PaaMoja Initiative 4-Year Strategic Plan (2026–2030)

1. Executive Director Message.

"To say life in Mathare is challenging is an understatement. It's these barriers that I endeavor to alleviate through my contribution and participation in PaaMoja." – Titus Kuria

As I reflect on our journey since 2013, I am humbled by how far we have come. From a small group of dedicated individuals in Mathare Valley, PaaMoja Initiative has grown into a recognized community-based organization that has empowered over 2,000 adolescents and youth, developed six context-specific training manuals, and built lasting partnerships with more than ten local and international organizations.

Our 2023 Organizational Capacity Assessment Training (OCAT) by Wilson Masaka of Wilsen Initiative and Organizational Development Exercise by Ken Odak from SPiD Consulting supported by Children Rights and Violence Prevention Fund (CRVPF) were pivotal moments. They reminded us that passion alone is not enough; we need robust structures, sustainable funding, and clear systems to carry our vision forward. As we enter this new strategic period (2026–2030), we do so with a sharper focus and a renewed commitment to the communities we serve.

This plan is different. It is built directly from the programs we have nurtured over the past decade; **AdoleCHAT!, iBase, RUKA!, DIYEP, Watoto Pamoja, Better Me, Sekete, Jamii Kwa Jamii, Self Defence & Awareness,** and our **Child Safeguarding** and **Positive Parenting** initiatives. These are not just projects; they are proven interventions that have changed lives. Our task now is to deepen their impact, expand their reach, and ensure they are sustained for the next generation.

We will strengthen our internal systems, diversify our funding, and amplify our voice as a thought leader in participatory, community-led development. We will also lay the groundwork to transition from a CBO to a registered Public Benefit Organization (PBO), enabling us to team up with and collaborate with other grassroots organizations. Building on this, we will actively reduce our reliance on external grants by generating revenue from our core strengths - offering fee-for-service training, positioning iBase as a social enterprise hub, and expanding our programs to other underserved regions beyond Mathare

This is our roadmap for the next four years. It is ambitious, but it is rooted in the reality of Mathare and the unwavering dedication of our team, volunteers, and partners. I invite you to walk this path with us as we continue to fly together — **PaaMoja**.

2. PaaMoja Initiative Background

PaaMoja Initiative is a community-based organization founded in 2013 in the Mathare Valley, Nairobi. Our name is a deliberate play on the Swahili word "Pamoja" (together), with "Paa" symbolizing a roof or the act of flying. **PaaMoja** means **"Fly together under one roof,"** representing our commitment to providing a nurturing umbrella under which underserved youth can access skills, resources, and opportunities to transform their lives.

- **Mantra:** Follow. Learn. Lead.
- **Mission:** To foster equitable and sustainable community development in Kenya by empowering underserved children, youth, and families through gender-inclusive, participatory approaches. We advance child rights, comprehensive sexual and reproductive health education, leadership development, and essential life skills, strengthening community resilience, agency, and well-being.
- **Vision:** Thriving underserved communities in Kenya, where empowered individuals lead, contribute, and participate in positive change, shaping healthier and more inclusive communities.
- **Core Values:** Community Participation, Inclusivity & Fairness, Accountability & Transparency, Commitment & Dedication, Philanthropy, Safeguarding.

3. Situational Analysis

This analysis draws from our 2023 OCAT findings, staff input, and the evolving external environment in Kenya's informal settlements.

a) SWOT Analysis

Strengths (Internal)	Weaknesses (Internal Gaps)
Deep Grassroots Roots: Founder and staff have lived experience in Mathare, ensuring cultural relevance and trust.	Financial Instability: Heavy reliance on project-based grants; limited unrestricted funding.
Evidence-Based Practice: Programs are grounded in research, *ensuring interventions directly respond to real community needs and vulnerabilities. These includes:* • *Mathare Youth Livelihood & Gender Gaps Situational Analysis (2022)* • *Situational Analysis on the Status of Violence Against Children & Adolescents in Mathare (2021)*	Weak M&E Systems: Inconsistent data collection and long-term impact tracking.
Proven Innovative Programs: A portfolio of tested, manualized interventions (AdoleCHAT!, DIYEP, Sekete, Better Me, Self-Defense, RUKA! etc.) with demonstrated impact.	Undefined Roles: Many team members lack clear job descriptions and contracts (status "Not started" in 2023).

Strong Partnerships: Established collaborations with Move92, JUMP! Foundation, CRVPF, CMETrust, Vizazi, Flying Kites Foundation, Slum Child Foundation, UNODC, MCEDO Beijing School, Awake Youth Initiative, Circles of Hope and others.	Governance Gaps: Unclear distinction between Board, Founder, and Management Team roles.
	Limited Visibility: Inconsistent branding, documentation, and storytelling.
Youth-Led & Research-Informed: A team of "well-learned youth" capable of blending community wisdom with contemporary research.	
Opportunities (External)	Threats (External)
Technology Integration: High mobile penetration in Kenya and global AI trends, offers a platform for blended learning, digital M&E, and online fundraising.	Donor Pull-Out: Global economic shifts can lead to sudden withdrawal of funding.
Alumni Network: Over 2,000 past participants represent a powerful pool of potential mentors, advocates, and donors.	Inconsistent Government Policies: Changes in education or NGO regulations can disrupt operations.
Local Fundraising: Growing interest in local philanthropy and corporate social responsibility (CSR) in Kenya.	Community Instability: Political unrest, flooding, or economic shocks in Mathare can derail programs.
Call for Applications: Increased availability of grants for SRHR, youth employment, and child protection.	Brand Confusion: Other organizations using "Pamoja" in their names may dilute our identity.
PBO Registration: Long-term goal to become an NGO opens doors to larger, multi-year funding streams.	
Consultancy & Local Partnerships: Growing demand for localized expertise in research, program management, and Monitoring & Evaluation among smaller CBOs and international NGOs - presenting an opportunity for PaaMoja to offer paid consultancy	

services to like-minded organizations, as well as formalize local partnership agreements for shared implementation.	

b) PESTLE Analysis

- **Political:** Kenya's devolved system offers opportunities for county-level partnerships in Nairobi. However, elections and policy shifts can create uncertainty. The government's focus on youth empowerment and gender equity aligns with our mission.
- **Economic:** High inflation and unemployment in Kenya make our livelihood programs (DIYEP) even more critical. For PaaMoja, this means increased operational costs and the need for diversified funding to cushion against donor pull-out.
- **Social:** Mathare continues to face high rates of GBV, teenage pregnancy, and youth unemployment. Our SRHR (Sekete, Better Me), Self Defense & Awareness, and child protection (Watoto Pamoja) programs are urgently needed. There is also a growing demand for mental health support, which we can integrate into existing programs.
- **Technological:** Mobile and internet penetration is rising, even in underserved communities. This creates opportunities for iBase to become a digital hub, for online facilitation of our manuals, and for real-time impact storytelling to attract funders.
- **Legal:** As we move toward PBO registration (a long-term goal), we must prepare for stricter compliance, auditing, and reporting standards. Data privacy laws will also shape how we manage our beneficiary database.
- **Environmental:** Climate change exacerbates flooding and sanitation crises in Mathare. Our Jamii Kwa Jamii model of community-led crisis response can be expanded to address climate-related emergencies and build environmental resilience.

c) Risk Management & Mitigation Framework

To strengthen organizational resilience and appeal to funders, PaaMoja will maintain a live Risk Register, reviewed quarterly by the Management Team and annually by the Board. Key risks and mitigation strategies include:

Risk Category	Specific Risk	Likelihood	Impact	Mitigation Strategy

Financial	Over-reliance on a small number of external grants	High	High	Diversify funding sources (see Section 7); target 20% locally generated income by 2028; pilot social enterprise models (fee-for-service training, iBase revenue streams).
Operational	Loss of key program staff or volunteers	Medium	High	Document all program manuals and processes; cross-train facilitators across pillars; establish formal contracts and succession planning.
External	Sudden donor pull-out due to global economic shifts	Medium	High	Maintain unrestricted reserve fund (target: 3 months of operating expenses); cultivate multiple small donors; expand programs beyond Mathare to spread geographic risk.
External	Political instability, demolitions or flooding in Mathare disrupting programs	Medium	Medium	Develop remote/digital delivery options for core curricula; strengthen Jamii Kwa Jamii as an emergency response model that can pivot quickly.
Operational	Weak MEL systems leading to poor donor reporting	Medium	Medium	Digitize data collection; hire and train dedicated & MEL personnel; conduct quarterly data audits.
Compliance/Legal	Delays or failure to achieve PBO registration	Low	High	Engage legal counsel in 2026; strengthen board governance and financial reporting now to meet NGO standards ahead of application.

4. Strategic Priorities (Pillars)

For the 2026–2030 period, PaaMoja Initiative's strategic pillars are derived directly from the programs and focus areas documented Overtime since its birth. Each pillar groups related programs to ensure cohesive implementation and impact.

Strategic Pillar	Core Programs & Focus Areas (from Profile)
Pillar 1: Leadership & Life Skills Development	• **iBase (Initiators Base):** Safe space for youth to build leadership, employability, and life skills. • **RUKA! Leadership Program (with JUMP! Foundation):** Leadership training, mentorship, and seed funding for social impact. • **Better Me Program (with MaSCA):** Leadership, mental wellness, sexual awareness, and financial literacy for youth and teen mothers.
Pillar 2: Youth Employment & Economic Empowerment	• **DIYEP (Decent Income Youth Empowerment Program with MOVE92):** Employability, entrepreneurship, GBV awareness, and mental health coping strategies. • **Social Upgrading Program (Jamii Kwa Jamii with Maji Mazuri & Vizazi):** Community-driven crisis response and resource pooling (FOOD 4 THOUGHT concept).
Pillar 3: Child Protection & Safeguarding	• **Watoto Pamoja (with CRVPF & Slum Child Foundation):** Creating violence-free environments for children and adolescents. • **Child Safeguarding Initiative (with MCEDO Beijing School):** Child safeguarding assessments, positive parenting workshops, and teacher training. • **CMETrust Self-Defense and Awareness, and Positive Parenting Program:** Promoting gender equity, non-violent discipline, and family well-being.
Pillar 4: Sexual & Reproductive Health and Rights (SRHR)	• **Sekete – The Real Sex Talk (with Vizazi & Canada Mathare Education Trust):** Comprehensive sex education, GBV awareness, and meaningful youth engagement. • **AdoleCHAT! (with Project Chance Africa):** Adolescent health, SRHR, leadership, and financial literacy for in-school youth.

5. Action Plans (Objectives and Goals)

Pillar 1: Leadership & Life Skills Development

Goal 1.1: Strengthen and expand **iBase** as a recognized hub for youth leadership in Mathare by 2028.

- **Activities:** Secure a dedicated, permanent space for iBase; equip it with digital learning tools; develop a structured mentorship curriculum & Masterclasses linking youth with alumni and professionals. E.g Explore iBase as a revenue-generating hub (e.g., offering co-working access, digital training services to external partners).]
- **Responsible:** Programs Manager, iBase Program Lead.
- **Indicators:** 300+ youth engaged annually using iBase; 80% report improved leadership/life skills.

Goal 1.2: Implement two more **RUKA! Leadership Program** cohorts by 2030.

- **Activities:** Fundraise for RUKA! 3 and 4; strengthen partnership with JUMP! Foundation; document and publish impact stories from past RUKA! graduates.
- **Responsible:** Programs Manager, RUKA! Program Lead.
- **Indicators:** Two cohorts completed; 50+ youth trained and seeded.

Goal 1.3: Integrate **Better Me** mental wellness and financial literacy modules into all youth programs by 2027.

- **Activities:** Train all facilitators in Better Me curriculum; adapt modules for iBase and DIYEP participants.
- **Responsible:** Better Me Program Lead, M&E Specialist.
- **Indicators:** 100% of youth programs include Better Me elements; pre/post-test improvements in mental wellness knowledge.

Pillar 2: Youth Employment & Economic Empowerment

Goal 2.1: Secure funding for two additional **DIYEP** cohorts by 2029.

- **Activities:** Maintain strong reporting with MOVE92; explore replication of the DIYEP model in other Nairobi underserved communities.
- **Responsible:** DIYEP Program Lead, PR & Fundraising Officer.
- **Indicators:** Two cohorts completed; 150+ youth trained; 60% demonstrate improved livelihood outcomes within one year.

Goal 2.2: Institutionalize the **Jamii Kwa Jamii** model as a rapid-response mechanism for community crises by 2028.

- **Activities:** Document the Jamii Kwa Jamii/Food 4 Thought model as a replicable manual; establish a small community emergency fund.
- **Responsible:** Program Coordinator, Alumni Lead.
- **Indicators:** Model approach during emergencies published; emergency fund capitalized with at least KES 500,000.

Pillar 3: Child Protection & Safeguarding

Goal 3.1: Expand **Watoto Pamoja** to reach 2,000 additional children and adolescents annually by 2028.

- **Activities:** Deepen partnership with CRVPF; recruit and train new child protection facilitators; establish child protection clubs in 20 new schools.
- **Responsible:** Watoto Pamoja Program Lead, M&E Lead.
- **Indicators:** Annual reach of 500+ children; reduction in reported violence incidents in target schools.

Goal 3.2: Scale the **Child Safeguarding Initiative** and **Positive Parenting Program** to 10 schools and 1,000 parents by 2030.

- **Activities:** Formalize partnership with MCEDO Beijing School and CMETrust; develop a train-the-trainer model for teachers and community health volunteers.
- **Responsible:** Child Safeguarding Lead, CMETrust Liaison.
- **Indicators:** 10 schools with active safeguarding policies; 1,000 parents trained in positive discipline.

Pillar 4: Sexual & Reproductive Health and Rights (SRHR)

Goal 4.1: Reach 2,000 in-school and out-of-school youth with **Sekete** and **AdoleCHAT!** programs by 2030.

- **Activities:** Adapt curricula for digital delivery; integrate SRHR education into iBase and DIYEP; strengthen referral pathways to health facilities.
- **Responsible:** SRHR Program Lead, Communications Lead.
- **Indicators:** 2,000 youth reached; 75% demonstrate increased SRHR knowledge.

Goal 4.2: Develop and publish a consolidated **PaaMoja SRHR Training Manual** by 2028.

- **Activities:** Combine best practices from Sekete, AdoleCHAT!, and Better Me into one comprehensive guide; seek endorsement from health authorities.
- **Responsible:** SRHR Program Lead, Documentation Team.
- **Indicators:** Manual published and used by at least 5 other organizations.

Pillar 5: Organizational Sustainability & Thought Leadership

Goal 5.1: Finalize a clear organizational structure with signed contracts and job descriptions for all staff by Q4 2026.

- **Activities:** Adopt the proposed organogram from the 2023 OCAT; formalize roles for all team members.
- **Responsible:** Founder, HR Lead, Board of Advisors.
- **Indicators:** 100% of staff have signed contracts and JDs.

Goal 5.2: Diversify funding to include at least 20% from local/non-grant sources by 2028.

- **Activities**: Activate website donation portal; launch annual alumni giving campaign; develop and pilot two social enterprise models: (a) fee-for-service training for schools/corporates using PaaMoja manuals, and (b) iBase as a revenue hub (paid workshops, co-working access).
- **Responsible**: PR Marketing & Fundraising Officer, Alumni Lead.
- Indicators: 20% of annual budget from local, non-grant sources; alumni fund established; at least one social enterprise model generating predictable revenue by 2028.

Goal 5.3: Achieve full NGO registration by 2029.

- **Activities:** Engage legal counsel; strengthen board governance; ensure all financial and programmatic reports meet NGO standards.
- **Responsible:** Founder, Board of Advisors.
- **Indicators:** NGO certificate obtained.

Goal 5.4: Publish the **PaaMoja 15-Year Anniversary Impact Report and Year Book** by 2028.

- **Activities:** Document stories, photos, and data from 2013–2028; launch at a major public event.
- **Responsible:** Communications Lead, Documentation Team.
- **Indicators:** Report published and disseminated to 500+ stakeholders.

Goal 5.5: Establish a paid consultancy service offering research, program management, and M&E support to other CBOs and NGOs by 2029.

- **Activities**: Package PaaMoja's expertise in participatory research and program design into a service menu; identify 3-5 partner organizations willing to pay for technical assistance; assign senior staff to lead consultancy engagements.
- **Responsible:** Programs Manager, PR & Fundraising Officer.

- **Indicators**: At least 2 paid consultancy contracts secured; revenue from consultancy tracked separately and reinvested into core programs.

6. Monitoring and Evaluation (M&E)

- **Oversight:** The M&E personnel will lead this function, reporting quarterly to the Management Team and annually to the Board.
- **Key Performance Indicators (KPIs):**
    - **Program Reach:** # of youth reached annually per pillar (disaggregated by gender).
    - **Outcome:** % of participants demonstrating improved knowledge/skills (pre/post tests).
    - **Sustainability:** % of budget from diversified sources; # of active partnerships.
    - **Organizational Health:** Staff retention rate; timely report submission rate.
- **Tools:** Digitized data collection (mobile forms); beneficiary tracking database; quarterly program reports; annual impact report.
- **Learning:** Annual "PaaMoja Learning Day" to review findings, share lessons, and adapt strategies.

7. Resource Mobilization (Funding Strategy)

- **Phase 1 (2026–2027): Consolidate & Diversify.**
    - Strengthen reporting to secure renewals from MOVE92, CRVPF, JUMP! Foundation.
    - Activate website donation portal and local giving campaigns.
    - Assign a dedicated PR & Fundraising Officer.
    - Pilot first social enterprise offering: fee-for-service half-day training using PaaMoja's manuals for local schools or corporate CSR teams.
- **Phase 2 (2027–2029): Expand & Institutionalize.**
    - Respond to 5–7 calls for applications annually.
    - Deepen alumni engagement for mentorship and small-scale fundraising.

- Scale social enterprise models: (a) iBase as a revenue hub (paid workshops, co-working memberships), (b) formalize consultancy service for research, program management, and M&E.
- Begin tracking locally generated income as a separate budget line with clear annual targets (Year 1: 5%, Year 2: 10%, Year 3: 15%, Year 4: 20%).

- **Phase 3 (2029–2030): Scale & Transition.**
  - Leverage NGO status to access larger, multi-year grants.
  - Explore funding partnerships with bilateral donors (EU, USAID, SIDA, GAC).
  - Establish a small endowment or community emergency fund.
  - Achieve 20% of annual budget from locally generated, non-grant sources, reducing donor dependency to 80% or less.

8. Organization Structure/Management

Building on the 2023 OCAT proposals and 2025 organizational development Structure recommendation, PaaMoja will implement a three-tier structure to enhance clarity and accountability.

- **Level 1: Board of Governance**
  - Comprises the **Board of Directors** and the **Founder**.
  - Role: Oversight, strategic guidance, fiduciary responsibility.
  - The founder's role evolves to focus on vision, partnerships, and board liaison.
- **Level 2: Management Team**
  - Led by the **Executive Director**.
  - Includes **Program Leads** for each of the four programmatic pillars (Leadership, Employment, Child Protection, SRHR).
  - Role: Day-to-day execution of the strategic plan.
- **Level 3: Admin & Program Implementation Teams**
  - **Admin Team:** Communications Lead, HR Lead, M&E Lead, PR & Fundraising Officer.

- **Program Implementation Team:** Facilitators, trainers, and volunteers delivering programs in the field.

This structure ensures that every program pillar has dedicated leadership, supported by a strong administrative backbone, while the Board provides strategic oversight. It transforms PaaMoja from a loosely coordinated group into a professional, sustainable organization ready for the next decade of impact.