



Asante Africa Foundation
2021-2025 Strategic Plan

Educating Children | Transforming Worlds



Asante
AFRICA FOUNDATION
Educating Children | Transforming Worlds

www.asanteafrica.org
NAROK, KENYA | KASSANDA, UGANDA | ARUSHA, TANZANIA | LIVERMORE, USA

Table of Contents

WHO WE ARE

3

Mission, Our Promise, and Guiding Principles
What Makes Us Unique
Where We Work

OUR MODEL AND OUR APPROACH

6

Accelerating Academic and Life-Skills Development
Our Foundational Approach
Learn – Do – Teach
Pay – It – Forward
How our Model Works

RESULTS, IMPACT, AND LEARNING

9

Our Young People are Rising to the Opportunity
Lessons from the First Decade
Our Replication Model is Proven
Our Alumni are Ready to Carry it Forward
The Next Generation is Eager for Support

WHY AFRICA? WHY NOW?

13

Opportunities are Vast and Growing
Challenges are Immense

OUR STRATEGIC PLAN 2021-2025

14

Looking to the Future
We are at a Pivotal Point
Strengthening Our Multi-Pronged Strategy
Our Strategic Goals
Goal 1: Unleash and Amplify Youth Potential
Goal 2: Fuel the Vision and Impact
Goal 3: Deepen and Strengthen
Strategic Partnerships Accelerate Impact
Our Phased-In Implementation
Investments Needed to Achieve our Strategy
Continuous Learning and Refinement

APPENDICES

23

Appendix 1 – Geographical Growth Plan
Appendix 2 – Contributing Global Board and Staff
Appendix 3 – 2025 Governance and Organization Structure
Appendix 4 – Key Definitions
Appendix 5 – Acronyms

*“Talent and brilliance is universally distributed, while opportunities are not.”
Asante Africa Foundation is working to change this.*



WHO WE ARE

Our Mission

We educate and empower the next generation of change agents, whose dreams and actions transform the future for Africa and the world.

Our Promise To Youth

We educate and empower East Africa's most vulnerable youth to confidently address life's challenges, thrive economically, and catalyze positive change.



Asante Africa Foundation youth at annual cross border Leadership and Entrepreneurship Summit

We Live Our Guiding Principals

YOUTH LED

"If It's About Us, It Can't Be Without Us"

We go beyond youth participation to youth leading the change, identifying the problems, innovating and implementing the solutions with our support.

EAST AFRICAN LED

"Locally Led, Globally United"

Our staff are from the communities where we work. We engage local wisdom in our decision-making while grounded in global governance. We are committed to building cross-border leadership for the East African region.

INCLUSIVE

"Closing the Gap for Those Frequently Left Behind"

We elevate some of East Africa's most marginalized populations, including girls, nomadic tribes, and those with physical challenges. We ensure strong safeguards and protection for those we serve.

ACCOUNTABLE

"Spend Each Dollar as if it Were Your Own"

We are committed to transparency in all of our activities and at every level, frugality with our resources, ensuring efficiency and effectiveness of our programs.

PARTNERSHIPS

"We Go Farther, Faster When We Go Together"

We base our work on collaborative and philosophically like-minded partnerships, enabling us to accelerate impact, grow geographically, and avoid duplication of our efforts.

CONTINUOUS LEARNING

"Measure What Matters"

We evaluate all programs for effectiveness, efficacy, and efficiency, cultivating a spirit of innovation and adaptability. We participate in knowledge-sharing forums to share what we've learned and to learn from others.



What Makes Us Unique

.....

We Focus On The Ecosystem

Asante Africa Foundation began as a scholarship provider to rural youth. Yet we began to see that scholarships alone were not the answer. We observed girls dropping out of primary school because of early marriage, cultural norms, or child labor. Many had a lack of knowledge about health, life skills, and self-confidence to continue education. This led to the creation of our adolescent program, *Wezesha Vijana* (“*Empowering Ourselves*” in Swahili).

Young teens began to develop skills to stand up to abuse, represent their own interests, and engage their parents in their education. They wanted tools to design opportunities and tackle hardships that lay beyond high school. This led to the development of age-appropriate life skills, leadership, and hands-on entrepreneurial activities for primary and secondary school youth. Participants include the youth, educators, and community members.

We work with existing schools and within educational systems, complementing existing curriculum. We create social entrepreneurs, stimulate local economies, and provide local alternatives to urban migration.

We achieve results through a set of interconnected educational, life skills and livelihood programs designed to alleviate poverty by fostering the development of educated, resilient youth. This ecosystem approach allows us to deliver on the UN Sustainable Development Goals #4 quality education, #5 gender equality, #8 decent work and economics, and #1 alleviating poverty.

We Serve East Africa’s Most Vulnerable Youth

We have a keen focus on girls, enabling them to remain on the path to learning through social, health, and economic training, skill building, and peer mentoring.

We serve in-school and out-of-school youth, adolescents, and young adults (aged 9-24), building skills and resilience so they can proactively manage their academic path, develop livelihood skills, mitigate vulnerabilities, and manage out-of-school challenges.

We actively engage boys as allies, enabling them to grow into responsible men while supporting cultural change. This helps both boys and girls to succeed in life.

We support and build skills with key enablers including parents, teachers, educators, mentors, and village leaders who are invested in their children’s education, growth, and wellbeing.



Where We Work

Our focus is the underserved youth “off the paved roads” living in remote, harsh, and rural environments. We’re not afraid of hard. We are not deterred by rough roads, tough problems, or complex challenges. We have proven that complexity can be simplified, and as a community, problems can be solved.

Our growth model is based on an in-depth needs assessment for both the children and the communities. Our assessments are completed in partnership with county and national officials and are aligned to their county’s strategic growth initiatives. We also assess who is currently working in that community and whether our organization can be of benefit. We seek strong leadership at the community, school, and parental engagement levels.

We work from the inside out. We are locally respected because we come from the communities we serve. Our in-country leadership, staff, and local youth leaders drive program design and community contextualization and are the face of our organization. Our North America team provides support for partnerships, fiscal accountability, and technology.



East Africa

(As of 2020)

KENYA: 19 Counties

TANZANIA: 12 Regions

UGANDA: 1 County

RWANDA: Pilot Initiative

- Regions where our programs operate
- Planned expansion
- Future possibilities
- Asante Africa Foundation regional staff



“Why was Asante Africa the one to meet our desperate needs in a moment where so many children and families were feeling hopeless? When the pandemic came to our county, the big NGOs went to their own remote homes to shelter in place.” - District Official, Maralal, Kenya

“We are of this community.” - Amos, Asante Africa Foundation, Field Coordinator



OUR MODEL AND OUR APPROACH

Accelerating Academic and Life-Skills Development

The young people of East Africa will determine their own futures and the futures of their countries. With education, mentoring, skills, and opportunities they are becoming the positive catalyst for change. These young people are creating social transformation and stimulating economic growth in their communities, countries, and continent. They are creating local alternatives to urban and external migration.



Our role in their growth supports formal education, strengthens their age-appropriate skills, creates a safe environment to experiment, learn, and fail forward, and cheers them on as they have incremental success. We actively facilitate peer-to-peer mentorship, local entrepreneur coaching, and connections to future growth opportunities. Over the last 15 years, we have learned, refined, and strengthened our model based on evidence, external evaluations, and ongoing feedback from the youth, their key enablers, and the communities.

Our Foundational Approach

Our model is built using two reputable elements; LEARN-DO-TEACH and PAY-IT-FORWARD.

“Learn-Do-Teach” methodology is a recognized educational concept, typically inside a classroom. Research shows that a passive learner retains a maximum of 30% of the information. If they progress to using their hands and mind in a skill-building project, they will retain about 75%. If they teach their knowledge to another, they will retain and utilize around 90% of the knowledge. This approach has been integrated in and outside classrooms and in every Asante Africa Foundation program.

LEARN - Knowledge Acquisition

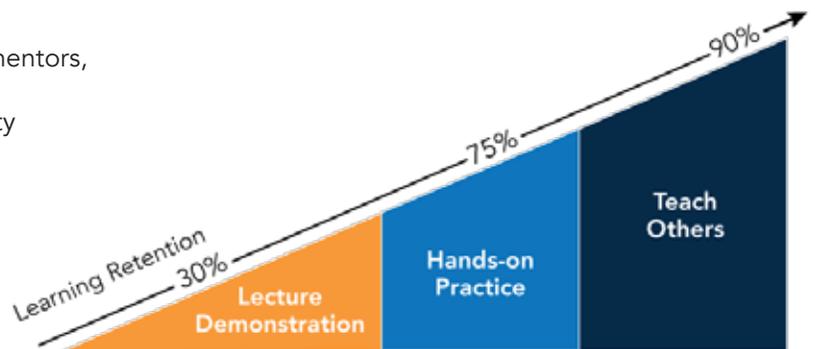
Delivered in girl-led, school-based clubs with alumni mentors, our youth learn life skills by developing personalized roadmaps, creating entrepreneurship and employability awareness, communication competencies, and in-depth application of leadership skills.

DO - Knowledge Application

Hands-on experimentation turns concepts into reality and ideas into action, paving the way for community enterprises and workforce creation.

TEACH - Knowledge Transfer

Momentum generated by educated and empowered youth creates ripples of change across villages, counties, and national borders. Participants collaborate with peers, parents, and facilitators to implement plans that actively transfer knowledge and create grassroots change.



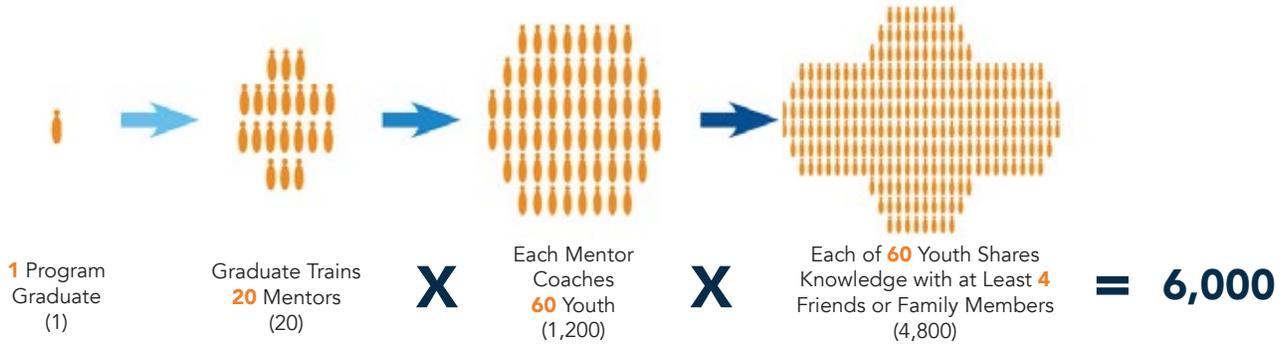
LEARN • DO • TEACH



PAY IT FORWARD

Pay-it-Forward, is the second foundational element. It is a required element in every program and project. It is based on a replication model of supporting 3 additional individuals, and then challenging them to support 3 more people. When it is a required versus voluntary effort, young people are more confident to step forward and take action.

1 Youth Can Impact Over 6,000 Lives!



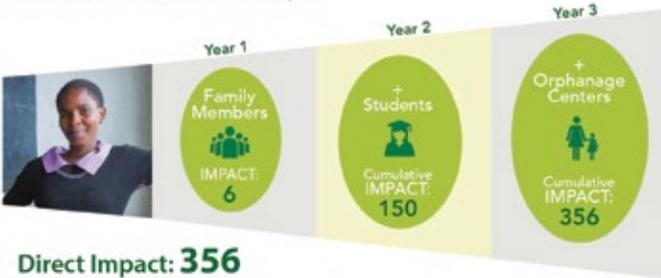
Every participant observes local challenges, employs ideation and innovation tools, and proposes solutions followed by action, thus developing cognitive skills, decision-making capacity, innovation, and leadership qualities. This instills confidence, provides practice in knowledge application, and enables young people to become active leaders in their homes and communities.

Pay-it-Forward initiatives materialize in many forms.

Youth form leadership clubs and NGOs, create income-generating projects, advocate respectfully with community leaders, and effect sustainable, positive change. Middle school alumni mentor younger sisters to navigate the health issues of puberty. Graduates coach younger students through the process of exam preparation and alternatives to university. Every child becomes a champion of change in their schools, hospitals, churches, or homes.

Youth find ways to lead from wherever they stand, not waiting for others to define or solve their problems.

Maureen Richard Nkya



Knowledge Transferred:



Calvin Rodric



Knowledge Transferred:



TZ Staff, Glory & Gloria, join Girls Opportunity Alliance Leadership Summit



Lilian Starts "Give to Life Foundation" and is hired by Rotaract as a Youth Services Director



Anderson and his Mother Start a Hair Salon



Judica Teaching her Community about Girls' Rights



HOW OUR MODEL WORKS

By the Youth, For the Youth, and With the Youth

Our initiatives begin by establishing strong partnerships at the school and community level through formalized Memorandums of Understanding. These MOUs are jointly developed with the community stakeholders, influencers and our staff. To reach our targeted youth, we work with school and community-based partners to identify youth with the greatest need for educational support, entrepreneurship, life skills, and job skills training. We target secondary-level students and out-of-school youth who have completed or dropped out of secondary school. These young people become the future changemakers!

As a part of the co-creation process, we utilize an approach known as Participatory Action Research (PAR), where the youth conduct an assessment for themselves, their family, and community. The 16-session plan is based on their findings of needs, interests, and local opportunities. Extensive master training sessions are conducted with youth mentors, club leaders, and teachers on digital tools, and curriculum content. These mentors learn facilitation skills required to bring out the most from club participants.

While all young people are eager to join these initiatives, our experience has demonstrated the importance of the first year being "Girl-Led." This stimulates young women to gain confidence, develop leadership skills, and own the governance process. The initiatives are typically executed over one year through biweekly sessions in a club setting at schools or in a community venue for out-of-school youth. Youth dedicate a session to curriculum followed by team projects developing skills and applying the knowledge they have recently learned. Every young person commits to a Pay-it-Forward effort benefiting at least 3 other individuals. This reinforces their own learning as well as creates a ripple of learning through their community.

The young people actively manage the monitoring and evaluation of initiatives. The young people, along with youth mentors, staff, and partners confer monthly and quarterly to assess progress and identify solutions to any problems that emerge. Lessons learned are shared with other efforts across the region, country, and East Africa to ensure effective cross fertilization and best practices for all Asante Africa initiatives.



Students in a Brainstorming Session, LEI Summit



Young mentors at the LEI Summit, Tanzania



RESULTS, IMPACT, AND LEARNING

Our Young People are Rising to the Opportunity

Cumulative



Over the last decade we have secured funding for longitudinal evaluations and external reviews, and conducted internal assessment to continuously learn from our youth and their enablers.

■ **Youth are Transitioning to Next Grade Levels with Confidence**

■ **Youth are Using Their Knowledge to Further Their Own Goals** with Health, Social, Emotional, Economic, Employability, Entrepreneurial Curriculum.

■ **Women are Gaining Confidence** and men are supporting them.

■ **Youth are Creating Businesses.** In 2020 alone, 142 small business were initiated by Alumni and graduates to meet local needs during COVID-19.

■ **Youth are Securing Increased Job Placement of Choice.** Our youth are aligning their employment to longer-term goals, with the ability to be self-sufficient.

■ **Youth are Actively Engaging in Community Groups and Seeking Leadership Roles.**

■ **Youth are Choosing to Stay in Rural Communities** post-education and create economic opportunity.

Over the last 3 years



93%

Transitioned to High School
(TZ Nat'l Avg 36%)



77%

Qualified for College
(TZ Nat'l Avg 28%)



55%

Academic Grade Improvement
(7th & 8th Grade Girls)



Active Goal Setting

UP 67%



Boys Accepting Girls as Leaders

UP 75%



Confidence to Lead

UP 61%



Businesses Initiated During COVID-19 (2020)

142



Youth Employed in Desirable Jobs

UP 92%



Financial Self-reliance

UP 35%



49

"Pay-it-Forward" Initiatives Started in 2019



67%

Youth Have Impacted More than 50 People



86%

Actively Engaged in Community



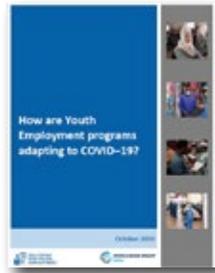
External Evaluations Validate our Results



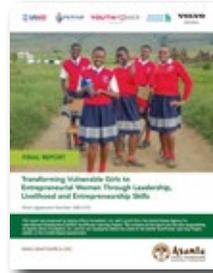
UNGEI
External Evaluation



5-year Longitudinal study
against control group



S4YE- World Bank
Youth Entrepreneurs



USAID - YPL
External Evaluation



USAID - YPL
Youth Best Practices



2019 Drucker Prize
- Global Finalist

All evaluations and program documents are found on our resources page: <https://asanteafrica.org/resources>

Lessons From the First Decade

Over the last 15 years, we have learned, refined, and strengthened our model based on evidence, external evaluations, and ongoing feedback from the youth, their key enablers, and the communities. The insights that we've gained through our work in Africa are informing our strategic plan.

- Each child's complex needs must be met with a **system solution**
- **Agile and Adaptive Programs** are possible and necessary
- **Social-emotional Learning (SEL)** is a "must" at all age levels
- Stronger **digital literacy** is paramount – Technology is the backbone to Africa's future innovation
- **Strengthening parental engagement** brings great benefit to the child's success
- **Child education** does not demand a physical structure with 4 walls – WhatsApp, games, radio
- **East Africa Alumni** want to be connected – technology and processes needed
- **Locally based staff and alumni** give us insights and credibility
- **Asante Africa Foundation, East Africa** is stronger because of cross-border learnings and mentoring
- **Resource mobilization and partnerships** are highly achievable within each country



Students at St. Mary Stephens, Kenya

Our Replication Model is Proven Across Districts, Counties, and Countries

Over this past decade, we have proven to ourselves and our communities successful replication without compromising quality. We have brought the Asante Africa Foundation method and programs to new schools, districts, regions, counties, and a new country.

We have a proven process of replication within districts, across counties, and country borders, adapting to specific needs and opportunities within each community. Replication requires strong "pull" from communities and an internal champion to advocate. We develop systemic support by engaging Head Teachers, Community Development Officials, and District Education Officials. Within each school, our youth mentor younger students and teach parents sanitation, hygiene, finance, and business skills. District educators champion expansion into additional schools. Cost-effective replication is achieved with experienced alumni becoming teachers, mentors, and regional coordinators. This is only achievable with partnerships from national and local governments, educators, families and the youth themselves being active drivers and participants of the model.

Our Alumni Are Ready to Carry it Forward

Sometimes, the greatest outcomes and deepest impacts come not directly from our actions, but from the actions of those we have mentored and guided.

We are illuminating the realization that youth have knowledge others may lack. They are inspired to share their talents to create change in their own communities. Their skills, confidence, and spheres of influence shape the projects they initiate, including peer-to-peer mentoring, helping their families budget, launching a radio program, and designing business enterprises that fund unmet needs in the community. These projects not only touch the lives of others, but build their own self-confidence, resolve, and responsibility. Before our eyes, they are becoming the community leaders and visionaries needed to create lasting positive change. Pay-it-Forward initiatives don't exclude parents and elders. Parents have been recipients of entrepreneurial advice, starting new businesses, getting loans from banks, creating women's groups, and have become stronger leaders themselves.

As we look to the next five years, we recognize the need to invest in technology tools and stronger processes. We will formalize the informal and create an alumni governance structure for long-term benefits of an alumni network.

"Asante Africa Foundation's role is to plant the seeds and nurture the growth, but it is our job as the young people to sink the roots in to our community." - Lepilali Benson, Tanzania Alumni

Judica's Journey, Tanzania - Advocating for Girls' Rights

At age 14, Judica was slated for female genital mutilation (FGM) and early marriage. An Asante Africa Foundation scholarship enabled her to escape that path and continue her education. She learned to believe in herself and is now a role model in her community, empowered to fight against harmful cultural norms. With her support and entrepreneurial coaching, her father obtained sobriety and started a brick business. Judica now has her Bachelor of Arts Degree in Education and advocates against FGM and child marriage.



2010



2013

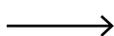


2018

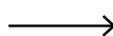


2019

Receives Asante Africa Scholarship
11 asanteafrica.org



Attends Leadership Summit and Learns About Girls' Rights



Becomes Girls Advocate in her Community



Graduates University

Lepilali Benson's Journey

In 2010, Lepilali was nominated #1 in academics by his school principal, yet he was unable to stay in school due to lack of financial support. He joined Asante Africa Foundation programs and began to thrive academically. As a young change agent, he initiated elementary-level school training programs to teach life skills. In 2015, he, along with other Tanzania youth, started a youth based NGO, "Youth Dream Mapping Organization." In 2017, he began to sponsor and mentor a younger albino boy, Meleji, who had been severely neglected and harmed. In 2020, he graduated with his medical degree, began his residency, and is preparing for his next decade of personal growth and community leadership.



2009

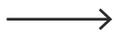


2018



2020

Receives Asante Africa Scholarship



Attends LEI Program and Becomes LEI Youth Mentor



Becomes Community Leader and Mentor



Graduates Medical School

The Next Generation is Eager for Support

Demand is increasing for our programs to expand to more youth in more communities and countries. We are eager to meet that demand through thoughtful and strategic expansion of our programs and increasing the resources required to do so. The youth who have witnessed older youth thriving are eagerly waiting for their opportunity to work hard and architect their own future.



Primary school students eager for opportunity

WE ARE READY!

By 2025, we will reach and positively impact **1,600,000 young lives** across 2200 schools and safe spaces.



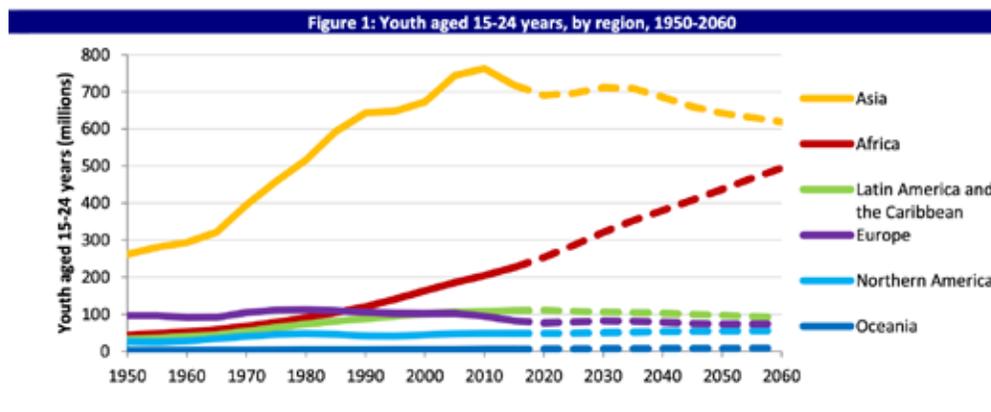
WHY AFRICA? WHY NOW?

Now is the Time to Accelerate the Potential in East Africa

Ensuring Africa's growing youth population actualize their potential is the challenge of our lifetime. It is a challenge that motivates our work at Asante Africa Foundation where we believe that simple, scalable, stigma-free, evidence-based interventions can provide young people with the tools that they need to thrive.

Africa Rising

Like every challenge, it also presents an opportunity. As illustrated in the Kiswahili phrase "simba aliyeshewa si paka," (the lion that has been rained on has not become a pet), Africa's youth are lions on the move whose youthful energy and vibrancy are transforming the challenge into industry, innovation, and opportunity.



Data source: United Nations (2013) World Population Prospects: The 2012 Revision.

\$2.6 trillion
Africa's collective GDP in 2020

\$1.4 trillion
Africa's consumer spending in 2020

1.1 billion
the number of Africans of working age in 2040

128 million
the number of African households with discretionary income in 2020

50% the portion of Africans living in cities by 2030

The Opportunities Are Vast and Growing

Youth Bulge: Almost 60% of Africa's population in 2019 was under the age of 25, making Africa the world's youngest continent (United Nations) with the largest growing workforce, consumer base, and fastest growing middle class over the next two decades. Developing the untapped potential of the current youth is foundational to positive growth. (Africa Union)

Gender Equity Stimulates Economic Growth: Now more than ever, there is a critical need to focus on gender equity, skill building, and training youth in critical thinking, innovation, and problem-solving. (McKinsey Institute 2019)

Job Creation/GDP Growth: Growth will come from small and mid-sized enterprises. Rural youth have the opportunity to create businesses leveraging local assets, strengthening local economies and creating jobs. (EU-Africa Partnership)

East Africa Regionalization: Tanzania, Kenya, Uganda, Rwanda, Burundi, and South Sudan are federating into one East African Community to create the benefits of a Common Market, with Uganda recognized as the most entrepreneurial out of 100+ developing countries.

The Challenges Are Immense

Rural Living and Poverty: 60% of youth live in rural communities today. In Tanzania, only 28% of rural youth go beyond class 7. Those who do graduate face a gap in skills, systemic gender inequities, and scarce employment opportunities. (UNICEF)

Young Workforce Needs Skills: By 2035, there will be more young people entering Africa's workforce each year than in the rest of the globe combined (IMF). A skilled workforce is critical to meet the needs of the global economy.

Technology is foundational to future innovation in Africa, integral to continent, integral to planet. While 80% of the African population have a mobile phone, the digital literacy rate is exceptionally low for learning and employment needs. (Africa Dev. Bank)



OUR STRATEGIC PLAN 2021-2025

Enabling And Amplifying East African Youth's Success

By 2025, our work will empower 1,600,000 young people in East Africa to confidently tackle life's challenges, thrive economically, and catalyze local and global positive change.

We will achieve this through education, leadership, life and livelihood skill development, and strengthening the key enablers who love and support our young people.

Looking to the Future

In 2020, we undertook an extensive, participatory, and inclusive strategic planning process. We built on the previous five-year plan and a candid assessment of our organizational strengths, weaknesses, and opportunities. We considered East African trends and global uncertainties. True to our values, we included youth, alumni, in-country staff at all levels, and East African leadership along with international staff and supporters from the United States, Canada, and Europe.

We initiated the strategic planning process prior to the global pandemic and resulting economic hardship, and continued it through the summer of 2020, fully aware of the disruption and uncertainties facing us all. We factored in those implications, the heightened need for our work, and reaffirmed the incredible talent, enthusiasm, and energy that our youth and adult leaders bring to our commitment going forward.

We are at a Pivotal Point

A critical aspect of our planning process was to acknowledge the pivotal point we have reached in our organizational development.

- **Strengthen Our East Africa Context** to base our governance and organizational structure soundly in East Africa, while continuing global support.
- **Thoughtful and Phased Leadership Succession** given that the USA-based founder will be departing in the formal role of global President before 2025, we plan for an organizational structure that is strong, viable, and fully functional under the new East Africa-led team by 2025.
- **Build on Recognized Program Success** to secure opportunities for funding and partnerships and greatly expand our resources, reach, and impact.



Strengthening Our Multi-Pronged Strategy

We are committed to a balanced approach that ensures our organizational infrastructure and revenue base are strong as we continue robust programming to reach more East African youth. Our strategies will continue current approaches where they are effective and expand existing approaches to meet more need and have greater impact. We will develop new approaches to meet new needs and achieve better results.

Through all interactions, we will ensure safeguards and protection of all parties involved, especially our youth.

To achieve this strategic plan we will use a continuous learning process with evidence-based insights and reflections on where we can partner to be more effective and where we can improve.



Our Strategic Goals



GOAL 1

UNLEASH AND AMPLIFY YOUTH POTENTIAL

Reach and impact
1.6 million lives

- Where they live: In their own lives & communities
- As East Africa leaders: beyond their own communities and across borders
- Our youth are pan-Africa and globally influential



GOAL 2

FUEL THE VISION AND IMPACT

Through diversity of funds
and global influence

- We will secure over \$4 million in annual funding
- Create an International Advisory Board instrumental for deepening relationship and strengthening development opportunities
- 40% of the resources will be mobilized from within East Africa
- Alumni will become financial contributors and door openers



GOAL 3

DEEPEN AND STRENGTHEN an East Africa-led organization

- Global Steering Committee Chairperson is East African
- Successful transition from Founder to African CEO
- Staff and Board are representative of communities we serve, inclusive of youth and women

"The most valuable resource in the world is human potential. Every child, every young person deserves an opportunity to be the architect of their own future while thriving where they stand." - Erna Grasz



Goal 1



UNLEASH AND AMPLIFY YOUTH POTENTIAL

Reach and Impact 1.6 million lives

Metrics of Success

We will reach and positively impact 1,600,000 young lives across 2200 schools and safe spaces. Quality metrics: 80% successfully transitioning from primary to secondary and 95% from secondary to post-secondary education, and 70% will improve their digital literacy skills. Our youth will get jobs and start businesses, with 60% having decent work of their choice, 55% creating their own businesses, of which 20% will be technology based. Our impact will be a 30% reduction in household poverty because of our youths' contributions to their families.

Over the next five years we will position our youth for success.

Where They Live:

In their Own Lives & Communities

Our youth will achieve greater academic success, build critical life skills, and have a better quality of life and livelihoods. We will have a 3-fold increase in the number of scholars who are able to attend school, with 80% successfully transitioning from primary to secondary and 95% from secondary to post-secondary education, and 70% will improve their digital literacy skills. 80% of our youth will demonstrate knowledge of good health and hygiene practices, have financial skills and a personal savings plan, and we will see an 80% reduction in early pregnancies & STIs and gender-based violence. Our youth will have improved self-confidence, with 80% reporting they feel confident to lead, and 80% of boys will be active allies for girls. Our youth will get jobs and start businesses, with 60% having decent work of their choice, 55% creating their own businesses, of which 20% will be technology-based. Our impact will be a 30% reduction in household poverty because of our youths' contributions to their families.

As East Africa Leaders:

Beyond their Own Communities and Across Borders

Our youth will help lead and join others from their own countries and across borders at our signature Leadership & Entrepreneurship summits, and 70% of alumni will be active across East Africa in our formal alumni network. Our impact will reach more youth by strategically expanding our programs geographically, with 65% of our expansion into schools in areas where we already operate, 30% in new areas in countries where we already operate, and – if viable based on rigorous criteria – 5% into a new East African country where we do not yet operate.

Being Pan-Africa and Globally Influential

Our youth will be sought out for international knowledge exchange forums, with 10% active in such forums as Young African Leaders Initiative and Ashoka, at least 10 youth per country selected into international programs, and 10 panels or papers presented on Asante Africa Foundation achievements per country. The women and youth will be seen as mentors for program expansion and cross-border learning, and will be recognized for innovations, community activism, and business successes.

Thriving Beyond Direct Support From Asante Africa Foundation

Our youth will ensure schools, businesses, parents, and their communities support our programs. 95% of the schools with clubs started through Asante Africa Foundation will have plans to sustain themselves beyond our support. Businesses and communities will support our youths' business plans, with 40% receiving financing. Parents will support their children's education, with 75% of girls reporting parental support. Parents and youth will also co-develop business plans. Our youth will spearhead advocacy, with 90% doing so at their school or community level. Our core Pay-it-Forward program will reach 600,000 lives and 80% of our alumni will be involved in their communities, including creating at least 3 NGOs/CBOs per country and 25% financially supporting others' educations.



Kenya's Olkiloriti Primary School students showing off their tomato project



Geographical Growth with Quality

As we move toward 2025, we will secure resources and partnerships to meet the needs for an additional 2200 schools, learning groups and communities across East Africa. As previously mentioned, our geographical growth model is based on an in-depth needs and assets assessment for both the children and the communities.

Within a given district, the Education Officer creates peer-to-peer mentoring partnerships between school principals. Within a county and between districts, the more experienced District Officer mentors their fellow officers. Between counties, Asante Africa Foundation provides national-level mentors. Between countries, the incoming educational team “shadows” for one year prior to country level program introduction.

This model has now been proven to work within Kenya and Tanzania and as of 2019 within Uganda. Local experts mentor local experts and Asante Africa Foundation provides the framework, the contextualized curriculum, and the resources to implement at the local levels.

In the rural communities where we work, our solutions are quite effective at sparking economic growth through local initiatives once they have been initially seeded and nurtured. Initial funding and resources are required to expand outreach through youth mentor stipends, regionally based staff and the local communities to work together to develop and execute on these education initiatives. Over a three year period, skills are developed, resources have been cultivated and knowledge is then more easily transferred between neighboring communities.

Evidence-Based Program Design and Organization Learning

Our system for monitoring and evaluation is an integral part of our program and organization growth. Our goal is to ensure that interventions are based on reliable evidence of efficacy and that our program and policy development is responsive to knowledge gained from the grassroots. Over the last decade, we have spent considerable resources and energy to develop a digital real-time field collection toolkit utilizing the Salesforce platform. We track a comprehensive set of output and outcome indicators and impact metrics at the child level, school level, and community level.

The ‘who’ and the ‘how’ of data collection are as important as the ‘what’ so that our youth and local stakeholders are fully engaged in the effectiveness of our program. This is also instrumental in developing technical and digital literacy skills for all involved. Much of the day-to-day assessment is conducted by our network of local partners, including alumni youth, regional coordinators, and staff. We are also a strong advocate for external evaluations of our program to provide fresh perspective and insights.



“Asante Africa works with us to plant the seeds and nurture growth. Long term, it is our responsibility to sink the deep roots in our community”

Abdikadir Ismail
School Principal, Maralal, Kenya



Mercy Presents Innovation to Kenyan President Uhuru Kenyatta

Mercy is a 17-year-old conservationist whose research identified the need to reduce deforestation and landfill waste. She and her classmate created a solar cooker using recycled tires to absorb heat, and aluminum foil and glass to reflect light. Mercy’s family uses the cooker and can see its positive impact. Her innovation earned a spotlight with President Uhuru Kenyatta, who commended her creation and desire to provide to her community while addressing environmental issues. She plans to expand the cooker into a profitable business.





Metrics of Success:

By 2025, we will raise over \$4 million in revenue per year, with 40% generated from East Africa. We will support active youth engagement in fundraising and deepen the development capabilities of country boards.

Our transformational growth is premised upon five unique areas developed to facilitate the achievement of our goals by 2025.

Our team has performed an intensive evaluation of the best ways to enhance our existing strategies and identified new strategies to collectively design a step-by-step, year-by-year plan that will promote advancement in our organizational maturity and achieve our impact goals.

Focus Area 1: Cultivate multi-year funders that accelerate current programs. We will target relationships with funders that have the capacity to award multi-year grants to ensure multi-year stability. To improve visibility to multi-year funding sources, we will apply for prizes and awards that build brand awareness and increase visibility to funders, and seek funding from consortia of organizations.

Focus Area 2: Secure corporate partnerships that fund youth jobs or supply chain SME creation in countries of operation. We will ensure alumni are active contributors of resources (time, talent, and treasure) and seek out corporate sponsorships for the annual Leadership and Entrepreneurship Summit and business competitions. We will solicit formal partnerships with corporations for youth employment and job creation.

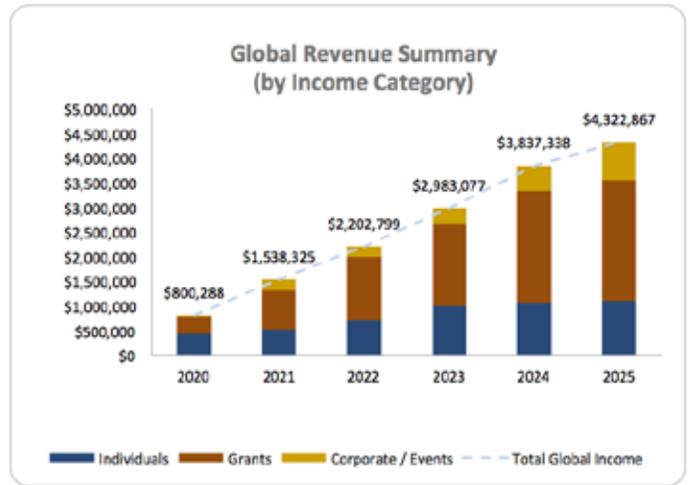
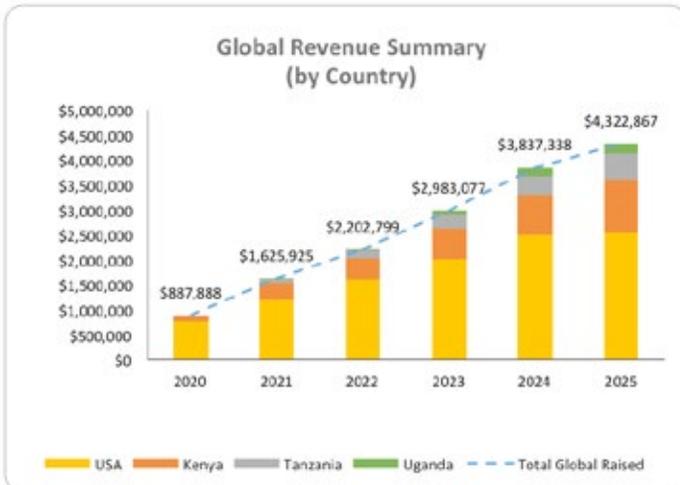
Focus Area 3: Build an effective global development team with clearly defined roles and responsibilities. We will build an efficient global development team, including tapping into the door-opening abilities of a newly created Global Advisory Council.

Focus Area 4: Generate revenue from a service or product not tied to donations. We will diversify our funding base to broaden beyond the majority of donations that have historically been from individuals. This includes a launching a services or product-based revenue stream by 2025.

Focus Area 5: Increase brand awareness in circles where funders are active participants. We will engage consulting services and gifts experts to broaden our support through strategic introductions to long-term, high-dollar funding partners.



Miriam pitching her business idea, Kenya





Metrics of Success:

By 2025, we will have a **Governance and Leadership** structure that is youth-led and East Africa-led, with clear coordination across entities and strong boards and senior staff that can sustain efforts. By 2025, we will have completed the CEO leadership transition from the co-founder to an East African CEO.

Currently, Asante Africa Foundation operates as a global alliance of all participating countries, with our **Global Steering Committee** as the internationally governing unifying body. Asante Africa Foundation is registered as a national NGO in all countries, with the oversight of a locally based Country Board.

All of our offices are led by nationally recruited program managers, who together make up the **Global Management team** led by the CEO, this being the highest decision-making body in the organization and responsible for implementing the approved strategy. In turn, technical teams (finance, impact, data management) function across our offices and are coordinated from the Global Management team. Program and Monitoring and Evaluation teams lead efforts at the ground level through our regional coordinators and with community partners.

As a global organization, we have a dedicated leadership and staff team, many of whom have been engaged in building the organization since its inception. Among them are young women and men who were among the first girls and boys to receive educational support from Asante Africa Foundation. Our team has quite literally grown up in response to the challenges they faced on their journey through school and beyond, and they are now at the forefront of its leadership. Alongside the development of this in-house pipeline, Asante Africa Foundation has brought on board important technical expertise to open up new areas of growth. In 2019, we successfully transitioned the Global Monitoring, Evaluation and Learning Director role to East Africa and in 2020, even in the midst of the pandemic, successfully transitioned the Finance and Administration Controller position to East Africa (which had previously been based in Canada.)

In 2011, Asante Africa invested in an internationally consistent finance system and cloud-based data management system. Finance and data systems, being at the core of our accountability and transparency, were developed to provide a robust tracking system capable of growing as the organization grew. As we continue to grow and mature, we will strengthen and formalize our governance structure to achieve optimal ownership, representation, and organizational coherence, both at the Board level and at the Operational Management level.

Asante Africa Foundation will formalize the informal working relationships and reinforce our definition as an international organization, including the reviewing and updating of country-specific Constitutions, and creating MOU agreements between Governing Global Steering Committee and each Asante Africa Foundation national entity. *(A visual description is provided in Appendix 3)*



Annual Convening Board of Directors and Staff

LOCALLY Led, GLOBALLY United



Strategic Partnerships Accelerate Impact

Our programs have matured through our continuous partnerships which provide opportunities to share knowledge, maximize resources, and build global communities that lead in the effort to uplift youth. Asante Africa Foundation continuously seeks collaborative and philosophically like-minded partners for complimentary implementation models, evaluation and learning partners, and geographical growth partners.

We will continue to identify and develop partnerships that unlock new resources for rural children, particularly girl education and youth empowerment. We will explore consortium partnerships to access new funding streams and expand reach. Initiatives will be carefully introduced with mutually beneficial program acceleration, embedding innovation, and minimizing risk.

Our focus will include partnerships:

- Linking our youth to investment capital for their business enterprise growth
- Cultivating national, pan-Africa and international fellowship opportunities
- Amplifying our youth's opportunities through alumni networks
- Connecting rural communities with resources and innovations for social enterprises
- Leveraging our best practices with advocacy and policy groups who create systemic change within the government structures




Girls Not Brides
Uniting on a Shared Goal

We were privileged to join Girls Not Brides, the global partnership of over 1000 organizations seeking to end child marriage. This partnership has made our efforts stronger by joining forces to promote girls' rights and to assist them in reaching their full potential.



Kenya Red Cross

In 2018, we partnered with Kenya Red Cross on interventions for Adolescent Girls and Young Women, tackling challenges including teen pregnancy, substance abuse, gender-based violence, and HIV-AIDS. This program is focused on marginalized girls and women in Turkana County, Kenya.

We are committed to continued diligence and governance to ensure that prospective partners share our values and that the integrity of our approach is protected.

Implementing Partners




Tullow Oil

Our partnership is aligned on a common goal of educating young people to thrive economically, through advancing academics, business skills, and enterprise ownership. This collaboration supported 570 youths across 7 rural Kenyan counties.



Solutions For Youth Employment (S4YE)

We were invited to join the World Bank's S4YE Impact Portfolio, a global coalition of 44 diverse and high-potential youth employment projects with a focus on advancing knowledge, innovation, and partnerships.

We Will Phase In Implementation

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We have taken a thoughtful approach to phasing-in different aspects of our programmatic, geographical, and organizational growth so that as our organization grows with its leadership and programmatic reach, we acknowledge the need to assess, reflect, and revise as necessary. As we deliberately step together through each phase, we will continuously evaluate and innovate.

Phase 1: "Re-Emerge & Re-Imagine" - We will continue delivering our core programs and assess new ways to deliver programs (including digitally and virtually). We will solidify our revenues while positioning ourselves for diversified and multi-year funding by hiring the Executive Director or Fundraising Leader.

We will prioritize filling the Global Chair role, formalizing the Country Chair Coordinating Committee, and begin our critical CEO transition.

Phase 2: "Expand Existing & Test New Approaches" - We will expand programs to more communities in areas where we already operate and expand to new areas within existing countries of operation. We will strategically assess the viability of expansion into a 4th East African country.

We will build out our Alumni Network and Pay-it-Forward approaches, develop a revenue-generating product or service, and solidify best practices by all governing boards.

Phase 3: "Deepen & Sustain" - We will transition our founding CEO to an Emeritus position on the Global Board and hire an East African based Global CEO. We will continue program expansion, and focus on those strategic approaches that reinforce community, school, business, and parental sustainability of our efforts.

We will celebrate youth alumni participating in international knowledge sharing forums.



Asante Africa Foundation staff teaching the youth about the environment, Kenya



Investments Needed to Achieve our Strategy

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As we reflect on our past, we are proud of our achievements and have recognized areas of learning. As we look to the future, we understand that we are at a pivotal growth point. While remaining efficient, we recognize that we must seek institutional investments, create systemic processes, and build additional long-lasting platforms for this next decade of growth. We have identified much needed staffing, process improvement, and organizational assets.

People: We will build an alumni management tool and formalize a process to measure their impact. Our 5-year plan assumes additions of staff in a few key roles, most notably the EA President leading into the Global CEO and an Executive Director for Fundraising to support the Global Advisory Council. We will continue to rely on and utilize volunteers, the time and energy of advisors, board members, and alumni.

Processes: We will need tight alignment across Country Managers/Boards of Directors and funds for interactive meetings and training and development of Boards and senior staff. We will continue to ensure that our systems provide a culture that safeguards and protects all parties involved. We will strengthen processes and criteria for Risk Management to help us effectively manage foreseeable and unforeseeable shocks and stresses.

Assets: We will need a stronger technology backbone for deepening our alumni networking and Pay-it-Forward monitoring, for real-time field data collection and analytics. We will need to secure safe and reliable transport in each country to travel deep into remote areas. We will continue to seek external evaluations to validate our program impact.

Continuous Learning and Refinement

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We are committed to ensuring our plan can withstand the pressures of the real world and the uncertainties that may lie ahead. First, the process we used to design our recommendations have been tested against potential risks and various scenarios against hypothetical future situations. Second, we have built in accountability for when we implement the plan, solidifying checks and balances across the organization and “gating” any expansions based on strategic assessments and agreed-upon criteria. Third, our process relies on our Global Steering Committee review, to ensure we are not being unrealistic about any aspect of the plan. Finally, we will conduct annual reviews of progress toward our goals at both Global & Country board levels and a more thorough Mid-plan check-in in 2023 where we dedicate the time and process to review the strategic plan as a whole.



Teachers and Youth Mentors from Uganda, Tanzania, and Kenya conducting a lessons learned and reflections session for next generation livelihoods workshop



APPENDIX 1:

Geographical Growth Plan to Impact 1.6 Million Lives 2200 Schools/Safe Space Groups by 2025

Existing Schools => New Youth

336 Schools @ 30 Students/School =
10,000 New Youth/Year

Existing Countries => Extend Programs

- 65% - Existing Counties, 1000 New Schools
- 30% - New Counties, 784 New Schools

E A New Country Expansion

5% New Growth = 80 potential schools

Process: Survey to assess stakeholder support & socio-political situation of country.

Global Steering Committee - Make final decision

Expansion Assessment Criteria

Need-Based

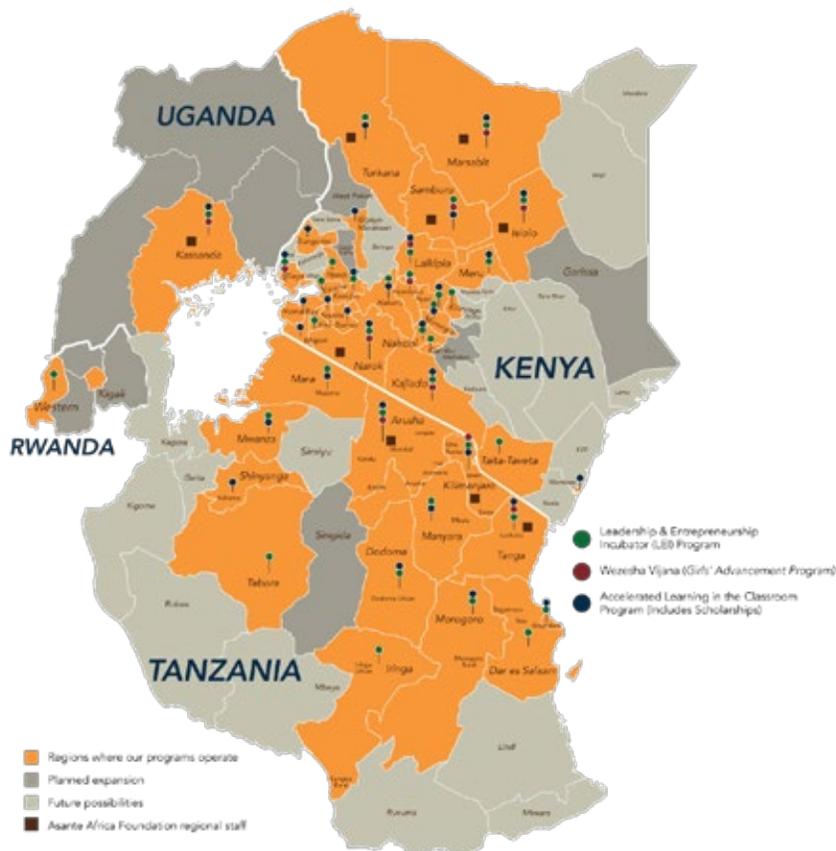
- High rate of child marriage
- Gender-based violence
- Age of first sex and age of marriage
- Low transition rates for girls from primary to secondary. Low secondary school retention rates and/or high drop-out rates for girls
- Population density (impact per \$ spent) with fewer interventions (high priority)
- National and local government vision alignment

Location-Based

- Deep rural communities
- Leveraging existing governmental partnerships and cost effective horizontal scaling.
- Leveraging expertise within rural and nomadic cultures
- Demand demonstrated by incoming requests
- Community development desired by communities and leaders
- Radiates out from existing or nearby locations (for future mentorship)

Other

- Mitigate risk to current Asante Africa programs/countries
- Ensure partnerships for collaboration and country advocacy



APPENDIX 2:

Rising To Greater Heights From A Strong Foundation

We will build on the incredibly diverse and strong local leadership that we have today to ensure that global executive leadership is successfully transitioned to East Africa while strengthening governance, resource mobilization, and youth success.



Our Global Board and Staff who contributed to the Strategic Plan 2021-2025

Tanzania

- Fredrick Mbise, Board Chair**
Founder and Director, Cherith Junior School, Street Children Consultant
- Donna Duggan, Chairperson Emeritus**
Co-Owner, Maasai Wanderings Ltd.
- Dennis Lyamuya, Director**
Owner, Kwetu Tours Ecotourism Safaris
- Dr. Elia Kibga, Director**
Education Consultant
- Gloria Moshi, Director**
Adventure Batch Tanzania Ltd
- Richard Mabala, Director**
Founder, Tamasha - Youth Action Org.
- Rita Kahurananga, Director**
Proprietor, Kageni Consulting
- Shaaban Mgunya, Director**
Retired District Education Officer
- Theopista Seuya, Director**
Educationalist-Assistant Lecturer, Tamaini University, Makumira
- Yohana Mcha, Director**
Founder, Orkolili Secondary School

Kenya

- William Oduor Owino, Board Chair**
Assistant Secretary - State Functions, Ministry of Interior and Coordination of National Government
- Charles Waigi, Chairman Emeritus**
Kenya Board of Directors, Retired Govt. Dignitary
- Abdikadir Ismail, Director**
Principal, Mwangaza Muslim Mixed Day School
- Asenath Maobe, Director**
Director, UFB/ NCK, Lecturer at Kisii University
- Faith Tome, Director**
Head Teacher, Oloomganayio Primary
- Hital Muraj, Director**
Manager, Corporate Affairs, Cisco Systems
- Joel Nchoe, Advisor**
Advocate for Kenya High Court
- Lucy Maina, Director**
Program Manager, ZiziAfrique Foundation, Prior Country Manager, Africa Education Trust
- Paul Mwiti, Director**
Senior Associate, PricewaterhouseCoopers, Kenya

Uganda

- Lamech Katamba, Board Chair**
Africa Programs Manager, The Albert Baker Fund
- Dr. Daniel Mukasa, Director**
Head of Radiation, Oncology Department, Uganda Cancer Institute
- Dr. Rogers Barigayomwe, Director**
Senior Lecturer, Kampala International University, Director of Operations and Business Development, TABKEN Consults
- Iraalya Bakamya Gordon, Director**
Retired Principal NTC, Ministry of Education
- Jacqueline Namusalisi, Director**
Technical Director at Grassroot Women Development Organization
- Ronald Araali, Director**
Senior Advocates Partner, M/S Barungi Baingana & Co
- Talemwa Nalugwa Olivia, Director**
Program Manager, Uganda Tuberculosis Implementation Research Consortium

North America

- Colin Higgins, Chairman**
Chief Executive Officer, Summitry
- Mark Newton, Vice-Chairman**
Retired Engineering Manager, Lawrence Livermore National Laboratory
- Heather Newlin, Board Treasurer, CFO**
CFO VP/GM, Jacobs Technology
- Monica Hahn, Secretary & Director**
Franchise Owner, Elements Massage
- Erna Grasz, Chief Executive Officer**
CEO/Founder, Asante Africa Foundation. Prior Silicon Valley Business Vice President
- Christine Pernick, Director**
Owner, Paws Pet Resort
- Jane Tuohy, Director**
Partner and Principal, Cambridge Hill Partners Inc. Senior Executive Coach, Goodstone Group LLC
- Nabiha Mauyyedi, Director**
Program Manager, Google
- Nancy Suski, Director**
Professor of the Practice, Georgetown University
- Vijay Krishnamurthy, Director**
Sr. Director, Intel Corporation
- Waldemar Mozes, Director**
Partner & Portfolio Manager, Cedar Street Asset Management
- Allyson Haug, Advisor**
Director of Philanthropy, The Discovery Group
- Betty Stallings, Advisor**
Retired Intl Author, Speaker, Trainer on Volunteerism and Resource Development for Nonprofit Organizations
- Dr. Michael Carter, Advisor**
Retired Physicist, Lawrence Livermore National Laboratory
- Cheryl Nicolson, Advisor**
Owner & Founder, Nicolson Law Group
- Maria Wayne, Advisor**
Sr. Director, Seagate Technology
- Shardul Kazi, Advisor**
Senior Vice President and Chief Marketing Officer, Toshiba
- Shirley West, Advisor**
Executive Assistant, Scholarship Coordinator, Human Resources
- Suhasini Iyer, Advisor**
Senior Vice President, Development Sciences & Regulatory Affairs, TeneoBio



APPENDIX 4:

Key Definitions

East Africa Led	Being East Africa led implies that the President/Chair is East African and lives locally in East Africa.
Youth Led	Governance and organizational infrastructure: Youth led is having more than 1 youth in the board and >25% in staff and program roles Programs: Youth are at the center of program design and decision-making. They make their own decisions, power their own entrepreneurial initiatives, have a voice concerning their skill building. Adult mentors are involved to provide support.
Youth	We recognize that different countries define youth differently. In this strategic plan, definition of “youth” depends on the context: Programs: Based on UN criteria, persons between age 10 and 15 are referred to as “adolescents” and between age 15 and 24 and are referred to as “youth.” Asante Africa’s primary focus age group is between age 10-24 years. Staffing: Persons of age < 35 (Based on country legal criteria)
Inclusiveness	Our programs elevate East Africa’s marginalized populations, including multiple religions, physical abilities, and all genders. We place a keen focus on girls while including their male siblings, friends, and community as a part of the systems’ solution.
Rural	Children, youth, and communities that are underserved and overlooked. We serve youth in remote, harsh, and conflict-ridden environments.
Multiplier Effect	A unique element through which beneficiaries supported by Asante Africa in turn support their siblings, peers, and other community members, creating a ripple of positive change.
Continuous Learning	Continuous learning implies feeding evidence into design to improve and adapt to the changing environment. This includes our people, processes, and programs.
Cross-Border	Knowledge transfer and partnerships between districts, counties, and countries
School Age	Working with school-age youth in context of our programs includes: 1) Youth actively learning in school. 2) Youth who are of an age to be in school but are not or those who’ve dropped out in the middle of any academic level or those who have never been to school. They are also collectively referred to as out of school youth
Safeguard and Protection	For all interactions with internal and external parties, we have specific policies and processes in place to protect the privacy of all parties and mitigate any associated risks. For the safety of children and young people with whom we work directly or indirectly, we have strict child protection and safeguarding policies to ensure they are protected from any harm arising from the actions of our staff, sponsors, visitors, partners, donors, or any other party working with or through Asante Africa. We also educate our youth on how to protect themselves, their siblings, peers, and any community members against any risks they might be facing in their homes, school, communities, or any surroundings
Gender Parity	Gender parity is a statistical measure that provides a numerical value of female-to-male or girl-to-boy ratio for indicators such as income or education.
Alumni	A person who has been a participant of any Asante Africa programs.



APPENDIX 5:

Acronyms

AAF	Asante Africa Foundation
BOD	Board of Directors
CBO	Community Based Organization
CCCC	Country Chairs Coordinating Committee
CEO	Chief Executive Officer
COO	Chief Operating Officer
EA	East Africa
FTE	Full Time Equivalent
GAP	Girls' Advancement Program
GBV	Gender-Based Violence
LEI	Leadership & Entrepreneurship Incubator
MEL	Monitoring, Evaluation, & Learning (<i>used interchangeably with M&E ~ Monitoring & Evaluation</i>)
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
OVC	Orphans and Vulnerable Children
P&G	Procter & Gamble
PIF	Pay-it-Forward
PR	Public Relations
R&R	Roles and Responsibilities
SCF	Social Capital Foundation
SEO	Search Engine Optimization
SEM	Search Engine Marketing
STI	Sexually Transmitted Infection
USAID	United States Agency for International Development
YALI	Young African Leaders Initiative (<i>Founded by Barack Obama</i>)

