

YOUTH ALIVE

TRANSFORMATION PLAN

2009 to 2011

Prepared by:



INSTITUTE FOR POLICY ALTERNATIVES

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Executive Summary

Behind the grim statistics of extreme poverty in the three northern regions of Ghana is the reality of destitution suffered by street-children and vulnerable women in these regions. The recent floods in the North of Ghana have further exacerbated the conditions of children and youth and women who have fled, once again, to the bare streets of the north and south to escape the destruction of their farms, homes and livelihoods.

Youth Alive is the only initiative in Ghana that has systematically targeted support to street-children in the impoverished northern regions of Ghana, working with, and through the system of local government. Starting as a donor-funded project by Action Aid Ghana, the project was later incorporated as a non-governmental organization (NGO), but retained its essential character as an initiative providing support and welfare services to street-children, with service centers in three northern regions.

This Transformation plan for Youth Alive represents a major shift from a donor-funded NGO initiative to a “vibrant organization of, by, and for street-children”. Through a strategic consultative process starting with the vulnerable youth themselves and working up to the management, a number of key organizational reform efforts emerged. These include:

1. Building a core constituency of vulnerable children and women living in the street, by organizing them to re-launch an organization they truly belong to.
2. Creating a structure of the “new” organization that reflects a strong representation of the constituency of vulnerable children, youth and women.
3. Deriving a substantive part of the programmes implemented by Youth Alive from the members.
4. Undertaking advocacy for policy reform, relying on evidence-based inputs as well as the capacity of members of the organization to engage in local, regional and national advocacy.

In order for the plan to be implemented, it is proposed to establish a major effort in **Organizational Capacity Building (OCB)** and an **Institutional Development (ID)** effort during the first 12 months of the plan through:

1. Strengthening the current Board by including some members of the “future” organization, ie. Youth and Vulnerable women, to help define the nature of the organization.
2. Training community facilitators and volunteers to begin mobilizing membership and a constituency of street youth and vulnerable women.
3. Developing new procedures for the way Youth Alive works.
4. Undertaking a pilot project in each of the three regions that is membership-driven;
5. Prepare a new, five-year strategic plan with long-term, sustainable funding by October 2008 and,
6. Re-launch the organization as a membership-based civil society organization by November 2008.

The transformation plan will lead to three main outcome results (or developmental changes):

1. Youth Alive has established a foundation as a membership-based civil society organization, accountable to its members and the constituency of vulnerable youth and women in the North of Ghana.
2. Capacity to govern and to manage the organization evolving.
3. Systems and procedures to engage members in generating demand for their rights and basic services developed and functioning; and the means to meet these demands by the organization and other duty-bearers developed and activated.

NGOs in northern Ghana are expected to learn lessons on how to transform an NGO into a vibrant organization of civil society through this pioneering effort by Youth Alive and its partners.

The estimated budget for this transformation plan is \$ 171,000 over a period of 12 months, including membership-driven initiatives. Over 70% of this cost is devoted to building a wide membership base and developing a constituency of street-children and vulnerable youth and women. Youth Alive will become accountable to these members by the end of the transformation plan period. As well, staff and management of Youth Alive would develop their capacity to manage change and transformation.

1 Introduction

This document is the result of a strong demand for transformation of Youth Alive, from its history as a project, to its future as a sustainable organization of, and for vulnerable children in Ghana. The document has three main components:

1. An analysis of the main challenges for transformation
2. Options for organizational transformation as reflected upon by the key stakeholders of the organization
3. Components of the transformation plan

Once decisions are made on the type of transformation that is desired by the organization, a detailed budget and transformation implementation plan will be developed by the management and staff of Youth Alive.

This transformation process has been facilitated by the Institute for Policy Alternatives (IPA), a public policy think-tank and citizen-based development group located in northern Ghana, as the institution's contribution to sustainable development of civil society organizations in Ghana.

1.1 The Challenge for Transformation

Youth Alive promises to be a new-generation organization dedicated to the needs and capacities of the most vulnerable and marginalized children. Originally started as a project of the international NGO, Action-Aid Ghana as a project focusing on street-children, Youth Alive was registered as an independent non-governmental organization (NGO) in 2002, after an evaluation to define the future needs for support to vulnerable children.

The worsening poverty in Northern Ghana has meant an increase, rather than a decrease of the phenomenon of streetism, compounded by un-employed youth, women and men joining the children living in the streets. At precisely the same time, donor attention is shifting from support to enlarged programmes to provide basic services to the vulnerable youth and women. The attention of government is shifting from poverty reduction to wealth-creation, state policy is oriented more towards cash-transfers than meeting the social welfare needs of the people "below the radar". Consequently, the limitations of state policy in targeting and supporting street children is occurring at the same time as Youth Alive and other pro-poor NGOs are constrained by ever-shrinking resources and funding.

1.2 Rationale for a Transformation Plan

As an organization, Youth Alive is challenged to find more resources as well as show results in its earlier investments to justify its existence. At the start of the rapid assessment of the challenges facing the organization, it was concluded that the more Youth Alive has attempted changes in its orientation as a project targeting street-children, the more things remained the same. Specifically:

1. The legal processes to change the “project” to an NGO have been completed, but Youth Alive exists as a “programme with beneficiaries”, managed by an “office without members”, and governed by a volunteer Board of a few dedicated leaders and a management still accountable largely to donors who fund the entire budget of the NGO’s programmes.
2. Most funding of the organization remains donor-led, and consequently, reporting and accountability have remained directed towards the dominant donors.
3. The extent to which children and vulnerable women are involved in the decisions affecting the organization has increased considerably over the last 5 years of its existence as an NGO. However, their involvement has remained largely at the level of input to service provision, but not on fundamental issues about the participation and governance of the organization.
4. While the leadership of the Board and management share a passion to do things differently, frontline staff of Youth Alive do not appear to have the skills to look beyond the “project”; they are however keen to explore new ideas for self transformation as well as organizational change.
5. Children and youth living in the street are frustrated that the NGO is unable to meet their ever-increasing demands for more services; but they also expressed a strong desire to help shape the organization as “their own”.

Faced with these organizational challenges, management of Youth Alive have recognized that the NGO either changes or the changes in the environment of development financing might lead to its collapse.

2 Options for Organizational Transformation

At the start of the consultative process for defining the transformation needs of Youth Alive, four (4) stakeholder groups were convened to deliberate upon what they thought to be the highest challenges confronting Youth Alive, and to reflect upon different options for the organization's transformation. These were:

1. Selected street children and vulnerable youth from the three service areas (Northern, Upper East and Upper West Regions).¹
2. Field-workers and volunteers of the organization from the three regions.
3. Management staff
4. Members of the Executive Council.

Three main challenges were posed for these deliberations, namely:

1. An assessment of the Identity of Youth Alive – what is Youth Alive now? What do you want it to be in the next 5 years?
2. What is your role/function in the organization now; and what do you see yourself doing or being in the “future” organization.
3. What programmes do you find most useful and how can these be strengthened? What role do you want to play in this process of improvement?

Each stakeholder group was engaged in a half-day focus-group sessions; while the management group spent a whole day. The assessment revealed contrasting views on the nature of the organization. The results of the brainstorming sessions are summarized in the table below.

¹ These were carefully selected to include children receiving services from Youth Alive and those who are not – not even receiving services from any organization.

Summaries of the “Perceptions” of each Focus Group on the Notion of Youth Alive

Focus Group	Options for Organizational Transformation		
	<i>Option 1 Status Quo (as Local NGO rendering services)</i>	<i>Option 2 Intermediate (as a Technical Organization “friends of Vulnerable Children”)</i>	<i>Option 3 Constituency-based Organization of, and for Vulnerable Children</i>
Children	<p>There is a strong perception for a more permanent institution that will continue to provide sustained support, advice and counseling for street and vulnerable children.</p> <p>Overwhelmingly, children indicated satisfaction with services rendered, but that their logistical expectations had not been met satisfactorily.</p>		<p>Children in particular are dissatisfied with low level of participation: They perceive this process as either being slow at best or yet to be started.</p> <p>We want to form our own assoThere is a strong perception that they will be instrumental in establishing professional associations that can become future service providers and sponsors.</p> <p>There is also a strong commitment to become peer organizers/educators in schools, among various types of “child” and “youth” workers in the street.</p>
Field Workers	<p>They are highly committed to their work, are prepared to “take instructions”</p> <p>Approaches used by Youth Alive to support integration of children at the two levels (formal education and vocational training) have been perceived to be very good, but these remain focused on:</p> <ul style="list-style-type: none"> • Welfare service provision • Dealing with basic needs • Targeting a selected group of very poor and vulnerable children 		<p>Field workers have expressed a real desire to help and bring about change, but admit this process has challenges.</p> <p>A strong perception of promoting and developing active youth groups/associations that assures ownership, provides leadership, ensures participation, and promotes collective decision-making and long-term sustainability among others.</p>
Management	<p>A notion for a permanent institution that will continue to provide some services and more advocacy that is directly related to reducing streetism.</p>	<p>Management, more than any group, perceived this process to go further down to building solidarity among street and vulnerable children to develop a sense of confidence to develop their own programmes and run their services.</p>	<p>Management also has a notion of an independent entity that works with and for its constituents (street and vulnerable children).</p> <p>A strong notion of developing membership based entity that promotes ownership, leadership by those who benefit and a sense of belonging.</p>
Executive Council	<p>A vision for a permanent institution that moves from providing general to strategic services that would be directly related to reducing streetism.</p>	<p>Strong advocacy institution targeted at specific policy measures directly related to addressing key bottlenecks.</p> <p>Doing more research to inform advocacy and policy making.</p>	<p>A notion of an organization seen beyond just stakeholder participation in the project activities to include ownership by members - an organization of and for vulnerable children.</p>

3 Components of Transformation Plan

3.1 From NGO to a Civil Society Organization

Youth Alive started as a project of Action Aid Ghana; then it was incorporated as a local NGO, with a technical and “political” Board, drawing its members from the system of local and regional government. In effect, the very character of the institution remained essentially governmental in its membership and governance. Youth Alive has to address this crucial dilemma of what it wants to be, and who it wishes to represent.

It is proposed that, Youth Alive moves from being an organization represented by local government to be an organization of civil society.

Local and regional governments are important allies, but they may not be the best representatives to constitute what, in essence, is a non-governmental organization. A review of the current membership of the Board suggests that some members have a conviction to issues to be addressed by YA, as individuals committed to the welfare of the organization. These will need to be engaged at a higher-level of their conviction to support the transformation process, but not necessarily as representatives of their institutions.

“I am here because I am extremely concerned about what is happening to our children. As a regional representative, it is hard to budget for street children, but I want to find a way because I am a concerned citizen and a parent.”

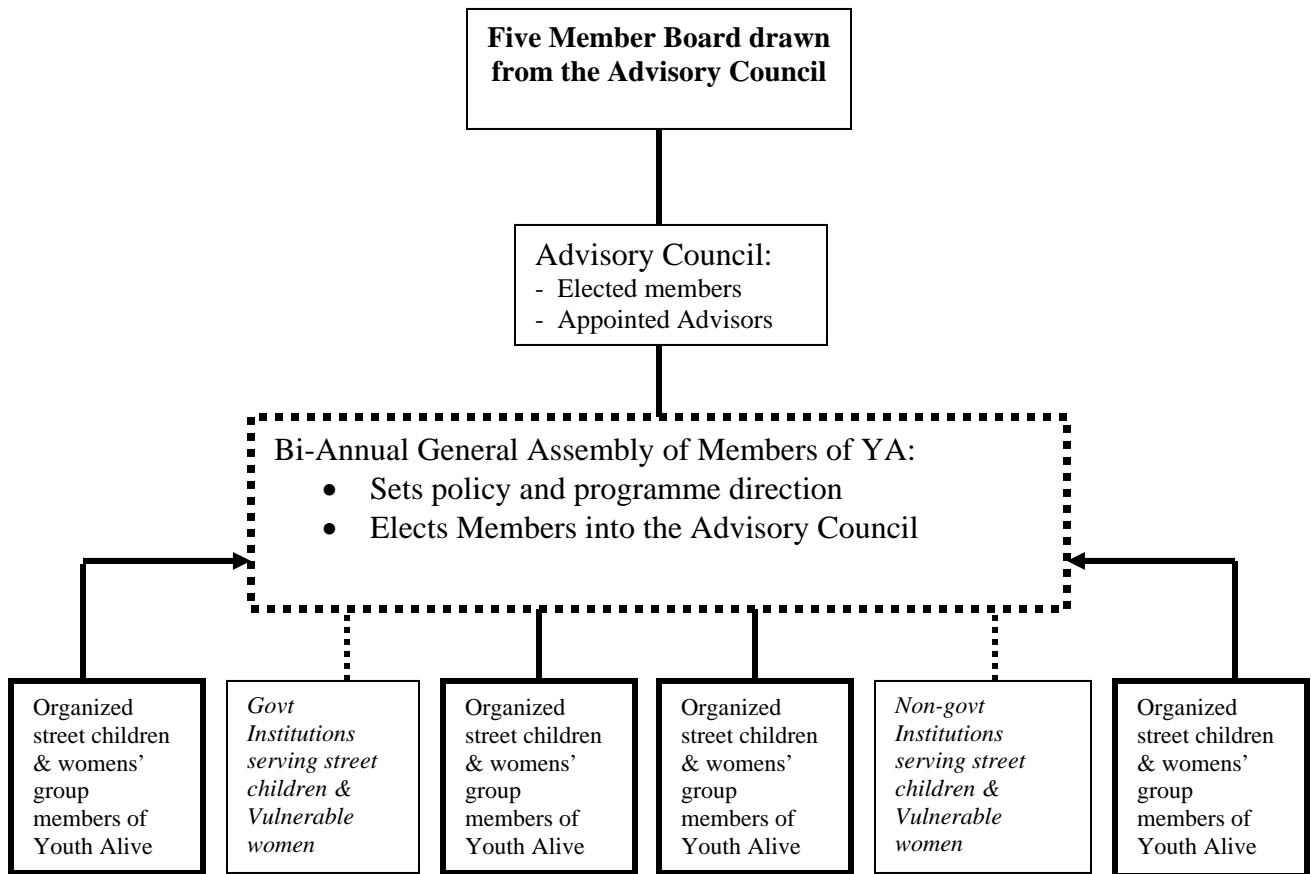
Regional rep. on Executive Council

The transformation of YA into an organization of civil society must therefore begin at the top, with the following specific actions:

1. Convene a retreat of the current Executive Council to define what it takes to re-orient the organization as one belonging to civil society.
2. Involve staff in the retreat to begin to evolve a different mind-set
3. Facilitate a process whereby the current Executive Council agrees on the type of organizational structure needed to govern a civil society organization.
4. Begin the implementation of the necessary changes as recommended by the Executive Council.

Working Towards a New Organizational Structure²

Possible organizational structure (to be reviewed and ratified by the current Executive Council) could be the following:



3.2 From Beneficiary Target Groups to Constituency Building

One of the key principles adopted in the preparation of this plan was participation of all stakeholders to ensure ownership by all. The major issues with regard to the transformation from beneficiary target group to constituency building included underlying challenges and the opportunities that are likely associated with the transformation.

The major actions to undertake transformation from beneficiary to organized members include:

- a) A rapid appraisal study on streetism and the constituency to be mobilized
- b) Training of OD (Organizational Development) facilitators within YA

² Note that this is not a management structure

- c) Support for the OD facilitators to begin the rudiments of mobilizing membership of YA
- d) Support for the convening of the first Youth Alive General Assembly

3.2.1 Rapid Appraisal Study

A study to assess the scope and reach of the potential members of Youth Alive. Such a study should include:

- a) A thorough analysis of the conditions that generate streetism, and an understanding of the “Kaya-ye” phenomenon;
- b) A participatory assessment of how children, youth (and adults) living in the street are organized, and the extent to which street children, youth and women are prepared to be better organized into an association.

3.2.2 Youth Alive OD Facilitator Training

Upon completion of this study, a training effort to strengthen the capacity of YA facilitators will then need to be designed and implemented. This training will be a two-part effort.

Part one will be training on basic principles and techniques of community-based organizations, including the specific group of street children (with content based on findings of the study). Part two will be an on-the-job coaching on building organizations from below. By this technique, YA facilitators will be engaged in a thorough field work to mobilize and engage children and youth living in the street, enabling them to organize their own leadership. The effort will also include supporting these groups to develop programmes, based on citizen leadership techniques.

3.2.3 Engagement of community groups in YA AGM

Once a core group of community-based YA associations are established, the process of empowerment will crystallize in preparing them to engage in the first AGM of Youth Alive. This process will entail, but not be limited to facilitating a process whereby:

- The groups set the agenda for the AGM
- Develop pilot initiatives for show-casing their efforts at the AGM
- Prepare strategies for forward-looking of the organization

The potential community groups that YA needs to mobilize as active “cells” for the Annual General Meeting include:

- a) **street children** categorized into “ **children of the street**”, those who work and sleep on the street. “**Children on the street**”, those who work on the street but go back home at the close of the day to sleep (*this category are in the majority*).
- b) **HIV/AIDs orphans**: children whose parents died or are suffering from HIV/AIDs
- c) **Disabled children**
- d) children affected by the floods in Northern Ghana
- e) Vulnerable women, who are either parents of the 4 categories above, or women who are themselves victims of disability, abuse, economic hardship or socio-cultural exclusion.

3.3 Core Functions -- From General Services to Strategic Services

Presently, YA’s core functions are organized around three main areas:

- Supports the education of street children young enough to go back to school. It organizes a 9-month informal course (preparatory classes) for them after which they are placed in schools. The organization sponsors the children in school by paying school fees and providing textbooks and school furniture. Parents (where capable) provide uniforms, feeding and pay visits to their children’s schools.
- Places older children (fifteen years and above) under apprenticeship to learn trades of their own choice, eg dressmaking, hairdressing, carpentry (boys & girls), electricals, auto mechanics (boys & girls), etc. The project supports the children to set up their own businesses after the training.
- Provides counseling to the children, preparing them for meaningful adult life
- Provides a center for the recreation of the children, most of whom do not have access to any form of recreation
- Provides health services
- Provides credit to parents to raise their income levels so that they can play their traditional roles as providers effectively.³

While these services have been assessed to be the most crucial to sustain the life and livelihoods of street-children, they also tend to reinforce the welfare and service-provision perception of Youth Alive. The short and long-term sustainability of these services is suspect, as the funding is in short supply. Moreover, Youth Alive as an organization, may not necessarily have comparative advantages in providing the specific services that is currently offering.

³ Extracted from the Youth Alive Brochure

As part of the transformation plan, it is recommended that Youth Alive move beyond basic service towards functions in which the organization has (or can acquire) comparative and competitive advantages. These include:

- Support for the mobilization of a strong and legitimate constituency and an awareness for the rights of street children.
- Representation on the rights of street children, vulnerable youth and women.
- Creating opportunities for street-children and vulnerable youth to access and utilize their opportunities.
- Providing core welfare services from the Youth Centers, such as drop-in facilities, official address, counselling and representation for the most vulnerable people.

A strategic service is one which can catalyze multiple actions

Youth Alive could launch a study and a documentary on the status of street-children in the North, highlight the opportunities and policy challenges, and use this to trigger policy reforms and programmes of support.

To proceed with this aspect of the transformation plan, a review of the programme portfolio of YA suggests three focus areas in which the organization could specialize and therefore develop its comparative and competitive advantages. These are:

1. Static Services – the things that YA offers, at its various locations in the three regions
2. Research and Advocacy
3. Organizational Capacity Development to empower children and youth and vulnerable women.

3.4 Towards Efficiency in Planning and Managing For Results

A key element in the transformation plan is the need to transform the system of planning, resource mobilization and management for results in the organization. This entails a four step system:

1. Development of basic systems and procedures for planning that is based on membership needs as well as other strategic considerations.
2. Budgeting based on the needs and capacity of the organization
3. Establishment of a system of results-oriented monitoring and evaluation.
4. Staff training to cope with changes in organizational status, needs and orientations.

3.4.1 Systems for Planning & Management

The current planning system operating in YA is activity-based; management is by activity, and therefore reporting and accountability are reflecting the implementation of activities rather than the achievement of tangible outputs and developmental outcomes.

In this transformation plan, we strongly recommend the introduction of Results-orientation in the planning, management and reporting within Youth Alive.

A results-oriented planning seems means that, YA targets will stated from the outset as “Results statements”, ie. What the organization expects that it will change over a specified period. In introducing the new system for planning, management and reporting, the transformation plan calls for:

- Systems development, using current activities to demonstrate a results-orientation
- Training of management staff on Results-Based Planning and Management (RBPM)
- Coaching Management staff on how to use the skills acquired from training to make changes in the planning, management and reporting systems.

3.4.2 Budgeting by Results

Corresponding to the planning system is the system of budgeting. Increasingly donors are interested in developmental changes – outcomes and impacts – of their resources, not merely in the activities that have been implemented. It is therefore imperative that the system of budgeting within YA change to reflect what developmental changes are being manifested in the lives of street-children and vulnerable women, measured in terms of how much money was allocated (budget).

Training on results-oriented budgeting will be incorporated in the activities under 3.4.1.

3.4.3 Results-oriented M&E

Presently, YA does not have a system for internal monitoring of progress in achieving targets. This is due in part to the erratic funding situation which does not permit the planning and implementation of longer-term projects. The system for evaluation relies heavily on external evaluation, commissioned and implemented by specific, donor-funded projects.

In the period of the transformation plan, YA will need to install a simple monitoring system, and an approach to internal evaluation. This system will need to be based on:

- Participatory approaches for defining indicators by the members of the organization;
- A series of feedback arrangements that lets the community groups themselves monitoring and evaluate progress on agreed targets; and,
- A results-based system for evaluating the outcomes of particular outcome areas.

3.4.4 Staff Training to Cope with Organizational Changes

The transformation plan outlined above will also require a substantially transformed human resource base for Youth Alive. This will mean changes in their roles and responsibilities as people previously working for a Local Non-Governmental Organization to working with and for constituency-based entity. Managing the transformation entails greater effort on the part of the staff to translate the current thinking into results. Among the challenges to be addressed include change in roles and responsibilities, inadequate staff, inadequate funds, acceptability or otherwise of the transformation by the staff, current beneficiaries, the public, partners and the skills required to transform. Some of the changes that need to occur include:

- Bridging communication gap between the organization and members
- Community participation will be key to sustainable constituency based organization. In this respect, local participation and oversight functions need to be fostered to promote community contributions.
- Special emphasis on staff development through training and capacity building to step up improvements in programme outcomes will have to be harmonized to focus on optimizing results (efficiency and effectiveness).
- Management reform is also critical to achieving sustained efficiency. The emphasis will include clear delineation and rationalization of roles and responsibilities (organizational structure) and training at management and association members.
- Special partnership programmes with state and non-state institutions will have to develop with focus on areas where both institutions have historically been lead players.
- Building skills, relationships, leadership and organizational systems that respond more effectively to the needs of the constituents, including engaging communities and past beneficiaries in addressing barriers.
- Ensuring sustainable funding arrangements require improvements in fund raising skills and techniques. The principal challenge is for staff and management to find a way to bridge the funding gap likely to be created by the transformation.

3.4.4.1 Training on new skill sets that support change management

Among the opportunities that the transformation will come along with are new skills needed for this change. Staff and management are hoping to acquire new skills for innovative programming leading to more funding for the sustainability of the organization. Skills training in the following areas have been identified:

- Facilitation and Leadership Development
- Evidence and Constituency-based research and advocacy
- Effective Communication
- Community mobilization or building and/or mobilizing constituencies
- Change management
- Fundraising

During the transformation plan period, the needed training will be defined and sources where this training can be procured elaborated. Subsequently, the new Strategic Plan will include a 5-year human resources development strategy and plan to enable the organization manage the imminent changes started under this transformation.

3.5 *Medium-term Strategy for Sustainable Funding*

Sustainable funding has three main dimensions:

1. The ability to demonstrate that the existence of the organization is making substantial impacts on the lives and livelihoods of its members;
2. The capacity to develop good, fundable initiatives directed to Philanthropic Foundations; and,
3. The ability to raise funds from individuals, corporate entities and philanthropists.

In this transformation plan, Youth Alive will undertake the following key actions to meet the criteria of raising and managing a sustainable funding agenda.

3.5.1 Demonstrating that Youth Alive Makes a Difference

In seeking to demonstrate that YA makes a difference in the lives and livelihoods of street children and vulnerable youth and women. YA will establish a thorough system of baseline studies, starting with the level of organization, conditions and status of the potential members of the organization. This baseline will provide a benchmark against which future changes will be measured. The indicators for assessing developmental changes will be developed by the members themselves. The results of such assessments will be fed into annual childrens' congresses, in which the main benefactors will be invited to participate.

3.5.2 Engaging Philanthropic Foundations

As part of the transformation plan, staff of YA will be trained on how to raise funds through Foundations. Such techniques will include targeted fund-raising through responding to proposal calls to design and implement innovative projects. Foundations that look likely for such an effort include:

- Bill & Melinda Gates Foundation
- The Hewlett Foundation
- The Ford Foundation
- Rockefeller Foundation

These and other foundations have more flexible, yet specific funding opportunities which can be used to support an organization of street-children, seeking to transform itself into a membership-based organization.

3.5.3 Ideas for Fund-raising from Individuals and Corporate bodies in Ghana

As the Ghana economy transforms, so does the improvement of pockets of Ghana and among well-off social and economic classes. Recent successful experiences with church fund-raising suggests that Ghanaians are becoming more and more generous, making it quite likely that public fund-raising techniques might begin to work for charities in Ghana. A test of this hypothesis could be for Youth Alive to commit to undertake fund-raising among:

Annual Fund-Raising through Comic Relief

One of the major funding sources for YA programmes in the last few years has been through a grant from Comic Relief-UK. Youth Alive could establish an annual fund-raising bazaar by engaging its members through various communities; engaging Ghanaian celebrities to carry out performance for the benefit of street-children programmes.

- Parents and extended family of street children
- Local government bodies
- Private business people and, through the children themselves, mobilize campaigns for fundraising.

3.6 ***Building Strategic Alliances***

Over the years of association with Action Aid-Ghana, Youth Alive has established a reputation for being effective in the delivery of services for street-children. This reputation is well known by leading local and international NGOs, as well as institutions in the public sector. As part of this transformation plan, a small number of alliances will need to be cultivated and developed into the medium to long-term. Three such alliances are suggested to be cultivated in the period of the transformation plan:

- Alliance to acquire Organizational Development Expertise
- Alliance for Policy Advocacy
- Alliances with Faith-based Organizations

3.6.1 Building Alliance to acquire Organizational Development Expertise

The extent to which YA can transform itself is heavily determined by the capacity the organization can acquire, initially through training, but ultimately through being associated with other organizations who have OD expertise. In Ghana, the Danish NGO, Ibis, is the leading organization that focuses on OD capacity building as a core area of its expertise. Through the Organizational Capacity Building Programme, Ibis supports the re-generation of NGOs and seeks to support them to be sustainable by developing a constituency. An alliance with Ibis will enable YA to move more quickly towards organizational sustainability.

3.6.2 Strengthening Alliances for Policy Advocacy

As the transformation plan has a shift towards policy as a priority for YA, the organization needs to establish stronger relations with key institutions in the policy landscape. These include possible relations with:

The Commission for Human Rights and Administrative Justice (CHRAJ)
The National Commission for Civic Education (NCCE)
Parliament

Through such alliances, issues affecting the rights of children can be quickly channeled through these institutions to obtain national-level recognition.

3.6.3 Deepening Alliances with Organizations working with Street Children

The substantive work that is being undertaken by faith-based organizations in the area of child-rights and support for street-children, needs to be recognized by YA. Specific efforts should be made to engage in partnerships for collaborative programmes with these organizations, through joint programmes.

Budget for Transformation Plan

Budget Component	Description	Amount
<i>Re-structure Organization</i>		
	<ul style="list-style-type: none"> Executive council retreat Train new EC 	\$ 2,000.00 \$ 3,000
	<ul style="list-style-type: none"> Staff consensus-building 	1,000.00
	<ul style="list-style-type: none"> Training on staff re-orientation 	5,000.00
	<ul style="list-style-type: none"> External facilitation of organizational re-structuring & training 	8,000.00
	<i>Sub-total</i>	<i>\$ 19,000.00</i>
<i>Build Constituency of Members</i>		
	<ul style="list-style-type: none"> Facilitator training for membership mobilization 	5,000.00
	<ul style="list-style-type: none"> Mobilization of 12 member caucuses in year 1 	12,000.00
	<ul style="list-style-type: none"> Pilot grant for operation of member caucuses, including pilot community-initiated projects 	24,000.00
	<ul style="list-style-type: none"> Community-based monitoring by caucuses 	3,000.00
	<ul style="list-style-type: none"> External coaching support for constituency-building 	9,000.00
	<ul style="list-style-type: none"> Support for 1st Youth Alive AGM with membership participation 	15,000.00
	<i>Sub-total</i>	<i>\$ 68,000.00</i>
<i>Improve Planning & Management</i>		
	<ul style="list-style-type: none"> Design, test and train staff on new, results-oriented planning, management and M&E system 	7,000.00
	<ul style="list-style-type: none"> Support staff to implement new system 	2,000.00
	<ul style="list-style-type: none"> Document experiences and disseminate for knowledge-sharing 	1,000.00
	<i>Sub-total</i>	<i>\$ 10,000.00</i>
	Improve Fund-Raising Strategy	5,000.00
	Design and Begin implementation of Staff Training	10,000.00
	Develop strategic alliances	1,000.00
	Communicate & Disseminate Transformation Plan	2,000.00
	Prepare 5-year strategic Plan --Consultation processes; develop and cost strategic plan	10,000.00
	<i>Sub-total</i>	<i>\$ 28,000.00</i>
<i>Manage the Transformation Plan</i>		
	<ul style="list-style-type: none"> Assign dedicated YA staff to coordinate implementation of transformation plan and fund-raising efforts 	10,000.00
	<ul style="list-style-type: none"> Logistical and transport support for transformation 	22,000.00
	<ul style="list-style-type: none"> Communication and office overheads 	6,000.00
	<ul style="list-style-type: none"> Monitoring and evaluating transformation plan 	6,000.00
	<ul style="list-style-type: none"> Preparing final report on experiences of transformation plan implementation for knowledge-sharing 	2,000.00
	<i>Subtotal</i>	<i>\$ 46,000.00</i>
	GRAND TOTAL	\$ 171,000.00

4 Detailed Action Plan for the Transformation Plan

Component/Activity	Time Schedule (in months)														Indicative Budget	Results			
	'08		2009																
	Nov	Dec	Jan	Feb	Mar	Apr	Ma y	Jun	Jul	Aug	Sept	Oct	Nov	Dec					
Preparation																			
1.Organizational Development:																			
1.1 Convene retreat to re-orient current Executive Council	←→																		
1.2 Convene retreat to re-orient staff to begin to evolve a different mind-set				→															
1.3 Facilitate a process for the EC to agree on the type of organisational structure needed to govern a CSO			→																
1.4 Implement necessary changes recommended by the E C				←→															
2. Building a New Constituency																			
2.1 Rapid Appraisal study on streetism & the constituency to be mobilised				←→															
2.2 Train OD facilitators within Youth Alive						→													
2.3 Support OD facilitators to begin mobilising							←→												

