



THE EAGLES FOR LIFE
(TEFL)

The Eagles for Life (TEFL)

Strategic Plan

Vision 2024

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i.

List of Acronyms

Acronym	In-Full
TEFL	The Eagle for Life
LGBTI	Lesbian Gay Bisexual, Transgender and Intersex
CSO	Civil Society Organization
SDG	Sustainable Development Goal
KP	Key Population
GALCK	Gay and Lesbian Coalition of Kenya
HIV	Human Immunodeficiency Syndrome
LVCT	Liverpool Voluntary Counselling and Testing
M&E	Monitoring and Evaluation
NASCO P	National AIDS and Sexually Transmitted
SDA	Seventh Day Adventist
SOGIE	Sexual Orientation Gender Identity Expression
NGO	Non-Governmental Organisation
INGO	International Non-Governmental Organisation
MoU	Memorandum of Understanding
KELIN	Kenya Legal & Ethical Issues Network
NASCO P	National AIDS and Sexually Transmitted Infections Control Program
KNCHR	Kenya National Commission on Human Rights
HELB	Higher Education Loans Board
VCAT	Value Clarification and Attitude Transformation

Executive Summary

The Eagles for Life (TEFL) is a Community Based Organization working in Kisii and Nyamira counties with programs designed to advocate for human rights, especially the rights of LGBTI persons. The organization has been in operation since 2010. In the course of doing its work, TEFL has come to realize that LGBTI persons in Kenya continue to face daunting challenges in their quest for full realization of their fundamental rights and freedoms. The challenges are aggravated by culture and religious traditions that underpin the morality of the local society.

Some of these challenges include: Contradiction between provisions of the Kenyan constitution and penal code and other policy issues; Intolerant socio-cultural and religious paradigms fanned by the misunderstanding that homosexuality is a western intrusion contaminating the purity of African culture as well as fundamentalist religious ideologies that constrict the space under which LGBTI persons can live in dignity and have their human rights respected; and lack of access to sexual reproductive health rights information and services where LGBTI persons seeking health care are often discriminated against, or even rejected by health care providers.

In a bid to meet the needs of its constituents in a more responsive way, TEFL has undertaken a process of reflection on its work, its staff and its stakeholders engaging them in a serious process of defining a new strategic direction. In a nutshell, the process delved into the background issues including clarifying the problem statement, reviewing programmes and a relook at internal efficiency. This culminated into a new strategic framework for the organization. The process concluded by discussing internal implications of the new framework as well as action planning for its implementation.

TEFL's new vision is thus: ***'A just and Inclusive Society for Sexual and Gender Minorities.'*** TEFL seeks to achieve this by pursuing a mission *'To create a just and inclusive society for gender and sexual minorities by empowering LGBTI Persons to claim for their rights, enhance access to responsive services by engaging duty bearers on policy, stimulating dialogues with the general public to promote tolerance and respect for diversity in Kisii and Nyamira counties'*.

In pursuit of this mission, the organization will be guided by the core values of confidentiality, accountability, fairness, innovativeness, respect, honesty, efficiency, consistency and team work. A TEFL strategic result has been defined as: 'An empowered LGBTI community having equal access to rights and services', attainable through realization of four strategic objectives:

- **Objective 1:** To empower LGBTI persons in Kisii & Nyamira Counties to claim for their rights and demand for responsive service delivery by 2024;
- **Objective 2:** To enhance access to responsive services for LGBTI persons by engaging duty bearers on relevant laws and policies by 2024;

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- **Objective3:** To encourage conversations and dialogues on LGBTI issues so as to promote tolerance and respect for diversity in the general populations in Kisii and Nyamira counties by 2024 and
 - **Objective4:** To strengthen TEFL internal structures and systems by building internal capacity to deliver on its mandate/vision by 2024.

Through developing a powerful brand name, strengthening partnerships with LGBTI community, and robust resource mobilization, the implementation of the plan shall aim to position TEFL as a partner of choice of both local and international organizations. In order to finance this strategic plan, TEFL shall need to raise Ksh. **117,355,000** over 5-year strategic Plan Period. The TEFL Secretariat with support from the Board is committed to intensify fundraising initiatives through a variety of partners and sources. These funds will be raised through a combination of cash and donations in-kind.

1.0 Introduction

1.1 Overview of TEFL

The Eagles for Life (TEFL) is a Community Based Organization working in Kisii and Nyamira counties. Our programs are designed to advocate for human rights, especially the rights of LGBTI persons. TEFL envisages an increasingly vibrant LGBTI community in the Kisii and Nyamira regions, a responsive environment for collaboration with duty bearers (movers and shakers), an informed general population and strong internal organizational systems and structures that deliver impact.

TEFL seeks to strengthen its capacity over the next 5 years. This strategy captures how it will do so.

1.2 Contextual Background

LGBTI persons in Kenya continue to face daunting challenges in their quest for full realization of their fundamental rights and freedoms. The challenges are aggravated by culture and religious traditions that underpin the morality of the local society. Majority of the challenges have roots traceable to the following:

Contradiction between provisions of the Kenyan constitution and penal code and other policy issues: The constitution of Kenya accords everyone, including LGBTI persons, the right to life, the right to equality and non-discrimination, the right to human dignity, the right to privacy, the right to freedom and security of the person, the freedom of expression, access to information and freedom of association. However, the penal code (sections 162a-165c) criminalize consensual same sex relations and one could attract a jail term of upto 14years! LGBTI persons continue to suffer as a result of this.

Intolerant socio-cultural and religious paradigms: The misunderstanding that homosexuality is a western intrusion contaminating the purity of African culture as well as fundamentalist religious ideologies constrict the space under which LGBTI persons can live in dignity and have their human rights respected. This then perpetuates stigma and exclusion in the social, religious and other cultural realms. The consequence can be as dire as death, rejection, excommunication among other dehumanizing acts. Yet, the constitution protects us all as Kenyans from discrimination, assault or persecution, regardless of sexual orientation.

Lack of access to sexual reproductive health rights information and services: Chapter4 of Kenyan constitution, in section 43(1a) provides that every person has the right to the highest attainable standard of health, which includes to the right to health care services, including reproductive health care. LGBTI persons seeking health care are often discriminated against, or even rejected by health care providers. This is attributed to stigma, cultural norms and lack of capacity to deal with unique needs of LGBTI persons.

2.0 Environmental Considerations

2.1 Political and Economic Factors

TEFL operates in an environment that is affected by political and economic factors. Some of these are expounded on below.

Political	Economic
<p>Devolution: Allows citizens to participate in decision and policymaking. Bring services closer to the people. Provides long-term future opportunities for funding support. May also provide competition for limited funding opportunities.</p> <p>‘Handshake’: Provides a peaceful, stable environment for program implementation. Donors, investors and partners have more confidence and trust in the country.</p> <p>Kenya’s 2022 elections: Will impact on funding and programs.</p> <p>County Governments: Under-resourced, undermines development but also are a legitimate representative structure that could be useful in implementing responsive interventions.</p> <p>Corruption: Discourages donors & undermines development</p> <p>Big 4 Agenda: Will focus efforts on food security, housing, manufacturing and health</p> <p>Political Goodwill in Kisii & Nyamira Counties: Makes it easier to implement programs.</p> <p>Brexit: Will impact on funding opportunities from Europe</p> <p>Homophobic political discourse: has the potential to</p>	<p>Kenya’s Middle Income Status: Donors moving to support poorer countries.</p> <p>Sustainable Development Goals (SDGs): Will encourage greater collaboration between public and private sectors as well as non-governmental actors</p> <p>Improving Infrastructure: Will impact positively on TEFL by opening up rural areas and improving transport and reducing operational costs.</p> <p>Inflation: Increases operational and program implementation costs</p> <p>Foreign Exchange Fluctuations: Makes it difficult to plan for programs due exchange rate gain/losses</p> <p>Diminishing alternative Livelihoods: Kenya’s economy is shrinking more and families are feeling it, LGBTI persons are in a</p>

sway public opinion and stoke violence directed towards LGBTI persons.	more precarious situation
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2.2 Social and Technological

There are several social influences and technological developments that will affect TEFL's work.

Social	Technological
<p>Growing Unemployment: Has increased the prevalence of crime and other social vices. Provides opportunities motivating LGBTI persons to think innovatively</p> <p>Alcoholism/drug abuse: Affecting the stability and health of families contributing to increased vulnerable people</p> <p>Poverty: Reduces ability of LGBTI persons engage and access employment.</p> <p>NHIF: The inclusion of those not formally employed into NHIF through the Ksh. 500 monthly payment will improve health care.</p> <p>SDGs: Present an opportunity to work with various development partners</p> <p>Boda-Boda: While it's created opportunities for the youth to earn an income. They also support easier transport supporting program activities.</p> <p>Betting: More people gambling incomes & loans. This has the potential on mental health wellbeing of general population and the LGBTI persons</p> <p>Universal Health: Will lead to better health access to the vulnerable in future.</p>	<p>Social Media: Provides opportunities for effective communication of impact as well as supports resource mobilization. Supports visibility, branding, sharing of stories. Risk to the organizations branding in case of negative news.</p> <p>Money Transfer Services: Supports more effective program operations</p> <p>Mobile Phones: Provides opportunities to deliver information and services through the phone at affordable costs.</p> <p>Mobile Loans: Offers opportunities for capital without reference to sexuality but also can create debt.</p> <p>E-Government: Makes it easier to secure information and services from the Government</p>

2.3 Environmental and Legal

There are several environmental and legal developments that will affect TEFL's work including:

Environmental	Legal
<p>Ecological imbalance: Kisii and Nyamira counties are agricultural zones with high yielding history. Some of our constituents are farmers who are directly affected by effects of climate change.</p> <p>Environmental regulations: Those in the, tree nursery, agribusiness, waste management industry etc. face serious hindrances from the county structures and by-laws.</p>	<p>2010 Constitution: Secures the rights for vulnerable people. Can undertake mitigation measures to secure justice.</p> <p>Penal Code: Sections such as 162a-165c portends existential danger for TEFL and its constituents.</p> <p>PBO Act: Will better govern the non-profit sector once operationalized.</p>

Strategic Response:

Devolution provides both threats and opportunities for TEFL. On one hand, it supports participative governance meaning that the vulnerable communities ideally have a bigger say in decision making as far as development priorities, policies as well as how resources are used. If well implemented, it should improve the environment for the vulnerable people that TEFL supports to attain human rights for all.

Devolution, in reality, is however far from achieving the dreams of Kenyans given the high operational vis-a viz development costs and corruption. It does however provide opportunities for partnerships in service delivery and resource mobilization in cases where county governments are transparent and accountable. TEFL will seek to partner with county governments of Kisii and Nyamira and engage in processes that support delivery of responsive services to LGBTI persons.

Kenya's middle-income status continues to pose a threat to TEFL. More donors are moving their resources to poorer countries that are deemed to be in greater need. The high level of corruption is not helping the situation with donors being scared away. This means less resources will be allocated to Kenya by various donors changing strategy or programming. On the other hand, some donors will work more with CSOs who demonstrate ingenuity in programming. This means that TEFL needs to be extremely accountable and transparent in its operations to maintain credibility. Its audited accounts need to be shared on its website to be accessible to everyone.

Social media presents new ways for TEFL to communicate its primary constituents and communities. It provides new opportunities to strengthen visibility and branding, share stories of change and motivate more organizations to give in support human rights and LGBTI rights especially. It however poses great risks to TEFL in the event that negative messages are spread.

The SDGs are influencing the development agenda for the global community with its 17 goals and 169 targets. The **slogan of leave no one behind** supports much of what TEFL seeks to achieve when working with the LGBTI persons and the general population towards a just and peaceful world.

TEFL will need to link its programs and activities to SDGs in order to mobilize greater financial support. The SDGs also supports partnerships between governments, corporations and development organizations. TEFL will broaden its partnerships with the government, and non-profit sectors in its bid to support the LGBTI rights interventions.

3.0 TEFL Organization's competencies (SWOT)

An internal assessment was done of the strengths and weaknesses, opportunities and threats that TEFL faces. The strengths and weaknesses focus on internal factors and identified the following:

Strengths	Challenges
<p><i>What are the strengths that we currently have that we can build on in our relationship with our primary constituents?</i></p> <ul style="list-style-type: none"> • We have a solid rapport with the LGBTI persons • Our offices is a safe space where LGBTI persons feel free to interact • We have running therapy sessions for LGBTI persons needing such services • We have a violence reporting and response mechanism. <p><i>What are strengths that we can build on our engagement with the movers and shakers in our sector?</i></p> <ul style="list-style-type: none"> • TEFL allies within the county institutions who 	<p><i>What must we address internally to be more effective in our engagement with our primary constituents?</i></p> <ul style="list-style-type: none"> • Lack of clear mechanisms in feedback/ response from LGBTI persons • Less than adequate resources for the work we do • Less than adequate skills for documentation of learning and generation of evidence for future programming • Capability to raise resources for

<p>support our work including health, county assembly and law enforcement</p> <ul style="list-style-type: none"> • TELF participates in technical working groups with stakeholders. • TEFL is known for positive impact programs in the human rights space <p>What the current strengths that we can build on to engage the general population?</p> <ul style="list-style-type: none"> • TEFL lives and works within the general population, we understand the nuances of everyday life in the communities we target. • TEFL has a strong presence in platforms that address human rights issues e.g. Muungano Gender Forum, Sexual and Gender Based Violence forum, KP consortium etc. • TEFL has running partnership with Kisii University • TELF has allies in the faith spaces in Kisii and Nyamira counties. <p>What are our strengths as an organization that we need to retain or bolster to continue to exist?</p> <ul style="list-style-type: none"> • Existing policies including governance manual, financial manual. • Retain and build skills of the human resources at the board and secretariat • Increase our visibility as a strong human rights defender • Improve programming capacity towards the needs of LGBTI persons 	<p>our work</p> <p>What must we address internally to be more effective in our engagement with Mover and shakers?</p> <ul style="list-style-type: none"> • Inadequate evidence to engage with policy shapers • Platforms for engagement exist but TEFL has no strategies to participate <p>What do we need to address to be able to engage meaningfully with the general population?</p> <ul style="list-style-type: none"> • Lack of a targeted messaging for the influencing general population • Inadequate clarity on what the general population stands to gain or win from the work TEFL does <p>What are our internal gaps that we need to address to deliver our work?</p> <ul style="list-style-type: none"> • Lack of a partnership strategy or plan • Lack of evidence for programming • Less than adequate capability to monitor qualitative progress • Inadequate resources for tools, equipment for our work
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The opportunities and threats are external factors influencing the organization. The analysis identified the following:

<p>Opportunities</p> <p>What are opportunities within the movement/sector that we can ride on?</p> <ul style="list-style-type: none"> • Mutual partnerships between TEFL and other CSOs e.g. GALCK, KELIN, LVCT, Defenders Coalition. • Knowledge & expertise on legal issues within the movement. • Donor and partners willing to support our work • The decrim-appeal process offers a chance for continued 	<p>Threats</p> <p>What are the possible shifts within the movement that could jeopardize our work?</p> <ul style="list-style-type: none"> • Possible collapse of the LGBTI network in Western Kenya has the potential for damaging repercussions
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<p>push for rights of LGBTI persons in Kenya</p> <ul style="list-style-type: none"> • Availability of progressive legal instruments e.g. Constitution of Kenya <p><i>Are there any trends, policy directions, conversations that are in our favour that we can use to anchor our advocacy?</i></p> <ul style="list-style-type: none"> • Kisii County health strategic plan, TEFL contributed in its development. • Nyamira and Kisii counties are already engaging with TEFL in select areas of focus e.g. Key populations technical working group <p><i>Are there mindset shifts, spaces for dialogues, emerging perspectives within the general population that we could use to push our agenda?</i></p> <ul style="list-style-type: none"> • Partnerships with Kisii University school of law to prepare future allies • Engagement with Kabarak University could open more chances for cross learning • Partnership with the Minnesota university on leadership and livelihood interventions • Allies in the religious circles could offer the chance for positive engagement • Rich agricultural heritage and potential of the local populace <p><i>Internally, is there progress or openings in governance & leadership, Finance, operations and sustainability and programs management that we could build on?</i></p> <ul style="list-style-type: none"> • We have a governing board with dedicated, skilled and committed members • We have committed staff who could do more than their current roles 	<p><i>What the possible policy positions (current and emerging) that potentially could slow our progress or curtail our work?</i></p> <ul style="list-style-type: none"> • Shift in HIV funding will reduce flow of resources to our work • Counties adopting LGBTI unresponsive policy positions • A possible negative judgment on the decrim-appeal will slow our work <p><i>What are the potential societal waves that could drown our ship midway?</i></p> <ul style="list-style-type: none"> • Continued homophobic rhetoric on the pulpit and cultural spaces would hamper our work • Unabated violence will send back LGBTI persons into the closet <p><i>What are the landmines within TEFL that can scatter our dream?</i></p> <ul style="list-style-type: none"> • Resistance to change may stifle innovation and progress threatening the very existence of TEFL
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Strategic Response:

It has become more difficult securing resources for LGBTI work yet we need larger funding to be able to meet the needs of our constituents. Lone ranger tactics and focus on a few donors are becoming less effective and less appealing. To become attractive TEFL will develop a competitive edge and strong brand that provides value for its members and participating communities.

The lack of adequate resources is a challenge that must be addressed. TELF will broaden funding sources beyond the traditional funders. We will pursue corporate donors as well as foundation and trust donors.

TEFL will seek to develop innovative programs that provide creative solutions to the challenges faced by LGBTI persons.

TEFL will also establish an effective monitoring and evaluation system which is critical in demonstrating value for money as well as underpin the adoption of evidence-based approaches. An effective M&E process will provide it with the learning that it needs to fine tune its interventions as well as support decision-making. It will support the documentation of good practice that in turn argues the case for more interventions or vulnerable groups of people. It will support proposal development and resource mobilization. Addressing weaknesses in M&E will require additional investments in terms of training, system development and staff recruitment.

4.0 Roles and Pillars

4.1 Strategic Plan Pillars

TEFL’s work is organised around FOUR pillars, namely:

<p><i>Pillar 1: Empowerment of LGBTI persons</i></p>	<p><i>Pillar 2: Engagement of Movers & Shakers (Duty bearers)</i></p>
<ul style="list-style-type: none"> • Promoting self-awareness among LGBTI persons • Promote knowledge on rights of LGBTI persons • Promote mental wellbeing 	<ul style="list-style-type: none"> • Develop meaningful partnership with duty bearers and other social influential institutions • Engage in policy analysis and advocacy • Contribute to monitoring of implementation of policies and laws
<p><i>Pillar 3: Connection with the General Population</i></p>	<p><i>Pillar 4: Institutional Strength of TEFL</i></p>
<ul style="list-style-type: none"> • Sensitize and educate the general population around LGBTI issues • Participate and encourage conversations and dialogues on issues of LGBTI persons 	<ul style="list-style-type: none"> • Assess internal needs that could work better for the achievement of TEFL mandate • Develop structures and systems to deliver mission • Seek partnerships and collaborations that will support TEFL’s work

5.0 Stakeholder Analysis and Competitive Advantage

5.1 Stakeholder Analysis

TEFL works with several stakeholders. Key stakeholders are identified below:

Stakeholder	Role
National Government <ol style="list-style-type: none"> 1. NASCOP 2. Kenya National Commission on Human Rights, KNCHR 3. Office of the Ombudsman 	<ul style="list-style-type: none"> • Provide leadership in HIV response • Training for Human rights defender and legal redress. • Enhance access to justice
County government <ol style="list-style-type: none"> 1. Kisii county 2. Nyamira County 	<ul style="list-style-type: none"> • Service delivery to citizen including LGBTI persons
Parastatal and other agencies <ol style="list-style-type: none"> 4. National AIDS control Council 5. National Police Service 6. Kenya National Commission on Human Rights, KNCHR 7. NASCOP 	<ul style="list-style-type: none"> • Provide human rights based approach in policy and guideline including HIV • Provide HIV and STI intervention • Training for Human rights defender and legal redress. • Provide protection to LGBTI persons
Religious/Faith organisations <ol style="list-style-type: none"> 1. SDA-Church 2. Catholic Church 3. Pentecostal churches 4. Anglican church 	<ul style="list-style-type: none"> • Provide safe faith spaces for LGBTI persons • Promote dialogues in faith spaces • Custodians of morality
Community members/General population <ol style="list-style-type: none"> 1. Religious Leaders 2. Cultural Leaders 3. Opinion Leaders 4. Family and friends of LGBTI 5. Future Allies 	<ul style="list-style-type: none"> • Create awareness and dialogues initiatives with colleagues about SOGIE issues • Provide pastoral care to LGBTI persons
Development partners <ol style="list-style-type: none"> 1. HBS 2. UHAI 3. OSEIA 4. HIVOS 5. University of Minnesota-Extension and Research 	<ul style="list-style-type: none"> • Provide financial resources and • Provide technical expertise and mentorship • Provide programmatic advise
Academic institutions <ol style="list-style-type: none"> 1. Kisii University 2. Kabarak University 3. Mount Kenya University 	<ul style="list-style-type: none"> • Create awareness within the institutions and provide space for moot courts, debates and sexuality talks. • Promote research and sensitization for future allies
Media <ol style="list-style-type: none"> 1. Kisii Fm 2. Egesa Fm 3. Voice of Victory Television 	<ul style="list-style-type: none"> • Dissemination of accurate information • Educate the communities • Promote dialogues among the populace

5.2 Competitive Analysis

TEFL Distinctive Competencies	TEFL Comparative Advantage
<p>TEFL has over time and with deliberate efforts built competencies that include:</p> <ul style="list-style-type: none"> • Understanding of the needs of LGBTI persons and provide psychosocial support • Ability to mobilize, organize and facilitate LGBTI persons to rise up and defend their rights • Ability to prepare the LGBTI persons and respond adequately to violence meted at LGBTI persons • Good at creating rapport with the county governments, have a history working with Kisii and Nyamira Counties. • Handling public relations especially around issues affecting LGBTI persons • Contributing to research around issues LGBTI • Created rapport with cultural and religious leaders 	<ul style="list-style-type: none"> • We are an LGBTI led and focused organization • We have a physical presence in the counties of our focus (Kisii and Nyamira) • We have a cohort of religious leaders in our program who play the ally role very well • We have experience in mentoring-supported the organizing and registration of sex worker outfit to support their constituency • Committed staff with required experience in LGBTI programming

6.0 Strategic Vision, Results and Objectives

The Intermediate Result: An empowered LGBTI community having equal access to rights and services

Mission: To create a just and inclusive society for gender and sexual minorities by empowering LGBTI Persons to claim for their rights, enhance access to responsive services by engaging duty bearers on policy, stimulating dialogues with the general public to promote tolerance and respect for diversity in Kisii and Nyamira counties’.

Vision: A Just & inclusive society for sexual & gender minorities.

6.2 Strategic Objectives:

TEFL’s strategic objectives are:

Objective 1: To empower LGBTI persons in Kisii & Nyamira Counties to claim for their rights and demand for responsive service delivery by 2024.

Objective 2: To enhance access to responsive services for LGBTI persons by engaging duty bearers on relevant laws and policies by 2024.

Objective 3: To encourage conversations and dialogues on LGBTI issues so as to promote tolerance and respect for diversity in the general populations in Kisii and Nyamira

Objective 4: To strengthen TEFL internal structures and systems by building internal capacity to deliver on its mandate/vision by 2024

6.2.1 Rationale

Objective 1: To empower LGBTI persons in Kisii & Nyamira Counties to claim for their rights and demand for responsive service delivery by 2024. LGBTI persons suffer from the stigma and discrimination from the general population. This affects their wellbeing and quality of life. If LGBTI persons are empowered, they will be aware of the availability of services, aware of their rights and be able to demand for both. Self-awareness will also increase allowing interactions within the larger society. This will result in the **increase of the number of LGBTI persons claiming their rights in diverse ways (IR1).**

Objective 2: To enhance access to responsive services for LGBTI persons by engaging duty bearers on relevant laws and policies by 2024. TEFL will engage the county government structures, policy players, and religious and cultural as well as higher learning institutions in a bid to influence perspectives towards inclusivity and respect for diversity. This will result in **LGBTI responsive policies, laws developed and implemented (IR2)**

Objective 3: To encourage conversations and dialogues on LGBTI issues so as to promote tolerance and respect for diversity in the general populations in Kisii and Nyamira Counties by 2024. The general population is influenced by an array of actors within

the society. Government policy, cultural predispositions and religious leanings all contribute to the 'acceptable' way of life in the society. Engaging the general population with accurate knowledge and information will catalyze the process re-thinking of values and open dialogues on issues surrounding LGBTI persons. This will result in **increased number of LGBTI persons engaging in social structures (IR3)**

Objective 4: To strengthen TEFL internal structures and systems by building internal capacity to deliver on its mandate/vision by 2024. Internal capacity is critical for the organization to be able to interact meaningfully with the LGBTI persons, the movers and shakers and the general population. The organization must ready itself or face daunting challenges that will break it. This will result in **policies, manuals and strategies in place to guide effectiveness in operations of TEFL (IR4)**

6.2 VISION & MISSION MAP

Vision

A Just & inclusive society for sexual & gender minorities

Mission

We are a CBO working to create a just and inclusive society for gender and sexual minorities by empowering LGBTI Persons to claim for their rights, enhance access to responsive services by engaging duty bearers on policy, stimulating conversations with the general public to promote tolerance and respect for diversity in Kisii and Nyamira counties.

Values

The following are the values that underpin our work:

- **Confidentiality:** We value our interactions and respect spaces. We promise to protect information that comes to our knowledge with the utmost confidentiality.
- **Accountability:** We see ourselves as stewards. We will strive to be accountable for the resources under our care and the results that we promise.
- **Fairness:** We uphold fairness in our work and extend equal opportunities to our constituents to participate in decision making.
- **Innovativeness:** TEFL is open and will embrace new ideas and approaches. We will always strive to do things differently, in ways that creates the most impact.
- **Respect:** We will treat internal and external stakeholder with respect, listen to views and correct respectfully on occasions that demand such action.
- **Honesty:** TEFL will act on all honesty both within the organization and in dealing with external parties

- **Efficiency:** We will strive to achieve value for money with all our resources, achieving most with resources under our stewardship.
- **Consistency:** We will be faithful to our promises, ensure new actions are congruent with our values and dream.
- **Team work:** TEFL will put a great worth in forming and sustaining a team spirit in its internal structures and with our external collaborators.

7.0 Strategic Activities

7.1 Objective 1: To empower LGBTI persons in Kisii & Nyamira Counties to claim for their rights and demand for responsive service delivery by 2024.

The strategic activities for this objective will cover:

Strategic Activity	How do we measure?
SO1: Activity 1.0 Catalyze Professional/Competency Skills trainings/acquisition leading to a cadre of competent, qualified LGBTI actor shaping conversation in various professional spheres	
Activity 1.1 Develop a database of skills/capability/talent sets of LGBTI individuals	Data base with details of individuals' skills
	Data base with details of desired skills areas
Activity 1.2 Set up a program to support LGBTI persons acquire skills and explore talents for livelihood	Designed program with clear criteria and approach
Activity 1.3 Conduct linkages and placement of LGBTI persons into chosen skill/talent development opportunities	Skill/talent development opportunities identified and rapport acquired
	Individuals linked and placed for skills training (<i>track numbers/courses</i>)
Activity 1.4 Facilitate ideas exploration for LGTBTI persons to identify and nurture their livelihood, social participation initiatives (<i>Targeted talks on topics such as personal finance/smart investment, 'chamas', group development etc</i>)	Availability of an open ended creative space
	Exploration sessions conducted with LGBTI persons
	Investment groups formed and functional (<i>provide seed money for business start-up</i>)
SO1: Activity 2.0 Positive empowerment, leading to holistic LGBTI person in full completeness as a human person unbound by limits of sexuality	
Activity 2.1 Conduct Values Clarification and Attitude Transformation (VCAT) sessions with LGBTI persons to promote reconciliation of their sexuality in the society	Numbers of LGBTI persons participating
Activity 2.2 Conduct Self-advocacy training for LGBTI persons to be able to stand for their rights	Number of LGBTI persons trained
	Increased number of LGBTI persons able to claim for their rights
SO1: Activity 3.0 Mental Health Focus/Psychosocial support oriented activities	
Activity 3.1 Support Research around mental	Data on mental health challenges availed

health challenges that uniquely affect LGBTI persons	for decision making Collaborations identified and utilized for generating meaningful data
Activity 3.2 Roll out initiatives to address the unique mental health issues that affect LGBTI persons in a sustainable way	Number of LGBTI persons supported.
SO1: Activity 4.0 Facilitate legal awareness among the LGBTI community and the general population (LGBTI community facing) and open session (including members of the general public)	
Activity 4.1 Conduct Community legal aid clinics-including general population	Number of clinics conducted & individuals reached
Activity 4.2 Conduct closed legal aid clinics exclusive for LGBTI persons	Number of LGBTI persons reached and articulating and claiming for their rights
SO1: Activity 5.0 Safety and Security to address violence issues(both internal to community(intimate partner violence) and violence from outside)	
Activity 5.1 Conduct security training for LGBTI persons (risks, prevention and mitigation)	Number of LGBTI persons trained Increase in reporting of security incidences and security cases handled and concluded
Activity 5.2 Develop a security response mechanisms to address arising challenges	Security response mechanism in place
	Increased number of LGBTI persons utilizing the response system

7.2 Objective 2: To enhance access to responsive services for LGBTI persons by engaging duty bearers on relevant laws and policies by 2024.

The strategic activities to achieve this objective are:

Strategic Activity	How do we measure?
SO2. Activity 1.0 Engage with Religious and Faith Institutions to address broader issues affecting sexual and gender minorities	
Activity 1.1 Identify advocacy issues for tackling with religious/faith institutions	Advocacy issues identified and strategy outlined for engagement
Activity 1.2 Engage the leadership of the faith/religious institutions in dialogues	Religious/faith leaders availing spaces for dialogue on inclusivity
	Curriculum in theological colleges responding to diversity and inclusivity (<i>Reach out St Paul's University</i>)
SO2 Activity 2.0 Engage the County government structures to address issues affecting LGBTI persons	
Activity 2.1 Conduct trainings and dialogues with Law enforcement agencies (<i>county enforcement department and the police</i>)	Numbers of law enforcement officers trained and engaged
	Increase in cases of rights violation reported to law enforcement agencies
	Reduction in incidences of arbitrary arrests and confinement
Activity 2.2 Conduct trainings, VCAT sessions and dialogues with Health service delivery personnel	Numbers of health care providers trained and engaged
	Increase in service access by LGBTI persons

Activity 2.3 Conduct sensitization and dialogue sessions with Agronomy/agribusiness extension officers from the county	Increase in access to agronomy/agribusiness services to LGBTI persons in farming
Activity 2.4 Engage in National, Regional, Internal policy influencing advocacy and dialogues (<i>policy analysis, briefs, participate in UPR among other instruments, petitions etc</i>)	Evidence of TEFL participating in advocacy initiatives
	Evidence of TEFL participation in law development processes
SO3 Activity 3.0 Engagement with Media & Higher learning institutions to prepare future allies in expanding opportunities for LGBTI persons to thrive	
Activity 3.1 Establish a program strategy for engagement with learning institutions	A strategy in place and deployed
Activity 3.2 Conduct Moots and debates with students from various faculties on SOGIE issues	Number of institutions, faculty staff and students participating in program
	Number of research papers/student projects exploring SOGIES issues
	Increase in numbers of allies at higher learning institutions
Activity 3.2 Conduct sensitization sessions with media personnel	Increase in responsive reporting by media linkages participating in program

7.3 Objective 3: To encourage conversations and dialogues on LGBTI issues so as to promote tolerance and respect diversity in the general populations in Kisii and Nyamira by 2024.

The strategic activities to achieve this objective are:

Strategic Activity	How do we measure?
SO3 Activity 1.0 Engagement with Individual Religious and Cultural leaders to demystify and explore acceptance and inclusivity of sexual and gender minorities	
Activity 1.1 Conduct sensitization sessions with religious leaders and follow-up support for implementation of initiatives	Increase in numbers of LGBTI persons accessing faith spaces
	Numbers of LGBTI persons receiving spiritual guidance or support from allied religious leaders
Activity 1.2 Conduct sensitization sessions with cultural leaders and follow-up support for implementation of initiatives	Cultural leaders participating and supporting inclusivity dialogues in the community
SO3: Activity 2.0 Engagement with vigilante groups and bodaboda operators aimed at reducing violence	
Activity 2.3 Conduct sensitization and dialogues with Vigilante groups(<i>sungusungu</i>) for attitudinal change	Reduction in incidences of vigilante perpetrated attacks/threat on LGBTI persons
Activity 2.4 Conduct initiative with Boda boda operators (<i>collaborate with Kenya-Red Cross/Traffic department for road safety and first</i>	Reduction in incidences of bodaboda perpetrated attacks/threat on LGBTI persons

<i>aid skills as entry point to engage in inclusivity dialogues)</i>	
SO3: Activity 3.0 Engagement with women leaders and groups to promote dialogues on sexual and gender minority issues	
Activity 3.1 Facilitate financial literacy, entrepreneurship, leadership & group dynamics skills among <i>chamas</i> as entry points to inclusivity dialogues with women	-Number of women engaged -Allied women leading dialogue on inclusivity at the community

7.4 Objective 4: To build internal Capacity of TEF to deliver its mandate by strengthening internal structures and systems by 2024

The strategic activities to achieve this objective are:

Strategic Activity	How do we measure?
SO4 Activity 1.0 Develop program tools, strategies and frameworks to enable TEFL to deliver quality programs/projects	
Activity 1.1 Develop Tools to operationalize incubation/idea exploration support services	Developed tools deployed and utilized Number of LGBTI persons engaged in identified livelihood activity
Activity 1.2 Develop or domesticate tools for mental health interventions e.g. (<i>tree of life, journey of life VCAT etc.</i>) to promote psychosocial wellbeing of LGBTI persons	Availability of domesticated tools for mental health intervention Increase in cases of LGBTI persons receiving services
Activity 1.3 Establish a data base and links with skill development allies such as CDF, HELB, Community Education initiatives (<i>keep forms, criteria & critical information available for LGBTI persons and support them apply, get through</i>)	Availability of information and tools for LGBTI persons to use for exploring opportunities (<i>forms etc.</i>)

<i>processes)</i>	Number of linkages completed
Activity 1.4 Develop a County engagement approach/strategy to be clear on what, why and how TEFL works with county systems	County engagement strategy established
	Responsive approach adopted by county agencies (<i>agricultural extension, health services, law enforcement etc.</i>)
Activity 1.5 Develop or adopt a media engagement approach/strategy	Media engagement strategy adopted
SO4 Activity 2.0 Develop staff skills and knowledge in resource mobilization, design, planning, execution, monitoring and project management as well as closeout.	
Activity 2.1 Train staff on Resource mobilization and establish a plan for fundraising	Increase in the percentage of successful bids
Activity 2.2 Train staff on project management, monitoring, evaluation and learning and reporting	Projects meets quality standards (<i>outlined in the Viwango CSO standards</i>)
	Increase in number of success stories under projects (<i>publishing costs</i>)
Activity 2.3 Train staff on advocacy, networking and partnership development for success	Increase in partnerships formed and actualized
Activity 2.4 Convene coordination meetings among CSOs.	# of Convening actualized and joint initiatives engaged in
SO4 Activity 3.0 Develop and execute policies and strategy manuals to support TELF delivering its work	
Activity 3.1 Review or develop human resources performance support policy, orient staff and execute	Evidence of Staff performance enhanced
Activity 3.2 Review or Develop and operationalize organization's communication, branding plan, Financial management/procurement policies	Communication strategy and branding plan available and utilized
	Financial management procedures manual reviewed and operationalized
Activity 3.3 Conduct activities to improve governance and leadership capacity at TEFL	Stronger performing board (<i>based on Viwango CSO standards</i>)

8.0 Implementation of the Strategic Plan

8.1 Positioning TEFL as a Partner of Choice

TEFL will seek to become a partner of choice to local and international organizations in areas of common interest. In line with this, TEFL will:

- Develop a strong organization profile that highlights its technical expertise and institutional capacity, its past record, achievements, geographical coverage etc.
- Develop strong programs that target felt needs of its constituents
- Establish, repackage and promote the experience and expertise in LGBTI work.
- Map, identify and establish relationships with successful INGOs and contractors its areas of interest

-
- Map, identify and establish relationships with local partners capable of adding value in its efforts.

Partners will include CSOs, religious organizations, business organizations, companies, counties, government agencies and academic institutions.

8.2 Developing a Powerful Brand Name

TEFL being a young organization, it is not a well-known brand beyond its current two counties of implementation. While it is appreciated by the people, it has worked with, not many people or donors in Kenya are aware of it. Visibility will be key in enabling TEFL mobilize funds, influence policy and attract partners. In order to enhance its visibility, TEFL will:

- Upgrade its website
- Strengthen its visibility by capitalizing on media such as WhatsApp, You-tube, Facebook and Twitter
- Prepare and disseminate project case studies
- Prepare and share stories of change
- Participate in networks and similar opportunities (Communities of practice)
- Establish informal and formal relationships with stakeholders such as donors, government agencies
- Work closely with the media and capitalize on various forums to build its brand
- Produce and capitalize on branded materials such as t-shirts, caps etc.
- Develop a strong presence on social media
- Participate in relevant research and publish in renowned platforms and conferences

8.3 Strengthening partnerships for the LGBTI Community

Developing strong partnerships takes work. The parties need to invest time and effort in making it work. In this regard, TEFL will:

- **Develop an MOU:** The MoUs will define structure, objectives and responsibilities. This will include dos and don'ts, exit clauses as well as conflict management. It will capture the procedures of entry of any interested organizations not currently part of its partners.
- **Maintain a network Structure:** TEFL works with local organized and informal groups of its constituents. TEFL will continue to work with them but maintain its distinct identity.

- **Strengthen its Grassroots Credentials:** CBO partners will be included in profiles to strengthen its grassroots reach and partner appeal. Though the CBOs will not be part of the TEFL, their support for our work will increase its appeal to development partners and the county government and other partners.
- **Private sector Engagement:** TEFL will consider partnership with for profit private sector organizations to further increase its donor appeal and impact. The SDGs have widened the development space by recognizing the need to have a diversity of actors working together if they are to be achieved. TEFL will identify and work with for-profit organizations that enable it to achieve the goals and objectives identified in this strategic plan.

8.4 Resource Mobilization

Without resources, it will not be possible to implement TEFLs Strategic Plan. Resource mobilization will therefore be critical to the delivery of the strategic plan. New funding opportunities will be pursued from:

Question: What are the methods/ways we will use to attract resources to our organization	
Method 1	<ul style="list-style-type: none"> • Networking with donors and individuals • Joint proposals with other CSOs • Innovation/challenge funds through innovative projects
Method 2	<ul style="list-style-type: none"> • Through campaigns
Method 3	<ul style="list-style-type: none"> • Use on online platforms
Method 4	<ul style="list-style-type: none"> • Fundraising through events e.g. fashion, talent shows organizing walks • Sale of branded merchandise

A Resource Mobilization Strategy document will be developed to guide the mobilization of resources for TEFL. Some of the strategies that will be used to mobilize funds include:

Donor Mapping: TEFL will conduct annual donor mapping exercises. This will generate a donor hit list of targets to be approached in subsequent years. The donor mapping will flag out new opportunities to be pursued as well as dead prospects that need to be dropped. It will support the investment of resources in pursuing donors with greater potential for funding TEFL.

Donor Intelligence: In order to approach donors with similar interests and great funding potential, it is important to collect donor intelligence. Donor intelligence will enable TEFL become more proactive in influencing donors rather than just reacting to their calls for proposals. It will also enable TEFL develop long-term relationships that result in funding.

Capitalizing on Strategic Allies: TEFL will scout for credible and potential development partners and donors for consortium and joint funding opportunities. TEFL will develop a strong profile that makes it attractive to these organizations.

Branding and Positioning: Visibility can be a great asset in resource mobilization. Having a strong brand and good reputation opens doors to funding. TEFL will seek to strengthen and

promote its brand as the leading organization and partner of choice as far as supporting LGBTI persons in Kisii and Nyamira counties. This will enable it stand out in the extremely crowded field of development organizations seeking funds for various causes.

8.5 Structure to deliver mission

TEFL is reorganizing its governance systems in readiness to deliver the new strategic plan. The board will be revamped to ensure the right skills mix to address the emerging needs of the organization.

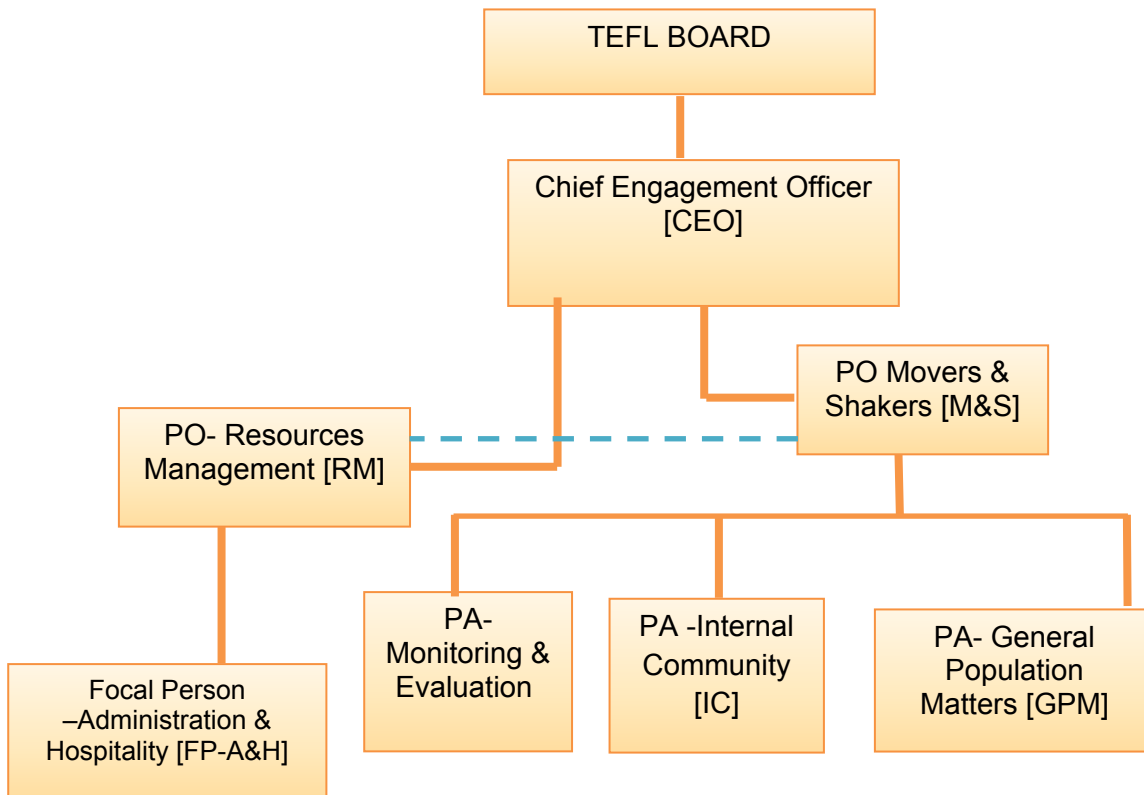
The secretariat will also be revamped to meet programming needs of the organization. This table presents the offices and roles of the human capital at both governance and secretariat levels.

Position	Role
Governance	
Board Chair	<ul style="list-style-type: none"> -Provide leadership at the board level -First among equals -Chairs board meetings
Board Vice chair	<ul style="list-style-type: none"> -Acts as the chair in the absence of the board chair
Board secretary	<ul style="list-style-type: none"> -Sets board agenda in consultation with Board chair -Records minutes of the board meetings
Board members	<ul style="list-style-type: none"> -Contribute to board activities
Secretariat	
Chief Engagement Officer- (CEO)	<ul style="list-style-type: none"> -Provides strategic leadership at the secretariat level -Facilitates policy implementation at the secretariat -Leads in resource mobilization efforts -Oversees programmatic and financial management -Lead contact for partnerships, donor relations etc.
Programs Officer-Movers and Shakers (PO M&S)	<ul style="list-style-type: none"> -This officer shall also be in-charge of overall supervision of the entire staff below the CEO. The incumbent will assist the CEO run the organization. -Provides advice on engagement with duty bearers and social institutions -Lead in program design and implementation targeted at engagement of duty bearers -Lead in resource mobilization for duty bearers/social institutions projects
Program Associate-Inner Community Engagement (PA-IC) (community here refers to LGBTI)	<ul style="list-style-type: none"> -Provides technical advice on LGBTI programming -Lead in the implementation of activities targeting empowerment of LGBTI persons
Program Associate-General Population Matters (PA GPM)	<ul style="list-style-type: none"> -Lead in the program development and implementation of programs targeted at influencing perspectives of the general population towards inclusivity and acceptance of sexual and gender minorities -Lead in resource mobilization for GP matters
Program Associate- Monitoring and Evaluation (PA M&E)	<ul style="list-style-type: none"> -Lead the institutional strengthening aspects of this strategic plan -Provide advice on what and how to measure success/progress of activities -Prepare M&E framework and plans for projects -Compile reports from projects and programs -Lead in operations research generating new learning
Program Associate-	<ul style="list-style-type: none"> -Provides advice on financial management

Resources Management (currently called Finance and admin manager) (PO-RM)	-Leads in budget preparation, monitoring and implementation as well as reporting -Contributes to proposal development processes
Focal Person Administration * Hospitality (FP-A&H)	-Receive and directs visitors at the office -Contribute to administrative functions -Ensure serenity and functionality of the office environment -Facilitate other staff in implementation of their activities

8.5.1 TEFL Organogram

See previous page for outline of roles of the offices depicted in this organogram.



8.0 Monitoring and Evaluation

9.1 Basis of Monitoring

The monitoring will be done using key performance indicators based on key strategic objectives and activities of the Strategic Plan. The number of indicators will be limited to make them easier to track and manage. The key performance indicators for each objective will be based on the activities as outlined in the tables under strategic activities section.

9.2 Monitoring Frequency

TEFL will review the Strategic Plan every twelve months in order to take into consideration changes in the environment that affect its implementation. Any changes made will result in a new version of the strategy plan e.g. ***“TEFL Strategic Plan 2020-2024, version 2- Revised in March 2021”***. This will ensure that the plan remains relevant to the evolving environment.

The agenda of the annual review meeting shall take the following format:

Agenda for annual Review meeting

1. Introduction and Purpose
 2. Review and evaluation
 3. Strategic foundations
 4. Presentations by Objective owners
 5. Strategic management maturity model
 6. General suggestions and discussions
-

9.3 Evaluation

The strategic plan will be evaluated during the last quarter of 2024 to establish its successes. The results of the evaluation will be factored in the strategic planning process in 2024 for a new strategic direction.

9.0 FOUNDATIONS FOR SUSTAINABILITY

To promote sustainability of initiatives and the institutional structures of TEFL, the organization will involve in the following ways:

1. Deliberately mobilize LGBTI persons to participate in conceptualization and implementation of activities so that individuals and groupings within the community can own those initiatives and be able to continue with them beyond project interventions.
2. From the onset we will positively collaborate with movers and shakers (*duty bearers*) creating a common understanding among the individual officers charged with the responsibility to see the value added by our work and to own the objectives of those interventions. This buy-in will sustain the momentum of the activities beyond our period of engagement.
3. Training of opinion leaders, deliberately targeting existing structures such as churches, cultural structures etc. (*general population*) and
4. Accord staff chances for growth and development by offering time for furthering education as well as sharing workshop/training opportunities equally within the organization. (*as relevant*)
5. Motivate staff by allowing opportunities for them to share beyond their roles (*Internal capacity*)

10.0 FINANCING

In order to financially support the execution of the Strategic Plan, The Eagles for Life (TEFL) will need to raise Ksh. **117,355,000** over 5-year strategic Plan Period. The TEFL Secretariat with support from the Board is committed to intensify fundraising initiatives through a variety of partners and sources. These funds will be raised through a combination of cash and donations in-kind.

The projected figures are informed by the following assumptions:

Annual Inflation rate of 10%

Salaries and allowances will increase at 10 % in Year 2, 15 % in Year 3 and 15% in year 4

Capital Expenditure will include:

Item Details	Amount (Ksh)
Office Equipment (Furniture, furnishings etc.) including replacements	650,000
Office space (rent @ Ksh 50,000 for five years)	3,000,000
ICT Infrastructure (computers, internet, LAN etc.) including replacements	750,000
Human Resources costs	39,000,000
Total	43,400,000

Program costs will include:

Item Details	Amount (Ksh)
Strategic Objective 1: Targeting LGBTI persons-Empowerment for	15,700,00

inclusion	
Strategic Objective 2: Targeting Duty bearers and social institutions- Advancing responsive policies and laws	39,050,000
Strategic Objective 3: Targeting General population –changing perspectives	15,300,000
Strategic Objective 4: Increasing Capacity of TEFL to deliver its mandate	3,905,000
Total	73,955,000

Total Capital/Administrative costs	43,400,000
Total Program costs	73,955,000
Total Strategic Plan Budget for 5 years	117,355,000



ANNEX 1: IMPLEMENTATION MATRIX

10.1 Implementing activities to empower LGBTI persons

Objective 1: To empower LGBTI persons in Kisii & Nyamira Counties to claim for their rights and demand for responsive service delivery by 2024.				
IR1: Increase of the number of LGBTI persons claiming their rights in diverse ways				
Strategic Activity	How do we measure?	Timeline	Who	Budget
Activity 1.0 Catalyze Professional/Competency Skills trainings/acquisition leading a cadre competent, qualified LGBTI actor shaping conversation in various professional spheres				
Activity 1.1 Develop a database of skills/capability/talent sets of LGBTI individuals	Data base with details of individuals' skills	Dec, 2020	PA- IC	250,000
	Data base with details of desired skills areas	Dec, 2020	PA- IC	0
Activity 1.2 Set up a program to support LGBTI persons acquire skills and explore talents for livelihood	Designed program with clear criteria and approach	March, 2021	PA- IC	250,000
Activity 1.3 Conduct linkages and placement of LGBTI persons into chosen skill/talent development opportunities	Skill/talent development opportunities identified and rapport acquired	Dec, 2021	PA- IC	350,000
	Individuals linked and placed for skills training (<i>track numbers/courses</i>)	Dec, 2022	PA- IC	650,000
Activity 1.4 Facilitate ideas exploration for LGTBTI persons to identify and nurture their livelihood, social participation initiatives (<i>Targeted talks on topics such as personal finance/smart investment, chamas, group development etc.</i>)	Availability of an open ended creative space	Sept, 2020	PA- IC	150,000
	Exploration sessions conducted with LGBTI persons	April, 2021	PA- IC	450,000
	Investment groups formed and functional (<i>provide seed money for business start-up</i>)	Dec, 2021	PA- IC	1,200,000
Activity 2.0 Positive empowerment, leading to holistic LGBTI person in full completeness as a human person unbound by limits of sexuality				
Activity 2.1 Conduct VCAT sessions with LGBTI persons to promote reconciliation of their sexuality in the	Numbers of LGBTI persons participating	Dec, 2021	PA- IC	750,000

society				
Activity 2.2 Conduct Self-advocacy training for LGBTI persons to be able to stand for their rights	Number of LGBTI persons trained	Dec, 2021	PA- IC	750,000
	Increased number of LGBTI persons able to claim for their rights	Dec 2022	PA- IC	0
Activity 3.0 Mental Health Focus/Psychosocial support oriented activities				
Activity 3.1 Support Research around mental health challenges that uniquely affect LGBTI persons	Data on mental health challenges availed for decision making	Aug, 2021	PA- IC	1,300,000
	Collaborations identified and utilized for generating meaningful data	Sept, 2022	PA- IC	360,000
Activity 3.2 Roll out initiatives to address the unique mental health issues that affect LGBTI persons in a sustainable way	Number of LGBTI persons supported.	Dec, 2023	PA- IC	3,200,000
Activity 4.0 Facilitate legal awareness among the LGBTI community and the general population (LGBTI community facing) and open session (including members of the general public)				
Activity 4.1 Conduct Community legal aid clinics-including general population	Number of clinics conducted & individuals reached	April, 2021	PA- IC	1,400,000
Activity 4.2 Conduct closed legal aid clinics exclusive for LGBTI persons	Number of LGBTI persons reached and articulating and claiming for their rights	April, 2023	PA- IC	2,400,000
Activity 5.0 Safety and Security to address violence issues(both internal to community(intimate partner violence) and violence from outside)				
Activity 5.1 Conduct security training for LGBTI persons (risks, prevention and mitigation)	Number of LGBTI persons trained	Sept, 2020	PA- IC	940,000
	Increase in reporting of security incidences and security cases handled and concluded	Sept, 2022	PA- IC	650,000
Activity 5.2 Develop a security response mechanisms to address arising challenges	Security response mechanism in place	Aug, 2020	PA- IC	200,000
	Increased number of LGBTI persons utilizing the response system	Sept, 2022	PA- IC	450,000
Sub-total costs for SO1				15,700,000

10.2 Implementing interventions targeting duty bearers and social institutions

Objective 2: To enhance access to responsive services for LGBTI persons by engaging duty bearers on relevant laws and policies by 2024.				
IR2: LGBTI responsive policies, laws developed and implemented				
Strategic Activity	How do we measure?	Timeline	Who	Budget
SO2. Activity 1.0 Engage with Religious and Faith Institutions to address broader issues affecting sexual and gender minorities				
Activity 1.1 Identify advocacy issues for tackling with religious/faith institutions	Advocacy issues identified and strategy outlined for engagement	June,2020	PO M&S	340,000
Activity 1.2 Engage the leadership of the faith/religious institutions in dialogues	Religious/faith leaders availing spaces for dialogue on inclusivity	May, 2020	PO M&S	1,670,0000
SO2 Activity 2.0 Engage the County government structures to address issues affecting LGBTI persons				
Activity 2.1 Conduct trainings and dialogues with Law enforcement agencies (county enforcement department and the police)	Numbers of law enforcement officers trained and engaged	Dec,2024	PO M&S	3,000,000
	Increase in cases of rights violation reported to law enforcement agencies	Dec,2024	PO M&S	0
	Reduction in incidences of arbitrary arrests and confinement	July, 2024	PO M&S	0
Activity 2.2 Conduct trainings, VCAT sessions and dialogues with Health service delivery personnel	Numbers of health care providers trained and engaged	Sept, 2020	PO M&S	4,200,000
	Increase in service access by LGBTI	July, 2023	PO M&S	

	persons			
Activity 2.3 Conduct sensitization and dialogue sessions with Agronomy/agribusiness extension officers from the county	Increase in access to agronomy/agribusiness services to LGBTI persons in farming	Dec, 2020	PO M&S	560,000
Activity 2.4 Engage in National, Regional, Internal policy influencing advocacy and dialogues (<i>policy analysis, briefs, participate in UPR among other instruments, petitions etc</i>)	Evidence of TEFL participating in advocacy initiatives	Sept, 2022	PO M&S	3,000,000
	Evidence of TEFL participation in law development processes	Dec, 2021	PO M&S	2,400,000
SO3 Activity 3.0 Engagement with Media & Higher learning institutions to prepare future allies in expanding opportunities for LGBTI persons to thrive				
Activity 3.1 Establish a program strategy for engagement with learning institutions	A strategy in place and deployed	Aug, 2020	PO M&S	150,000
Activity 3.2 Conduct Moots and debates with students from various faculties on SOGIE issues	Number of institutions, faculty staff and students participating in program	Dec, 2020	PO M&S	16,000,000
	Number of research papers/student projects exploring SOGIES issues	Dec, 2023	PO M&S	1,500,000
	Increase in numbers of allies at higher learning institutions	Dec, 2023	PO M&S	
Activity 3.2 Conduct sensitization sessions with media personnel	Increase in responsive reporting by media linkages participating in program	June, 2021	PO M&S	1,200,000
Sub-total costs for SO2				39,050,000

10.3 Implementing interventions targeting General population

Objective 3: To encourage conversations and dialogues on LGBTI issues so as to promote tolerance and respect diversity in the general populations in Kisii and Nyamira by 2024.				
IR3: Increased number of LGBTI persons engaging in social structures				
Strategic Activity	How do we measure?	Timeline	Who	Budget
<i>SO3 Activity 1.0 Engagement with Individual Religious and Cultural leaders to demystify and explore acceptance and inclusivity of sexual and gender minorities</i>				
Activity 1.1 Conduct sensitization sessions with religious leaders and follow-up support for implementation of initiatives	Increase in numbers of LGBTI persons accessing faith spaces	Dec, 2021	PA-GPM	2,300,000
	Numbers of LGBTI persons receiving spiritual guidance or support from allied	Dec, 2021	PA-GPM	500,000

	religious leaders			
Activity 1.2 Conduct sensitization sessions with cultural leaders and follow-up support for implementation of initiatives	Cultural leaders participating and supporting inclusivity dialogues in the community	Dec, 2021	PA-GPM	1,500,000
SO3: Activity 2.0 Engagement with vigilante groups and bodaboda operators aimed at reducing violence				
Activity 2.3 Conduct sensitization and dialogues with Vigilante groups(<i>sungusungu</i>) for attitudinal change	Reduction in incidences of vigilante perpetrated attacks/threat on LGBTI persons	Dec, 2021	PA-GPM	3,000,000
Activity 2.4 Conduct initiative with Boda boda operators (<i>collaborate with Kenya-Red Cross/Traffic department for road safety and first aid skills as entry point to engage in inclusivity dialogues</i>)	Reduction in incidences of bodaboda perpetrated attacks/threat on LGBTI persons	Dec,2021	PA-GPM	3,000,000
SO3: Activity 3.0 Engagement with women leaders and groups to promote dialogues on sexual and gender minority issues				
Activity 3.1 Facilitate financial literacy, entrepreneurship, leadership & group dynamics skills among <i>chamas</i> as entry points to inclusivity dialogues with women	-Number of women engaged -Allied women leading dialogue on inclusivity at the community	Dec, 2021	PA-GPM	5,000,000
Sub-total costs for SO3				15,300,000

10.4 Implementing internal capacity interventions

Objective 4: To strengthen TEFL internal structures and systems by building internal capacity to deliver on its mandate/vision by 2024				
IR4: Policies, manuals and strategies in place to guide effectiveness in operations of TEFL				
Strategic Activity	How do we measure?	Timeline	Who	Budget
SO4 Activity 1.0 Develop program tools, strategies and frameworks to enable TEFL to deliver quality programs/projects				
Activity 1.1 Develop Tools to operationalize incubation/idea exploration support services	Developed tools deployed and utilized	July, 2020	CEO	350,000
	Number of LGBTI persons engaged in identified livelihood activity	Sept, 2024	CEO	0

Activity 1.2 Develop or domesticate tools for mental health interventions e.g. (<i>tree of life, journey of life VCAT etc.</i>) to promote psychosocial wellbeing of LGBTI persons	Availability of domesticated tools for mental health intervention	Sept, 2020	PA-IC	150,000
	Increase in cases of LGBTI persons receiving services	Sept,2024	PA-IC	
Activity 1.3 Establish a data base and links with skill development allies such as CDF, HELB, Community Education initiatives (<i>keep forms, criteria & critical information available for LGBTI persons and support them apply, get through processes</i>)	Availability of information and tools for LGBTI persons to use for exploring opportunities (<i>forms etc.</i>)	July, 2020	PA-IC	150,000
	Number of linkages completed	Sept,2024	PA-IC	230,000
Activity 1.4 Develop a County engagement approach/strategy to be clear on what, why and how TEFL works with county systems (IR2)	County engagement strategy established	Aug, 2020	CEO	150,000
	Responsive approach adopted by county agencies (<i>agricultural extension, health services, law enforcement etc.</i>)	March, 2021	PA-IC	0
Activity 1.5 Develop or adopt a media engagement approach/strategy	Media engagement strategy adopted	Dec, 2020	PO-M&S	250,000
SO4 Activity 2.0 Develop staff skills and knowledge in resource mobilization, design, planning, execution, monitoring and project management as well as closeout.				
Activity 2.1 Train staff on Resource mobilization and establish a plan for fundraising	Increase in the percentage of successful bids	Dec,2021	CEO	350,000
Activity 2.2 Train staff on project management, monitoring, evaluation and learning and reporting	Projects meets quality standards (<i>outlined in the Viwango CSO standards</i>)	Dec, 2022	CEO	660,00
	Increase in number of success stories under projects (<i>publishing costs</i>)	Dec, 2022	PO-M&S	65,000
Activity 2.3 Train staff on advocacy, networking and partnership development for success	Increase in partnerships formed and actualized	Dec, 2021	CEO	750,000
Activity 2.4 Convene coordination meetings among CSOs.	# of Convening actualized and joint initiatives engaged in	Dec, 2021	CEO	1,300,00
SO4 Activity 3.0 Develop and execute policies and strategy manuals to support TELF delivering its work				
Activity 3.1 Review or develop human	Evidence of Staff performance enhanced	Jan, 2021	PO-M&S	470,000

resources performance support policy, orient staff and execute			and PO-RM	
Activity 3.2 Review or Develop and operationalize organization's communication, branding plan, Financial management/procurement policies	Communication strategy and branding plan available and utilized	March,2021	CEO	340,000
	Financial management procedures manual reviewed and operationalized	Dec, 2020	PO-RM	250,00
Activity 3.3 Conduct activities to improve governance and leadership capacity at TEFL	Stronger performing board (<i>based on Viwango CSO standards</i>)	Dec, 2021	Board Chair	650,000
Sub-total costs for SO4				3,095,000

Total program budget 73,955,000