	Indicators	Means of verification	Assumptions
Outcome	Increased institutional and community support for vulnerable youth	• # policy dialogues held • Evidence of commitments or referrals	• Meeting minutes • MOUs • Media reports	Stakeholders remain engaged
Outputs	1. Advocacy campaigns implemented 2. SRHR awareness promoted 3. Workplace inclusion advocated	# advocacy campaigns • # SRHR sessions conducted	Campaign reports • Attendance lists	Faith-sensitive approach accepted
Activities	• Policy engagement • SRHR workshops • Awareness campaigns		Advocacy logs	Enabling political environment

Result Area 4: Communities actively support and include vulnerable youth

Outcome	Communities actively support and include vulnerable youth	• % community members reporting positive attitudes • # active volunteers	Community surveys • Volunteer registers	Community trust maintained
Output	1. Beneficiaries recruited 2. Charity drives & events held 3. Clean-up initiatives conducted	• # beneficiaries enrolled • # events conducted	• Recruitment registers • Event reports	Community participation remains strong
Activities	• Recruitment drives • Charity events • Clean-up campaigns • Storytelling	----	Activity documentation	Manageable weather conditions

To facilitate the effective implementation, tracking, and reporting of this Strategic Plan, AMEN will utilize a range of management and accountability tools, including a results framework and program budgets. These will be supported by annual work plans, monitoring evaluation learning and adaptation (MEAL) plans, risk management registers, and program-specific logical frameworks. Together, these instruments will guide the systematic collection, analysis, documentation, and communication of performance data against the plan's key indicators and targets.

AMEN will undertake both a mid-term review and an end-term evaluation of the Strategic Plan. The mid-term review will provide an opportunity to assess progress, identify challenges, capture lessons learned, and make necessary adjustments to strategies and implementation approaches. In addition, periodic internal reviews will be conducted to monitor ongoing performance and ensure that activities remain aligned with the organization's objectives and priorities.

These reviews and evaluations will play a critical role in determining the effectiveness, relevance, efficiency, sustainability, and overall impact of the Strategic Plan. Findings, lessons, and best practices generated through the monitoring and evaluation process will inform future planning, program design, and decision-making. Furthermore, continuous performance monitoring will enable AMEN to identify emerging opportunities, risks, and trends that may influence program delivery. Management meetings will regularly review evaluation findings and recommendations to promote organizational learning, adaptive management, and evidence-based planning.





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