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LIST OF ABBREVIATIONS USED

CBO	Community Based Organization
CSO	Civil Society Organization
FGD	Focused Group Discussion
GALCK	Gay and Lesbian Coalition of Kenya
HIV	Human Immune Deficiency Virus
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information, Communication and Technology
IS	Institutional Strengthening
KHRC	Kenya Human Rights Commission
KII	Key Informant Interviews
LGBTI	Lesbians Gay Bi-sexual Transgender and Inter-sex
MCA	Members of County Assembly
MDG	Millennium Development Goals
MSM	Men having Sex with Men
NGO	Non-Governmental Organization
OD	Organizational Development
PLWD	Persons Living With Disabilities
PMC	Project Management Committee
SDG	Sustainable Development Goals
SRHR	Sexual Reproductive Health Rights
STI	Sexually Transmitted Infections

Glossary

Sex:

Refers to the physical and biological characteristics that differentiate male from females. Sex is assigned based on external, observable characteristics such as genital appearance.

Gender:

Refers to the social role used to explain differences between males and females.

Sexual Orientation:

Refers to a person's emotional, romantic and sexual attraction to people of opposite gender (heterosexual), the same gender (homosexual) or both genders (bisexual).

Gender Identity:

Refers to a person's internal experience of gender and it may or may not match their physical sex. When experience of gender does not match assigned sex.

Intersex:

Refers to physical and physiological characteristics that make it difficult to classify people as male or female.

Closet:

Refers to undisclosed sexual behaviour, sexual orientation or gender identity

Coming out:

Disclosing of one's sexual orientation or gender identity, personally or publicly.

Homophobia:

The attitude of hate and often violence towards LGBTI persons

Same sex sexual activity:

A range of public and private displays of affection between persons of the same gender e.g. holding hands, kissing, fondling or sex

Heterosexism:

The assumption or belief that everyone is heterosexual or if not that they should be.

Foreword

LGBTI persons the world over face monumental challenges in their quest to live dignified lives where they thrive, utilize their innate potential and express themselves as who they really are. LGBTI situations vary from one part of the world to another. In some societies, notable progress has been achieved allowing them to express their humanity without fear of social reprisals or annihilation. While other societies are so homophobic that an 'outed' LGBTI person faces real threats to life. Here in Kenya, LGBTI persons operate in a constricted social environment with punitive legal and policy provisions. For instance, under the penal code one can be found to have committed a criminal offense simply by expressing their sexual orientation.

Since inception, NYARWEK has been at the forefront advocating for greater space and demand respect for the basic human rights and fundamental freedoms of LGBTI persons. All these have been done guided by NYARWEK's first strategic plan (2012-2015) whose pillars included Coordination and Linkages, Security of LGBTI persons/organizations, Organizational/Institutional Development, Research and Documentation and Human Rights Advocacy. To move the network to the next level, it was important to have a re-look at the significant problems NYARWEK seeks to address, study the present context, identify critical issues and suitably adapt in order to remain relevant and focused. No better way could this have been done than to engage in a participatory strategy process.

I am therefore pleased to share with you this Strategic Plan (2016-2021), which defines NYARWEK's strategic direction for the next five years. The plan has been informed by developments in the legal, social, cultural and political context, both at the local and international scene with regards LGBTI issues. Adopting a human rights based approach to development, NYARWEK moves more into policy advocacy and less of direct service delivery. This strategic plan is therefore anchored on four key pillars: *Advocacy, Health, Livelihoods and Institutional Strengthening/Organization Capacity Development.*

Implementing this strategic plan will result in significant changes in NYARWEK's organizational functioning as well as programming. This requires all our stakeholders to be willing to adopt and embrace our re-stated mission 'To coordinate and link the LGBTI, Government, Institution and Society at large through creating spaces for dialogue on human rights advocacy and policies' and share in our vision 'a society where LGBTI persons have dignity and human rights respected'.

To fully implement this strategic plan, NYARWEK requires **KES 451 Million**. Therefore, we need to revamp resource mobilization strategy; create stronger structures for advocacy and partnership; develop sound financial and administrative systems; re-engineer our human resources and change management processes and develop capacity for sustainability.

We look forward to contributing to an environment where LGBTI persons live more freely, more fully and march with renewed energy towards creating an all accommodating society regardless of one's sexual orientation or gender identity.

Daniel Peter Onyango,
Executive Director,
NYARWEK LGBTI Coalition



Word from Board Chair

Our journey so far has been a mix of challenges and successes. This strategic plan is envisaged to guide NYARWEK for the next FIVE years (5). The LGBTI community has suffered a myriad problems amongst which include: discrimination, stigmatization and hindrances to access essential services such as health, education and opportunities to participate in economic development.

Furthermore, cases of LGBTI persons tortured or lynched have been reported and documented. But the systems which are meant to sustain follow-up of cases to logical conclusion have met serious constraints due to the conflict that exist in the constitution and the penal code, provisions of which are quite offensive to LGBTI persons and infringes on their constitutional rights and freedoms.

This strategic plan has put in place various interventions and multipronged responses to mitigate the aforementioned challenges and to open a window of hope as well as widen the LGBTI persons' space not only in the western region where NYARWEKs operates but also beyond.

Our partners both external and internal must be lauded for supporting NYARWEK in its pursuit of providing space for the LGBTI persons to enjoy fully their rights and freedoms as enshrined in the Yogyakarta Principles, ICCPR, Universal Declaration on Human Rights, and ICESR amongst others the provisions of which are now part of our domestic law.

NYARWEK must gather its own momentum in conjunction with the partners and other likeminded organizations in efforts necessary to advocate for policy changes, enactment and enforcement.

Going forward it is my hope that, no person(s) shall be killed again in this country just because of his/her sexual orientation.

I reiterate the commitment of the Board toward this strategic plan, to promote and utilize its guidance to deepen our reach and to incentivize interventions that will reduce the injustices meted on the LGBTI community. The Board will strive to foster integration of LGBTI issues on the socio-economic map of this country and to create understanding towards appreciation of rights and freedoms for all citizens without discrimination or prejudice.

I appreciate also the leadership provided by the secretariat towards realization of this strategic plan and confirm that we as Board will provide the support required to roll-out, monitor and deliver the mandate of this organization.

SIGNED 

BOARD CHAIR- NYARWEK

EXECUTIVE SUMMARY

Nyanza, Rift Valley and Western Kenya (NYARWEK) Coalition was formed in 2009 to be a voice of the LGBTI in this region with an aim to build capacities of its members, integrate views and advocate for the rights of LGBTI persons. The coalition has a membership of 23 member groups. For greater efficiency and effective engagement, groups under NYARWEK have been clustered based on commonality of objectives and or geographical proximity: Kisumu A cluster, Kisumu B cluster, Rift cluster, Siaya cluster, Western cluster and Kisii-Migori cluster.

This strategic plan covers the period from 2016 to 2021. Its main objective is to provide a framework that will ensure sustainable growth of NYARWEK as an institution, responding effectively to the felt needs of LGBTI persons. The plan draws heavily from various programme reviews as well as organizational development assessment carried out in January 2016.

The plan has been put together using a participatory methodology and has taken cognizance of key strategic steps including: listening to the monitoring and evaluation processes; reviewing the past history of NYARWEK; strategic analysis of the environment within which NYARWEK operates; formulating vision and mission statements and core values; coming up with strategic priority areas/objectives and strategic initiatives and designing a strategic implementation matrix with a clear monitoring and evaluation process as well as risks and assumptions.

The plan is a result of broad-based consultative processes with many, including members of the constituent groups, members of NYARWEK secretariat, and members of NYARWEK Board as well as interviews with collaborating stakeholders.

In this strategic plan, NYARWEK re-states its vision to be: a society where LGBTI persons have dignity and human rights respected, guided by a mission to coordinate and link the LGBTI, Government, Institution and Society at large through creating spaces for dialogue on human rights advocacy and policies' This mission and vision are supported by the core values of NYARWEK, identified as inclusivity, integrity, professionalism, respect, social justice, collaboration and networking.

The strategic map is anchored on four key result areas: **Advocacy covering-Human rights, Security and access to health, education and economic opportunities; Health covering- access to comprehensive HIV, SRH, preventive and curative services as well as drug and substance harm reduction; Livelihood focuses on-capacity of individuals and groups to participate in economic agenda, scholarships, internship, apprenticeship and entrepreneurship and Institutional Strengthening with a focus on Governance and leadership, Financial management, Human resources, Advocacy capacity, Partnership management, Resource mobilization and Sustainability.**

The Monitoring and Evaluation Framework will set out a monitoring plan clearly outlining indicators and baselines for tracking. The plan will also be supported by a Resource mobilization strategy that will detail how to capture business and attain the KES 450, 561,500 budget plan.

1.0 INTRODUCTION

1.1 BACKGROUND OF THE LGBTI MOVEMENT

Many human rights focused organizations have worked with minority and disadvantaged groups to enable them in their own way to articulate, defend and realize their human rights and freedoms. Such rights range from civil, political, economic, social and cultural. One such marginalized group of people is the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) who face discrimination based on their sexuality.

A study conducted by the Kenya Human Rights Commission entitled '*The Outlawed Amongst Us*' noted that human rights violations against LGBTI persons in Kenya are systematic, highly prevalent and generally not redressed by the state when called to. It was the finding of the study that service providers such as healthcare practitioners, education administrators, landlords and state security agents discriminate against LGBTI persons when it comes to access and service provision.

It is against this background that NYARWEK LGBTI coalition formed and operates in Western regions of Kenya to advocate for the rights of LGBTI persons. The advocacy has its foundation on human rights pillars of equality and non-discrimination, the concept of universality of rights, their interdependence and their indivisibility. The equality underpinning this borrows ground from the Universal Declaration of Human Rights (UDHR, 1948) which states in article 1 that 'all human beings are born free and equal in dignity and rights'. Kenya has ratified this law and by the provision of article 2(6) of the constitution of Kenya, domesticated it.

Kenya is also a signatory to the International Covenant on Civil and Political Rights (ICCPR) whose foundation is inherent dignity and equal and inalienable rights of all members of the human family. Therefore, no human being should be discriminated against on the basis of sexual orientation or gender identity. This gives NYARWEK a solid base to fulfill her mission in the quest for a society where LGBTI persons have their rights and dignity respected.

At the continental level, the African charter on Human and people's rights, in article 3 affirms that every individual shall be equal before the law. Every individual therefore is entitled to protection by the law without distinction of any kind such as race, ethnic group, colour, sex, language, religion, political or any other opinion, national and social origin, fortune, birth or status.

The constitution of Kenya, under article 10 (2b) affirms inclusiveness and protection of the marginalized as valued tenets of the Kenya state. The Bill of

Rights, as spelt out in the Constitution of Kenya 2010, provides the basic framework for advocating for issues affecting LGBTI persons in Kenya. However, such factors as criminalization of same sex unions, societal stigma, violence among others, present serious human rights as well as sexual reproductive health rights concerns with regard to persons whose sexual orientation and gender identity expression issues are seen to deviate from what the societal constructions has labeled normal.

1.2 CONTEXTUALIZING THE YOGYAKARTA PRINCIPLES IN KENYA

In May 2006, in response to well documented patterns of abuse, a distinguished panel of international human rights experts, Kenya included met in Yogyakarta, Indonesia to outline a set of ways relating to the equal treatment of persons of diverse sexual orientations and gender identities. The result was the *Yogyakarta principles*, a universal guide to human rights which affirm binding international legal standards and which promise a different future where all people are born free and equal in dignity. These principles define the ambits within which NYARWEK, which fights for the rights of LGBTI persons, should operate.

In May 2010, a panel of LGBTI activists, in response to stigma and targeted violence emanating from ignorance and misinformation, convened in Nairobi to contextualize the ideals of Yogyakarta principles in contemporary Kenya. The LGBTI community in Kenya, reiterate that all Kenyans are entitled to:

- ***The right to the Universal enjoyment of human rights:*** NYARWEK affirms that all Kenyans are equal regardless of how different they are from each other. Therefore, LGBTI persons cannot be entitled to some rights but denied others.
- ***The right to equality and non-discrimination:*** we should not condone discrimination on the basis of sexual orientation, disability, gender, creed or political class.
- ***The right to recognition before the law:*** We insist that expression of sexuality or gender should not limit or improve rights of any Kenyan. There is need for a fair and efficient procedure for transgender and intersex Kenyans to change their gender in registration documents.
- ***The right to life:*** No one should be killed on grounds of sexual orientation or gender identity. We are aware that LGBTI persons have been beaten, wounded, maimed or even killed by family members, neighbours or even workcolleagues.
- ***Right to security of the person:*** NYARWEK strives to ensure that all LGBTI persons in Kenya live in a safe environment free from violence or incitement to violence.
- ***Right to privacy:*** All Kenyans are entitled to their privacy and each person has the right to disclose or not disclose their sexual orientation.

- ***The right to freedom from arbitrary deprivation of liberty:*** NYARWEK believes that no Kenyan should be arrested without lawful reason. LGBTI persons, just like other Kenyans should be informed of the nature of offences for which they are arrested and should be arraigned in court within twenty four hours of arrest
- ***The right to fair trial:*** Sexual orientation or gender identity should not be used to cast doubt on the evidence of a witness, to question the character of the party in a case or to affect or vary the ruling of a judge.
- ***The right to human treatment while in detention:*** We have documented significant cases of LGBTI persons verbally and sexually abused while in detention.
- ***The right to freedom from torture, cruel or inhuman treatment or punishment:*** NYARWEK's documented evidences allude to the fact that the LGBTI person in her regions have faced a lot of cruel, degrading and inhuman treatment.
- ***The right to protection from all forms of exploitation, sale and trafficking in human beings:*** the duty bearer has responsibility to guarantee safety to everyone, LGBTI persons included.
- ***The right to work:*** LGBTI deserve a chance to engage in economic development.
- ***The right to social security and other social protection measures:*** As we speak, state sponsored care and benefits programmes such as NHIF, retirement benefits are not available to LGBTI persons who are in same sex relations.
- ***The right to adequate housing:*** The government should ensure that landlords and other housing providers do not expose LGBTI persons to homelessness or isolation due to their sexual orientation.
- ***Right to education:*** We advocate that no one should be denied education on the basis of their sexual orientation or gender identity.
- ***The right to highest attainable standard of health:*** The government should develop inclusive health programmes addressing the health needs of all Kenyans, including LGBTI persons. Doctor-patient confidentiality should always be maintained.
- ***Protection from medical abuses:*** NYARWEK asserts that the government of Kenya should take all measures to ensure full protection against harmful and degrading medical practices on persons that identify as LGBTI. A person's sexual orientation or gender identity is neither a disease nor is it contagious and cannot be studied as a clinical condition to be treated through corrective counseling or medical experimentation.
- ***Right to freedom of expression:*** This includes expression of identity through dress, speech, bodily characteristics, choice of name, etc.
- ***Right to freedom of peaceful assembly and association:*** LGBTI persons should be free to associate and assemble in public functions and debates.

- **Right to freedom of thought, conscience and religion:** The government should ensure expression of different religious convictions with regard to sexuality in no way incites violence towards or violates the human rights of LGBTI persons.
- **The right to freedom of movement:** Sexual orientation and gender identity should never be brought up to limit or block entry, exit or return home of any Kenyan.
- **The right to seek asylum:** The government should review the refugee act to make consideration for well founded fears of persecution on the basis of one's LGBTI identity as grounds for recognition of refugee status and provision of asylum status.
- **The right to found a family:** All persons have right to found a family regardless of their sexual orientation or gender identity
- **Right to participate in public life:** Appointments and elections into public office, including the police and military should be made accessible to all regardless of one's sexual orientation or gender identity.
- **Right to participate in cultural life:** Kenya must accept the different cultures of all its citizens including marginalized social groups like the LGBTI
- The government should provide for the protection of LGBTI rights defenders
- **Right to effective remedies and redress:** Every victim of rights violation including on basis of sexual orientation and gender identity has the right to present their grievances to relevant authorities and have them addressed
- **Accountability:** The Kenyan government should move to end the culture of impunity including past failures to deal with human rights violations based on gender identity and sexual orientation

1.3 SUSTAINABLE DEVELOPMENT GOALS AND LGBTI RIGHTS



SDGs are a set of 17 global goals to end poverty and inequality by 2030. Before their passage and being signed onto by 193 governments, equality groups pushed for the rights of LGBTI persons to be taken into account. The SDGs therefore were signed on the basis that they apply to everyone, everywhere and will **leave no one behind**. Through this strategic plan, NYARWEK will work towards realization of specific targets of the following goals:

Goal 1: is to end poverty in all its forms everywhere. Target 1.3 under this goal is to *implement nationally appropriate social protection mechanisms and measures for all*. Exclusion and discrimination makes it harder for LGBTI persons to earn money, stay secure and pursue personal goals. To achieve this target, NYARWEK, will work towards supporting LGBTI persons to set up own businesses and lobby for policy change to ensure inclusion of LGBTI persons in social protection mechanisms such as NHIF, NSSF etc.

Goal 3: Ensure healthy lives and promote well-being for all at all ages. Target 3.7 under this goal is to, *by 2030, ensure universal access to sexual reproductive health care services*. To achieve this target, NYARWEK will lobby for health policy changes, advocate, conduct outreach health services and work towards provision of services that address the wider health needs of LGBTI persons.

Goal4: is to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Target 4.5 is to *ensure equal access to all levels of education and vocational training*. LGBTI students in Kenya have been expelled from learning institutions on their basis of their perceived sexual orientation. NYARWEK will promote a culture of non-discrimination and acceptance in learning institutions, advocate for bright but needy LGBTI persons to have equal access to scholarship opportunities.

Goal5: achieve gender equality and empower all women and girls. Target 5.1 is *'end all forms of discrimination against all women and girls everywhere*. Target 5.2 is to *eliminate all forms of violence against all women and girls*. LGBTI women experience multiple discrimination and violence because of their intersecting gender. NYARWEK, through this strategic plan, will ensure that her programming includes the unique needs of LGBTI women and promote their inclusion in policy discourses.

Goal 10: Reduce inequality within and among countries: Target 10.2 is *'by 2030, empower and promote the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status*. Here in Kenya discrimination of LGBTI persons is reinforced by laws, policies and practices. NYARWEK, through this strategic Plan, will advocate for full domestication of international treaties that Kenya is signatory and which by provision of our constitution are part of our domestic law.

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable. Target 11.1 *'by 2030, ensure access for all to adequate, safe and affordable housing and basic services.* In Kenya, LGBTI persons are abused by friends, thrown out by family and many are forced to leave home. Prejudice from landlords also makes some LGBTI persons find themselves in the streets. Through this strategic plan, NYARWEK will enhance partnership with law enforcement agencies and provide safe transitioning mechanisms for LGBTI persons at risk of homelessness.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Target 16.1 is to *significantly reduce all forms of violence and related deaths.* Target 16.3 is to *ensure equal access to justice for all.* LGBTI persons in Kenya face various forms of violent attacks which have resulted in serious injuries or death. LGBTI also face challenges when they report such attacks to police officers, who in many cases expose them to further humiliation. Cases of violence between same sex partners are also very high. Through this strategic plan, NYARWEK will continue to promote coherence among LGBTI persons, sensitize the police, document cases of rights abuses and seek redress for rights violations through the judiciary.

1.4 LGBTI RIGHTS AND KENYA'S VISION 2030

Vision 2030 is Kenya's long-term development blueprint whose main aim is to make Kenya a globally competitive country with a high quality of life by 2030. Three pillars guide vision 2030 namely: the economic, social and political pillars.

The **Economic** pillar aims at improving prosperity for all Kenyans, covering all regions with a target growth rate of 10% per annum. This is achievable through an economic transformation programme. There are several theoretical frameworks which argue that inclusion of LGBTI people is linked to a stronger economy. In the human capital approach, inclusion of the LGBTI persons allows them (LGBTI persons) to optimize (achieve) their economic potential when they can access education and training that improves their productivity and when they are treated equally in the labour market. The capabilities approach posits that greater rights and freedoms improve individual well-being by expanding individual capabilities to be and do what they value. Strategic modernization approach suggests that countries hoping to present themselves as more visibly modern and successful to potential trading partners might be using LGBTI rights strategically as a way to promote and expand economic opportunities.

The **Social** pillar of vision 2030 seeks to build a just and cohesive society with social equity in a clean and secure environment. Key sectors targeted include: Education and Training; Health; Water and Sanitation; Environment, Housing and

Urbanization as well as Gender, Youth, Sports and Culture; Equity and Poverty reduction. NYARWEK advocates that a just and cohesive society cannot be realized when a segment of society is left out on the basis of their sexual orientation.

The **Political** pillar aims to realize a democratic political system that nurtures issue based politics, respect for rule of law and protection of the rights and freedoms of every individual in the Kenyan society, including those whose sexual orientation does not conform to the hetero-normative Kenyan society.



2.0 NYARWEK COALITION STRATEGIC OUTLOOK

2.1 ABOUT NYARWEK

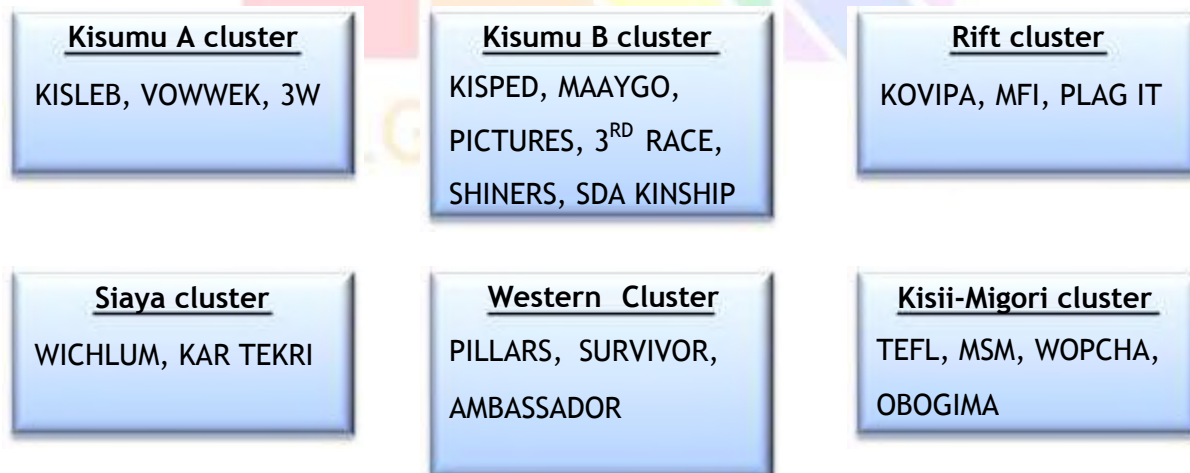
Nyanza, Rift Valley and Western Kenya (NYARWEK) Coalition was formed in 2009 to be a voice of the LGBTI in Nyanza, Rift Valley and Western Kenya with a view to build capacities of its members, integrate views and advocate for the rights of LGBTI persons.

NYARWEK's mandate is to coordinate and link activities of the member groups, build their capacities, integrate and collate their views for lobbying and advocacy. The organization envisions a society where LGBTI persons have human dignity and their rights respected. The organization's mission is to co-ordinate and link the LGBTI person to government institutions and Society at large through creating spaces for dialogue on human rights advocacy and responsive policies.

The coalition has a membership of 23 member groups/partners comprising: MAAYGO, Kisumu Peer Educators group, Women Working with Women, Pictures Youth group, The Eagles For Life Group, Muhoroni Friends Initiative Youth Group, Kar Tekri Youth Group, Light Youth Group, Plag IT group, SDA Kinship, Survivor Youth group, Koru Vijana Pamoja Youth group, Ambassador Youth group, The Pillars Youth group, WOPCHA youth group, Men Survive Movement Youth group, Voice of women in western Kenya, Obonginda Nyamira Youth group, Third Race group, Kisumu Lesbian and Bisexual group and Selina youth group.

2.2 Cluster Approach

For greater efficiency and effective engagement, groups under NYARWEK have been clustered based on commonality of objectives and or geographical proximity:



2.3 Vision

A society where LGBTI persons have dignity and human rights respected

2.4 Mission

To coordinate and link the LGBTI, Government, Institution and Society at large through creating spaces for dialogue on human rights advocacy and policies

2.5 NYARWEK Value Commitment

Inclusivity: We acknowledge the diversity that exists within the society and live with the principle of subsidiarity in diversity and collective responsibility.

Integrity: We practice trust, fairness and faithfulness in all the organization's undertakings.

Professionalism: We are committed to effectiveness and efficiency while performing responsibilities and duties to attain expected outcomes.

Respect: We believe that no one person has monopoly of knowledge. We shall therefore promote diversity and teamwork in all undertakings.

Social justice: We affirm that all persons should enjoy rights and freedoms regardless of their, race, religion, tribe or sexual orientation.

Collaboration and networking: We believe in collaboration, partnership and networking with other like-minded organizations and government institutions.

2.6 NYARWEK ORGANIZATIONAL FUNCTIONING AND PROGRAMMING

Currently, the organization is running four major programmes:

- 1. Coordination and Linkages:** This is primarily concerned with LGBTI movement building using the cluster approach. It fosters networking and collaboration between the member groups and enhances linkages with funding partners.
- 2. Human Rights and Advocacy.** This programme mainly deals with paralegal training, reaching out to security agencies (police and provincial administration), sensitizing members on human rights issues as well as engagement with religious leaders.
- 3. Security:** The main focus of this programme has been on rapid response facilitation, local advocacy and training security agents on the unique needs of LGBTI persons. The programme also reaches out to members with a view to inculcating a culture of responsibility as security begins with the individual.
- 4. Health:** This programme aims at advancing sexual reproductive health rights of LGBTI persons through reaching out to health service providers with trainings. The programme also has a research component and provides safe sex commodities to the LGBTI persons.

2.7 NYARWEK'S IDENTITY:

This strategic planning process concurs with the findings of an OD workshop held in January 2016 and reflects what NYARWEK should continue to do or not do, in terms of organizational functioning and programming:

2.7.1 NYARWEK to continue with:

- Human rights and security programming
- Sexual reproductive health programming
- Collaboration, partnerships and networks
- Peer Education
- Coordination with member groups
- Religious programming
- Abiding with government regulations (government reporting/auditing)
- Movement building
- Internship Programmes

2.7.2 NYARWEK to terminate:

- Unstructured communication
- Inefficient organogram, impacting negatively on internal efficiency
- Poor time management, leading to unmet deadlines.
- Mandate/jurisdictional conflict with member groups.

2.7.3 NYARWEK to consider beginning:

- Mentorship programmes
- Institutional strengthening/Change management process
- Sub-granting to member organizations
- Benchmarking with other organizations
- Human Resources Development and Training
- Impact monitoring/Client satisfaction surveys

2.7.4 NYARWEK isn't doing and will continue not doing:

- Recruiting people to be LGBTI either overtly or covertly.
- Having LGBTI exclusive secretariat/board.
- Encouraging and or perpetuating fixation on sexuality among members.

2.8 Summary of Key Achievements and Challenges

2.8.1 Key Achievements

- Has attracted a pool of 23 strong member organizations.
- Has attracted a pool of donors to support various programmes/activities.
- Functional safe transition space for LGBTI persons in distress.
- Innovative cluster approach for ease of coordination and functionality.
- Presence in policy making platforms like technical working groups at the county level. For instance, Nyanza technical team on Key populations.
- Effective collaborative network with human rights institutions like KNCHR, KHRC
- Constructive engagement with religious leaders.
- Established cordial relationship with duty bearers(health sector and the police)
- Capacity building of members through trainings on security, reproductive health rights, human rights among other areas.

2.8.2 Key Challenges:

- Jurisdictional/operational conflict with member groups with regard to coordination and overlapping implementation roles.
- Perceptible non-inclusion of LGBTI women in NYARWEK's commodity provision.
- Ineffective follow up of documented cases of LGBTI rights violations hence losing opportunity to set precedents.
- Institutional weakness/organization development gaps.
- Unique problems faced by LGBTIs in rural set up

3.0 CONTEXTUAL AND SITUATION ANALYSIS

3.1 OVERVIEW OF LGBTI SITUATION IN KENYA

Despite the provision of Kenya's constitution, there is substantial evidence that LGBTI persons are limited in many ways and suffer various forms of rights violations. Police officers unjustly arrest, detain, beat, humiliate and extort LGBTI persons. LGBTI persons also face disproportionate rates of physical, psychological and structural violence often with limited avenues for recourse. Workplace discrimination causes LGBTI persons to be unemployed or underemployed which means their full productive capacity is not being used. It also noted that LGBTI persons face barriers to physical and mental health which reduces their ability to work and their productivity in the workplace. In terms of education, LGBTI students face discrimination in schools by teachers and other students, which hamper their learning and encourage them to drop out, in turn reducing their skills and knowledge in the workplace.

3.2 OVERVIEW OF LGBTI SITUATION IN THE WESTERN REGION

A baseline study conducted in 2015 for two Danish Family Planning Association funded programmes under NYARWEK noted the unique opportunity that Kenya's constitution accords LGBTI rights activists to advance the agenda of equality and non-discrimination. This is because the constitution guarantees all Kenyans the right to privacy, equality, dignity and non-discrimination. It also articulates a set of national values that include human rights, non-discrimination and protection of the marginalized.

In the same baseline study, it was also noted that Kisumu, where NYARWEK is located, is generally conservative despite being urban. Many people are not receptive of the LGBTI persons or would want to be associated with them. Discrimination in private and public domains is rife, especially in the areas of health, administration and security. The discrimination was seen to be largely due to ignorance and misinformation, requiring comprehensive attitudinal change programmes involving county and local administration so as to achieve results.

It was the finding of the study that both rights holders (LGBTIS) and duty bearers (government) refer to culture and religion to explain the basis of discrimination. Yet religion was also seen as a potential source of promotion of inclusion since God does not confer on humans the authority to judge another. In light of this, it would be important to analyze how NYARWEK has been acting, both nationally and locally in furtherance of her important mission.

3.3 NYARWEK'S PRESENCE AT THE NATIONAL SCENE

NYARWEK has not asserted herself authoritatively at the national level due to hiccups in the penal code which have conspired with the country's sociocultural and political establishment and to an extent, judicial tenets to infringe on the rights of LGBTI persons. For instance, to register as an organization that champions for the rights and freedoms of LGBTI persons, NYARWEK had to camouflage herself under the name 'Let good be told in us'. This confirms the near impossibility that exists in the country for the optimal operation of the network.

Despite these obstacles, NYARWEK still strives to meet her obligation to members by engaging with like-minded organizations and significant persons to voice the concerns of the LGBTI persons. Since NYARWEK envisages creating a sustainable and conducive space for LGBTI persons, the organization must empower her members and reach out to key persons in positions of decision making and policy influence at the national level.

The country has affirmative action framework to ensure inclusion of the marginalized and minority groups which is currently selectively spelt out as women, children, persons living with disabilities, youth etc. The LGBTI are conspicuously ignored as a minority group with rights, privileges and fundamental freedoms.

National holidays as well as opportunities to organize and participate in national social events are seen as key opportunities for NYARWEK to engage with citizens at the national level and bring the LGBTI agenda on to the national table.

There is also the dire need to bring the legal fraternity, especially the judiciary, on board through person of the chief justice, Dr. Willy Mutunga who is known for his liberal and socially progressive inclinations. This might help amplify the contradictions that exist in the penal code and international human rights instruments that Kenya is signatory to and which by the very provisions of the constitution are now part of our domestic law.

On the social scene, the plight of LGBTI persons has been worsened by the Kenyan cultures and majority of the political class who view the LGBTI persons as cultural aliens with maladjusted western influenced tendencies whose missions is to erode further the 'good' African cultures. Even president Obama advocated for the respect of LGBTI persons, but his plea fell on deaf ears.

Although some LGBTI cases are currently in court as well as an appeal by GALCK which is yet to be concluded, the outcomes might impact either negatively or positively in NYARWEK's mission. The outcome will largely be categorized as either pro LGBTI or against LGBTI movement in Kenya.

3.4 NYARWEK'S PRESENCE AT REGIONAL/COUNTY LEVELS

NYARWEK has made great in roads in as far as engagement with county level policy makers and influencers are concerned. NYARWEK sits in several county level technical working groups for instance the gender technical working group. NYARWEK works very closely with county level health facilities to make them more responsive to the unique health needs of LGBTI persons. NYARWEK's participation in events organized by the county government has contributed to development of cordial relationship between the coalition and the county government.

Also, NYARWEK has been organizing social events to reduce the stigma associated with LGBTI persons and also educate the public on the need to appreciate that LGBTI persons are also human beings with needs and rights. The organization envisages continuing with these efforts as a way of creating safe spaces for her primary clientele, the LGBTI persons. It is also important to note that NYARWEK has a safe transitioning space, where LGBTI persons who have faced serious security threats can find refuge, pending long term responses like resettlement, relocation or pacification.

3.5 NYARWEK'S STAKEHOLDER PERCEPTION

3.5.1 Member Group's Vision for NYARWEK

NYARWEK comprises 23 member groups, divided into clusters based on their objectives and or geographical proximity. The member groups are critical stakeholders whose views must be taken into consideration for the coalition to grow. This strategic plan therefore takes cognizance of member groups perceptions:

- NYARWEK should be a network and not just a coalition.
- NYARWEK should be a coordination agency hence must delink from implementation.
- NYARWEK should sub-grant to cluster organizations and this should be based on each cluster's strength and objectives.
- NYARWEK has capacity built some individuals from certain clusters. It would be to NYARWEK's advantage to continue with this noble program and also spread the opportunities fairly across board.
- There is need to do joint proposals which would capture individual cluster needs.
- NYARWEK should reorganize her board to include new talents, new vision and bring impetus for forward motion.
- Increased capacity building of members in Human Rights, paralegal trainings and a code of conduct for the individual LGBTI persons to make them appreciate their uniqueness as well as prevent them from taking advantage of their uniqueness to break the law.
- The clusters appreciate the good work that NYARWEK does but urges the coalition to fully utilize the monopolistic position it currently enjoys in Nyanza, Western and Rift Valley regions to further the interest of LGBTI persons.
- NYARWEK should engage in periodic introspection and review how inclusive her programmes and services are to the unique needs of all persons under the LGBTI umbrella. Presently, there is a feeling that the organization favours gay men with others like the LBTI women are not sufficiently cared for.

3.5.2 Staff Vision for NYARWEK:

During the OD process in January 2016, the staff expressed what they would want to see if NYARWEK were to be their dream organization. This strategic plan has reflected these opinions below, some of which are present while others would be new:

- Expanded/larger organization with national focus.
- Effective policies and improved legal compliance.
- Improved financial management systems.
- Happy beneficiaries.
- Team work and good governance.
- Improved partnership management model.
- Sustainability, for instance NYARWEK to build own offices.

3.6 The brand 'NYARWEK'

NYARWEK is seen both as an institution and a movement. The reasons are summarized in the table below:

Movement	Institution
Collective responsibility and common goals	Has structural organizational elements
Multiple organizations with common goal and mission	Functions as an organization
Focus of rights and security of LGBTI persons	Legally registered
Human side of NYARWEK's work	Works on a budget
NYARWEK exists because LGBTI people are in the community and they should have a voice	Has structures and guidelines to follow
Common goals with LGBTI allies	Can enter into legally binding contracts
Fighting for the rights of sexual minority people(advocacy)	Functions under regulations
Human rights efforts with multiple organizations	Has obligations to fulfill

Consequently, NYARWEK is both a movement and an institution, covering expansive regions of Nyanza, Western and Rift Valley. There is need for clarity and more branding work to be done to increase publicity and expand space for advocacy work.

3.7 ANALYSIS OF NYARWEK'S INTERNAL AND EXTERNAL ENVIRONMENT

An analysis of the internal and external environment was undertaken as part of the strategic planning process, the objective of which was to provide detailed information on how the internal and external environments impact on the operation of NYARWEK.

3.7.1 STRENGTHS (To build on)

- Good relationship with funding partners. NYARWEK has a pool of six different partners, funding an array of programmes.
- Appreciable levels of documentation of cases of rights violations and other incidences against LGBTI persons.
- Has a pool of 23 member organizations, with diverse strengths and NYARWEK as the umbrella in the cluster model.
- Diverse intellectual capacity among staff, clusters and groups.
- The adoption of the inclusive approach where NYARWEK has worked towards improving the relationship between the LGBTI persons and the larger community.
- Flexible management team, receptive to new ideas which can foster institutional dynamism.
- Existence of systems of engagement with religious leaders, health sector and the police.
- Notable efforts to reduce self-directed stigma as was notably common among NYARWEK's primary clientele.
- Existence of a safe transitioning space which has come to the rescue of outed LGBTI persons, facing imminent danger to their lives. NYARWEK has also reached out to the LGBTI person's families, explaining to them the need to love their children regardless of sexual orientation.

3.7.2 WEAKNESSES (To eradicate)

- Jurisdictional mandate conflict-coordination versus implementation leading to weakening of ties between member groups and the coalition.
- Lukewarm follow up on documented cases of rights violations.
- Under-utilization of the competencies of the clusters/member groups.
- Inefficient internal communication systems, compounded by existence of a cabal of rumour mongers among the LGBTI community.
- Organogram unclear leading to structural disequilibrium.
- The board is not effectively delineated from management matters.
- Capacity constraints, with most of the staff learning on the job.
- Over dependency on donor funding. No evidence of local resource mobilization.
- Cases of conflict of interest with some secretariat members drawn from groups appearing to favour their mother groups over others.
- Over fixation to sexual orientation which has made even available opportunities to diminish, with some LGBTI persons misusing their sexuality to derail themselves and or provoke negativity towards themselves and or even break the law.
- Sequestration syndrome: Tendency to self-isolate (LGBTI persons) from the larger community in programming, implementation and socializing

3.7.3 OPPORTUNITIES (to take advantage of)

- Has room for advancement and growth due to management flexibility and receptiveness to change.
- Changing governance structures and systems the country. NYARWEK should take advantage of devolution to enhance engagement with policy makers at the county level.
- Growing responsiveness of religious leaders to engage with the LGBTI community.
- Political leadership. LGBTI persons to seek leadership positions such as MCAs, MPs so that they are able to sit on policy making desks.
- Expanded opportunities for academic advancement/scholarship to enhance skills among coalition members. Many institutions of higher learning, technical colleges, teacher training colleges now have flexible programmes like school based programmes, parallel degree programmes etc to suit needs of varied clients. There are also international opportunities for scholarships which NYARWEK could pursue among their current international partners.
- Existence of like-minded organizations/networks such as KNHCR, KHRC among other untapped allies.
- Relatively effective judicial processes through which LGBTI issues can be redressed, supported by the progressive constitutional framework.
- Opportunity to legally meander through processes to graduate the coalition from being officially CBO to NGO status with expanded mandate
- Exploration of internal talent. Some of the LGBTI members are extremely talented and should allow their talent to supersede their sexual orientation

3.7.4 THREATS (Tomind)

- Hostile climate with regard to LGBTI issues.
- Culture and tradition which are diametrically opposed to the very existence LGBTI persons.
- Restrictive government laws and policies, especially those that criminalize same sex sexual activities.
- Lack of political support with politicians' open condemnation of gayism.
- Uncertainties around succession and transition. Some members feel inadequate to assume positions of greater responsibilities.(Board succession, CEO succession, Programme Staff succession)

3.8 PESTEL ANALYSIS

The PESTEL analysis enables us to focus on the external circumstances impacting on the strategies and programming of NYARWEK. The analysis reviewed this through a broad range of factors under the following areas: Political environment, Economic environment, Social Trends, Technological & scientific environment and Legal/ Regulatory Environment.

3.7.1 Political Environment

Opportunities	Threats
<ul style="list-style-type: none"> • Public participation/inclusion requirements in policy making processes. • Existence of constitutional space that recognizes basis rights/freedoms • Space for inclusivity in public institutions. 	<ul style="list-style-type: none"> • Dogmatic and conservative political class • Political targeting and sectarianism

3.7.2 Economic Issues

Opportunities	Threats
<ul style="list-style-type: none"> • NYARWEK has a pool of responsive and dynamic funding partners • Investment opportunities, especially in hospitality, health sector which NYARWEK can focus on for sustainability • Immense talent resident in gifted membership which can be showcased and exploited 	<ul style="list-style-type: none"> • Over-reliance on donor funding, which might leave NYARWEK in a precarious position in event of donor withdrawal • Homophobic tendencies among general public which might hurt business run or owned by LGBTI persons in the event of one being outted. • Prohibitive cost of gender reassignment/hormonal therapies

3.7.3 Social Trends

Opportunities	Threats
<ul style="list-style-type: none"> • A strong and active grassroots civil society, which NYARWEK can rope in the quest of equality and inclusion • Responsive religious leadership, open to dialogue around sexual minority issues affecting their membership. • Promotion/participation in social events to integrate the LGBTIs with the rest of the community. • Educational opportunities, scholarships and partnerships with institutions of higher learning. • Building up on the discourse around sexual orientation and gender identity expression 	<ul style="list-style-type: none"> • Prevalence of violence, especially in same sex relationships. • General homophobia pervading the social scene. • Stigmatization, both self-directed and from outside. • Allure of drugs and substance under the guise of dealing with stress of being LGBTI person

3.7.4 Technological and Scientific Environment

Opportunities	Threats
<ul style="list-style-type: none"> • Deepening use of internet and mobile telephony, with a stable mobile network and fibre optics cable • A population active on social media • Presence and active listenership of local and national FM stations, which can be avenue for enhanced public engagement 	<ul style="list-style-type: none"> • Increasing negative propaganda, hate speech and falsehood through mobile telephony and social media platforms • Paedophiles, sociopaths and psychopaths masquerading as LGBTI persons can irreparably dent the image of LGBTIs in the eyes of untrusting public.

3.7.5 Legal and Regulatory Environment

Opportunities	Threats
<ul style="list-style-type: none"> • Proactive constitution framework emphasizing on inclusion and non-discrimination • Opportunities to domesticate LGBTI friendly international instruments Kenya is signatory to. • Availability of legal aid, both pro-bono and paid services. 	<ul style="list-style-type: none"> • Clauses in the penal code, criminalizing same sex relationship/contradicting spirit of constitution. • Discordance between national and county government policies. E.g. inclusivity, affirmative action. • Restrictive legal regime which frustrates effort to transition from CBO to NGO, with enhanced mandate.

3.8 STAKEHOLDER ANALYSIS

NYARWEK has various stakeholders reflecting its broad nature and functions. This analysis identifies key stakeholders, the nature of the relationships and linkages between them and the NYARWEK.

STAKEHOLDER	STAKE	WHAT WE NEED FROM THEM	RISK OF NOT ENGAGING THEM
Member Groups	Affiliate members forming the network	Goodwill and support in implementation of interventions	NYARWEK becomes moribund
Kenya National Commission on Human Rights	Leverage partnership	Provide support on advocacy and intervene on human rights abuse cases	Weakened advocacy voice
Kenya Human Rights Commission	Leverage partnership	Provide support on advocacy and intervene on human rights abuse	Weakened advocacy voice
Gay and Lesbian Coalition of Kenya	Leverage partnership	National umbrella intervening on LGBTI issues	Weakened advocacy voice
Kituo Cha Sheria	Partner	Provide pro-bono legal services support litigation processes	Justice may be delayed or denied
CDC-Kemri	Partner	Support to initiate prevention activities and counseling and	HIV prevalence may remain high
Family Health Options Kenya	Complimenting partner	Distribution of safe sex commodities and advocacy work	Members would miss commodities and weakened advocacy voice
Anza Mapema (NRHS)	Leverage partnership	Provide LGBTI friendly health services-HIV screening, ART etc	Members may miss opportunities to access essential services
LVCTHEALTH	Leverage partnership	Provide safe sex commodities, HTC	Members may miss services and weakened advocacy

Ministry of Health	Partner	Quality assurance, provide services	
The Kenya Police Service	Complimenting partner	Provide security and prevention of crime	Increased crime and mob injustice towards LGBTI persons
The Judiciary	Complimenting partner	Handles cases and sets precedent rulings that affect LGBTI issues	Increased crime and mob injustice towards LGBTI persons
The County Government	Partner	-Set policies that may affect LGBTI community -Offer services required by LGBTI persons	Inadequate services available for LGBTI community
Institutions of Higher Learning (Maseno, UoN, Kisumu Ploytechnic)	Partners	Platforms for sensitization on rights and provision of services	Reproductive health services and information will not be available to the students
University of Michigan	Partner	Support on library materials, commodities, organization development	Information and commodities will not be available for the members
Kenya Female Advisory Organization	Partner	Advocacy on gender issues trainings	Less voice on issues of Gender
DONORS (LLH, Danish Planning Association, HIVOS, OSEA/OSF, UHAI, AJWS)	Funding Partners	Supporting organizations activity	Programs and administrative processes will stop

Global interfaith network	Partner	Supporting on advocacy on religious work and networking	Minimal voice global with religious leaders
Inclusive and Affirming Ministry (IAM)	Partner	Support on religious literature and joint dialogue training with religious leaders	Weakened advocacy on religious platform
Nyanza National Church Council of Kenya (NNCCK)	Partners	Advocacy and mobilization of the different denomination	Weakened advocacy on religious platform



4.0 STRATEGIC FRAMEWORK AND DIRECTION

4.1 OVERVIEW

This section presents the strategic framework and direction for NYARWEK for the next five years. It takes into account the challenges and existing opportunities within the context of the organization's operating environment.

4.2 Purpose of the strategic plan

This strategic plan will help NYARWEK to:

- Direct efforts and resources to core functions and priorities.
- Enhance stakeholder involvement and participation.
- Adapt to changing environmental situations and circumstances.
- Engage in effective resource mobilization.
- Monitor and evaluate projects.

4.3 Objectives of the strategic Planning Process

The overall objective of this plan therefore is to provide a framework that will ensure sustainable growth of NYARWEK as an organization and institution responsive to the felt needs of LGBTI persons.

4.4 Planning Approach and Methodology

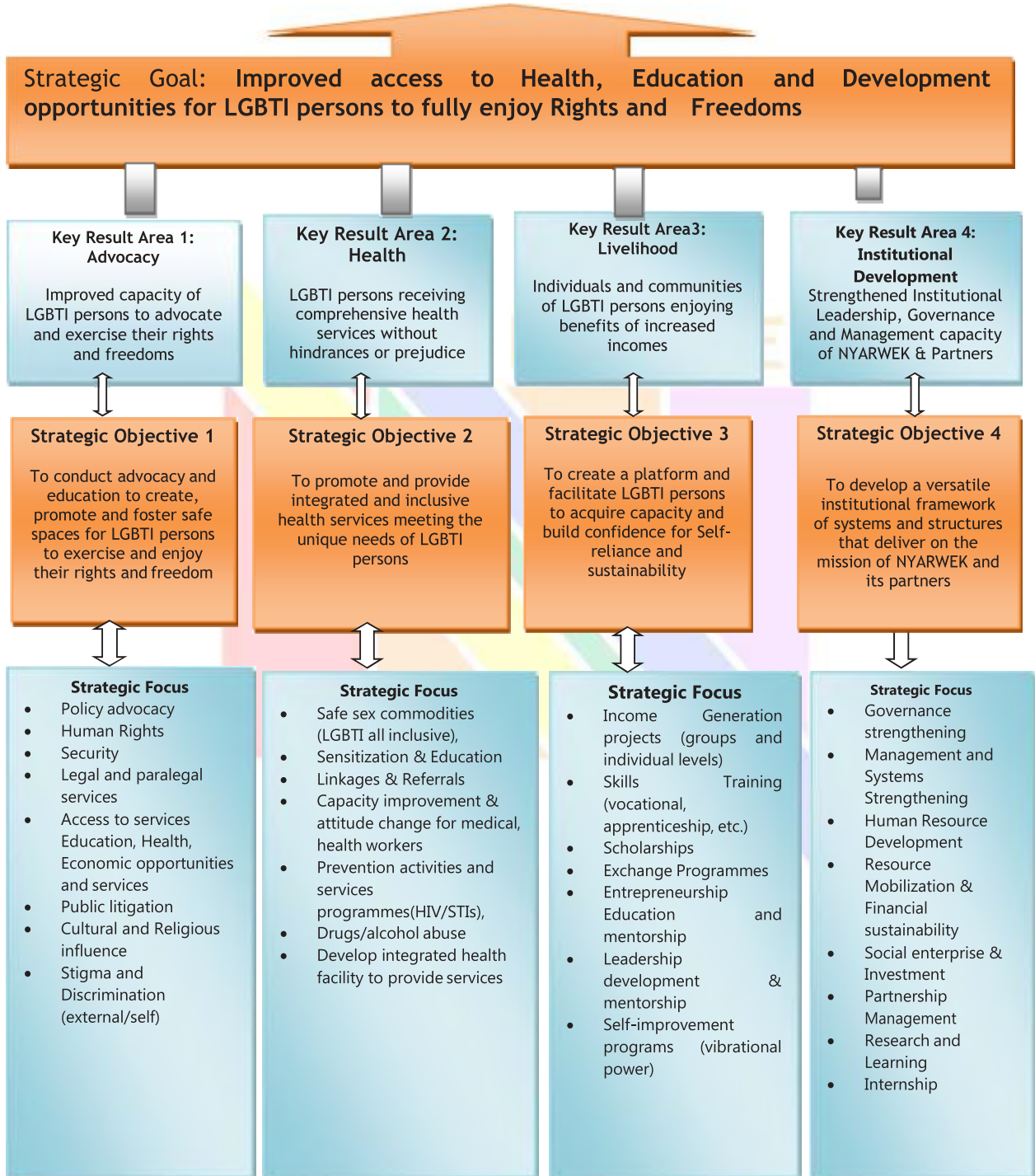
A participatory approach was used throughout the plan preparatory process. This was to ensure a wide range of stakeholders were involved. The key steps followed were:

1. Literature review involving key documents and policy papers. Vision 2030, the MDGs, the SDGs and various government policy documents.
2. Stakeholder consultative meetings to review the current strategic plan, challenges encountered during its implementation and key lesson learnt which have informed this process.
3. Field visits to various stakeholders where projects are being implemented and interview project implementers.
4. Analysis of information gathered from field visits, FGDs, Key Informant Interviews to identify pertinent issues.
5. Drafting of the final Strategic Plan based on data collected. The draft was then presented to stakeholders for validation, inputs arising from which were included in the production of this final strategic plan.

4.5 Strategic Goal

'Improved access to Health, Education and Development opportunities for LGBTI persons to fully enjoy Rights and Freedoms'

Figure 1: Strategic Results Map



4.6 STRATEGIC PRIORITY AREAS AND STRATEGIC OBJECTIVES (GOALS)

4.6.1 Key Result Area 1: ADVOCACY

Improved capacity of LGBTI persons to Advocate and exercise their rights and freedoms

Strategic Objective 1: To conduct Advocacy and education to create, promote and foster safe spaces for LGBTI persons to exercise and enjoy their rights and freedoms.

Strategic focus

1. Policy advocacy
2. Human Rights advocacy
3. Security advocacy
4. Legal and paralegal services
5. Access to services Education, Health, Economic opportunities and services
6. Public litigation
7. Cultural and Religious influence
8. Stigma and Discrimination (external/self)

4.6.2 Key Result Area 2: HEALTH

LGBTI persons receiving comprehensive health services without hindrances or prejudice

Strategic Objective 2: To promote and provide integrated and inclusive health services meeting unique needs of LGBTI persons

Strategic Focus

1. Safe sex commodities (LGBTI all inclusive).
2. Sensitization & Education.
3. Linkages & Referrals.
4. Capacity improvement & attitude change for medical, health workers.
5. Prevention activities and services programmes (HIV/STIs).
6. Drugs/alcohol abuse.
7. Develop integrated health facility to provide services.

4.6.3 Key Result Area 3: LIVELIHOOD

Individuals and communities of LGBTI persons enjoying benefits of increased incomes

Strategic Objective 3: To create a platform and facilitate LGBTI persons to acquire capacity and build confidence for self-reliance and sustainability

Strategic Focus

1. Income Generation projects (groups and individual levels).
2. Skills Training (vocational, apprenticeship, etc.)
3. Scholarships.
4. Exchange Programmes.
5. Entrepreneurship Education and mentorship.
6. Leadership development & mentorship.
7. Self-improvement programs (vibrational power).

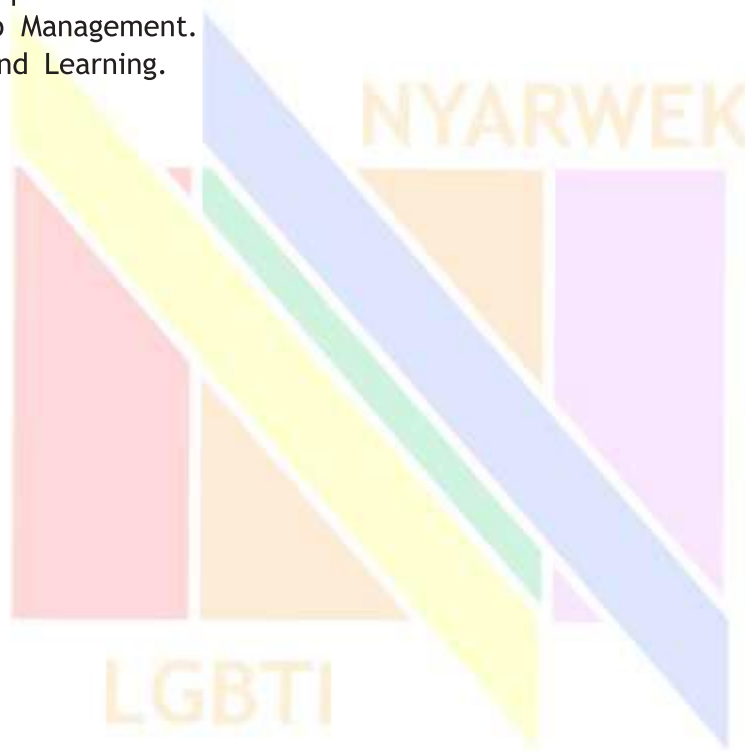
4.6.4 Key Result Area 4: INSTITUTIONAL STRENGTHENING

Strengthened Institutional Leadership, Governance and Management Capacity of NYARWEK & Partners.

Strategic Objective 4: To develop a versatile Institutional Framework of Systems and Structures that Deliver on the Mission of NYARWEK and Its Partners

Strategic Focus

- Governance strengthening.
- Management and Systems Strengthening.
- Human Resource Development.
- Resource Mobilization & Financial sustainability.
- Social enterprise and Investment.
- Partnership Management.
- Research and Learning.



5.0 IMPLEMENTATION FRAMEWORK

5.1 Overview

The implementation strategy for the Strategic Plan (2016-2021) emphasizes the principles of facilitation, collaboration, transparency and accountability at the AGM, Board, Management, Cluster and member group levels. Special attention will however be given to member projects as well as stakeholder participation in all aspects of the implementation process. All programs, projects and activities developed and implemented under this strategic plan will therefore adopt participatory approaches.

5.2 Implementation and Programming Approach

NYARWEK will use the four Key Result Areas and Strategic Objectives as the basis for task organization, intervention planning and project development. The aim is to maintain and facilitate consistent, focused and yet flexible operational planning, project development and implementation processes. To operationalize the Strategic Plan, NYARWEK will therefore develop the following key implementation instruments: Strategic plan budget and resource mobilization strategy; Strategy documents as outlined in the Plan; Medium term operational plan (2016-2019); Annual operational/work plans and Specific program/project proposals.

On the basis of this medium term operational plan, NYARWEK will prepare monthly, quarterly and annual work plans, budgets and reports. Annual work plans, discussed and approved by the Board, will form the basis for short-term operational planning and budgeting. As a requirement, NYARWEK will prepare quarterly budget performance reports.

5.3 NYARWEK Organizational Structure

The Strategic Plan will be implemented within a structure comprising the following:

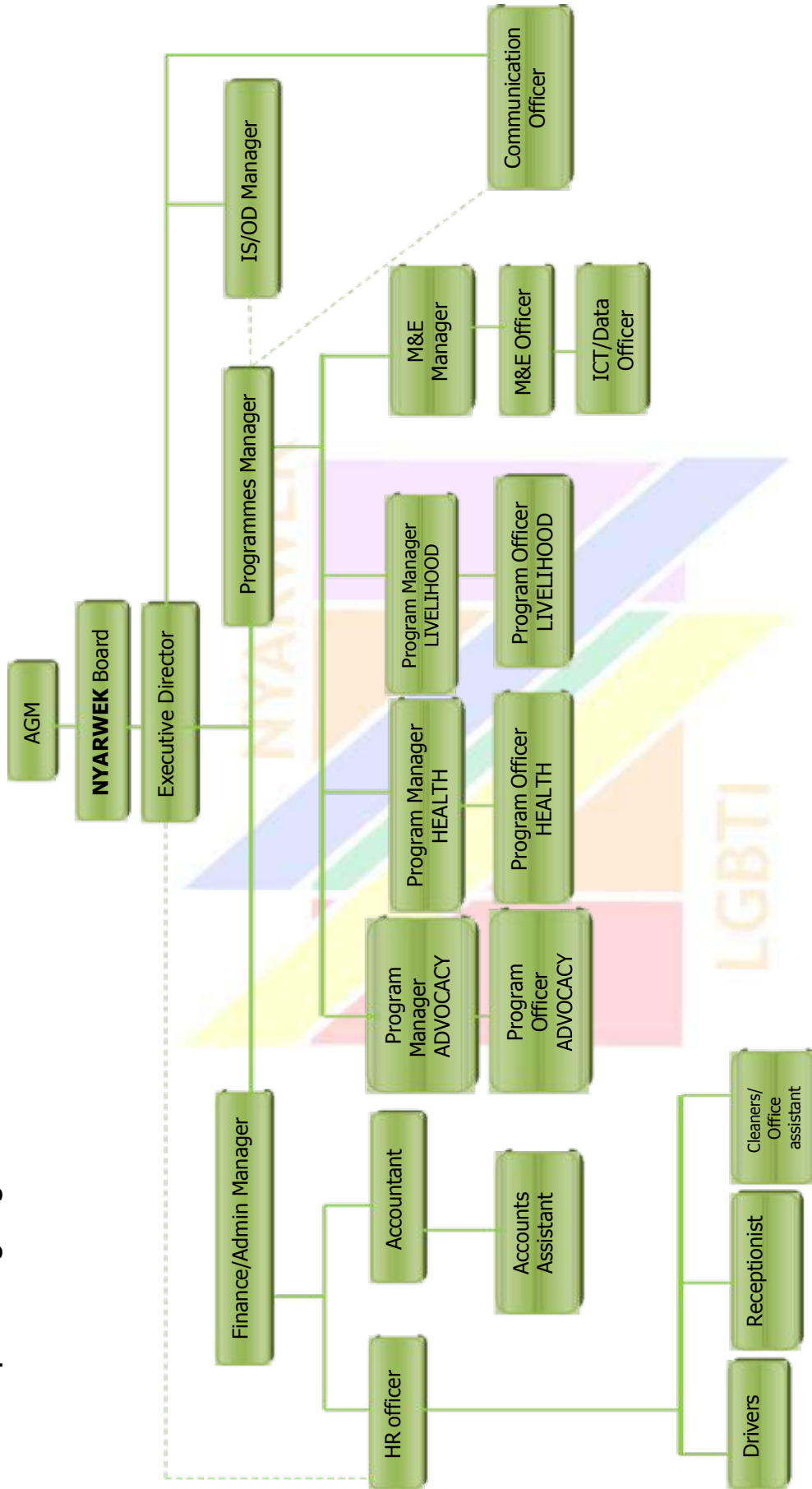
5.3.1. AGM: The AGM meets once every year to deliberate and review coalition's performance and challenges. At this meeting major decisions may be taken in view of setting the agenda for NYARWEK.

5.3.2 NYARWEK BOARD: The Board consists of 8 members. It meets at least quarterly every year in order to review and to plan, or when need be for an extraordinary meeting to deliberate on key issues regarding the coalition

5.3.3 The secretariat: This is the coordinating hub of the Network: it implements the decisions of the Board; carries out administrative duties; promotes communication within the Network and enhances its visibility outside; promotes networking with outsiders, partners and friends of NYARWEK; develops programs and raises funds for the whole Network.

5.3.4: Cluster Focal Persons: They are responsible for coordinating activities at the cluster level and the link persons between the clusters and the secretariat

5.4 Proposed Organogram for NYARWEK



6.0 STRATEGIC PLAN MONITORING AND EVALUATION FRAMEWORK

6.1 Overview

The purpose of monitoring and evaluation by NYARWEK will be to ensure maximum accountability, efficiency and effectiveness in the implementation of the Strategic Plan as well as other institutional undertakings. The monitoring and evaluation activities will be based on terms and conditions of mutual agreement with donor partners and will enjoy the support of the network/coalition membership.

6.2 Monitoring and Evaluation strategies

6.2.1 Monitoring Processes

The Strategic Plan and its various strategy documents, operational plans and project proposals will form the basis for monitoring. In this respect, the Plan will be monitored continually and at agreed intervals, based on the defined statements of objectives, activities, results and indicators. The monitoring process will involve information-gathering and feedback through periodic Board meetings; quarterly review meetings; performance appraisals; staff and management team meetings; and production of monthly, quarterly, biannual and annual narrative programs and financial reports of projects. In addition, periodic reviews and monitoring visits by funding partners will be considered as key elements of the monitoring framework. The secretariat will be expected to develop and use monthly, quarterly, biannual and annual work plans and budgets as part of the monitoring process.

6.2.2 Evaluation Processes

The evaluation function will involve both process and impact evaluation approaches.

- a) **Process Evaluation:** The process evaluation will involve ongoing, periodic or mid-term Strategic Plan reviews. The purpose will be to determine the extent to which both immediate and medium-term Strategic Plan objectives are being achieved. This would provide the basis for making improvements and adjustments in the course of the Plan's implementation process.
- b) **Final Strategic Plan Evaluation:** This type of evaluation will focus on assessing and evaluating the overall performance, outcomes and impacts of the Strategic Plan implementation. The outcome of the evaluation will provide the basis for the next NYARWEK strategic planning cycle. An external evaluation team will conduct the evaluation with the secretariat. The terms of reference will be guided by the objectives of the Strategic Plan and agreements signed with the main funding partners.
- c) **Project-Specific Evaluation:** Project-specific evaluations will be undertaken based on the agreements entered with NYARWEK and partners funding particular programs or projects.

6.3 Resource Requirements

To implement the Strategic Plan over the next four years, **NYARWEK** will require a large outlay of human, financial and material resources.

6.3.1 Human Resource Requirements

In order to implement and meet the objectives of the Strategic Plan, **NYARWEK** will assess human resource requirements and determine the additional program and administrative staff required to fully deliver.

6.3.2 Physical Facilities Requirements

NYARWEK has spacious office space for coordination with room enough for expansion to incorporate additional staff.

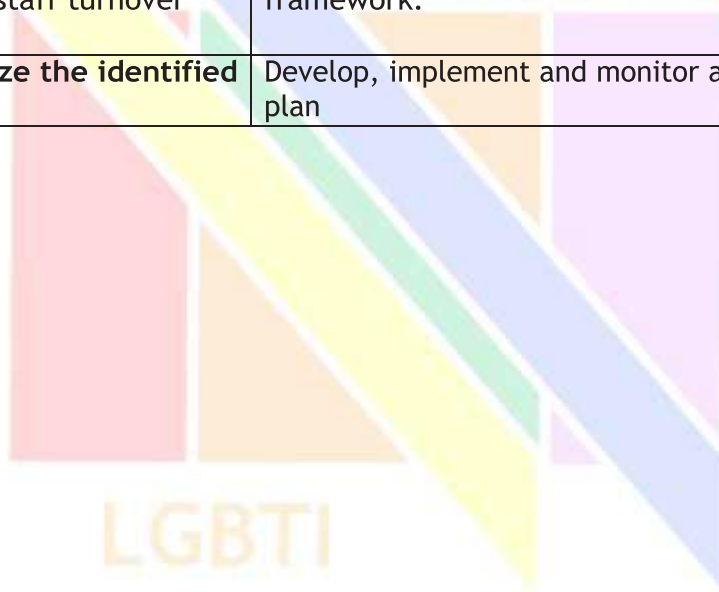
6.3.3 Financial Resource Requirements

Meeting both core and program costs of the Strategic Plan will require a large outlay of financial resources over the next five years. To fully implement the proposed activities, **NYARWEK** shall seek to expand its resource base to include public private partnerships, as well as creating a conducive environment for strategic investors.

6.4 Risk Analysis and mitigating measures

Risk Assessment	Risk Mitigating Measures
1.Contextual and strategic risks That would arise from: inherent political, economic, social, cultural and environmental risks likely to affect the strengthening of the coalition	Risk assessment and management system will be established to effectively identify, and address the risks and threats as they emerge. Environmental/contextual risk assessment will also be conducted from time to time by NYARWEK .
2.Implementation and Management risks: This is a Strategic Plan with different components and implementation implications at coalition, cluster and member group levels. The Strategic Plan implementation and management process is therefore likely to have several operational, technical, legal and regulatory risks at various levels.	Strategic Plan implementation guidelines will be developed and implemented at different levels. Some activities will be phased in to allow for learning and testing of existing implementation and management capacity. Other risk mitigation interventions include: capacity assessment of each cluster/partner organization to confirm that the minimum capacity for implementation exists.
3. Budget Constraints risk: Given the size of the budget of required to implement this strategic Plan, NYARWEK may experience financial gaps/shortfalls	NYARWEK will establish a resource mobilization structure targeting diverse (internal, local, external) sources.

Risk Assessment	Risk Mitigating Measures
<p>4. Funds Flow and market exposure risks: There is always a risk associated with delays in disbursement of funds either due to cash flow challenges or other factors on the funding partner's side or external factors such as foreign exchange rates and other market factors.</p>	<p>NYARWEK to agree on a structured disbursement and budget management schedule with donors.</p> <p>NYARWEK to put in place foreign exchange management policy.</p>
<p>5. Financial Reporting and Monitoring: Absence of strong financial management systems and procedures may present loopholes and laxity in budget management and reporting</p>	<p>Develop sound financial management systems and procedures that bolsters internal capacity for financial management and reporting.</p>
<p>6. Human Resource/ Staffing Absence of responsive HR strategy may lead to high staff turnover</p>	<p>Develop and implement strong HR strategy/policy Develop clear competency and fair compensation framework.</p>
<p>7. Ignore/Trivialize the identified risks</p>	<p>Develop, implement and monitor a risk management plan</p>



Annex 1. IMPLEMENTATION MATRIX

Program /Intervention area	Intervention	Indicator of success	Time frame	Budget
Key Result Area 1: Improved capacity of LGBTI persons to Advocate and exercise their rights and freedoms				
Strategic Objective 1. To conduct Advocacy and education to create, promote and foster safe spaces for LGBTI persons to exercise and enjoy their rights and freedoms				
Policy advocacy	Conduct staff & cluster training on Policy Advocacy	-Advocacy trainings conducted		550,000
	Engage duty bearer and policy influencers to review, enact and enforce policy provisions	-Evidence of policy change processes -Improved access to services		5,400,000
Human Rights	Develop human rights violation prevention programs, documentation and interventions	-Structured pro-human rights engagement platforms and interventions		1,650,000
	Conduct Human rights training	-Enhanced advocacy capacity at NYARWEK and cluster levels		3,860,000
Security	Restructure & Strengthen the Rapid response programme	-Number and proportion of individuals benefiting -Functional safe transitioning space established.		7,800,000
	Training of focal persons on personal and general protection against security threats	-Cadre of individuals and organizations trained and enabled to defend rights		1,280,000
Legal and paralegal services	Establish effective legal support programme	-Levels and numbers of legal support cases		6,505,000
	Train paralegals-in relation to LGBTI issues	-Numbers of persons trained		1,295,000

	Conduct education and sensitization on legal rights among LGBTI persons	- Individuals able to stand up for their rights - Reduced stigma and discrimination	Continuous	2,500,000
Access to Education, Health and Economic opportunities and services	Conduct in-depth analysis of hindrances on access to Health, Education, and Economic opportunities and services Engage stakeholders to promote a safer and friendly environment for LGBTI persons to access services	- Report with results on factors and situation on access to services by LGBTI persons - Advocacy campaign designed to counter the lack of access to services		1,200,000 3,600,000
	Dialogue and consultative sessions to increase awareness on LGBTI rights	- Increased understanding and knowledge of LGBTI issues		1,800,000
Public Litigation	Institute public interest litigation cases	- Cases taken to conclusion and publicized countrywide		6,000,000
Cultural and Religious Influence	Engage cultural and religious leaders for support on LGBTI rights Rally for adoption of religious leaders training manual by NASCOP	- Increased acceptance rates of LGBTI persons in communities - Evidence of submission to NASCOP		4,250,000 600,000
Stigma and Discrimination	Conduct anti-stigma campaigns Conduct anti-discrimination campaigns	- Reduced stigma ratings among communities - Reduced incidences of discrimination on account of being LGBTI person		12,500,000 9,600,000
	Train on self-stigma reduction strategies and skills	- Improved self-image and confidence among LGBTI persons		2,680,500

Promote LGBTI solidarity groups/networks mutual support	-Functional and active networks and groups of LGBTI persons	3,000,000
Budget Subtotal		76,070,500

Program /Intervention area	Intervention	Indicator of success	Time frame	Budget
Key Result Area 2: LGBTI persons receiving comprehensive health services without hindrances or prejudice				
Strategic Objective 2. To promote and provide integrated and inclusive health services meeting unique needs of LGBTI persons				
Safe sex commodities (LGBTI all inclusive)	Facilitate availability of safe sex commodities	- Safe sex commodity distribution infrastructure		4,500,000
Sensitization & Education	Implement education and sensitization strategies	-Sensitization manuals available -Evidence generated on LGBTI programming		3,000,000
Linkages & Referrals	Develop infrastructure for linkages and referrals	-Virtual platforms created and functional		3,500,000
Capacity improvement & attitude change for medical, health workers	Implement advocacy and education strategies to create awareness with health workers on issues of LGBTI persons	-KAP survey results showing change of attitudes among health workers		6,450,000
Prevention activities and services programmes (HIV/STIs)	Develop a comprehensive HIV/STI prevention, treatment, care and support programs	-Funded projects covering comprehensive HIV/STI interventions		35,000,000

	Facilitate capacity building of NYARWEK and Coalition members on delivery of comprehensive HIV/STI programs	-Demonstrable capacity to deliver quality projects	6,856,000
Drugs and Substance abuse,	Develop and implement drug and substance addiction prevention programs	-Complete and functional program implementation manuals	450,000
	Facilitate rehabilitation and harm reduction programs	-Numbers and percentages of individuals assisted in program	5,000,000
Develop integrated health facility to provide services	Conceptualize, develop and acquire resources to build an integrated health facility to provide LGBTI friendly services	-Facility design document established -Business proposal developed and ready for scouting for financing	170,000,000
	Provide first-level health services	-Numbers and percentage of individuals benefiting from services	10,000,000
Budget Subtotal			244,756,000



Program /Intervention area	Intervention	Indicator of success	Time frame	Budget
Key Result Area 3: Individuals and communities of LGBTI persons enjoying benefits of increased incomes				
Strategic Objective 3. To create a platform and facilitate LGBTI persons to acquire capacity and build confidence for self-reliance and sustainability				
Income Generation projects (groups and individual levels)	Develop and incentivize Income generation activities among groups/clusters and individuals	-Entrepreneurship training and linkages provided -Number of enterprises initiated and breaking-even		45,000,000
Skills Training (vocational, apprenticeship, etc.)	Develop an apprenticeship/job linkage program	-Number of individuals benefiting from the apprentice program		3,000,000
	Support individuals to access vocational training opportunities	-Number of individuals benefiting from vocational training		7,500,000
Scholarships	Provide scholarship opportunities for deserving individuals on need	-Number of individuals completing scholarships -Number of individuals meaningfully engaged after completing scholarships		15,500,000
Exchange Programmes	Develop an exchange visit protocol	-Protocol established and deployed		350,000
	Conduct exchange and learning visits	-New initiatives or innovations arising from visits		3,400,000
Entrepreneurship and Education	Facilitate entrepreneurship education and mentorship	-Enterprises initiated and breaking even		20,800,000

mentorship						
Leadership development & mentorship	Supporting leadership training and development among LGBTI persons	LGBTI Individuals rising to provide leadership in industry and social sectors				4,000,000
	Conduct mentorship on leadership	-Aspiring leaders receiving mentorship support				5,000,000
Self-improvement programs (vibrational power)	Facilitate self-improvement initiatives	- Increased evidence of psychological liberation from self-stigma - LGBTI individuals appreciating self-efficacy, self-motivation and self-correction				2,100,000
Budget Subtotal						106,650,000



Program /Intervention area	Intervention	Indicator of success	Time frame	Budget
Key Result Area 4: Strengthened Institutional Leadership, Governance and Management Capacity of NYARWEK & Partners				
Strategic Objective 4. To develop a versatile Institutional Framework of Systems and Structures that Deliver on the Mission of NYARWEK and its Partners				
Governance strengthening	Review and revamp governance structures	-Approved and Functional governance manual -Approved and Functional constitution		3,000,000
	Improve governance documentation	-Institutional statutory returns are up to date -Board minutes and discussion adequately documented		
	Improve governance body operations	-Documented Board orientation -Annual performance evaluation of CEO/ED and Board conducted -Presence of CEO/ED succession plan		
Management and Systems Strengthening	Develop capacity to design, implement effectively and efficiently manage activities and deliver results	-Project management strategy manual developed and operational -Project M&E Plans established -Projects have functional risk and closeout plans		2,950,000
	Develop and operationalize Communication policy and strategy	-Effective communication strategy and policies adhered to -Project quarterly meetings-reports		

Finance, Operations and Compliance	Develop Financial and Procurement Policy Manual	-Improved records management and documentation -Board approved Financial policies and procedures manual -Approve activity based budgets -Up-to-date Income expenditure reports						710,000
	Develop Administrative Policy	-Improved synchronization of operations						
	Develop internal audit charter	-Expense tracking and resource stewardship improved						
Human Resource Development	Review and upgrade HR policies and procedures	-HR policy manual operationalized -HR strategy developed						1,015,000
	Review and improve organizational structures and competency framework (JDs)	-Organogram established and functionally effective -Functional Job descriptions across the organization						
	Improve performance management systems and HR data management	-HR performance management system developed and functional						
	Conduct Staff and Board retreats	-Cohesive staff establishment -Improved performance						5,100,000
Award Management and Sub-award Management	Develop Grants Management Policy and Procedures Manual	-A sub-award monitoring and reporting system -Staff profiles indicate knowledge and skill in award management						750,000
Organizational planning, Resource Mobilization &	Strengthen capacity for strategic planning	-Board approved Strategic Plan document -Strategic plan monitoring plan and report						1,750,000

Financial sustainability			-Annual operational plans		
	Develop organizational Resource mobilization strategy and instruments		-Approved RM strategy and plan -RM subcommittee at Board level functional -Documentation of the funding pipeline -Approved organizational contingency funding plan		
	Develop institutional M&E Framework		-Functional M&E Framework -M&E tools developed and deployed as appropriate		550,000
Social enterprise and Investment	Develop NYARWEK Business and Investment Framework		-Business plan developed in an identified area -Board and Staff understand and support Business & Investment initiatives		650,000
Partnership Management and Advocacy	Develop capacity to engage in meaningful partnerships		-Developed Advocacy strategy -Developed and operationalized partnership strategy		2,090,000
	Conduct prospecting visits, meetings and engage partners		-Increase numbers and quality of partnership formed		
Research and Learning	Develop Research Policy and Guidelines		-Staff profiles on research knowledge -Policy on research develop		4,500,000
	Conduct operations research		-Research reports produced and disseminated		
	Document and disseminate lessons learnt		-Dissemination reports disseminated		
			Budget Subtotal		23,085,000