



## 2026-2030 STRATEGIC PLAN



Youth participating in a focus group discussion on youth unemployment and underemployments in Yaoundé. Picture courtesy NOLFOWOP Yaoundé

**NOVEMBER 2025**



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# 1. Executive Summary

## 1.1 Overview

This Strategic Plan explains how Divine Treasures Network (DTN) will work from January 2026 to December 2030 to support young people in Cameroon. Over the next five years, DTN will focus on empowering youth, creating job opportunities, strengthening partnerships, and building resilient communities.

The plan is based on DTN's experience, research findings, and consultations with stakeholders. It responds to key challenges facing young people today, such as lack of practical skills, mismatch between education and jobs, limited access to finance, poor information sharing, digital transformation gaps, and social and economic inequalities. At the same time, it builds on opportunities in innovation, technology, partnerships, and networking to improve youth livelihoods.

## 1.2 Purpose of the Strategic Plan

Created in January 2025 and authorized by the Senior Divisional Officer for Mfoundi in March 2025, DTN has as mission to contribute to reducing youth unemployment and underemployment in Cameroon. The Strategic Plan provides a clear direction for how DTN will achieve this goal over the next five years.

The plan aligns with DTN's vision of a society where all people can discover their purpose and live fulfilling lives, and its mission to empower adolescents and youth through skills development, career guidance, job creation, and positive mindset change.

## 1.3 Strategic Priorities 2026 - 2030

The Strategic Plan focuses on four main priorities aimed at reducing youth unemployment and underemployment in Cameroon:

- **Empowering Youth for Self-Employment**

DTN will support young people to start and grow businesses by strengthening their entrepreneurial skills, providing access to grants or short-term loans, offering mentorship, and promoting the use of technology and STEM skills to improve employability.

- **Linking Trained Youth to Employment Opportunities**

DTN will work with certified partner institutions to ensure youth receive quality, market-relevant training and are connected to job opportunities. Trained youth will also receive continued support after training to help them succeed in the workplace.

- **Improving Quality in Youth Counseling, Education, and Training**



DTN will promote clear standards and quality assurance systems for youth counseling and training. To reduce the gap between education and employment, DTN will advocate for practical training models, such as dual vocational training, which combines classroom learning with hands-on work experience.

- **Engaging All Stakeholders Through Awareness and Advocacy**

DTN will raise awareness and engage government, private sector, communities, and families to take active roles in addressing youth unemployment and underemployment through sensitization and advocacy.

### **Looking Ahead**

To achieve these priorities, DTN will implement targeted projects, build strong partnerships, and use a robust Monitoring, Evaluation, Accountability, and Learning (MEAL) system to track progress and improve results.



## 2. Résumé

### 2.1 Aperçu

Ce Plan Stratégique explique comment Divine Treasures Network (DTN) interviendra de janvier 2026 à décembre 2030 pour soutenir les jeunes au Cameroun. Au cours des cinq prochaines années, DTN se concentrera sur l'autonomisation des jeunes, la création d'opportunités d'emploi, le renforcement des partenariats et la construction de communautés résilientes.

Le plan s'appuie sur l'expérience et capacités des ressources humaines de DTN, les résultats de recherches et les consultations avec les parties prenantes. Il répond aux principaux défis auxquels les jeunes sont confrontés aujourd'hui, notamment le manque de compétences pratiques, l'inadéquation entre la formation et le marché du travail, l'accès limité au financement, la faible circulation de l'information, les retards dans la transformation numérique, ainsi que les inégalités sociales et économiques. En parallèle, il exploite les opportunités offertes par l'innovation, la technologie, les partenariats et le réseautage afin d'améliorer les moyens de subsistance des jeunes.

### 2.2 Objectif du Plan Stratégique

DTN a été créé en janvier 2025 et autorisé par le Préfet du Mfoundi au mois de Mars de la même année avec pour but de contribuer à la réduction du chômage et du sous-emploi des jeunes au Cameroun. Ce Plan Stratégique fournit une orientation claire sur la manière dont DTN atteindra cet objectif général au cours des cinq prochaines années.

Le plan est guidé par la vision de DTN, qui est celle d'une société où toutes les personnes peuvent découvrir leur vocation et mener une vie épanouie, ainsi que par sa mission, qui consiste à autonomiser les adolescents et les jeunes à travers le développement des compétences, l'orientation professionnelle, la création d'emplois et la transformation positive des mentalités.

Il précise également les ressources humaines, financières, matérielles et temporelles nécessaires à la mise en œuvre réussie des programmes de DTN. Ce plan traduit l'engagement fort de DTN et de ses partenaires à investir dans le développement des jeunes entre 2026 et 2030.

### 2.3 Priorités Stratégiques 2026 – 2030

Le Plan Stratégique repose sur quatre priorités majeures visant à réduire le chômage et le sous-emploi des jeunes au Cameroun :

- **Autonomisation des Jeunes pour l'Auto-emploi**



DTN accompagnera les jeunes dans la création et le développement d'entreprises en renforçant leurs compétences entrepreneuriales, en facilitant l'accès aux subventions et aux prêts à court terme, en offrant du mentorat, et en promouvant l'utilisation des technologies et des compétences STEM pour améliorer leur employabilité.

- **Insertion Professionnelle des Jeunes Formés**

DTN travaillera avec des institutions partenaires certifiées afin de garantir aux jeunes des formations de qualité, adaptées aux besoins du marché du travail, et de les connecter aux opportunités d'emploi. Un accompagnement continu sera également assuré après la formation pour favoriser leur réussite professionnelle.

- **Amélioration de la Qualité de l'Orientatation, de l'Éducation et de la Formation des Jeunes**

DTN encouragera l'adoption de normes claires et de systèmes d'assurance qualité pour l'orientation et la formation des jeunes. Afin de réduire l'écart entre l'éducation et l'emploi, DTN plaidera en faveur de modèles de formation pratique, tels que la formation professionnelle en alternance, qui combine l'enseignement théorique et l'expérience pratique en milieu professionnel.

- **Mobilisation de Toutes les Parties Prenantes par la Sensibilisation et le Plaidoyer**

DTN mènera des actions de sensibilisation et mobilisera les pouvoirs publics, le secteur privé, les communautés et les familles afin qu'ils jouent un rôle actif dans la lutte contre le chômage et le sous-emploi des jeunes.

### **Perspectives**

Pour atteindre ces priorités, DTN mettra en œuvre des projets ciblés, développera des partenariats solides et utilisera un système robuste de Suivi, Évaluation, Redevabilité et Apprentissage afin de suivre les progrès et d'améliorer continuellement les résultats.

D'ici décembre 2030, DTN ambitionne d'améliorer significativement l'employabilité des jeunes, de soutenir la création d'emplois, d'insérer les jeunes dans des emplois décents et de contribuer au développement socio-économique inclusif au Cameroun. DTN aspire à devenir un acteur crédible, innovant et de référence dans l'autonomisation des jeunes et des communautés.



## 3. Introduction

### 3.1 Background and Context

Since its establishment, DTN has remained committed to empowering youth, strengthening communities, and promoting sustainable livelihoods. In one year of existence, DTN has engaged young people, built local partnerships, to create a robust strategic plan which is anchored on the opinions and experiences of youth and youth leaders, and created spaces for dialogue and innovation.

However, the socio-economic environment in Cameroon and beyond remains marked by persistent challenges, including high youth unemployment, limited access to skills training, weak economic fabric of most communities, limited access to funding innovations and youth business endeavors, and lack of opportunities to explore various livelihoods for youth. At the same time, opportunities are emerging in the digital economy, entrepreneurship, and regional integration, which provide fertile ground for DTN to expand its reach and impact.

### 3.2 Rationale for the Strategic Plan

The 2026–2030 Strategic Plan serves as a roadmap to strengthen DTN’s interventions and position the organization/association as a leading actor in youth and community development. It responds to:

- The need for a coordinated, long-term vision.
- Lessons learned from past programs and strategies.
- The increasing demand for sustainable, inclusive, and youth-driven development solutions.
- The necessity to diversify resources and enhance institutional sustainability.

This plan provides DTN with the strategic focus to maximize its resources, mobilize partnerships, address the results of the baseline study which responds effectively to emerging unemployment, underemployment, and development challenges and opportunities regarding young people.

### 3.3 Alignment with National, Regional, and Global Agenda

The strategic priorities of DTN are aligned with broader policy frameworks and commitments, ensuring relevance and synergy with national and international efforts, including:

- Cameroon’s National Development Strategy 2030 (Vision 2030): advancing youth employment, entrepreneurship, and social cohesion.
- African Union’s Agenda 2063: particularly Aspiration 6, which emphasized “an Africa whose development is people-driven, relying on the potential of African people, especially its youth and women.



- United Nations Sustainable Development Goals (SGDs): especially Goal 4 (quality education), Goal 5 (gender equality), Goal 8 (decent work and economic growth), and Goal 10 (reduced inequalities).

By aligning with these frameworks, DTN ensures that its interventions contribute to broader national, regional, and global development priorities.



## 4. Situational Analysis

To better understand the nature unemployment and underemployment issue in Cameroon, quantity and qualify the magnitude of the issue, and describe the capacities to propose and implement successful solutions, DTN embarked on a detailed actions to respond to the above challenges. Secretary General/Director of Program led a DTN multi-disciplinary teams to carry out a situational analysis from January throughout October 2025. The following activities were achieved:

- A baseline study (initial assessment) to provide on-the-field realities of current youth unemployment and underemployment form the perspective of the educated (qualified) youth themselves.
- A detailed internal environment or a Strengths, Weakness. Opportunities, and Threats (SWOT) analysis with board members of DTN, other registered members, and partners and stakeholders. DTN has capitalized on opportunities during the past nine (9) months to assess her capacities to design and implement viable interventions that could address youth unemployment and underemployment in Cameroon. The internal environment analysis will therefore be a strategic activity throughout the implementation of the plan.
- An external environment analysis was strengthened by the baseline study and looked at secondary information and practices with regards to political, economic, social, technological, environmental, and legal factors which could have a positive or set-back effect on youth employment in Cameroon. There factors could be from a local or international perspective.
- A stakeholder mapping of institutions or individuals who directly or indirectly influence the social and economic environment of youth development in Cameroon.

### 4.1 Findings and Recommendations of the baseline study

DTN, with the collaboration of two civil society organizations/associations-Reseau des Associations des Tantines (RENATA) and No Limit For Women Projects (NOLFOWOP)- conducted an initial assessment or a baseline study to describe the causes, consequences, coping mechanisms, and gaps of the unemployment and underemployment situation in Cameroon focusing on Douala, Garoua and Yaoundé from April – October 2025. Fifteen (15) Focus Group Discussions (FGD) were carried out with 130 youths (girls and boys), and semi-structured Key Informant Interviews (KII) were done with thirty (30) senior personalities representing government structures at central or regional level, local councils, private employers, associations of industries and companies, head if vocational training institutions, local organizations, Faith-based organizations, confessional leaders, and Youth association. The key informants willingly contributed to the study because their primary functions are youth-focused or promoting youth development.

Key findings and recommendations of the baseline study that informed the development of this strategic plan include:



### Causes of youth unemployment and underemployment

- Mismatch between training and labor market needs (higher educational system non-responsive to the demand of the labor market, training is essentially theoretical). Inadequate technical and vocational training infrastructure.
- Low digital literacy and limited exposure to modern work environments.
- Limited access to start-up capital and financing opportunities to favor self-employment. This can be explained to economic challenges and weak entrepreneurial ecosystem and business support services which can create opportunities for employment of youth.
- Lack of knowledge and awareness about government efforts and institutions to curb unemployment like the National Employment Fund (NEF). Lack of a youth-centered policy to address youth unemployment through a National Youth Employment Fund may result to diluting youth employment issues,
- Poor career counseling and mentorship systems.

### Consequences of youth unemployment and underemployment

- High dependency on families and increased household burden.
- Growth of informal, unstable, and low-paying jobs.
- Youth frustration leading to social unrest or migration.
- Increased vulnerability to poverty and exploitation.
- Decline in productivity and community cohesion.
- Weakening trust in public institutions and governance.

### Coping mechanisms for youth unemployment and underemployment

- Self-employment, informal trading, and multiple small jobs.
- Community and family support networks.
- Participation in volunteer work or NGO projects for exposure.
- Engaging in online gigs or small digital activities.
- Rely on religious and faith-based activities.

### Gaps of programming on youth unemployment and underemployment

- Weak linkages between education, training, and employment.
- Limited coverage of youth-targeted programs (TVET, NEF, PLAASI).
- Poor dissemination of employment information. Poor perception concerning the myth of “white collar jobs” and low interest in technical and vocational trainings.
- Few structured apprenticeships and internships.
- Fragmented coordination among ministries, councils, and NGOs.

### Recommendation from the baseline study

- Strengthen Education–Training-Employment linkages.



- Scale up TVET and entrepreneurship support.
- Change the « white collar » jobs mindset.
- Enhance coordination and partnerships (private employers).
- Promote gender and regional Inclusion.
- Invest in digital skills and Innovation.

Addressing these issues requires integrated and multi-sectoral collaboration.

Empowering young people through relevant education, training, and opportunity creation will drive both social stability and sustainable economic development.

## 4.2 Internal Environment Analysis (SWOT)

### Strength

- Dedicated and experienced leadership team of DTN and a clear governance structure approved by government administrative legislature.
- Qualified and experienced members of DTN who commit their efforts voluntarily.
- Initial strategic direction of DTN stimulated significant interests in the diaspora membership to curb youth unemployment and spur up community development in Cameroon.
- Established reputation in children, adolescents, and youth empowerment and community engagement with local and international organizations (e, g., Catholic Relief Services and National Episcopal Conference of Cameroon, Medicine for Humanity...).
- Committed membership of the association and good track record of supervising interns.
- DTN has administrative and financial systems which have been tested in the past nine months (January-October 2025).
- DTN has the potential of mobilizing resources through the network of partners, contributors, and local business opportunities.
- Developed quality digital tools which have put DTN on the digital, and social media space. The association has a website and Facebook handles, and has the opportunity of creating more social media accounts in the immediate future.
- DTN's baseline study of the causes, consequences, coping mechanisms/impact and gaps in youth unemployment and underemployment in the socio-economic hubs of Cameroon. Results of this baseline study have brought out the niche for DTN, and strengthened our conviction in our four pillars on which strategic and operational plan will be developed, i.e., youth counseling, education, training, and empowerment/employability.

### Weaknesses



- DTN is a young association with no experience in designing and implementing projects or interventions as an association.
- Conflicting interests between association and organization define by local law.
- Local organizations or associations are dependent on external donor support.
- Limited visibility and digital presence at national and international levels as result of the young nature of DTN.

#### Opportunities

- Youth unemployment is occupying national debate and international youth programs.
- Expanding youth population with demand for skills and opportunity.
- Favorable Government youth-focus policy readiness (Head of State recent speeches, Ministry of Youth Affair and Civic Education, National Youth Council, Ministry of Employment and Vocational Training, National Employment Fund, etc.).
- Technological advancements favorable for youth programming (digital tools, e-learning and interaction, social media advocacy).
- Potential for partnership with private sector and international donors.
- Private individuals or groups showing interest in sponsors youth business initiatives but lack the knowledge to do so.

#### Threats

- Economic instability and high and rising unemployment rates.
- Unstable political and regulatory atmosphere.
- Climate change and environmental degradation.
- Donor fatigue, high competition for funding, and changing priorities.

### 4.3 External Environment Analysis

#### Political

- There are government initiatives promoting youth employment, entrepreneurship, and civic engagement.
- Government proposed incentives to industries and companies willing to train and employ more youths.
- Decentralization towards local councils and regional authorities can create employment opportunities for youth locally.

#### Economic

- Persistent unemployment and underemployment, inflation pressures, but also new opportunities in the digital and green economy.



#### Social

- Rapid urbanization, high youth population, gender disparities and social inequalities.

#### Technological

- Growing access to ICT, opportunities for digital innovation, and expansion of e-learning, but also challenges with the digital divide.

#### Environment

Increasing climate change impacts threatening livelihoods, agriculture, and infrastructure.

#### Legal

- Regulatory frameworks governing associations, NGOs and civil society; compliance requirements that may pose constraints on advocacy and funding.

## **4.4 Stakeholder Mapping and Engagement**

#### Primary and Indirect Participants

- Youth
- Girls
- Women,
- Vulnerable communities.

#### Government Partners (Ministries and institutions)

- Ministry of Youth Affairs and Civic Education.
- Ministry of Employment and Vocational Training.
- Ministry of Environment.
- Ministry of Economy and Planning.
- Ministry of Small and Medium Enterprises.
- Ministries of Secondary Education.
- Ministry of Higher Education, etc.

#### Development Partners

- International NGOs.
- UN agencies, bilateral donors.
- Philanthropic (foundations) organizations.
- Agencies with their corporate actions (Mobile telephone operations, brewery companies, etc.)
- Foreign or diplomatic services like embassies focusing on youth empowerment and entrepreneurship.



### Private Sector

- Enterprises supporting skills development, entrepreneurship, and innovation through corporate social responsibility or partnerships.

### Civil Society organization, associations, and Networks

- Local organizations.
- Coalitions, and
- Platforms advocating for youth well-being.

### **Youth organizations or associations**

- Organizations or associations managed by youth for youth advocacy.



## 5. Vision, Mission, and Core Values

### 5.1 Vision of 2026-2030 Strategic Plan

A Cameroon where all humans, irrespective of race, creed, nationality, gender, or age, are created in the image and likeness of God and by virtue of the finished works of Jesus Christ on the cross, are redeemed to discover and achieve their purpose for a life of fullness and abundance.

In this light by 2030, DTN has contributed to curbing youth unemployment and underemployment in Cameroon through achieving the following results:

- Become a major actor for quality counseling, education, training, and employability.
- 200 youth have started and sustained successful businesses,
- 500 youth have had descent employments
- 50 partner professional institutions have adopted quality standards for sustainable employment of youth.

### 5.2 Mission

To promote responsible adolescents, youth empowerment, and employment through early detection of talents and career interests, by leveraging support from all well-meaning stakeholders.

In the next five years, DTN will counsel, educate, train, and empower trained certified youth; and will develop entrepreneurship skills, create opportunities, and access to grants and/or loans for start-up their businesses. DTN will work with youth and partner institutions to develop and operationalized quality standards for youth education, training, certification and employment, as well as undertake a robust advocacy campaign with all stakeholders to promote youth livelihood rights and choices.

### 5.3 Guiding Principles and Core Values

DTN's work will be guided by the following principles and values:

- **Respect for human dignity:** By honoring the sacredness of human life and pledge to align all DTN's activities and interventions with diverse local and international laws and treaties.



- **Recognition and nurturing of human potential:** DTN believes in God's divine purpose of every human life and in the capacity of every human to attain their full and divine potential if recognized, accepted and well nurtured by all relevant stakeholders.
- **Promote self-respect:** DTN affirm that all humans, particularly youth, from every background have the potential of achieving greatness, if they believe in themselves, know that they are treasure to humanity and respect their self-worth.
- **Respect for diversity of the human race:** Youth should trust in God's plan for their lives, explore their full potential, and believe that they can become great no matter where they come, their sex, age, or social background.
- **Model Integrity:** DTN places importance on collecting and analyzing the correct information about youth in Cameroon and pledge to report and use the same for decision-making with integrity.
- **Promote transparency and stewardship:** DTN pledges to promote transparency with participants, partners, other stakeholders, and the government, and all procedures, and model stewardship of the resources for youth unemployment and underemployment.
- **Ensure Good Collaboration:** DTN believed in building and maintaining partnership and networks for collective impact.
- **Promote Innovation:** DTN believe in youth entrepreneurial potential anchored on innovation, creativity, and firm commitment to dream for a better tomorrow.
- **Promote Excellence:** DTN strives for professional and quality in training and service delivery, especially youth businesses.
- **Sustainable Programming:** DTN strives to design youth employment initiatives or programs that have lasting social, economic, and developmental impact.



## 6. Strategic Objectives and Intermediate Results

### 6.1 Strategic Objectives (SO) 1: Youth are empowered for self-employment.

Performance Indicator: *By 2030, 80% of trained youth who successfully establish and sustain income-generating self-employment activities within 12 months of program completion (approximately 200 youth).*

Intermediate Results (IR):

- 1.1 DTN facilitates access to grants and short-term loans for start-ups.  
Performance Indicator: *By 2030, 50% of trained youth who have access to grants or microcredit or small-short term loans*
- 1.2 Youth develop additional entrepreneurial skills to their mastered trade  
Performance Indicator: *By 2030, 80% of trained youth who demonstrate improved vocational/entrepreneurial skills.*
- 1.3 Youth sustain successful businesses.  
Performance Indicator: *By 2030, 200 trained youth who establish and sustain businesses.*
- 1.4 DTN promotes STEM Approach for self-employment  
Performance Indicator: *By 2030, 35% increase in average income of self-employed youth.*

### 6.2 Strategic Objectives (SO) 2: Trained certified youth are linked with certified partner institutions for employment.

Performance Indicator: *By 2030, 75% of trained and certified youth successfully placed or linked with certified partner institution for employment within 6 months of DTN program/training/activity completion.*

Intermediate Results (IR):

- 2.1 Youth undergo rigorous certified trainings by qualified professionals.  
Performance Indicators: *By 2030, (i) 75% of trained certified youth linked to partner institutions. (ii) 300 certified youth placed in partner institutions*
- 2.2 Certified partner institutions, employers, other stakeholders are implementing functional data banks for employment of qualified youth.  
Performance Indicator: *By 2030, 85% of partner institutions satisfied with youth performance.*
- 2.3 Youth receive post-training support.



Performance Indicator: *By 2030, 85% of youth retaining employment 12 months after placement.*

### **6.3 Strategic Objectives (SO) 3: Quality assurance systems for youth counseling, education, and training have been adopted by all stakeholders.**

Performance Indicator: *By 2030, % of stakeholder institutions (e.g., training centers, counseling bodies or agencies, youth associations/CSO/INGOs/LNGOs) that have formally adopted and are implementing the standardized quality assurance system within 12 months (approximately 50 partner institutions).*

Intermediate Results (IR):

- 3.1 Stakeholders use standard operating procedures for youth counseling.  
Performance Indicator: *By 2030, 80% Partner institutions applying SOPs in counseling.*
- 3.2 Stakeholders use standard operating procedures for quality education.  
Performance Indicator: *By 2030, 80% Partner institutions applying SOPs in education.*
- 3.3 Stakeholders use standard operating procedures for apprenticeship and internship training.  
Performance Indicator: *By 2030, 80% Partner institutions applying SOPs in training (apprenticeship or internship).*
- 3.4 DTN partner professional, employers and youth implement a feedback and Response Mechanism as quality assurance for youth unemployment & underemployment.  
Performance Indicator: *By 2030, (i) 50 partners institutions and others that have formally adopted SOPs; (ii) 500 staff/personnel/employers trained in applying SOPs.*

### **6.4 Strategic Objectives (SO) 4: All stakeholders have been engaged in reducing youth unemployment and underemployment through sensitization, awareness raising, and advocacy.**

Performance Indicator: *By 2030, % of targeted stakeholders actively participating in sensitization, awareness-raising, and advocacy activities on youth unemployment/underemployment within the planning year.*

Intermediate Results (IR):

- 4.1 DTN sensitizes stakeholders on youth unemployment & underemployment.  
Performance Indicator: *By 2030,*



- (i) 200 stakeholders sensitized (disaggregated by government, private institutions/sector, CSOs, community leaders, FBO,);
  - (ii) 80% of Stakeholders who demonstrate improved awareness of youth unemployment challenges (measured through pre/post -test or feedback).
- 4.2 Stakeholders increase support for youth livelihood rights and choices.  
Performance Indicator: By 2030,
- (i) 15 stakeholder dialogue/forums held on youth livelihood rights and choices;
  - (ii) 50 stakeholders publicly endorsing or promoting all youth livelihood (by statements policies, media).
- 4.3 Stakeholders advocate for youth unemployment and underemployment.  
Performance Indicator: By 2030,
- (i) 15 advocacy campaigns initiated by stakeholders on youth unemployment and underemployment;
  - (ii) 15 policy briefs/statements produced by stakeholders addressing youth unemployment;
  - (iii) 20 media engagement (radio, TV, newspaper, social media) by stakeholders on youth unemployment and underemployment;
  - (iv) 50% of stakeholders engaged in policy dialogue with government/private sector in youth unemployment;
  - (v) 15 networks/alliances formed by stakeholders to advocate for youth unemployment.



**RESULTS FRAMEWORK**

**Goal: Divine Treasures Network (DTN) has contributed to curb youth unemployment and underemployment in Cameroon**

**SO1: Youth are empowered for self-employment**

IR1 .1: DTN facilitates access to grants and short-term loans for start-ups

IR 1.2: Youth develop additional entrepreneurial skills to their mastered trade

IR 1.3: Youth

sustain successful businesses

IR 1.4: DTN promotes STEM Approach for self-employment

**SO2: Trained certified youth are linked with certified partner institutions for employment.**

IR 2.1: Youth undergo rigorous certified trainings by qualified professionals

IR 2.2: Certified partner institutions, employers, other stakeholders are implementing functional data banks for employment of qualified youth.

IR 2.3: Youth receive post-training support.

**SO3: Quality assurance systems for youth counseling, education, and training have been adopted by all stakeholders**

IR 3.1: Stakeholders use standard operating procedures for youth counseling

IR 3.2: Stakeholders use standard operating procedures for quality education

IR 3.3: Stakeholders use standard operating procedures for apprenticeship and internship training.

IR 3.4: DTN partner professional, employers and youth implement a feedback and Response Mechanism as quality assurance for youth unemployment & underemployment.

**SO4: All stakeholders have been engaged in reducing youth unemployment and underemployment through sensitization, awareness raising, and advocacy.**

IR 4.1: DTN sensitizes stakeholders on youth unemployment & underemployment

IR 4.2: Stakeholders increase support for youth livelihood rights and choices.

IR 4.3: Stakeholders advocate for youth unemployment and underemployment.



## 7. Strategies and Key Interventions

### 7.1 Strategic Objective (SO) 1: Youth are empowered for self-employment.

The SO seeks to equip young people with the skills, resources, and mindset needed to create their own sustainable livelihoods. It focuses on developing entrepreneurial capacities, promoting innovation, and providing access to vocational training, financial literacy, and startup support. By fostering resilience and self-reliance, this SO aims to reduce dependency on scarce formal jobs and instead enable youth to generate employment for themselves and others in a formal setting. Ultimately, empowered youth become drivers of local economic growth, contributing to stronger communities and a more dynamic economy.

#### **Strategies:**

- Facilitates access to financial opportunities for youth to fund the start-up of businesses through grants, short-term loans, members' contributions and the diaspora.
- Develop entrepreneurial skills through boot camps, and business incubation programs.
- Link youth entrepreneurs with partner or member institutions of diaspora for increased investments.
- Promote financial literacy among young people.
- Promotes STEM Approach for business creation and self-employment.

#### **Key Interventions:**

- Establish youth micro-grants or seed funding programs for viable business ideas.
- Facilitate partnerships with microfinance institutions for youth-friendly loans.
- Organize grant proposal clinics to help youth prepare winning applications.
- Lead advocacy for a National Youth Empowerment Fund.
- Organize entrepreneurship boot camps focused on business planning, budgeting, and market research.
- Provide or facilitate digital skills courses (e.g., e-commerce set-up, graphic design, data analysis, digital marketing,), soft skill, and financial literacy trainings.
- Establish youth apprenticeship and job shadowing schemes with DTN business initiatives.



- Pair youth with business mentors from relevant industries.
- Host STEM innovation challenges with youth designing marketable solutions to community problems.
- Partner with universities and tech companies to provide discounted or donated tools/software.

## **7.2 Strategic Objective (SO) 2: Trained certified youth are linked with certified partner institutions for employment.**

This SO ensures that young people who have completed quality education and training are effectively connected to employment opportunities. It emphasizes building strong partnerships with certified institutions (individuals or groups of individuals), companies, and organizations that require skilled labor. By creating pathways from training to the job market, this objective, bridges the gap between education and employment, reduces youth unemployment, and strengthens institutional trust. Ultimately, it ensures that the investment in training leads meaningful work placements, career growth, and skilled workforce that contributes to national development.

### **Strategies:**

- Establish a data bank of youth needing employment
- Qualified partner professionals or institutions establish partnership arrangements to hire, or train, and/or certify youth in DTN programs.
- Standards for formal employment are ensured by all stakeholders.
- Training partner institutions establish strong partnership with DTN exchange of job opportunities.
- Organize mass communication (including social media) on the existence and functioning of the linkage between youth and partner professionals for training and placement.

### **Key Interventions:**

- Identify partner institutions (individual and groups of individuals) ready and willing to benefit from services of trained qualified youths, or youth requiring structures apprenticeship or internship for not more than six months.
- Collaborate with accredited training institutions and professional bodies to design/validate existing certified curricula for employment of youth.
- Identify industry-recognized certifications relevant to local job markets and employment, share, and implement them with youth and partner institutions.
- Conduct outreach campaigns to inform youth about the certification opportunities.
- Engage qualified partner industry professionals to deliver the training.



- Design and develop a centralized, secure database of certified employers.
- Integrate a user-friendly search and filter systems for youth to find relevant opportunities.
- Sign partnership agreement with certified employers for recruitment of qualified youth.
- Host employer-youth networking session to build connections.
- Link graduates to internships, apprenticeships, or mentorships with industry experts.

### **7.3 Strategic Objective (SO) 3: Quality assurance systems for youth counseling, education, and training have been adopted by all stakeholders.**

This SO focuses on strengthening standard and accountability in youth-focused programs. It seeks to ensure that guidance counseling, education, and training services meet nationally and international recognized benchmarks of quality and relevance. Through the adoption of clear frameworks, monitoring mechanisms, and stakeholder collaboration, the SO promotes consistency, transparency, and continuous improvement across service delivery. By embedding quality assurance systems, stakeholders can guarantee that youth receive effective guidance, market-relevant skills, and reliable training that truly prepares them for employment and entrepreneurship, employers and long-term impact.

This SO envisaged to work with higher education government and stakeholders to reflect on the current systems for the country's higher education with view to make it more competence-based training, and using the dual system of theory and practical learning like what is obtain in Germany, Switzerland, and United of America. Quality education and training in the context of Cameroon should focus on the needs of Cameroon socioeconomic environment where more emphasis should be laid on Science, Technology, Economics, Environment, Engineering, Agriculture, and Medicine & Medical fields (STEAM) approach.

#### **Strategies:**

- Create/adapt a quality assurance framework for youth counseling, education, and training in line with national and international benchmark.
- Set up joint technical working groups to develop standard operational procedures (SOPs) for youth counseling, educations, and training.
- Prepare and deliver training on the SOPs
- Adopt feedback and response mechanisms by partner institutions.
- Engage partner institutions and industries to adopt the implementation of the SOPs.
- DTN promote recognition awards with youth panelist for partner institutions meeting high quality of services.



## **Key Interventions.**

- Review existing youth national and international guidelines, best practices, and legal frameworks.
- Draft comprehensive SOPs covering intake, assessment, guidance delivery, referral, and follow-up processes.
- Organize stakeholder workshops to review, refine and validate the SOPs.
- Secure formal endorsement from relevant authorities or coordinating bodies.
- Conduct training of trainers for lead staff (public and private) on applying the SOPs.
- Support organizations to integrate SOPs into their daily counseling practices.
- Develop FRM tools (digital platform, feedback templates, tracking database).
- Set up multiple access points for submitting feedback (physical, digital, anonymous).
- Publicize the FRM widely to all DTN partners and stakeholders a training their designated focal point for training on the FRM.
- Run awareness campaigns highlighting the value of feedback in improving service quality.
- Recognize and reward partners who consistently improve based on feedback.

## **7.4 Strategic Objective (SO) 4: All stakeholders have been engaged in reducing youth unemployment and underemployment through sensitization, awareness raising, and advocacy.**

This SO emphasizes the collective responsibility of government, private sector, civil society, communities, the family setting, parents, and youth in addressing youth unemployment and underemployment. It prioritizes sensitization and awareness-raising campaigns to highlight the urgency of the problem, while using advocacy to influence policies, mobilize resources, and promote inclusive opportunities for young people. By actively engaging all stakeholders, this strategic objective fosters stronger partnership, creates enabling environment, and ensures that youth issues remain high on the development agenda. Ultimately, the broad-based commitment helps generate sustainable solution, remove systematic barriers, and empower young people to thrive in the labor market.

### **Stakeholders.**

- Carry out stakeholder mapping and engagement.
- Promote awareness campaigns.
- Ensure high-level and evidence-based advocacy for policy reforms.



- Promote multi-partnerships.
- Building in capacity strengthening for stakeholders.
- Work with grassroots organization and local leaders to change mindsets, reduce stigma, and encourage community support youth livelihood initiatives.

### **Key Interventions**

- Identify key actors.
- Prepare policy briefs or newsletters to present findings in accessible formats.
- Develop a stakeholder engagement plan with tailored messages for each group.
- Assign liaison officers to coordinate with each stakeholder category.
- Create awareness materials (flyers, videos, radio spots, social media posts).
- Develop key messages highlighting both challenges and solutions for youth employment.
- Organize community theatre performances, debates, and storytelling sessions to convey messages in engaging ways.
- Facilitate policy dialogues and roundtable discussion between stakeholders and youth organizations.
- Support stakeholders in drafting and presenting policy briefs advocating for youth livelihood rights and choices.
- Engage decision-makers to allocate resources/budgets towards youth livelihood initiatives.
- Organize training workshops for stakeholders on effective advocacy techniques.
- Provide media training for youth leaders and advocates to amplify their voices.
- Offer policy engagement skills sessions for partners to interact with decision-makers.
- Host public forums, rallies, and debates to spotlight youth employment issues.
- Conduct policy dialogues and roundtables between youth, employers, and policymakers.
- Leverage traditional and social media to disseminate advocacy messages widely.



## 8. Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework

Effective monitoring, evaluation, accountability, and learning are central to ensuring that the Strategic Plan (2026–2030) achieves its intended results and drives continuous improvement. The MEAL framework will provide evidence-based insights for decision-making, performance tracking, and strategic adjustments.

### 8.1 Performance Indicators Tracking Table (PITT)

The Performance Indicator Tracking Table (PITT) (see Annex 10.2) will monitor progress against key results and strategic objectives. The PITT will capture annual targets, actual achievements, and variance analysis for each indicator. It will serve as the central tool for performance monitoring across all projects (Key Performance Indicators-KPIs).

In the PITT, each strategic objective has SMART indicators (Specific, Measurable, Achievable, Relevant, and Time-bound) aligned with national development priorities. Data from the PITT will be updated quarterly and reviewed annually to assess progress, identify gaps, and guide corrective actions.

The PITT will be managed by the MEAL team under the oversight of the MEAL Director, with contributions from Program Managers, Project Managers and Officers. Regular review meetings will ensure data quality, validation, and evidence-based reporting.

### 8.2 Data Collection and Reporting Mechanisms

Data collection and reporting will be guided by standardized tools and protocols to ensure consistency, accuracy, and reliability. DTN will use a combination of quantitative and qualitative methods, including surveys, interviews, focus group discussions, case studies, employment, business, and administrative data.

Digital platforms and mobile data collection tools (e.g., KoboToolbox, CommCare, or ODK) will be used to enhance real-time data capture, reduce errors, and promote transparency.

Reporting Mechanisms will include:

- Monthly internal reports to capture activity progress and challenges.
- Quarterly performance reports to summarize achievements against targets and indicators.
- Bi- and annual program reports to present consolidated results, lessons, and recommendations for improvement.



- Mid-term and end-term evaluations (in 2028 and 2030 respectively) to assess outcomes, impact, and overall program effectiveness.

All reports will be shared with Board, government, partners, and key stakeholders to foster transparency and accountability.

### **8.3 Learning, Adaptation, and Accountability**

**Learning** and adaptation will be integral to implementation. DTN will promote a learning culture that encourages reflection, innovation, and evidence-based decision-making. Regular learning sessions, reflection meetings, and knowledge-sharing forums will be organized to analyze what works, what doesn't, and why.

**Adaptation:** Insights from monitoring and evaluation will inform program redesign, policy advocacy, and resource allocation. The MEAL team will document best practices and case studies to support scaling up successful interventions.

**Accountability:** DTN is committed to upward, downward, and internal accountability — ensuring transparency to donors/Sponsors/Investors, responsiveness to beneficiaries or project participants, and integrity within the institution. Mechanisms will include feedback suggestion boxes, hotlines, community scorecards, and beneficiary satisfaction surveys to capture community voices and ensure program responsiveness.

Through this integrated MEAL approach, DTN will continuously strengthen its effectiveness, credibility, and contribution to sustainable development outcomes during the 2026–2030 period.



## 9. Implementation Plan

The implementation of this Strategic Plan will be guided by a structured and participatory approach to ensure efficiency, accountability, and sustainability. The plan outlines how strategic priorities will be translated into actionable programs and measurable results over the five-year period. It also ensures a clear, phased, and collaborative approach — combining strong partnerships, targeted resource mobilization, and robust systems — to achieve lasting impact and institutional sustainability.

### 9.1 Key Activities

Implementation will focus on translating the five strategic priorities into coordinated programs and projects. This will require that DTN teams combine efforts to design and implements successful projects in the four strategic areas. Some flagship projects may include (but not limited to):

#### **Empowerment and Self-Employment (SO1)**

- Capacity Building and Empowerment Intervention
  - Support youth, especially women with business incubation, mentorship, and financial literacy through the design and implementation of small and medium-sized businesses with interested sponsors or investors.
  - Conduct training on entrepreneurship, leadership, financial literacy, digital literacy, business and Marketing skills, and vocational skills.
  - Facilitate community awareness sessions on rights, inclusion, and civic participation.
- Economic and Livelihood Interventions
  - Provide seed funding, loans and micro-grants for startup initiatives for trained and certified youths.
  - Establish linkages between beneficiaries and microfinance institutions.
  -

#### **Strengthen Employment Opportunities (SO2)**

- Create a wide forum for qualified youths in various fields, especially in non-white collar jobs.
  - Facilitate opportunities for trained youths to obtain certificates for jobs
  - Partner institutional and systems strengthening to create employment opportunities for the youth.
  - Create an avenue for individual or groups to request standard of services offered by the qualified and certified youth.
2. Quality of Services
- Youth and partners institutions strengthen governance and management systems, including financial and human resources for their businesses.



- Cross-cutting quality assurance in youth counseling, education, and training

**Advocacy and Policy Engagement (SO4)**

- Project or program lessons learned to informed evidence-based policy on non-white collar jobs for youth.
- Organize stakeholder forums and policy dialogues with government institutions.
- Conduct media campaigns to raise awareness of youth and women’s socio-economic issues.

**Partnership and Network Expansion (cross-cutting)**

- Establish memoranda of understanding (MoUs) with local and international partners if possible.
- Foster collaboration with private sector actors for internships and job creation.
- Participate in national and regional coalitions and networks for advocacy and resource mobilization for youth employment.

**9.2 Timeline and Phasing**

The implementation will follow a phased approach to ensure progressive learning, scalability, and impact as shown on the PITT (Annex 10.2):

**Table 1 Timeline and Phasing of Strategic plan**

PHASE	PERIOD	FOCUS AREAS
PHASE 0 : FOUNDATION & INSTITUTIONEL SYSTEM	<b>Jan-December 2025</b>	Obtain legal status, develop programming and operational systems, conduct baseline study, Interns, staff or member capacity strengthening, establish partnerships and key stakeholder meetings; organize official launching.
<b>PHASE 1: FUNDRAISING AND IMPLEMENTATION</b>	<b>2026–2027</b>	Design and pilot flagship projects; develop and implement training and mentorship activities, interns, staff or member capacity strengthening,
<b>PHASE 2: FUNDRAISING, SCALING &amp; CONSOLIDATION</b>	<b>2028–2029</b>	Expand successful interventions to additional sites (cities); deepen policy advocacy; enhance MEL systems; mobilize new funding sources, interns, staff or member capacity strengthening,
<b>PHASE 3: SUSTAINABILITY &amp; TRANSITION</b>	<b>2030</b>	Consolidate achievements; evaluate outcomes and impacts; develop sustainability and exit strategies; prepare the next strategic plan.



Each year will have annual operational plans (AOPs) that break down strategic objectives into specific activities, responsibilities, and performance indicators.

### 9.3 Partnership and Collaboration

Effective implementation will depend on strong partnerships and collaboration across multiple stakeholders:

- **Government ministries and agencies:** DTN will align interventions with national priorities and access technical support.
- **Development partners and donors/sponsors:** For financial and technical assistance, joint program design, and monitoring.
- **Private sector:** For promoting entrepreneurship, internships, and market/business linkages.
- **Local government, civil Society and community-based Organizations:** To ensure community ownership and sustainability.
- **Training institutions and centers:** Provide internships and apprenticeships opportunity, enroll qualified youth for entrepreneurship and self-employment opportunities.
- **Academic and Research Institutions:** For knowledge sharing, innovation, and data-driven decision-making.
- **Beneficiaries:** Youth will be central actors — involved in co-creation, implementation, and feedback processes.

These partnerships will be governed by clear roles, joint work plans, and shared accountability frameworks to ensure mutual benefits and efficient coordination.

### 9.4 Resources

Implementation will require a combination of **financial, human, technical, and material resources**.

#### 1. Financial Resources

- Core funding will be mobilized through donor or sponsor grants, membership contributions, corporate sponsorships, and government subventions.
- Additional resources will be sought through fundraising campaigns, social enterprise initiatives, and digital crowdfunding platforms.

DTN will implement a robust financial mobilization to support this plan for the next 5 years. Finances will be mobilized through to the following strategies:

- Membership dues.
- Members' contribution.
- Government funding initiatives for youth entrepreneurial ventures.
- Individuals or groups, donors, corporate bodies, and financial institutions (banks and micro financial institutions) whose vision, mission and values align with DTN's.



Quality programming and organizational discipline will ensure that DTN is very competitive to access any funding opportunities to support the employment of young. In the first trimester of year 1 (2026) of the strategic period, DTN will establish memberships with organizations like DevelopmentAid which offers opportunity for civil society organizations, local NGOs, and associations to access to funding for their projects. An annual resource mobilization plan will guide fundraising targets, donor engagement, and cost-efficiency strategies (see the budget framework below).

**Table 2 Budget Framework for 2026 – 2030**

Item	Total Year 1 Amount (FCFA)	Total Year 2 Amount (FCFA)	Total Year 3 Amount (FCFA)	Total Year 4 Amount (FCFA)	Total Year 5 Amount (FCFA)
Allowances	13 500 000	2 900 000	4 900 000	4 900 000	4 900 000
Office Furniture/Equipment	1 200 000	350 000	0	0	0
Office Utilities & Supplies	1 652 000	1 734 600	1 821 330	1 912 397	2 008 016
Local Transportation	600 000	630 000	0	0	0
DTN Association Life	348 000	496 500	576 525	588 101	669 256
Strategic Plan Review/Evaluations/Learning	6 476 000	7 690 800	7 928 190	9 339 080	3 142 745
Proposal Development Fund	500 000	625 000	625 000	656 250	656 250
Miscellaneous	1 685 000	915 000	6 440 750	982 788	1 020 327
	<b>25 961 000</b>	<b>15 341 900</b>	<b>22 291 795</b>	<b>18 378 615</b>	<b>12 396 595</b>

### Budget Narrative

This budget framework is designed to capture key operational cost items which may not dependent on donor funding. Each project proposals will eventually consider those operational costs as the indirect cost recovery (ICR) of DTN and cost share of DTN members.

- **Allowances:** DTN will continue to work with qualified volunteers and will pay allowances for transportation and communication for the volunteers. The hope is to mobilize funds for project-related activities and payment of salaries of staff employed in the projects. Allowances will also be set aside throughout the strategic planning period to keep supporting young interns or apprentices who are willing to benefit from DTN’s structured internship and apprenticeship programs (see SO1 and SO2). Lastly, stipends or allowances will be paid to active boards members after every quarterly board meeting.
- **Office Furniture/Equipment and Office Utilities & Supplies:** DTN mindful of challenges in securing external funding at the start of the strategic period, has prioritized its budget for the first year (2026) to cover essential start up items such as purchasing furniture for the newly acquired office space, ensuring there is adequate funds to pay for monthly utilities and supplies for



members who will be working in the office like interns, volunteers, and some board members like the Secretary General. The budget also aligns with the acquisition of an office space at Borne 10, Odzoa Yaoundé, for increased visibility, ensuring in-person presence, and performing DTN associative activities.

- **DTN Association Life:** The budget has also included key activities which are described in the articles of associations including the organization of board management meetings and annual general meetings.
- **Strategic Plan Review/Evaluations/Learning:** Review and monitoring, evaluations, accountability and learning (MEAL) activities related to the strategic plan have been included in this budget. Although these activities have been budgeted as operational cost of the strategic plan, projects will significantly pick up some of these costs in the projects' MEAL cost.
- **Proposal Development Fund:** Bearing in mind that the costs of project proposal design and development are usually borne by the organization requesting for funding, DTN has included a line item which consists of funds that are required to support the design and development of new or the extension of projects. The fund will support the holding of the project design and writing workshop, and honorarium of technical project assistant and review. The funds may also include the conduct of field work, visits, and initial assessment when need. All travel related costs of staff and members of DTN participating in the proposal development are included as well.
- **Miscellaneous:** These include the launching ceremony, production of promotional material such as T-shirts, batches, and sign posts; payment of subscription fees, local taxation, bank fees, repairs, maintenance, and the purchase of a vehicle to ease transportation.

The design of the budget has taken into account a linear growth as result of a 5% inflation of the local economy on some line items such as office utilities and supplies. However, the growth in some line item such as Proposal Development, is due to an anticipation of increase fund raising activities and the need to extend the scope of projects.

## 2. Human Resources

- In addition to its traditional set-up, DTN will undertake to hire or appoint dedicated and skilled team which will drive implementation, supported by training as interns and apprentices, and will work with volunteers, consultants, facilitators, and resource persons. At the technical leadership position, DTN will identify qualified Program Managers who will lead the attainment of results under each SO of the strategic plan.
- Staff capacity development will be continuous, focusing on leadership, innovation, and program management.



DTN will ensure that youth are prioritized in the recruitment and placement in the association to enable them develop competitive skills for either self-employment (SO1) or for private sector employment (SO2). (see Annex 10.3).

During the strategic period, DTN will count on the technical and network qualities of its members home and abroad, irrespective of the category. In addition, key active members will be hired in the following key positions based on the availability of available funds or commitments:

**A. Program Managers (PMs):** The plan is to hire very qualified professionals to lead the project management teams under the four strategic objectives of the plan as follows:

- Program Manager Entrepreneurship and Empowerment (PM SO1).
- Program Manager Training, Certification, & Employment (PM SO2).
- Program Manager Quality Assurance (PM SO3).
- Program Manager Partnership & Advocacy Engagement (PM SO4).

The Program Managers is responsible for the design and development of new projects; build and maintain key stakeholders and partnerships, provide oversight to all projects under the respective SOs, and implement successful monitoring and evaluation systems, as well as developing and implementing training curricular to build youth hard and soft skills for employment. The PM will also lead funding initiatives and ensure a good linkage and coordination with other PMs. S/he will be responsible for supervising Project Managers under each SO and will be supervised and supported directly by the Secretary General/Director of Programs, with the assistance from members of the board of directors.

**B. Project Managers:**

Project Managers will be responsible to manage the day-to-day activities of existing projects, keep track of the impacts of the projects on target youth by collaborate with MEAL team. DTN will ensure that there are flagship projects and these projects are implemented by a Project Manager, for example, Professional Small Business Promotion (ProBiz), Certified Youth Placement Projects, IT/Digital/AI Institute, etc. The Project Managers will support and supervise all Project Officers.

**C. Project Officers:**

These include, Business Development Officers, Seeding Funding Mobilization Officers, IT/Digital/AI Institute Officer, Training & Certification Officer, Standard Operating Procedures Officers, Advocacy Officers, and Communication & Social Media Officer. Just like all Interns, Apprentices, or Volunteers, DTN will be deliberate in recruiting all Project Officers who will be qualified youth with very little work experience and give them the opportunity to build their work experience, while receiving mentoring, coaching and supervision from more experienced team members like the Director of Program and other Board members, Program Managers, and Project Managers.

**D. Administrative & Procurement and Human Resources Officers:**

They will play key operations function under the oversight and supervision of the Vice President/Director of Operations. The Administrative & Procurement Officer will



ensure a smooth functioning of all administrative policy and procedures that are defined in the APPM, lead all procurement procedures of DTN in line with acceptable governance standards, and management (through an appointed custody) the assets of material and infrastructural resources under DTN. The Human Resources Officer, will responsible for staff and members wellbeing in DTN.

**E. Accountant and Internal Audit & Compliance Officer:**

Both position report directly to the Treasurer/Finance Director. The work closely with the Director of Operations, while maintaining the segregation of their roles.

**3. Technical Resources**

- Adoption of digital tools for monitoring, data collection, and reporting.
- Access to technical expertise through partnerships with academia and technology hubs.

To achieve SO1, SO2 and SO3, DTN will establish productive partnership with identified technical resources to lead the training of youth in highly demanded fields, especially in the urban settings such as IT, AI, Digital technology, Restaurant and Hospitality industry, Environment and Hygiene technologies. The Technical resources will be mobilized from within DTN as well as elsewhere.

**4. Material and Infrastructure Resources**

Collaborate with training centers, digital labs, and community outreach hubs to identify sponsors who support training centers.

DTN will provide an office space and logistics to support field operations and program delivery as from January 2026.



## 10. Risk Management Plan

Effective risk management is essential to the successful implementation of the Strategic Plan. [Association Name] recognizes that internal and external risks may affect the achievement of its strategic objectives and is therefore committed to proactively identifying, assessing, and mitigating potential threats to its programs, finances, reputation, and sustainability.

**Table 3 Summary of Key Risks and Mitigation Strategies for DTN 2026–2030 Plan**

Risk Category	Description / Potential Impact	Mitigation Strategy	Responsibility
<b>Financial Risks</b>	Limited or delayed funding; over-reliance on donor organizations affecting program continuity.	Diversify funding sources; establish reserve funds (membership dues, members contributions, fund raising, etc); strengthen financial management and cost-control systems.	Finance & Administration teams; Program Managers, SG/DOP; President General/CEO
<b>Operational Risks</b>	Staff turnover, inadequate capacity, weak systems, or logistical constraints hindering project delivery.	Continuous staff training; adopt digital management tools; improve procurement and logistics planning.	Program Managers; SG/DOP; HR & Director of Operations
<b>Political and Governance Risks</b>	Political instability or policy changes affecting field operations or partnerships.	Maintain non-partisanship; engage with government agencies; align programs with national development priorities (e.g. Vision 2035)	President General/CEO; Advocacy Officer; Communication & Social Media Officer
<b>Environmental and Climate Risks</b>	Natural disasters or climate shocks disrupting field activities and livelihoods.	Integrate climate-resilient approaches; develop emergency preparedness plans; adapt implementation timelines.	Program Managers; Project Managers and Officers.
<b>Reputational Risks</b>	Miscommunication, ethical breaches, or data privacy issues affecting credibility.	Enforce code of ethics; strengthen communication protocols; ensure transparency and data	Communications & Social Media Officer; President General/CEO



# DIVINE TREASURES NETWORK

Counsel, Educate, Train, Empower

		protection compliance.	
<b>Compliance and Legal Risks</b>	Failure to comply with statutory requirements or donor regulations.	Conduct regular compliance audits; ensure staff awareness of policies; maintain proper documentation.	Internal Audit & Compliance Officer; Finance Director
<b>Technological Risks</b>	System failures, data loss, or cyber threats compromising program data.	Invest in secure data systems; back up files regularly; train staff in cybersecurity practices.	IT Officer/Consultant; MEAL Team



## 11. Annexes

### 11.1 Detailed Work Plan for January – December 2026

Objective, Intermediate, Activity Statements	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Divine Treasures Network (DTN) has contributed in curbing youth unemployment and underemployment in Cameroon</b>					
Identify office space for DTN and establish a Liesse					
Organize the Annual General Meeting every January					
Design and pilot flagship projects					
Finalize administrative and legal documents for business operations					
Organize strategic review/learning meetings					
Conduct high level representative meeting, congresses and learning opportunities (locally and internally)					
Conduct proposal development workshops for new design of new projects					
Mid-term and Final Evaluation of the strategic plan and prepare for transition into the new plan					
<b>SO1: Youth are empowered for self-employment</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>IR 1.1 DTN facilitates access to grants and short-term loans for start-ups</b>					
Establish youth micro-grants or seed funding programs for viable business ideas.					
Facilitate partnerships with microfinance institutions for youth-friendly loans.					
Lead advocacy for a National Youth Empowerment Fund					
Organize grant proposal clinics to help youth prepare winning applications.					



Organize crowdfunding campaigns through social media and diaspora networks					
Facilitate linkages with diaspora investors					
<b>IR 1.2 Youth develop additional entrepreneurial skills to their mastered trade</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Run entrepreneurship bootcamps focused on business planning, budgeting, and market research.					
Provide or facilitate digital skills courses (e.g., e-commerce set-up, graphic design, data analysis, digital marketing, ).					
Provide or facilitate soft skills training.					
Provide or facilitate negotiation, pitching and communication skills trainings.					
Provide youth with financial literacy, savings and investment.					
Introduce apprenticeships and job shadowing to gain real world experience.					
<b>IR 1.3 Youth sustain successful businesses.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Support youth in developing and branding their products/services.					
Organize youth business exposés or online marketplaces to showcase products.					
Build partnerships with local retailers and distributors to stock youth products.					
Pair youth with business mentors from relevant industries.					
Create youth entrepreneur networks for peer learning and collaboration.					
Support youth to obtain co-working spaces.					
Develop a youth credit history program by tracking and reporting successful loan					



<b>IR 1.4 DTN promotes STEM Approach for self-employment</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Organize applied science training that links STEM innovations to small business opportunities (e.g., water purification tech, solar-powered appliances).					
Host STEM innovation challenges where youth design marketable solutions to community problems.					
Partner with universities and tech companies to provide discounted or donated tools/software.					
Offer online STEM entrepreneurship resources (tutorials, design templates, market analysis guides).					
Pair youth innovators with engineers, scientists, and tech entrepreneurs as mentors.					
Facilitate STEM-business networking events with investors, manufacturers, and distributors.					
<b>SO2: Trained certified youth are linked with certified partner institutions for employment.</b>					
<b>IR 2.1 Youth undergo rigorous certified trainings by qualified professionals.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
DTN collaborate with accredited training institutions and professional bodies to design certified curricula for employment of youth.					
Identify industry-recognized certifications relevant to local job markets and employment.					
Conduct outreach campaigns to inform youth about the certification opportunities.					
Develop transparent selection criteria to ensure equitable access.					
Engage qualified industry professionals to deliver the training.					



<b>IR 2.2 Certified partner institutions, employers, other stakeholder are implementing functional data banks for employment of qualified youth.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Map and compile a list of potential employers across priority sectors.					
Design and develop a centralized, secure database of certified employers					
Integrate a user-friendly search and filter systems for youth to find relevant opportunities.					
Ensure data protection compliance and secure hosting.					
Sign partnership agreement with certified employers for recruitment of qualified youth.					
Host employer-youth networking session to build connections					
Maintain regular communication with potential employers to update vacancies and skills need.					
Launch a public awareness campaign to inform youth about the database.					
Provide training sessions for youth on how to use the data bank effectively.					
Conduct quarterly verification checks on employer status and vacancies.					
Collect feedback from youth and employers to improve the systems.					
<b>IR 2.3 Youth receive post-training support.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Link graduates to internships, apprenticeships, or mentorships with industry experts.					
Organize refresher courses to maintain certification validity and update skills.					



Create a network of graduates' alumni for peer support and business collaboration.					
Verify employers' credentials, legal status, and compliance with labor standards.					
Establish criteria for employer certification (ethical practices, fair wages, safe work environment, etc.).					
Design and develop a centralized, secure database of certified employers.					
Integrate a user-friendly search and filter system for youth to find relevant opportunities.					
Ensure data protection compliance and secure hosting.					
Sign partnership agreements with certified employers (GICAM and GECAM) for recruitment of qualified youth.					
Maintain regular communication with employers to update vacancies and skills needs.					
Launch a public awareness campaign to inform youth about the database.					
Provide training sessions for youth on how to use the data bank effectively.					
Showcase success stories of youth placements through the database.					
Conduct quarterly verification checks on employer status and vacancies.					
Update the database continuously with new certified employers and opportunities.					
Create a conducive space Collect feedback from youth and employers to improve the system.					
<b>SO3: Quality assurance systems for youth counseling, education, and training have been adopted by all stakeholders</b>					



<b>IR 3.1 Stakeholders use standard operating procedures for youth counseling.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Convene technical working groups with representatives from key stakeholders (government, youth groups, NGOs, training institutions, employers) to form SOP regulatory boards.					
Review existing youth counseling guidelines, best practices, and legal frameworks.					
Draft comprehensive SOPs covering intake, assessment, guidance delivery, referral, and follow-up processes.					
Organize stakeholder workshops to review and refine the SOPs.					
Pilot the SOPs with a small group of counselors and collect feedback.					
Secure formal endorsement from relevant authorities or coordinating bodies.					
Conduct training of trainers for lead counselors on applying the SOPs.					
Deliver training sessions for all relevant youth counselors, mentors, and case workers.					
Provide printed and digital SOP manuals for easy reference.					
Support organizations to integrate SOPs into their daily counseling practices.					
Provide technical assistance during the transition phase.					
Align SOPs with monitoring and evaluation systems for youth programs.					
Establish feedback channels for counselors and youth to report challenges in SOP application.					
Conduct periodic reviews to update SOPs based on emerging trends or policy changes.					



Publish annual reports on SOP compliance and counseling outcomes.					
<b>IR 3.2 Stakeholders use standard operating procedures for quality education.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Conduct needs assessments to identify gaps in current education delivery.					
Form a multi-sectoral technical team (education experts, school administrators, policy makers, community reps) to draft SOPs.					
Ensure SOPs cover curriculum delivery, assessment methods, teacher conduct, learner support, inclusion, and safety standards.					
Organize consultative workshops with educators, school boards, and ministries of education to review the SOP draft.					
Pilot SOPs in selected schools and gather feedback from teachers, students, and parents.					
Secure official approval from the relevant education authorities.					
Integrate SOPs into school policies, lesson planning, and classroom management.					
Align SOPs with national education standards and inspection checklists.					
Establish school-based monitoring committees to ensure ongoing adherence.					
Conduct regular monitoring visits to assess SOP application in classrooms.					
Collect and analyze feedback from teachers, students, and parents on SOP effectiveness.					



Revise SOPs periodically to reflect emerging educational needs and innovations.					
<b>IR 3.3: Stakeholders use standard operating procedures for apprenticeship and internship training.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Conduct a stakeholder mapping of training institutions, employers, and regulatory bodies involved in apprenticeship/internship programs.					
Review existing apprenticeship guidelines, labor laws, and industry standards.					
Draft SOPs covering recruitment, orientation, mentorship, on-the-job training, assessment, and certification.					
Hold consultative workshops with employers, trainers, and government agencies to review the SOP draft.					
Pilot SOPs in select companies or training centers and gather feedback.					
Obtain official approval or accreditation from relevant authorities.					
Train employers, supervisors, and trainers on applying the SOPs in daily operations.					
Develop training manuals, digital guides, and checklists for easy use.					
Provide refresher training for stakeholders on updated procedures.					
Support organizations in integrating SOPs into apprenticeship and internship contracts, work plans, and evaluation tools.					
Align SOPs with skills development frameworks and certification requirements.					
Ensure clear roles and responsibilities for all parties (youth, employer, training institutions).					



Establish feedback mechanisms for apprentices, interns, and supervisors to report challenges.					
Conduct periodic compliance audits on SOP use and quality standards.					
Revise SOPs based on emerging industry needs and lessons learned.					
<b>IR 3.4 DTN partner professional, employers and youth implement a feedback and Response Mechanism as quality assurance for youth unemployment &amp; underemployment.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Conduct stakeholder consultations to identify preferred feedback channels (online forms, suggestion boxes, hotlines, in-person meetings).					
Define clear protocols for receiving, documenting, analyzing, and responding to feedback.					
Develop FRM tools (digital platform, feedback templates, tracking database).					
Set up multiple access points for submitting feedback (physical, digital, anonymous).					
Train designated focal persons on managing the FRM in line with data protection and confidentiality standards.					
Publicize the FRM widely to all DTN partners and stakeholders.					
Conduct orientation sessions for DTN partner professionals, employers, and stakeholders on how to use the FRM.					
Provide simple guides and user manuals (both printed and online) to explain the FRM process.					
Run awareness campaigns highlighting the value of feedback in improving service quality.					
Log and categorize all feedback received for tracking and analysis.					



Establish service-level agreements for timely responses and resolutions.					
Share quarterly feedback reports with stakeholders to show actions taken.					
Periodically review and refine the FRM based on user experience.					
Integrate feedback analysis into strategic planning and performance reviews.					
Recognize and reward partners who consistently improve based on feedback.					
<b>SO4: All stakeholders have been engaged in reducing youth unemployment and underemployment through sensitization, awareness raising, and advocacy.</b>					
<b>IR 4.1 DTN sensitizes stakeholders on youth unemployment &amp; underemployment.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Conduct baseline studies on youth employment and unemployment trends.					
Compile case studies, statistics, and testimonies illustrating the scale and impact.					
Prepare policy briefs or newsletters to present findings in accessible formats.					
Develop a stakeholder engagement plan with tailored messages for each group.					
Assign liaison officers to coordinate with each stakeholder category.					
Create awareness materials (flyers, videos, radio spots, social media posts).					
Develop key messages highlighting both challenges and solutions for youth employment.					



Translate materials into French language for wider reach.					
Conduct post-sensitization surveys to assess stakeholder understanding.					
Track commitments made by stakeholders to address youth unemployment.					
Prepare periodic progress reports on awareness outcomes and next steps.					
<b>IR 4.2 Stakeholders increase support for youth livelihood rights and choices.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Organize sensitization workshops for government, private sector, CSOs, and community leaders on youth unemployment					
Train stakeholders on integrating youth livelihood rights into policy and programs.					
Organize training-of-trainers (ToT) sessions for community leaders and CSOs on rights-based approaches to youth employment.					
Provide mentorship sessions for stakeholders on inclusive livelihood practices.					
Organize community theatre performances, debates, and storytelling sessions to convey messages in engaging ways.					
Facilitate policy dialogues and roundtable discussion between stakeholders and youth organizations.					
Support stakeholders in drafting and presenting policy briefs advocating for youth livelihood rights and choices.					
Engage decision-makers to allocate resources/budgets towards youth livelihood initiatives.					
Create multi-stakeholder platforms or forums to promote collaboration on youth livelihood rights.					
<b>IR 4.3: Stakeholders advocate for youth unemployment and underemployment.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>



Map and identify all stakeholders to be engaged (parents, community leaders, government agencies, local councils, civil society organizations, NGOs, private sector companies, media, youth organizations).					
Develop a stakeholder engagement plan outlining roles in advocacy.					
Form a multi-stakeholder advocacy task force or coalition on youth employment.					
Document policy and structural barriers to youth employment.					
Develop advocacy toolkits including talking points, policy briefs, and fact sheets.					
Organize training workshops for stakeholders on effective advocacy techniques.					
Provide media training for youth leaders and advocates to amplify their voices.					
Offer policy engagement skills sessions for partners to interact with decision-makers.					
Host public forums, rallies, and debates to spotlight youth employment issues.					
Conduct policy dialogues and roundtables between youth, employers, and policymakers.					
Leverage traditional and social media to disseminate advocacy messages widely.					
Prepare and submit policy recommendations to government bodies.					
Engage with parliamentarians and local authorities through presentations and meetings.					



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Collaborate with the National Youth Council to advocate for budget allocations toward youth skills development and job creation.					
Collaboration with stakeholders to advocate for the creation of the Youth Employment Fund (YEF).					
Track commitments made by decision-makers and follow up on implementation.					
Publish advocacy progress reports highlighting achievements and gaps.					
Recognize champions of youth employment advocacy among stakeholders.					
Support networks, coalitions and alliances that advocate for youth-friendly livelihoods policies.					



## 11.2 Performance Indicator Tracking Table (PITT)

Performance Indicator Tracking Table (PITT) for DTN January 2026 – December 2030 Strategic Plan											
Result/ Outcome	Key Performance Indicator	Baseline	Achieved Target					Means of Verification	Frequency of Data Collection	Responsible Person/Team	Assumptions/ Risk
			Y1 Target	Y2 Target	Y3 Target	Y4 Target	Y5 Target				
<b>SO1: Youth are empowered for self-employment</b>											
IR1 .1: DTN facilitates access to grants and short-term loans for start-ups.	% of trained youth who have access to grants or microcredit or small-short term loans	TBD	0 %	15%	25%	35%	50%	Loan records, project reports, partner bank/MFI reports	Annually	Program Manager SO1	Availability of funds and resources
IR 1.2: Youth develop additional entrepreneurial skills to their mastered trade.	% of trained youth who demonstrate improved vocational/entrepreneurial skills	TBD	50 %	65%	70%	75%	80%	Training reports, pre- and post-test assessment, project reports	Quarterly	Training & Certification Officer	Quality training provided; youth attend consistently



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IR 1.3: Youth sustain successful businesses.	Number of youth who establish and sustain businesses	TBD	0	50	100	150	200	Business Registration records, follow up surveys, Project reports	Bi-annually	Program Manager, Project Managers, MEAL Officer	Youth motivated, enabling environment supports entrepreneurship
	Number of jobs created by youth-owned enterprises	TBD	0	100	200	300	500	Employment records, Business Surveys/Success stories, Project reports	Annually	Program Manager, Project Managers, MEAL Officer	Market access and mentorship opportunities available
IR 1.4: DTN promotes STEM Approach for self-employment	% increase in average income of self-employed youth	TBD		10%	15%	25%	35%	Business report, Business Survey/Success stories, Project reports	Annually	Program Manager, Project Managers, MEAL Officer	Sustainable economic environment youth reinvest earnings.
<b>SO2: Trained certified youth are linked with certified partner institutions for employment</b>											
IR 2.1: Youth undergo rigorous certified trainings by qualified professionals.	% of trained certified youth linked to partner institutions	TBD	15%	30%	50%	60%	75%	Partner institute records, Employment contracts, follow up survey, Project reports	Quarterly	Partnership Officer, Linkage & Placement Program Manager, Project Managers	Partner institutions remain committed; youth accept placements



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	Number of certified youth placed in partner institution	TBD	10	20	50	100	300	Placement registers, reports from partner institutions, Projects report	Quarterly	Partnership Officer, Linkage & Placement Program Manager, Project Managers	Availability of opportunities with partners
IR 2.2: Certified partner institutions, employers, other stakeholders are implementing functional data banks for employment of qualified youth.	% of partner institutions satisfied with youth performance	TBD	60 %	70%	75%	80%	85%	Partner feedback form or FRM, project evaluation reports	Annually	Partnership Officer, Linkage & Placement Program Manager, Project Managers	Effective monitoring and feedback mechanism exit
IR 2.3: Youth receive post-training support.	% of youth retaining employment 12 months after placement	TBD	40 %	50%	60%	70%	70%	Trace studies alumni follow-up surveys	Annually (Tracer Study)	Partnership Officer, Linkage & Placement Program Manager, Project Managers	Stable labor market conditions
<b>SO3: Quality assurance systems for youth counseling, education, and training have been adopted by all stakeholders</b>											



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IR 3.1; 3.2, 3.3: Stakeholders use standard operating procedures for youth counseling	% Partner institutions applying SOPs in counseling, education and training	TBD	10%	20%	40%	60%	80%	Project Monitoring reports; SOP compliance audits, supervision checklist	Bi-annually	MEAL, Internal Audit & Compliance Officer	Stakeholders and Partners accept and integrate SOPs
	Number of partners institutions and others that have formally adopted SOPs	TBD	0	10	25	40	50	MOUs, Policy documents, adoption letters	Quarterly	Partnership Officer, Project Manager	Institutional leadership support
	Number of staff/personnel/employers trained in applying SOPs	TBD	50	150	200	400	500	Training Attendance list, Evaluation Forms	Quarterly	Project Manager	Available trainers and resources
IR 3.4: DTN partner professional, employers and youth implement a feedback and Response Mechanism as quality assurance for youth unemployment & underemployment.	% of youth reporting satisfaction with the quality of services offered by partner enterprises	TBD	50%	60%	70%	80%	85%	Youth Survey, FDGs, Feedback	Annually	MEAL Director, Program Manager. Project Managers	Youth are willing to provide feedback; service remain accessible



SO4: All stakeholders have been engaged in reducing youth unemployment and underemployment through sensitization, awareness raising, and advocacy.											
IR 4.1: DTN sensitizes stakeholders on youth unemployment & underemployment	Number of stakeholders sensitized (disaggregated by government, private institutions/sector, CSOs, community leaders, FBO,)	TBD	0	50	100	150	200	Workshop reports, attendance sheets, photos/videos	Quarterly	Program Manager, Project Manager, MEAL officer	Stakeholders are willing to participate
	% of Stakeholders who demonstrate improved awareness of youth unemployment challenges (measured through pre/post - test or feedback)	TBD	40 %	50%	60%	70%	80%	Pre/post-test training assessments, feedback surveys or monitoring	After each workshop (Quarterly)	Program Manager, Project Manager, MEAL officer	Stakeholders respond honestly.



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IR 4.2: Stakeholders increase support for youth livelihood rights and choices.	Number of stakeholder dialogue/forums held on youth livelihood rights and choices	TBD	2	4	8	10	15	Dialogue reports, attendance sheet, media coverage	Quarterly	Program Manager, MEAL officer	Stakeholders are open to dialogue
	Number of stakeholders publicly endorsing or promoting all youth livelihood (by statements policies, media)	TBD	5	10	20	40	50	Public statements, policy documents, press releases.	Semi-annually	Advocacy officer, MEAL officer	Political and social environment allows open support.
IR 4.3 Stakeholders advocate for youth unemployment and underemployment.	Number of advocacy campaigns initiated by stakeholders on youth unemployment and underemployment	TBD	2	4	8	10	15	Campaign reports. Media coverage, flyers	Semi-annually	Advocacy officer, Communication & SM officer, MEAL officer	Stakeholder have interest and resources to lead campaigns



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	Number of policy briefs/statements produced by stakeholders addressing youth unemployment	TBD	2	4	8	10	15	Policy briefs, position papers, press releases	Annually	Advocacy officer, Program Manager	Policy space remains open for dialogue
	Number of media engagement (radio, TV, newspaper, social media) by stakeholders on youth unemployment and underemployment	TBD	4	8	12	16	20	Media logs, recordings, publication	Quarterly	Communication & SM officer, MEAL officer	Media remains accessible and affordable
	% of stakeholders engaged in policy dialogue with government/private sector in youth unemployment	TBD	15 %	25%	25%	35%	50%	Meetings minutes, Attendance lists, MOUs	Annually	Advocacy officer, Program Manager	Government and private sector remain receptive
	Number of networks/alliances formed by stakeholders to advocate for youth unemployment	TBD	1	3	5	10	15	Coalition charters, MoUs, Joint statements	Annually	Networking/Partnerships officer, MEAL officer	Stakeholders are willing to collaborate



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### **11.3 The Organization Structure for Divine Treasures Network (subject to funding)**



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