

Strategic Plan
2027-2036

EMPOWERING YOUTH, BUILDING FUTURES

kiyo

EMPOWERING YOUTH TOGETHER

Abbreviations

APPS: Awareness, Protection, Participation and Skills
CSO: Civil Society Organization
GCE: Global Citizenship Education
ESD: Education for Sustainable Development
ILO: International Labour Organization
JSF: Joint Strategic Framework
KPI: Key Performance Indicators
MCD: Mutual Capacity Development
MEAL: Monitoring, Evaluation, Accountability and Learning
MTE: Mid-Term Evaluation
NEET: Not in Education, Employment or Training
NGO: Non-Governmental Organization
NYAB: National Youth Advisory Board
SCD: Shared Capacity Development
SDG: Sustainable Development Goals
TVET: Technical and Vocational Education and Training
VSLA: Village Saving and Lending Associations

The process

KIYO's strategic plan for the period 2027-2036 is the result of a participatory reflection and planning process spanning the period from May to December 2024. We engaged in a broad, bottom-up consultation process involving our international staff, our partners and external stakeholders from all partner countries and our National Youth Advisory Boards. We organized participatory strategic reflection workshops with key partners and stakeholders in all partner countries, including youth who are not in education, employment or training. During a week-long strategic planning workshop with KIYO management, country representatives and members of the Governance Board and General Assembly the key elements of our strategic orientation for the coming 10 years were defined. The strategic plan 2027-2036 was finally approved by KIYO's General Assembly on December 11, 2024.

A rapidly changing world

Our strategic plan 2027-2036 was written during a time when global events and trends are rapidly changing the world. Democracy and civil freedoms are increasingly under pressure, with autocracies now outnumbering liberal democracies. At the end of 2023, around 120 million people, or more than one in every 69 people on Earth, were forcibly displaced due to conflict, violence, human rights violations and persecution¹. Following what is now known as the 'decade of climate change acceleration' from 2011 to 2020, 2023 was also the hottest year on record, with heatwaves, floods, droughts and wildfires intensifying, undermining socio-economic development in many parts of the world and becoming an important driver of migration and displacement.² Meanwhile, Artificial Intelligence is gearing up to become the most transformative technology of our time.

The global situation of youth

Today, 16% of the world population, or 1.2 billion people, are youth between the ages of 15 and 24 years old, and this number is expected to rise to 1.3 billion or 20% of the world's population by 2030.³ Now, more than ever, young people are at the forefront of local and global movements demanding and acting for change towards a more just, equitable and sustainable world. At the same time, young people continue to face multiple challenges in terms of equitable access to quality education, decent work and gender equality. Around 1 in every 5 young people globally are currently not in education, employment or training, preventing them from accumulating

¹ <https://www.unhcr.org/global-trends>

² <https://wmo.int/publication-series/state-of-global-climate-2023>

³ <https://www.un.org/youthenvoy/youth-statistics/>

knowledge and skills and realizing their full potential⁴, which leads to lasting economic and social disadvantages, exclusion from full civic participation, and has a strong negative impact on their physical, social and psychological wellbeing. The lack of decent work and sustainable incomes for young people also has profound impacts on critical global issues such as poverty, migration, peace and stability.

Our world vision

KIYO is driven by the conviction that talent is universal, but that opportunities are not, and that this unequal distribution of opportunities prevents vast numbers of talented young people from realizing their full potential and becoming the agents of change they could be if only given a fair chance. KIYO therefore envisions a world in which all youth, regardless of their background or circumstances, are empowered to realize their full potential, access opportunities for quality education and decent work, and contribute to a just, sustainable, and inclusive global society.

Our values

The following core values define who we are as an organization and guide us in our actions, including the process of developing this strategic plan for the period 2027-2036:

- ❖ We seek **interconnection** by being open and actively looking to learn from others and sharing our expertise, by choosing collaboration and dialogue in all our interactions, while building bridges across borders and between people.
- ❖ We promote **inclusion** by creating safe and brave spaces where everyone can be themselves, can develop a sense of belonging, freely voice ideas and opinions and feel genuinely included.
- ❖ We aspire **sustainability** and long-term impact through appropriate and durable solutions that contribute to a more just society, and we continuously remind ourselves to be aware of what we are doing and take responsibility for it.
- ❖ We practice **adaptability**, we learn by doing and we take time to reflect and are driven by an eagerness to do better every time. We allow ourselves to make mistakes as long as we learn from them, and we dare to be creative and are unafraid of trying new things.

Our key strategic choices

KIYO has chosen to focus on the following strategic priorities for the period 2027-2036:

- In terms of **target groups**, KIYO makes a conscious choice for **youth not in education, employment or training** and **youth who are at risk** of dropping out early from education and training systems⁵. Often referred to by the acronym 'NEET', we see them as **young people with talent and potential**, but who face multiple obstacles in terms of access to opportunities.

- In terms of programme approach, KIYO will focus on strategies that are interconnected and implemented sequentially.

1. Empowering youth

- ❖ Empowering youth not in education, employment and training and at-risk youth by **supporting their resilience & mental health through a talent-, rights- and skills-based approach to empowerment**.
- ❖ Strengthening schools and youth-oriented organizations in creating a supportive learning environment that better supports and prepares youth for their future

2. Creating access to sustainable and decent work

- ❖ **Creating access to sustainable and decent work** through inclusive technical and vocational education programs, by linking training and education trajectories to work opportunities and by supporting youth entrepreneurship.

3. Policy advocacy

- ❖ Documenting and capitalizing lessons learned (evidence/methodologies)
- ❖ Use evidence to engage in **policy advocacy** for inclusive public policies and programs in favour of youth not in education, employment and training and at-risk youth by participating in advocacy

⁴ <https://www.ilo.org/publications/major-publications/global-employment-trends-youth-2024>

⁵ In the rest of this document, the latter will be referred to as “at-risk youth”.

networks and alliances and contributing evidence-based support by partnering with research organizations and institutions.

- In terms of **partnership approach**, KIYO supports and complements the efforts of partners. KIYO will enhance and expand its strategy of **mutual and shared capacity development** (MCD/SCD) as a central element of our partnership strategy and will continue to strive towards more equal partnerships.

- KIYO will progressively move towards **an internationalized and decentralized organizational structure** to enhance our responsiveness to global evolutions, decentralize decision-making for greater contextual adaptability, diversify funding sources, strengthening our strategic positioning in partner countries, and improving cross-country learning for more effective international collaboration.

PROGRESS, INSIGHTS AND CHALLENGES

As a learning organization, KIYO identifies the following key accomplishments, lessons learned from both successes and setbacks, and the primary threats and challenges that could impact our future.

Progress

The strategic plan 2017-2026 - which underwent a significant revision in 2019 and became the strategic plan 2020-2025 - allowed KIYO to take important steps forward:

- KIYO currently empowers **over 10,000 youth** in Belgium, Brazil, Burundi, the Democratic Republic of Congo and the Philippines through **partnerships with local CSO's**. KIYO has finetuned its **MEAL system**, allowing us to monitor and evaluate the quality and impact of our programs across countries, and has taken steps in orienting the **partnership strategy** towards mutual and shared learning and co-creation.

- KIYO has **expanded and diversified its Governance Board and General Assembly**, attracting new expertise. With the establishment of **National Youth Advisory Boards** in our partner countries, KIYO has taken important steps towards increasing the voice of youth in the governance of our organization. Furthermore, KIYO has invested efforts in the further **decentralization** of our operations while keeping everything together through the development of **more harmonized international frameworks, processes and support functions**.

- KIYO has professionalized its **communication strategies and processes** allowing for more frequent and effective communication about the impact of our work to build a broader support base for it.

Insights

Throughout the strategic reflection process, key lessons were drawn from the implementation of our programs, from working with partners, and from the Mid-Term Evaluation of our DGD program 2022-2026 *Empowering Youth Together Globally*. Some of these learnings are:

- Broader **participation in and ownership of our country teams and partners** over the process of defining our key strategic priorities and designing programs is essential to develop more locally led, coherent, context-appropriate and impactful programs. An important step was taken by consulting partners from all the countries KIYO works in during the development of this strategic plan.

- KIYO's experience has shown that **economic empowerment is a crucial key to transforming the lives of youth** who are at the brink of adulthood, but who have not benefited from quality education or training, preventing them from unlocking, developing and using their talents and full potential. This aspect often serves as a vital condition and catalyst for empowerment in other areas, particularly in fostering active global citizenship and civic participation.

- KIYO has built up expertise in developing and implementing a **talent-, rights- and skills-based approach to empowerment** and in applying a **Global Citizenship** perspective in working with youth in different contexts. KIYO is convinced that this expertise adds crucial value to our partnerships and programs.

- KIYO has developed expertise as a **'connector'** and **'bridge builder'**, fostering collaboration and collective learning among partners as well as connecting partners with strategic stakeholders who may be outside their immediate sphere of influence but who are nonetheless vital for driving lasting, structural change. Most importantly, KIYO connects youth across borders and empowers them to connect with and reach for their dreams.

- Given that KIYO also works in conflict-affected and fragile contexts⁶, a more systematic approach to **conflict-sensitive programming** - including a conflict-sensitive context analysis, an analysis of the interaction between our interventions and the dynamics of conflict, and mechanisms that allow for flexibility and adaptability – will be further developed.

Challenges

Despite advancements in various areas, **several threats and challenges** identified in the 2020-2025 strategic plan continue to be highly relevant. Among these, the most significant are:

- The need to **build up more financial reserves, increase the diversification of institutional funding sources and decrease the dependency on DGD funding**. In a context where the federal budget for development cooperation is under strong political pressure, both in terms of its volume as well as in terms of its conditionalities, **KIYO needs to further strengthen its support base** with citizens and with private actors and build capacities to mobilize resources through its decentralized structures.
- The need for KIYO to develop **more in-depth synergies and collaborations with other organizations with compatible** approaches and a shared vision, including but not limited to JSF members in our partner countries. The implementation of our *Empowering Youth Together Globally* program has taught us that, in contexts where the challenges are great and the resources are increasingly limited, KIYO can have more impact by working in synergy and collaboration than by working alone.

VISION AND MISSION STATEMENT

Vision Statement

KIYO envisions a world where all youth, regardless of their background or circumstances, realize their full potential, have access to opportunities for quality education, decent work and personal development, and actively contribute to a fair, sustainable and inclusive global society.

Mission Statement

KIYO empowers youth to overcome barriers to education, decent work and personal development by cultivating resilience, skills, and mental well – being. We create supportive ecosystems of inclusive, appreciative and supportive education environments, training programs and public policies.

TARGET GROUPS & GEOGRAPHIC SCOPE

Description of the target groups

In the period 2027-2036, KIYO will focus on the empowerment of **youth not in education, employment or training** and **at-risk youth**. KIYO makes a preferential choice for young people between the ages of 15 and 24 who are at the threshold of adulthood but who face multiple obstacles in accessing or sustaining education and training trajectories and who therefore have difficulty accessing decent work opportunities and developing future perspectives. Although often referred to by the acronym 'NEET', KIYO prefers to think of these young people as having talent but lacking opportunities.

Youth not in education, employment and training covers **a diverse group of young people**, and the reasons for becoming 'NEET' vary from one context to another. Therefore **context-specific choices** will be made in the different countries where we work. However, despite this diversity, several factors stand out as particularly strong determinants of youth not being in education, employment or training. Youth who are expected to assume family responsibilities at an early age are more likely to become 'NEET', 'NEET' rates tend to be **higher in rural than in urban areas**, and NEET rates tend to decrease with greater **educational attainment**. Young people considered 'NEET' develop multiple ways of improvising livelihood strategies through which they acquire a multitude of skills

⁶ KIYO works in conflict and post-conflict contexts in the DRC and Burundi, in and communities affected by drug-related violence in the favelas in and around Rio de Janeiro in Brazil.

for day-to-day survival. However, these improvised livelihood strategies, often referred to as simply ‘getting by’ often come with many risks and exposes youth to hazardous, precarious and exploitative forms of work.

To respond effectively to the challenges youth face in different contexts, KIYO uses an **intersectional approach**. Factors such as gender, race, economic background, and family history combine to make some youth more vulnerable than others. By better understanding how these factors interact to produce social inequality, KIYO and partners can create targeted actions to address the specific challenges these young people experience.

Geographic Scope

“Peaceful societies rely on three core ingredients: stability, inclusion, and social justice; and decent work for the youth is at the heart of all three”⁷.

Gilbert F. Hounghon, ILO director-general.

In the next 10 years, KIYO intends to continue to work in Belgium, Brazil, Burundi, the Democratic Republic of Congo and the Philippines. While all countries where KIYO wants to operate in the next 10 years face significant challenges in terms of the socio-economic inclusion of youth not in education, employment or training and at-risk youth, these challenges are not the same, and therefore **context-specific choices in terms of target groups, partnerships, key stakeholders and approaches will be made** when developing country-specific programs. We believe that working in a diversity of contexts offers great potential for shared learning and for a rich exchange of knowledge, experiences and approaches.

In **Belgium**, around 1 in every 10 young people are not in education, employment and training. Young people with a low level of education are 3 times more at risk of dropping out early from education and being unemployed than young people with higher education, while young people with a migrant background have a likelihood of becoming ‘NEET’ that is 70% higher than with young people without migrant background.

Brazil and the **Philippines** are Middle Income Countries (MIC) with growing economies and an expanding middle class, but with wide disparities between rich and poor and systemic barriers to the socio-economic inclusion of youth not in education, employment or training, who make up respectively 19,8%⁸ and 13,9%⁹ of young people aged between 15 and 29 in these countries. Although technical and vocational education and training programs exist, youth in situations of vulnerability face systemic barriers in accessing them, whereas young people who have completed an education or training trajectory often do not find decent work or livelihoods providing them with a sustainable income.

Burundi and the **Democratic Republic of Congo**, on the other hand, are both Low Income Countries (LIC) with few opportunities in the formal labour market and where vast numbers of young people on the threshold of adulthood are ‘getting by’ in the informal sector. Specifically in the eastern Congo, young people not in education, employment or training are particularly vulnerable for the impact of the ongoing armed conflict, with boys and young men without prospects being recruited into armed groups or manipulated by political fractions, and girls and young women enduring multiple forms of gender-based violence. In this context, economic empowerment represents an important form of protection.

STRATEGIC GOALS AND STRATEGIES

Programmatic Goals

Goal 1: Empower at-risk youth by strengthening their self-awareness, self-confidence, and essential skills, while creating appreciative and supportive school and organizational cultures. Enable youth not in education,

⁷ <https://www.ilo.org/resource/news/number-youth-not-employment-education-or-training-neet-cause-concern#:~:text=Peaceful%20societies%20rely%20on%20three,market%20recovery%20than%20young%20wo men.>

⁸ <https://agenciadenoticias.ibge.gov.br/agencia-noticias/2012-agencia-de-noticias/noticias/39531-uma-em-cada-quatro-mulheres-de-15-a-29-anos-nao-estudava-e-nem-estava-ocupada-em-2023>

⁹ <https://psa.gov.ph/statistics/labor-force-survey/press-release/node/1684065024>

employment, or training to connect with their dreams, seize opportunities, and actively contribute to a fairer and more sustainable world. Foster environments where youth feel valued, connected, and empowered to make informed choices for their future.

Key Performance Indicators:

KPI 2027-2031	KPI 2032-2036
At least 10.000 youth not in education, employment and training and at-risk youth have gained increased ability to seize opportunities by building their self-awareness and self-confidence and developing essential technical and life skills.	At least 12.500 youth not in education, employment and training and at-risk youth have gained increased ability to seize opportunities by building their self-awareness and self-confidence and developing essential technical and life skills.
KIYO and partners support young people in practicing their global citizenship through creative and positive social actions in their communities and mobilizing youth across borders.	
At least 50 schools and organizations create an appreciative and connecting school/organizational culture, so that youth in their final years of secondary education can make informed study or career choices, feel valued and connected to a larger community, and contribute to a just and sustainable world.	At least 50 schools and organizations create an appreciative and connecting school/organizational culture, so that youth in their final years of secondary education can make informed study or career choices, feel valued and connected to a larger community, and contribute to a just and sustainable world.

❖ Strategies:

Empowering youth by Resilience Building and Mental Health:

Throughout the years, KIYO has built experience in strengthening the resilience of youth through a **talent-, rights- and skills-based approach to empowerment**. We have learned that, working with and alongside partners, KIYO can add significant value to the empowerment journeys of young people in our programs, by developing learning trajectories that build young people's self-awareness and self-confidence, broadens their horizons and perspectives, supports them in developing a diversity of skills, and enables them to project themselves on a self-chosen pathway towards greater social and economic empowerment. From consultations in our partner countries, particularly with our National Youth Advisory Boards, KIYO has also learned that for youth who are not in education, employment or training and who face discrimination and multiple forms of violence in their daily lives, care for their mental health is a crucial aspect of their empowerment process. KIYO will therefore integrate this aspect more consciously in its work. KIYO will capitalize on and further develop its role as a facilitator of talent, rights and skills-based empowerment trajectories, taking up an implementing role.

Whole School Approach & Whole Organization Approach

In countries where KIYO will continue to work on creating appreciative and connecting learning environments in the formal education system, we opt for a **whole school approach**, working with all school actors in creating an appreciative and connecting school culture, so that youth in their final years of secondary education can make informed study or career choices, feel valued and connected to a larger community, and contribute to a just and sustainable world. Specifically in Belgium, KIYO will capitalize on the knowledge and expertise gained from leading the School4Rights partnership. Similarly, in working with organizations, KIYO adopts a **whole organization approach**, involving the leadership, members and volunteers in creating an empowering organizational culture.

Global Citizenship

KIYO has so far practiced Global Citizenship Education mostly in General Secondary Education, but for the period 2027-2036 KIYO will focus on Mixed and Technical and Vocational Oriented Secondary Education. On the one hand, students from this form of education are generally less reached by Global Citizenship Education programs and, on the other hand, the percentage of students who drop out early is also significantly higher in this type of education. On the other hand, the Mid-Term Evaluation of our *Empowering Youth Together Globally* program also affirmed that KIYO's approach to global citizenship education in Belgian schools resonates with youth that have a migration background and that they experience KIYO's trajectories as particularly empowering. Because of structural barriers, these students are much more represented in Mixed and Technical and Vocational Oriented Secondary Education than in General Secondary Education. KIYO believes that by applying the whole school

approach we can contribute to safe learning environments for all students where connection, high expectations and sense of belonging go hand in hand.

As often these young people also find support with organisations that accompany them outside of the school context, for instance through sports, arts and culture, KIYO also intends to collaborate with this type of organizations based on our experience of accompanying youth-oriented organisations.

KIYO has likewise built experience in integrating a global citizenship perspective in youth empowerment approaches in our different partner countries. On the one hand, young people are supported in critically engaging with global challenges such as climate change, social justice, and human rights and by linking local challenges to global contexts. On the other hand, KIYO works with partners in applying a **Global Citizenship** perspective in their empowerment activities with youth, thereby developing global competencies. Specifically, through the Youth2Youth project, young people from different countries are put in contact with one another, learn from each other's contexts, and support each other in developing, implementing and evaluating their own social actions to address challenges they identify.

Goal 2: Create and advocate for access to quality technical and vocational training programs and for decent work opportunities for youth not in education, employment and training and at-risk youth.

❖ Key Performance Indicators:

KPI 2027-2031	KPI 2032-2036
4.000 youth not in education, employment and training and at-risk youth are employed or manage their own entrepreneurial activities providing them with a fair income and enabling them to broaden their horizons and pursuing a broader range of opportunities and possibilities.	5.000 youth not in education, employment and training and at-risk youth are employed or manage their own entrepreneurial activities providing them with a fair income and enabling them to broaden their horizons and pursuing a broader range of opportunities and possibilities.
Providers of Technical and Vocational Training programs and providers of decent work opportunities have become more inclusive and responsive to the needs of youth not in training, employment and education and education and at-risk youth	
At least 5 evidence-based policy recommendations are submitted to government bodies or integrated into national youth employment strategies, resulting from KIYO's collaboration with partners, advocacy platforms, and research institutions.	At least 10 evidence-based policy recommendations are submitted to government bodies or integrated into national youth employment strategies, resulting from KIYO's collaboration with partners, advocacy platforms, and research institutions.

❖ Strategies:

Inclusive and responsive TVET courses:

KIYO and partners will continue to facilitate the access of youth not in education, employment or training and at-risk youth to **inclusive and market-responsive technical and vocational training opportunities**, enabling them to learn a profession that resonates with their aspirations and talents and that opens opportunities for regular or self-employment. In contexts where public policies and programs aimed at facilitating young people's access to TVET courses exist, KIYO and partners will focus their efforts on working with TVET providers in designing and implementing more inclusive education and training opportunities that are more responsive and adapted to the needs of youth in more vulnerable situations. In contexts where formal TVET training programs are non-existent or out of reach, KIYO and partners will focus efforts on bringing technical and vocations training opportunities closer to the youth, and in working with key stakeholders in building inclusive, empowering learning environments combining technical skills development with life skills development. Given the global challenges presented by climate change and an increasing demand within the green economy, KIYO and partners will specifically explore opportunities for access of youth to TVET courses linked to 'green jobs'.

Linking education and training trajectories to decent work

KIYO and partners will focus efforts on linking education and training systems to decent work, particularly in contexts where there is an existing demand in the formal labour market, but where the private sector is reluctant to engage youth from our target groups. Good practices have been developed, for instance in the Philippines,

where a partner¹⁰ has built a network of private businesses that create internship and job opportunities for youth from our target group that graduate from TVET courses. From the implementation of our *Empowering Youth Together Globally* program, we have also learned that KIYO can and should play a role of active ‘connector’ between our partners and private sector actors with whom they have difficulty engaging. Here, too, KIYO will take up a more implementing role as connector and bridge builder between youth, civil society and the private sector.

Entrepreneurship

As KIYO also works in contexts where there are very few work opportunities in the formal economy - particularly in the eastern DRC and in Burundi where the vast majority of young people tend to ‘get by’ in the informal economy -, KIYO and partners will continue to support youth along an entrepreneurship pathway, guiding them towards **the establishment and management of individual and collective (micro-)enterprises in promising local economic sectors**. KIYO and partners will capitalize on the existence of Village Saving and Loan Associations (VSLA) that provides youth with low threshold saving and credit services and invest in building the necessary life skills and entrepreneurship skills needed by youth to successfully manage their (micro-)enterprises. Experience has also shown the importance of broadening young people horizons by exposing them to innovative business ideas and stimulating peer-to-peer learning between young entrepreneurs. Given that in Burundi and the DRC, KIYO works mainly in rural and semi-urban areas where agriculture is the main source of livelihood, KIYO and partners will capitalize on the opportunities of establishing micro-enterprises linked to the agricultural sector, and by exploring the possibilities to expand ‘green jobs’ in the sector of sustainable, climate-resilient agriculture.

Policy advocacy

Given that many of the barriers that prevent youth not in education, employment or training from accessing decent work and acquiring sustainable incomes are structural rather than individual, KIYO sees the need to **engage more actively in policy advocacy in favour of inclusive government policies and programs** for this target group. However, KIYO is conscious that effective advocacy requires joint efforts and collaboration between multiple actors. Therefore, KIYO will, on the one hand, seek to contribute to building supporting ecosystems of civil society organizations and key actors in advocating for the inclusion of the needs of youth not in education, employment and at-risk youth training in public policies and programs. On the other hand, KIYO will **partner with research institutions** to produce evidence-based policy recommendations as input for advocacy activities and campaigns.

Partnership Goals

Goal 1: Enhance knowledge sharing and mutual capacity development on youth empowerment among partners

❖ Key Performance Indicators:

KPI 2027-2031	KPI 2032-2036
At least 15 formal partnerships actively demonstrating mutual capacity development and equal partnerships through integrated learning and co-creation practices, with documented improvements in KIYO and partners’ capacities to address NEET challenges and work on youth empowerment in general.	At least 15 formal partnerships actively demonstrating mutual capacity development and equal partnerships through integrated learning and co-creation practices, with documented improvements in KIYO and partners’ capacities to address NEET challenges and work on youth empowerment in general.
KIYO and partners document and analyse stories of young people who were able to achieve their dreams because of the conditions created by our programs.	

❖ Strategies:

Mutual and Shared Capacity Development

The Mid-Term Evaluation of the Empowering Youth Together Globally program (2022-2026) confirmed that KIYO’s approach of **mutual and shared capacity development** has effectively contributed to strengthening thematic,

¹⁰ Bidlisiwi Foundation

organizational and financial capacities. In this partnership approach, KIYO and partners together analyse their respective capacities on the thematic, organizational and financial level at the start of the partnership, develop a mutual capacity development plan in which jointly agreed upon partnership goals are defined and structured learning trajectories are planned out making maximum use of our own experience and expertise, and together evaluate progress at regular moments throughout the partnership.

Organizational Goals

Goal 1: Position KIYO as a leading organization in empowering youth not in education, employment, or training.

❖ Key Performance Indicators:

KPI 2027-2031	KPI 2032-2036
At least 5 published knowledge products, capturing the expertise of KIYO and partners on youth empowerment are made available to the sector and the general public.	At least 5 published knowledge products, capturing the expertise of KIYO and partners on youth empowerment are made available to the sector and the general public.

❖ Strategies:

In the period 2027-2036, KIYO will invest more efforts in capturing and sharing its built-up knowledge and experiences in youth empowerment, specifically by co-creating and publishing knowledge products, such as toolkits, modules, best practices and guides, that reflect how youth empowerment approaches and frameworks can be used and adapted in various contexts. In 2024, KIYO co-created, together with Lianes Cooperation, an extensive toolkit on active citizenship for youth. KIYO will also establish formal partnerships with research organizations and institutions to conduct research that can provide evidence-based insights and data that strengthens the credibility of youth empowerment methodologies and that can contribute to advocacies for public policy changes that promote inclusive education, vocational training, and youth employment strategies.

Goal 2: Establish an internationalized and decentralized organizational structure for enhanced international impact.

❖ Key Performance Indicators:

KPI 2027-2031	KPI 2032-2036
KIYO's Governance Board and General Assembly are supported by an international Advisory Board	KIYO Governance Board and General Assembly have transitioned from 'Belgian' to 'International'
Increased autonomy and ownership of decentralized structures over country strategies and programs	An international management teams leads the way
Increased shared ownership over program management and thematic support	An international support structure brings together all support functions.

❖ Strategies:

In the period 2027-2036, KIYO will progressively evolve towards a more international and decentralized organizational culture and structure. With '**Internationalization**' we refer to support functions, instead of being centralized in a main office and carried out by staff based there, being taken up by employees or teams of employees having the needed knowledge and expertise, regardless of where they are physically based, and to the process of harmonizing systems and processes across countries, including MEAL, financial follow-up, and institutional development. '**Decentralization**', on the other hand, refers to the country teams in our different partner countries having increased ownership and decision-making power over the development, implementation and management of country strategies and programs, and developing the necessary capacities to manage operations locally while increasing financial autonomy and sustainability.

Goal 3: Enhance financial sustainability through diversified funding sources and increased financial autonomy of our decentralized structures.

❖ Key Performance Indicators:

KPI 2027-2031	KPI 2032-2036
KIYO can sustain its operations independently for at least 3 months in case institutional funding is interrupted or stops	KIYO can sustain its operations independently for at least 6 months in case institutional funding is interrupted or stops
KIYO has further diversified its income by tapping new sources of funding	KIYO has further diversified its income by tapping new sources of funding
KIYO's decentralized structures are enabled to mobilize resources locally to complement core funding from KIYO international for their operations.	KIYO's decentralized structures are financially sufficiently autonomous to sustain operations without core funding from KIYO international.

❖ Strategies:

KIYO faces the important challenge of further diversifying its sources of funding, decreasing donor dependency and attracting more unrestricted funds in the coming years. A more systematic approach to resource mobilization and fundraising to support the implementation of our strategy while reducing the risk of over-dependence on a single institutional donor, therefore present themselves as important challenges.

KIYO has successfully piloted new resource mobilization strategies in the past few years, such as delivering services in the field of youth empowerment to interested organizations and institutions and organizing fundraising events with which we have been able to partially compensate for declining revenues from associative grants and gifts and donations. KIYO will therefore further develop and expand these resource mobilization strategies in the coming 10 years.

Certain resource mobilization strategies have not yet been fully rolled out, particularly the strategy of attracting corporate grants and establishing collaborations with the private sector, and KIYO will further develop this pathway for resource mobilization in the coming years.

Most importantly, KIYO will further strengthen the capacities of its decentralized structures to mobilize resources locally, among others by participating in calls for proposals of major donors in consortium with other organizations, by strengthening capacities in proposal writing, and by establishing stronger links and networks with potential financial partners.

Sectors & Sustainable Development Goals

Together with partners, KIYO has in the past years developed and implemented activities in the following **sectors**, and will continue to work in these key sectors for the period 2027-2036, but with a clearer focus in each specific country context:

11231 – Education - Basic Life Skills for Youth
 11130 – Education – Teacher Training
 11330 – Education – Vocational Training
 15160 – Government and Civil Society – Human Rights
 31181 – Agriculture – Agricultural education/training
 99820 - Promotion of Development Awareness

Through its interventions, KIYO contributes primarily to the following **Sustainable Development Goals**:

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
 KIYO particularly contributes to target 4.3 which aims at *ensuring equal access for all women and men to affordable and quality technical, vocational and tertiary education*, target 4.4. which aims at *substantially increasing the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship*, target 4.5 which aims at *eliminating gender disparities in education and ensuring equal access to all levels of education and vocational training*, and target 4.7 which aims at *ensuring that all learners acquire the knowledge and skills needed to promote sustainable development*.

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. KIYO particularly contributes to target 8.1 which aims at *improving the dramatic labour market situation of young people by substantially reducing the proportion of young people Not in Employment, Education or Training (NEET)*.

Given that KIYO is promoting the access of youth to **green jobs**, such as solar panel installation, and promotes climate-smart agriculture as a source of sustainable livelihood for rural youth, KIYO also aims to contribute more to **SDG 13: Take urgent action to combat climate change and its impacts**.

KIYO also contributes to the following Sustainable Development Goals in a more general way: **SDG 1: End poverty in all its forms everywhere**; **SDG 5: Achieve gender equality and empower all women and girls**; **SDG 10: Reduce inequality within and among countries**; and **SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**.

PARTNERSHIPS

KIYO believes that only by working together with and alongside a diversity of strategically chosen partners in a spirit of collaboration, mutual understanding and trust, can we hope to bring together the necessary knowledge and expertise and create sufficient leverage to achieve the long-term, sustainable impact we are aiming for. The development of **effective partnerships** is therefore **an important cornerstone of KIYO's international strategy**.

What does partnership mean for KIYO?

KIYO understands partnerships as **two-way relationships** aimed at achieving common goals, at **strengthening knowledge and expertise** by learning from and with each other, and at **building alliances and developing joint action** around shared interests and advocacies. KIYO believes effective partnerships to be a **powerful lever to increase the quality and amplify the impact of interventions** and to effectively contribute to **structural, long-term change**.

Overview of current partnerships

KIYO currently has formal partnerships with **12 partner organizations** in our partner countries and works together with 7 partner schools and organizations in Belgium:

Country	Number of Partners	Name and type of Partner	Financial Transfers in 2024
Brazil	3	<ul style="list-style-type: none"> • AMAR – CSO • SER – CSO • YOUCA Brasil - CSO 	Yes
Burundi	4	<ul style="list-style-type: none"> • APRODEM – CSO • BIRATURABA – CSO • FVS-AMADE - CSO • Spring Communities – CSO 	Yes
DRC	2	<ul style="list-style-type: none"> • ADED – CSO • ASCEN – CSO 	Yes
Philippines	3	<ul style="list-style-type: none"> • Bidlisiw – CSO • CYC - CSO • PETA - CSO 	Yes
Belgium	7	<ul style="list-style-type: none"> • Partner schools • Partner organisations 	No No

What is a partner?

For KIYO, a partner is any organization or entity independent from KIYO with whom we develop a relationship of collaboration around mutually agreed upon goals.

Guiding principles of partnerships

In developing partnerships, KIYO is guided by the following principles:

- KIYO develops partnerships with organizations that have **compatible visions and values** and with whom there is sufficient common ground to work together in a spirit of solidarity and mutual trust to achieve mutually agreed upon goals.
- KIYO believes that **partnerships are always context-specific** and that the nature, goals and form of partnerships, although guided by a set of common principles and values, can and should be allowed to vary according to the uniqueness of every context.
- Based on decades of experience in working with partners, KIYO is convinced of the **strengthening effect** that partnerships, if managed well, can have on the knowledge, expertise and capacities of all parties involved and therefore strives to build mutual learning into all partnerships.

Management and life cycle of partnerships

Partner scanning

When exploring the possibilities of a partnership with a potential partner, KIYO invests time in ‘getting to know’ the potential partner and engages in an appreciative inquiry into the potential partners’ organizational culture, capacities and practices as well as experience in developing interventions or providing services aligned with KIYO’s strategic goals, and the openness to collaborate with and learn from other organizations, to share its own knowledge and expertise in collaborations and partnerships.

Conversely, during this process of ‘getting to know’ potential partners, KIYO likewise shares with the potential partner KIYO’s vision and mission, strategic goals and strategies, organizational set-up and partnership strategy, in view of allowing the potential partner to get to know KIYO and what to expect from a possible partnership.

Building a common agenda

KIYO has learned from experience the great importance of committing sufficient time and energy to **building a common agenda together with partners** and guaranteeing **the strongest possible local ownership over contextualized country programs and strategies**. This is particularly important in view of building programmatic partnerships which span several years and that aim to contribute to long-term impact.

Mutual Capacity Development

KIYO strives to always maximize the strengthening effect of partnerships on the knowledge, expertise and capacities of the different parties involved. At the start of a partnership with programmatic partners, KIYO and the partner engage in an in-depth, structured dialogue around **thematic, organizational and financial capacities** as well as sustainability strategies in view of highlighting strengths as well as identifying potential gaps and weaknesses.

Based on the results from this structured dialogue, KIYO and the partner together define **MCD objectives** on the **thematic, organizational and financial** level and map out learning trajectories for the duration of the partnership in a **Mutual Capacity Development Plan**. This **MCD plan** serves as a ‘roadmap’ for the partnership and allows to formulate results KIYO and a partner commit to achieve together to strengthen each other’s respective capacities.

Sustainability Planning and Evolving Partnerships

KIYO understands that partnerships can continue and evolve and can at some point also come to an end. Therefore, KIYO builds **sustainability planning** into the partnership from the start. By ‘sustainability planning’, we refer to targeted activities and measures that aim at strengthening:

- The capacities of a partner to **sustain results of an intervention beyond the direct support of KIYO**, most importantly by consolidating and transferring knowledge to target groups and stakeholders.
- The capacities of a partner to **diversify and attract new financial resources** through proposal writing, communication and fundraising, as well as networking and partnering with funders and donors.
- The capacities of a partner to **document and capitalize on knowledge** gained from the implementation of interventions in partnership with KIYO.
- The capacities of a partner to further develop its **organizational sustainability in terms of good governance, institutional policies and management systems, integrity and child & youth safeguarding, staff development**, etc.

Sustainability planning forms an integral part of the MCD plans between KIYO and the partner. KIYO continues to develop its own sustainability models, drawing from its experiences with partners and from directly or indirectly implementing activities.

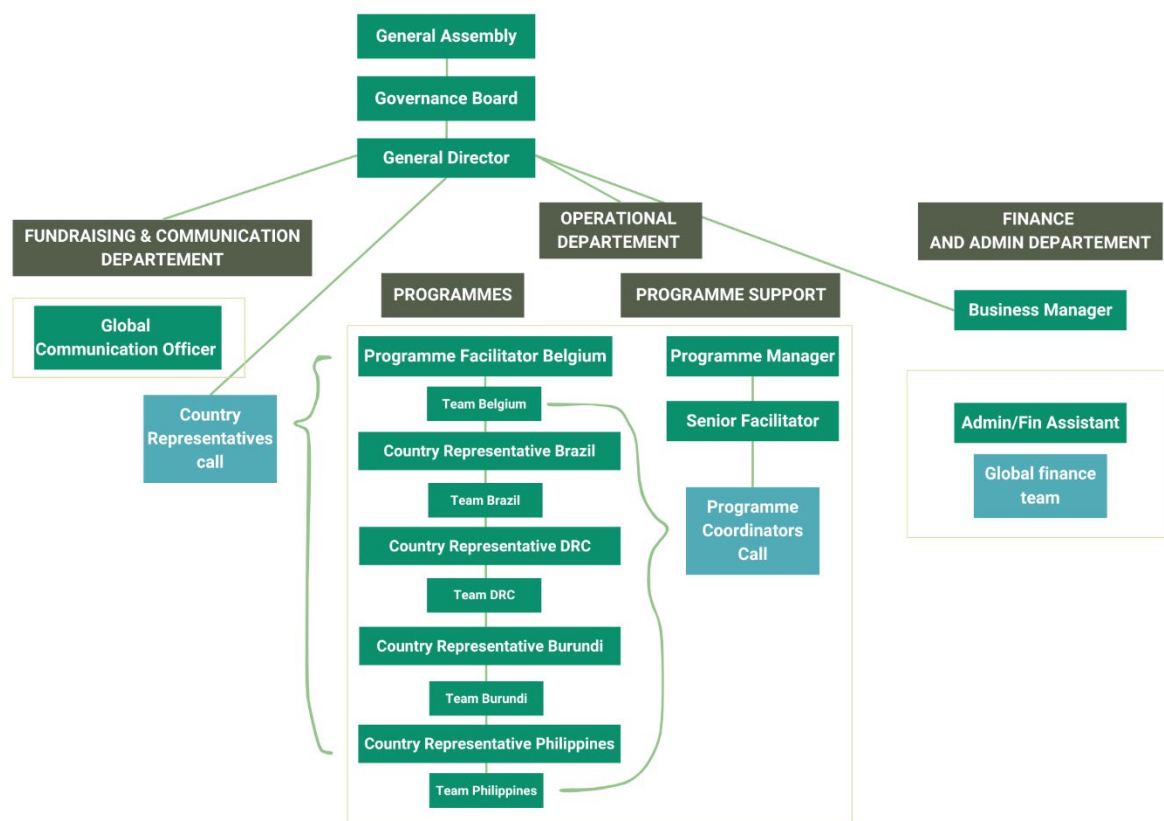
ORGANIZATIONAL STRUCTURE

History and Experience of KIYO in International Solidarity

KIYO, formerly known as 'VIC'¹¹, was founded as a nonprofit organization on February 24, 1977. KIYO obtained NGO-recognition on November 17, 1997, with renewal in 2007. KIYO first received its accreditation as a 'program NGO' under the ministerial decree of 14.04.2007, with renewals in 2012 and 2016. In the past 15 years, KIYO has received subsidies from the Belgian state: DGD programs 2008-2010 / 2011-2013 / 2014-2016 / 2017-2021 / 2022-2026, BFVZ 2006-2013/14 in the DRC, BFVZ 2006 in Mauritania, DGD emergency fund 2010-2011. Furthermore, KIYO has received subsidies from the European Union: EU 2017-2019 / 2020-2023 in Burundi and Erasmus+ 2024, and from the Flemish government: G-STIC climate action program 2023-2025 in the DRC. KIYO has implemented projects and programs in the areas of children's rights, youth empowerment, socio-professional inclusion of youth, food security, emergency relief, and climate adaptation.

Organogram & Composition of the Bodies of KIYO

Organogram:



¹¹ Vlaams Internationaal Centrum

Composition: ¹²

Body or Department	FTE	Function	Name
Governance Board	N/A	Chairman Members	Jan Truyens Heleen Callens, Sandrine Kram Philippe Schietse, Katrien van Hooydonk, Jan Wyckaert, Charlotte Vroemans, Francine Devriese, Lauria Gatoni
Management	1	General Director	Tracy Bibo Tansia
Finance and Administration	0,6 1	Business Manager Accountant/HR Officer	Jan De Decker Karell Nguetchom
Program Management & Support	1 0,6	Program Manager Senior Facilitator	Pieter Thys Sandra Bootsma
International & Belgium Team	1 1 1 1 1 1 0,6 0,4	Country Director Brazil Country Director DRC Country Director Burundi Country Director Philippines Team Leader Belgium Facilitators	Ana Carolina Lacerda Freddy Batundi Sandrine Sangwe Philip Filipe ¹³ Michiel de Baere Fien Wilms Ruth Van Mechelen Sandra Bootsma
Fundraising and Communication	1	International Communication Officer	Anoushka Vandepitte

KIYO operates with a dedicated team both in Belgium and internationally. KIYO currently employs 14 staff, 9 (7 FTE, 2 Part time) of which are based in our head office in Brussels and 4 staff are based in our different country offices. KIYO opts to work with a relatively small, but agile team, maximizing complementary expertise of our employees. As of April 2025, KIYO will no longer employ expatriate staff in the country offices, as we firmly believe in empowering and supporting local employees and value their knowledge, expertise in the local contexts in view of developing locally-led programs.

Empowering young people is central to our organization. We therefore also aim to provide opportunities for young people within our organization. A good balance between young and experienced employees is what makes KIYO a strong player in the field. Finally, diversity in all its forms is essential to us as an organization. We strive to cultivate a workforce that is as diverse as possible considering the context. In this way, we ensure that our expertise is attuned to the diversity in the societies in which we operate in as an organization.

The table below outlines the various roles within our organization and their specific contributions to achieving our Strategic Plan :

Body/Department	Contributions to the Strategic Plan
Governance Board	The Governance Board plays a critical role in monitoring the implementation of the Strategic Plan, ensuring accountability and alignment.
General Assembly	The General Assembly plays a significant role in the implementation and oversight of the Strategic Plan, contributing to its success through governance, accountability, and strategic guidance.
Management – General Director	As the ultimate decision-maker, the General Director oversees the execution of the Strategic Plan, providing leadership and direction.

¹² This table only shows the employees who were directly hired by the Belgian headquarters.

¹³ This position has been vacant since the end of November.

)Finance & Administration Departement	This department ensures funds are appropriately allocated to programs, maintaining budgetary discipline and financial sustainability.
Operations	Comprising a Program Manager and a Facilitator: - The Program Manager supports countries in program development implementation, evaluation, and reporting. - The Facilitator aids the Program Manager, enhancing operational effectiveness, and provides thematic support on youth empowerment, integrity, gender, ...
Fundraising and Communication	Responsible for external communications, supporting international offices, and enhancing visibility, which is essential for achieving organizational goals. - While there is currently no dedicated fundraising expert, our strategic plan foresees hiring one to focus on securing unrestricted funds. - Effective communication boosts visibility and serves as a foundation for successful fundraising efforts.
Country Representatives	Country Representatives manage local offices, are in charge of fundraising and ensure KIYO's visibility and networking with key stakeholders. They act as primary contacts for partners, and oversee program implementation, monitoring, and evaluation. KIYO's country representatives are recruited locally, and have expertise in youth empowerment, program management, and networking with local civil society, with government agencies, donors and other stakeholders.
Consultants	Consultants are engaged as needed to provide specialized expertise, ensuring flexibility and responsiveness to specific challenges or opportunities.

Description of the governing bodies of KIYO

General Assembly

The General Assembly is the highest decision-making body of KIYO. The General Assembly appoints the members of the Governance Board, determines the general policy of the organization, approves the annual accounts, budgets, reports and plans, and gives discharge to board members for their governance of the organization. The General Assembly convenes twice a year, is chaired by the Chairman of the Governance Board, and consists of 32 members (18 women and 14 men) who are members of the Governance Board, representatives of allied organizations and organizations KIYO collaborates with, experts in themes connected to KIYO's youth empowerment work, experts on various aspects of NGO management, and volunteers and ex-employees of KIYO.

Governance Board

The Governance Board is liable for the organization and watches over its financial interests and continuity. The Governance Board validates the overall strategic direction, the goals of the organization as well as the short, medium and long-term strategies to achieve those goals based on the vision, mission and values of the organization.

The Governance Board also has a supervisory task. The Governance Board sees to it that internal control mechanisms are put in place and function and that a risk management strategy is developed and implemented. Furthermore, the Governance Board serves as sounding board to the general director and evaluates his or her performance.

General Director

The general director is responsible for implementing the strategic direction validated by the Governance Board and to manage the day-to-day operations of the organization. The general director is supported in this function by a business manager who provides support in terms of financial management, institutional development policies and processes and fundraising. The general director is accountable to the Governance Board.

Towards an internationalized and decentralized KIYO

By the end of the strategic plan 2027-2036, KIYO aims to have transitioned towards an internationalized and decentralized organizational structure that is built on the following 5 principles:

1. Increased autonomy and ownership
2. An international management teams that leads the way
3. From a Belgium-based head office towards a virtual, international office
4. The international support structure brings together all support functions
5. The Governance Board and General Assembly evolve from being 'Belgian' to being 'International'.

The main reasons behind KIYO's decision to progressively internationalize its functioning and decentralize its structure are the following:

1. To respond better to global developments, as global challenges require global solutions
2. To strengthen our strategic position in all partner countries
3. To further shift power closer to the action and develop more equal partnerships
4. To further diversify our sources of funding by sharing the responsibility for resource mobilization between the head office and country teams.
5. To increase the autonomy and ownership of our country teams, allowing for a higher degree of adaptability and capacity to respond to opportunities and threats
6. To increase the focus of the international office and ensure more effective cross-country learning

Coherent with the recommendations of a study of models and practices of decentralization among Belgian NGO's commissioned by the NGO federation in 2024, KIYO has put in place mechanisms to guide the progressive move towards internationalization and decentralization and strengthen capacities of all those involved in the process towards a more formalized decentralisation of decision-making processes and power.

In this regard, the following mechanisms have been developed as intermediary steps towards full internationalization and decentralization:

- **International Finance Team:** Composed of the Business Director and admin/fin assistant of our main office in Belgium and the regional finance officers for Burundi/DRC and Brazil/Philippines, this team monitors budgets and expenses and streamlines financial policies across the partner countries.

- **Country Representatives Call:** Composed of the General Director of KIYO and the Country Representatives from our different partner countries, in this call key strategic matters are discussed and key decisions taken that concern the overall management of the organization. This mechanism can eventually evolve in to the 'international management team' with formal decision-making power envisioned in our internationalization and decentralization goals.

- **Program Coordinators Call:** Composed of the Program Manager, the Senior Facilitator and the Program Coordinators from the different country programs, in this call all matters related to program management, including MEAL, are handled and thematic support is provided on overarching themes of our international program. This mechanism can eventually evolve in the 'international support structure' envisioned in our internationalization and decentralization goals.

FINANCIAL PLAN

The financial plan of KIYO for the period 2027-2036 identifies the financial resources needed for the implementation of our strategic plan 2027-2036 and the achievement of our mission and strategic goals, whereas the financial strategy identifies the means through which KIYO intends to secure those resources.

In the period 2020-2023, KIYO's received federal, regional and local subsidies, complemented by associative grants, gifts and donations and income raised through services and fundraising events:

	2020	2021	2022	2023
Subsidies	1.732.613,00 €	1.986.524,00 €	1.832.043,00 €	1.922.953,00 €
DGD	1.529.570,00 €	1.803.863,00 €	1.461.964,00 €	1.644.046,00 €
European Union	151.302,00 €	128.856,00 €	297.479,00 €	179.551,00 €
Other	51.741,00 €	53.805,00 €	72.600,00 €	99.356,00 €
Associative Grants	318.006,00 €	376.979,00 €	264.586,00 €	241.386,00 €
Gifts and Donations	74.778,00 €	62.856,00 €	48.609,00 €	58.560,00 €
Other	22.166,00 €	46.593,00 €	29.305,00 €	27.218,00 €
Services	- €	- €	690,00 €	11.704,00 €
Fundraising Events	- €	- €	- €	6.077,00 €
Total:	2.147.563,00 €	2.472.952,00 €	2.174.543,00 €	2.256.194,00 €

Financial Plan 2027-2036

Financial Health Criteria

KIYO's financial plan for the period 2027-2036 is developed in view of meeting the following basic financial health criteria:

Criteria	Target in 5 years	Target in 10 years
Solvency	KIYO has built up sufficient financial reserves to finance its operations for at least 2 months in case external funding is interrupted or stops	KIYO has built up sufficient financial reserves to finance its operations for at least 5 months in case external funding is interrupted or stops
Administrative Income	The administrative income from incoming institutional funds remains stable at 8%	The administrative income from incoming institutional funds remains stable at 8%
Administrative Ratio	The overhead costs of KIYO stay below the threshold of 15% of the operational costs.	
Administrative Efficiency	The structure costs are covered for at least 65% by the allocations for administrative costs in incoming institutional funds.	
Donor dependency	The funding of the biggest donor does not represent more than 60% of the total income.	The funding of the biggest donor does not represent more than 55 % of the total income.
Income diversification	KIYO receives funding from at least 3 big donors at any given time.	KIYO receives funding from at least 5 big donors at any given time.

Financial Plan 2027-2036

Projected Income:

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL UNRESTRICTED INCOME	€ 80.300	€ 90.550	€ 97.550	€ 113.550	€ 135.300	€ 148.830	€ 163.713	€ 180.084	€ 198.093	€ 217.902
SUBTOTAL RESTRICTED INCOME	€ 213.651	€ 216.276	€ 220.026	€ 226.838	€ 233.026	€ 237.252	€ 241.555	€ 245.936	€ 250.397	€ 254.938
1. Institutional Grants	€ 192.651	€ 192.651	€ 194.651	€ 196.651	€ 200.651					
2. Associative Grants	€ 17.500	€ 19.250	€ 20.125	€ 21.000	€ 21.875					
3. Corporate Grants	€ 3.500	€ 4.375	€ 5.250	€ 9.188	€ 10.500					
Restricted Income Projects	€ 2.386.349	€ 2.421.224	€ 2.467.474	€ 2.554.412	€ 2.629.474	€ 2.706.743	€ 2.786.281	€ 2.868.157	€ 2.952.439	€ 3.039.198
Total Income	€ 2.680.300	€ 2.728.050	€ 2.785.050	€ 2.894.800	€ 2.997.800	€ 3.092.825	€ 3.191.550	€ 3.294.178	€ 3.400.929	€ 3.512.039
SUBTOTAL OVERHEAD	€ 239.764	€ 245.853	€ 252.831	€ 296.897	€ 310.162	€ 319.954	€ 330.054	€ 340.474	€ 351.223	€ 362.311
HQ Office Cost Projects	€ 21.600	€ 21.760	€ 22.086	€ 22.796	€ 23.515					
Honoraires projets	€ 2.880	€ 3.024	€ 3.312	€ 2.880	€ 2.880					
Salaries projets	€ 423.229	€ 431.368	€ 407.531	€ 414.617	€ 422.156					
Project Expenses	€ 1.938.640	€ 1.965.072	€ 2.034.545	€ 2.114.119	€ 2.180.923					
Belgium	€ 323.446	€ 328.732	€ 338.027	€ 349.341	€ 353.502					
Burundi	€ 552.857	€ 558.144	€ 567.438	€ 578.753	€ 582.914					
Brazil	€ 323.446	€ 328.732	€ 338.027	€ 349.341	€ 353.502					
DR Congo	€ 415.446	€ 420.732	€ 453.027	€ 487.341	€ 537.502					
Philippines	€ 323.446	€ 328.732	€ 338.027	€ 349.341	€ 353.502					
SUBTOTAL PROJECTS	€ 2.386.349	€ 2.421.224	€ 2.467.474	€ 2.554.412	€ 2.629.474	€ 2.706.743	€ 2.786.281	€ 2.868.157	€ 2.952.439	€ 3.039.198
Total Expenses	€ 2.626.113	€ 2.667.077	€ 2.720.306	€ 2.851.309	€ 2.939.636	€ 3.026.696	€ 3.116.336	€ 3.208.632	€ 3.303.662	€ 3.401.509
Result	€ 54.187	€ 60.973	€ 64.744	€ 43.491	€ 58.164	€ 66.128	€ 75.214	€ 85.546	€ 97.267	€ 110.530
Equity build-up	€ 54.187	€ 115.160	€ 179.904	€ 223.395	€ 281.559	€ 347.687	€ 422.901	€ 508.448	€ 605.715	€ 716.244

Key assumptions:

- KIYO continues to work in Belgium and the current 4 partner countries Brazil, Burundi, DRC and the Philippines, with each country program having a budget of at least 300.000 euro per year.
- The size of the DGD subsidy for the period 2027-2031 is 25% higher compared to the size of the subsidies for our current 2022-2026 program, to reflect our operational ambitions and our structural strengths. This results in a DGD contribution of around 1.875.000 euro per year.
- KIYO is able to implement every year at least one large additional program in at least one partner country and funded by a big institutional donor (European Union, UN, ...) for an amount of at least 250.000 Euro per year.
- KIYO is able to implement every year at least one smaller additional program in at least one partner country and funded by a smaller institutional donor for an amount of at least 100,000 euro during the first two years, and at least 150.000 Euro, 175.000 Euro and 200,000 Euro in the third, fourth and fifth year of this five-year period.
- KIYO is able to gradually increase the income mobilized through service provision and fundraising events and campaigns and raise more corporate grants.
- KIYO increases its share of unrestricted income, in order to be able to build financial reserves and raise its equity.

The operational presence of KIYO in the different partner countries, and consequently the financial resources allocated to that operational presence, should always be kept proportionate to the size and scope of our programs and should evolve in function of the needs that arise from program expansion and the opportunities that flow from increasing local resource diversification.

MONITORING AND EVALUATION OF THE STRATEGIC PLAN

Responsibilities

The General Assembly of KIYO has overarching responsibility for assessing the progress of the implementation of the strategic plan at least annually and approving any strategic course changes.

The Governance board of KIYO is responsible for assessing the progress of the implementation of the strategic plan on a quarterly basis, based on reports from the executive management. A specific financial committee closely monitors and evaluates the strategic budget.

The executive management of KIYO is responsible for the operational implementation of the strategic plan and for monitoring and reporting on the critical performance indicators (the so-called 'key performance indicators'). The executive management coordinates, in collaboration with program management and country representatives, the timely and qualitative reporting to the Governance Board.

Monitoring

The monitoring of the implementation of the strategic plan takes place through:

Quarterly Reports: The executive management provides updates during the regular quarterly meetings of the Governance Board on the progress of the strategic plan, with particular attention to the monitoring of critical performance indicators, financial performance, and any opportunities or risks requiring decisions and/or specific action in the following quarter.

Annual Evaluation: The critical performance indicators are evaluated in greater depth annually by the Governance Board, based on the information provided by the executive management. The results of this evaluation are submitted for validation to the General Assembly. Challenges and opportunities are identified, and where necessary, appropriate measures are proposed to align the next year's performance more closely with the indicators of the strategic plan. Any strategic course adjustments are submitted to the General Assembly for approval.

Biennial Strategic Review: Every two years, a comprehensive strategic evaluation of the effectiveness of the strategic plan is conducted under the leadership of the Board of Governance Board. The performance of KIYO in implementing the strategic plan is evaluated, and the findings serve as the basis for proactive decision-making.

Mid-Term Strategic Evaluation: Halfway through the strategic plan period (after five years), an extensive evaluation of the strategic plan takes place to make adjustments if necessary.

This mid-term evaluation ensures the active participation of local partners and national youth advisory councils to align strategic adjustments with the needs and priorities of partners and target groups.