INERELA+ KENYA

International Network of Religious Leaders Living with or personaly affected by HIV - Kenya Chapter

STRATEGIC PLAN

2021-2025

Theme: Scaling Impact

+ Scaling Impact

Empowering religious leaders through education, knowledge and skills to live positively, becoming symbols of hope and agents of change who will help eliminate stigma and discrimination and promote gender justice and human rights within their congregations and communities.

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Foreward

INERELA+ Kenya's journey is one of resilience and steady growth. Founded to support religious leaders affected and infected by HIV/AIDS, a war in which significant progress has been made, INERELA+ Kenya has grown into a force to be reckoned with and strong unique capabilities.

Our unique position as a key influencer in society remains rooted in our interfaith background. We draw membership from religious leaders from different faiths including Christianity, Islam, and Hindu. These religious leaders are the focal point of all our interventions, and in dealing with them we have direct access to perhaps the strongest change agents in society due to their convening power within the congregations.

The Kenyan society and social dynamics are changing at perhaps the fastest rate yet, bringing new opportunities and unprecedented challenges. Buoyed by globalization, the technology revolution has heralded the digital economy, but we have also seen the downside of globalization with erosion of values. Notably, while this strategic plan's implementation, Kenya will be faced with succession politics. Such elections having been violent in the past and as such we seek to play a role in peace building and fostering communal cohesion.

Building on lessons and experience from 16 years of operation, we have a much better understanding of our environment, and our intervention approaches will be fine-tuned going forward to scale up interventions and accelerate impact. This strategic plan is thus an output of context specific choices.

There will be a significant shift in INERELA+ Kenya's strategic direction in terms of an expanded focus beyond HIV/AIDS leveraging on our capabilities to deliver greater impact. What's more? The maturity of devolution in the country has presented an opportunity to restructure INERELA+ Kenya's membership network into County chapters to deliver greater value and address county-specific issues more effectively.

The Board believes that this strategic plan positions INERELA+ Kenya to tap into opportunities and significantly enhance its impact. We welcome our partners and like-minded organizations to join hands with us and embark on this exciting and fulfilling journey in a new phase for INERELA+ Kenya.

Mr. Abdalla Mohamed

Chairperson, INERELA+ Kenya

Acknowledgement

We are pleased to share the INERELA+ Kenya's strategic plan 2020– 2024, which seeks to steer the organization towards the greater impact targeting the communities it serves for the strategic period and beyond.

We are grateful to all our partners who have supported us in the past. The lessons learnt from our program implementation have greatly informed the development of the current strategy. We remain grateful to the partners who have contributed to the development of the new strategic plan.

The feedback from the communities we serve, our funders, implementing partners, and government agencies at the national and county level, was immensely useful. It ensured that our strategic plan considered the needs of the people we seek to serve and partner with. Feedback, from the INERELA+ Kenya board members and staff of at various stages of the development of this strategic framework, was exceptionally useful to ensure we develop a document that rallies behind a shared understanding of our ultimate vision as an organization.

We acknowledge the work of Advisebit Limited, the consultants who led the development of this strategic plan for providing a good foundation to shape it into a document that addresses the needs of our stakeholders.

Jane Ng'ang'a

National Coordinator

Executive Summary

INERELA+ Kenya has grown over the last few years gained recognition for its pivotal role in HIV/ AIDS interventions. We work through community and congregational platforms to engage, mobilize, empower, and transform communities through faith sector platforms by integrating advocacy issues to amplify empowerment to reduce vulnerability to HIV by addressing factors fueling the spread of HIV. These issues include sexual and gender-based violence, gender justice, meaningful male engagement, pediatric HIV and TB treatment, mobilization for agribusiness.

The donor funding landscape is constantly changing, and we, like other organizations, must adapt to these changes. The traditionally funded program areas are experiencing reduced funding and emerging issues e.g. climate change becoming more attractive to donors. Funding models are also changing with more donors moving towards results-based funding. Traditional funders are also reducing their funding quotas paving way for more non-traditional funders to shape the development world.

This strategic plan will enable INERELA+ Kenya to redefine its strategic direction considering the changes above to enhance its effectiveness and sustainability. To achieve this, this strategic plan will redefine our identity, seek to expand our programmatic focus and geographical presence, restructure its membership model, strengthen organizational capacity and enhance sustainability measures.

Under health, focus on HIV will be expanded to include interventions targeting key populations (commercial sex workers, adolescents, drugs and substance users), reducing mother to child transmissions, male engagement and testing. Other health focus areas will include Sexual and Gender Based Violence (SGBV), Sexual and Reproductive Health and Rights (SRHR), Non-Communicable Diseases (NCDs), and Water Sanitation and Hygiene (WASH) including Menstrual Health. In addition, we shall focus in the short term on COVID-19 and post-COVID Recovery.

We will also expand our programmatic focus to the following new areas: Environment Conservation (Natural Resources Management, Climate Change Mitigation, Disaster and Risk Management – humanitarian interventions), Conflict Resolution and Peace Building, Human Rights, Leadership and Governance, Empowerment, and Psychosocial Support and emerging issues. These areas are in line with key issues affecting community we serve and resonate with our values, ethos, and purpose.

Our geographical expansion will involve expanding presence from 26 to all 47 counties in Kenya. A phased expansion approach will be applied. This expanded reach is important in improving INERELA+ Kenya's positioning nationally.

As an organization, it is critical for us to strengthen our capacity and attain operational excellence that supports efficient and cost-effective program delivery. Various organizational development and institutional strengthening initiatives will be undertaken to ensure we are able to effectively deliver on our mandate.

Resource mobilization and sustainability are focal to the achievement of our strategic ambitions. We will focus on deepening our existing partnerships, broadening and forming new partnerships, pursuing non-traditional funding sources, adopting and improving internal cost-saving practices, and, engaging in non-donor funded ways of resource mobilization e.g. consulting and developing our fundraising capacity as ways of enhancing its sustainability.

INERELA+ Kenya has to date impacted over 2,500 religious leaders and over 5 million people. It seeks to serve the vulnerable and those at high risk in society. The target population will involve both men and women, but special focus will be given to women, youth, children and those living with disability.

INERELA+ Kenya ultimately seeks to continue positioning itself as the go to development partner. It is a journey that we are excited to embark on and we welcome like-minded partners to help us make a difference, inspire hope, model change, advocate for the right causes, redefine the trajectory of our nation, preserve the good, tackle the ills and ensure the wellness of our community.

Abbreviations & Acronyms

Acronym	Definition
ARV	Antiretroviral therapy
CVE	Countering Violent Extremism
GBV	Gender Based Violence
HIV	human immunodeficiency virus
KASF	Kenya Aids Strategic Framework
KNBS	Kenya National Bureau of Statistics
NCDs	Non-Communicable Diseases
NGO	Non-Governmental Organization
ODF	Open Defecation Free
OVC	Orphans and Vulnerable Children
PLWHIV	People Living with HIV
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SRHR	Sexual and Reproductive Health and Rights
SVAC	Sexual Violence Against Children
TB	Tuberculosis
UHC	Universal Health Coverage
WASH	Water, Sanitation and Hygiene

01 │ INTRODUCTION

1.1   Organization Background

International Network of Religious Leaders Living with or Personally affected by HIV and AIDS-Kenya Chapter (INERELA+ Kenya) is a non-governmental organization registered in Kenya and a member of the INERELA+ global. INERELA+ Kenya is a membership organization, with members drawn from 26 counties across Kenya. Over the years, INERELA+ Kenya has empowered over 2000 religious leaders and has been able to reach over 5 million congregants in faith communities with key messaging on stigma reduction.

INERELA+ Kenya supports the involvement of religious leaders in delivery of programs. We seek to empower religious leaders through education, knowledge and skills to live positively, becoming symbols of hope and agents of change who will help eliminate stigma and discrimination within their congregations and communities.

The International Network of Religious Leaders Living with or Personally affected by HIV and AIDS (INERELA+) is a Global Interfaith Network formed in 2002 and officially registered in 2004. It was initially an African Network (ANERELA), following the inspiration of Reverend Canon Professor Gideon Byamugisha; one of the first practicing religious leaders to publicly declare that he was living with HIV.

The name-change to INERELA+ came about due to the expansion beyond Africa into other regions of the world: Asia Pacific, the America's, Europe and Central Asia which are organized through Regional Networks. Religious Leaders (RLs) Living with or Personally affected by HIV are the members of INERELA+. Religious Leaders with the support of the INERELA+ Secretariat have formed 18 Country Networks in the following African Countries; Burundi, Ghana, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Madagascar, Zambia, Malawi, Mozambique, Nigeria, Rwanda, Sierra Leone, South Africa, Tanzania, Uganda, Botswana, and Zimbabwe.

1.2   Governance Structure

Advisors   Board of Directors   Patron

Secretariat

Regional Committee

County Sub-Chapter   County Sub-Chapter   County Sub-Chapter
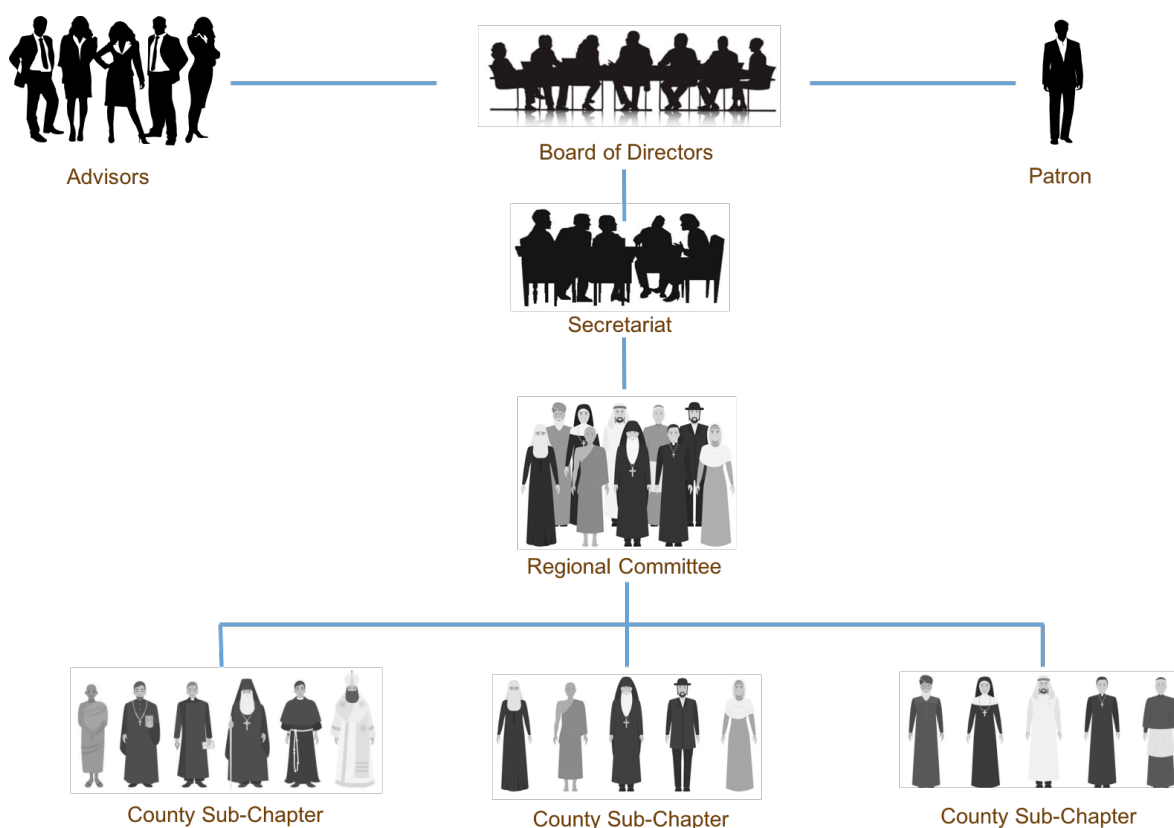
1.3 Organization Identity

Vision:

To be a model inter-faith organization leading the promotion of a healthy, empowered, equitable, just and peaceful community.

Mission:

To enhance community wellness by enabling, informing, transforming and promoting positive human development interventions (practices) through the faith sector and responsive solutions.

Core Values

Inter-Faith	We are driven by our religious values, but we are founded on religious diversity
Human-centered	We do no harm to the human being, preserving culture and beliefs that are fundamental to the wellness of the African society and contributing to nationalism
Empathy & Equity	We are non-judgmental in what we do, promoting fairness and equitable access
Integrity	We uphold the highest possible standards of integrity and accountability
Excellence	We strive for excellence in what we do, understanding our unique position as role models in society
Collaboration & Partnerships	We work with and through others, promoting engagement and cross-collaboration

1.4 Strategic Development Process

The following steps were followed in the development of this strategic plan.

1 › Organization Review and Stakeholder Engagement   **2** › Operating Environment Review   **3** › Opportunity Mapping   **4** › Strategy Formulation   **5** › Strategy Validation

02 | SITUATION ANALYSIS

2.1 The Faith-Sector and Development

The faith sector has a unique position in society. It commands respect, has convening power courtesy of religious platforms and serves to educate, inform and influence behavior drawing from religious values and texts. Faith-based organizations are on the frontlines of combatting extreme poverty, protecting the vulnerable, delivering essential services and alleviating suffering. In the development space, religious organizations have also been able to mobilize resources towards causes that resonate with religious beliefs and purpose most notably in healthcare and humanitarian assistance. In Kenya for instance, nearly half of the country's health care is provided by faith-based organizations, which underscores the pivotal role of the faith sector in addressing the plight of the vulnerable members of society and ensuring the wellness of communities. Religious leaders also occupy a pivotal role as conduits of information and influence, shaping the development agenda and serving humanity's best interests.

2.2 Thematic Focus Areas Overview

a) HIV and Health

In Kenya, with majority of the population ascribing to a religious affiliation — about 95% according to the 2019 Kenya Population and Housing Census — faith leaders may be able to reduce stigma against people living with HIV or to increase it, to disseminate accurate information about prevention and treatment or to obscure it, and to reach marginalized populations with care or to further their alienation.

Most notably in the recent past, In an effort to bring faith leaders into the fight for evidence-based information and HIV interventions in Kenya, the National AIDS Control Council has drawn on religious texts to convince churches, mosques, and other congregations to combine science and faith to inform the messages they deliver to their communities about it.

Significant gains have been made in the fight against HIV particularly in awareness creation and improved access to ARVs for PLHIV. Significant work however remains to be done in the areas of testing, mother to child transmissions, male partners engagement and interventions targeting vulnerable groups ((commercial sex workers, adolescents, drugs and substance users). These will be the key focus areas in HIV/AIDS interventions for INERELA+ Kenya over the next 5 years, tackling the increasing infections among vulnerable groups, removing gender and access to service barriers, providing SRHR education and addressing SGBV.

The opportunity for INERELA+ Kenya in healthcare interventions lies in empowering religious leaders to inform and enlighten communities, changing attitudes, behavior and practices while tackling misconceptions (e.g. in fighting stigma and encouraging testing). INERELA's capacity development and advocacy work will address the new areas in health. For HIV/AIDS, on the backdrop of successful interventions, the opportunity lies in broadening the coverage of our HIV/AIDS interventions from the current 26 counties to all 47 counties. Our interventions will be in line with the Kenya AIDS Strategic Framework (KASF) II goals and focus.

"To reduce stigma, we need religious leaders leading by example. I cannot be a faith leader who is stigmatizing and telling people on the other hand that you should not stigmatize."

Rev. Jane Ng'ang'a, National Coordinator of INERELA+ Kenya, speaking at the 23rd International AIDS Conference.

b) Leadership, Governance and Peace building

Corruption remains one of the country's major drawbacks hampering growth, service delivery and development. The country's politics continue to be premised on tribalism and negative ethnicity which make the country's election cycles turbulent/ disruptive necessitating peace-building. A decade later since the change in the governance system, devolution which is now taking root in the country presents a unique opportunity for INERELA+ Kenya to deal

with context-specific issues at County level such as influencing policy making, equitable resource allocation, and reduction of discrimination. INERELA+ Kenya will seek to enhance leadership and governance at different levels, contributing to the fight against corruption.

c)   Economy and Poverty

INERELA+ Kenya is particularly well placed to undertake economic empowerment of vulnerable groups and marginalized communities. INERELA shall also support social safety net programs and humanitarian assistance for indigents who bear the brunt of economic downturns likely to be occasioned by COVID-19 and the succession politics and elections period.

d)   Social Context

The faith sector remains a pivotal force in conflict prevention and mitigation, peacebuilding and fostering peaceful co-existence. INERELA+ Kenya shall spearhead constructive engagement between various stakeholders in the fight to end violent extremism and promote tolerance. INERELA+ Kenya has a unique opportunity to champion for equity at different levels of society leveraging on its influence and wide reach.

e)   Human Rights Situation

INERELA+ Kenya shall contribute to improving the rights situation in the country particularly by advocating for the enactment of favourable laws and policies that tackle the defined rights issues. It will also monitor the rights situation and issues in specific focus areas in line with its programmatic focus especially in sexual and reproductive health rights as well as sexual and gender-based violence (SGBV). In tackling SGBV, INERELA+ Kenya shall seek to establish referral pathways, build capacity of key stakeholders in tackling the vice and supporting survivors and offer psychosocial support as well as empowerment.

f)   WASH and Menstrual Health

Clean water, basic toilets and good hygiene practices are essential for the survival of children. Water and sanitation-related diseases are one of the leading causes of death for children under five years of age. Kenya, under Sustainable Development Goal 6, has committed itself to achieve by 2030 universal and equitable access to safe and affordable water for all; access to adequate and equitable sanitation and hygiene for all and an end to open defecation, paying special attention to the needs of women and girls and those in vulnerable situations. INERELA+ Kenya shall interventions will focus on girls and women and those in vulnerable situations as this is key to ending period poverty1 and ensuring human dignity and equity.

g)   Environment Conservation and Climate Change

Kenya is most vulnerable to climate change since the key drivers of the economy (agriculture, livestock, tourism, forestry, and fisheries) are climate sensitive. It's vulnerability due to climate change is worsened by relatively weak institutional capacity, low resource management capabilities, inadequate technology and information infrastructure as well as land degradation, which combined pose serious hurdles to effective climate change responses. INERELA+ Kenya will champion environment conservation, promoting business practices that are not harmful to the environment and the climate change agenda in the faith sector leveraging on its toolkits such as 'Farming God's way'!

2.3 Lessons Learned

This strategic plan is greatly influenced by lessons drawn from our program implementation. Key lessons include:

i.   Congregational structures have proved to be an effective entry point for most interventions.

ii.   Community-centred and/or locally generated solutions are more acceptable to the communities than outsider (externally generated) solutions;

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1   Period poverty refers to the inadequate access to menstrual hygiene tools and educations, including but not limited to sanitary products, washing facilities, and waste management

iii. Sustainability of interventions greatly hinges on organization sustainability. INERELA+ Kenya needs to enhance its own sustainability to effectively deliver and sustain interventions.

iv. Context specific interventions and prioritization key to maintaining our relevance. INERELA+ Kenya needs to address the priority needs at County level.

v. Working with like-minded organizations enhances impact and enriches program implementation tools for the benefit of beneficiaries and other stakeholders. INERELA+ Kenya needs to extend its partnerships.

2.1 SWOT Analysis

Strengths	Weaknesses
1. Strong Leadership: We have a Board that is committed and determined to steer the organization to reach its goals.	1. Limited resources and donor dependence: We have very little (own source) non-programmatic income streams and therefore highly dependent on donor funding.
2. Diversity in membership: The interfaith diversity within our membership creates a unique to reach a diverse community.	2. The current individual membership structure has presented challenges with members expecting hand-outs from us rather than supporting and participating in programs.
3. Global linkages: Linkage to INERELA+ global allows us the access to wider tools and network assets.	3. Limiting Organizational Systems – Our organizational systems, structures and processes need to be updated to meet our current growth needs.
4. Wide reach (network): Our presence in 26 counties in Kenya through the membership enables us to reach more communities.	4. Limited scope of programming– Involvement in one area of programming limits both our funding opportunities and impact in the community.
5. Our members have unique positions as key influencers in their congregations.	
6. Strong external partnerships /networks enable us to adequately serve the communities we serve.	
Opportunities	**Threats**
1. There are many relevant emerging issues and needs in society that that could provide an opportunity to us e.g. COVID-19.	1. With the shifting donor priorities, we must constantly reposition ourselves to remain operational.
2. Donor priorities are shifting to new focus areas that we can fit into.	2. An increase in the number of players in our areas of intervention shrinks the space to act and puts more pressure our survival.
3. Research and development of county level needs will allow INERELA+ Kenya to have focused intervention plans that will be responsive of on-the-ground needs.	3. Shrinking funding from traditional funders puts more pressure on us to fundraise from non-traditional funders.
4. INERELA+ is developing new relationships with new partners coming into the same space and is excited to increase on partnerships for increased growth.	
5. Shift from individual to 'organizational' membership will enable us to have better organized programmatic partnership.	

03 | STRATEGIC RESPONSE

3.1 Theory of Change
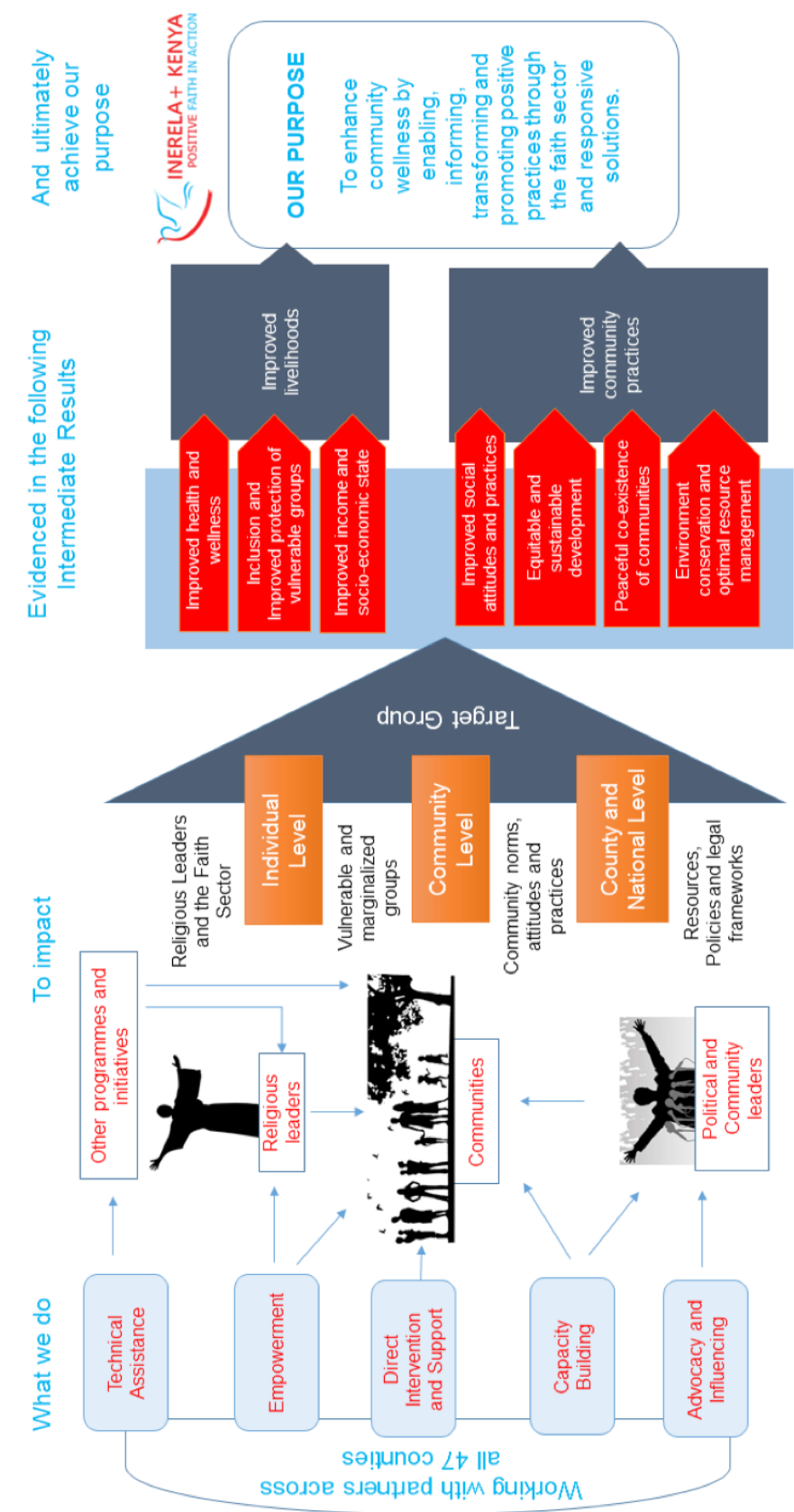
Figure 1: INERELA+ Kenya Theory of Change

3.2 Strategy Map
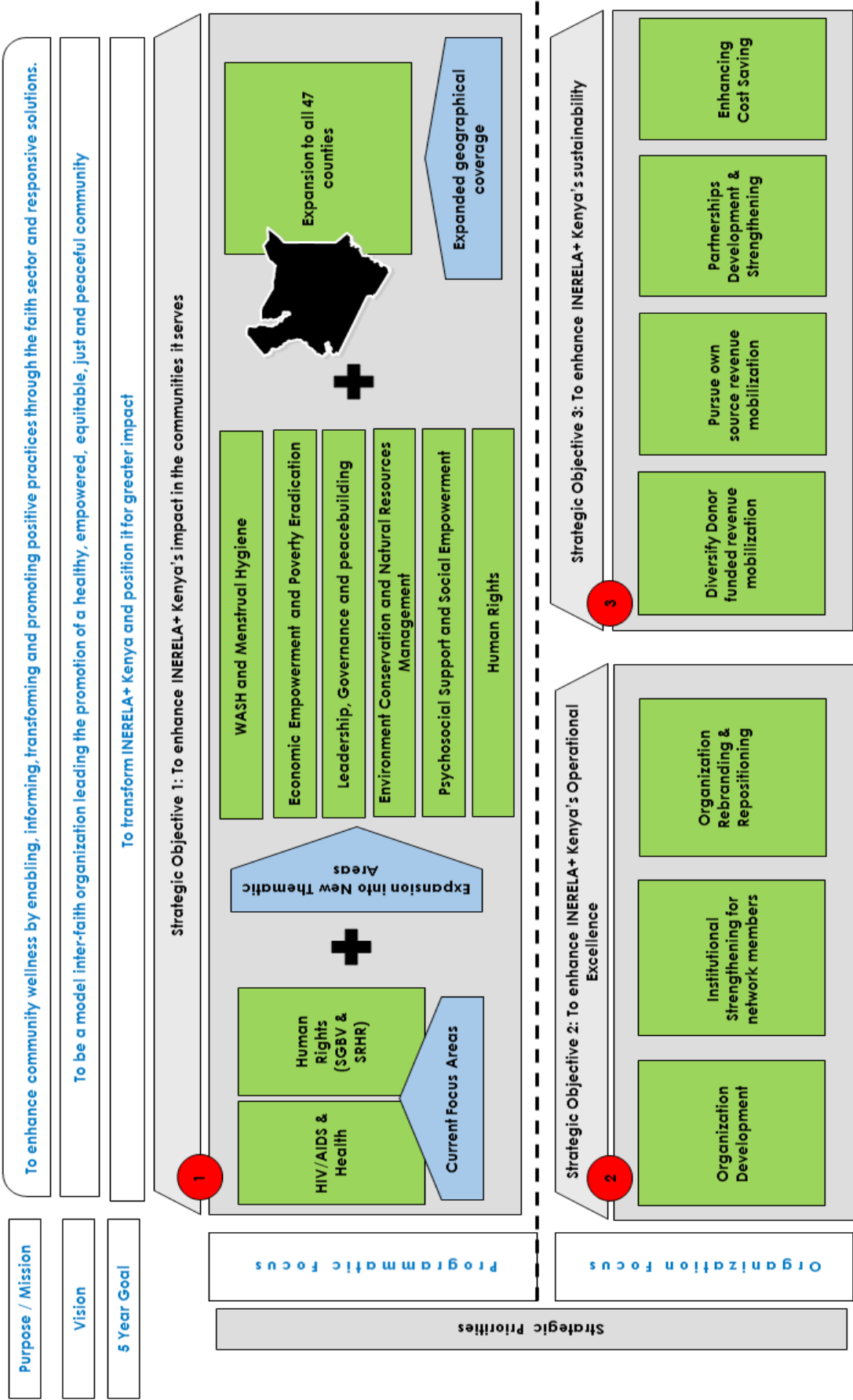
Figure 2: INERELA+ Kenya Strategy Map

Purpose / Mission: To enhance community wellness by enabling, informing, transforming and promoting positive practices through the faith sector and responsive solutions.

Vision: To be a model inter-faith organization leading the promotion of a healthy, empowered, equitable, just and peaceful community

5 Year Goal: To transform INERELA+ Kenya and position it for greater impact

Strategic Priorities

Programmatic Focus

Strategic Objective 1: To enhance INERELA+ Kenya's impact in the communities it serves

Current Focus Areas:
- HIV/AIDS & Health
- Human Rights (SGBV & SRHR)

Expansion into New Thematic Areas:
- WASH and Menstrual Hygiene
- Economic Empowerment and Poverty Eradication
- Leadership, Governance and peacebuilding
- Environment Conservation and Natural Resources Management
- Psychosocial Support and Social Empowerment
- Human Rights

Expanded geographical coverage:
- Expansion to all 47 counties

Organization Focus

Strategic Objective 2: To enhance INERELA+ Kenya's Operational Excellence
- Organization Development
- Institutional Strengthening for network members
- Organization Rebranding & Repositioning

Strategic Objective 3: To enhance INERELA+ Kenya's sustainability
- Diversify Donor funded revenue mobilization
- Pursue own source revenue mobilization
- Partnerships Development & Strengthening
- Enhancing Cost Saving

3.3 Strategic Framework

Strategic Objectives	Strategic Priorities	Strategic Initiatives
1. To enhance INERELA+ Kenya's impact in the communities it serves.	1.1 Expansion into new program areas of focus.	1.1.1 Leveraging on existing programs to introduce the new program areas e.g. linking of HIV and Economic Empowerment.
		1.1.2 Forming new strategic partnerships with partners already working in the new program areas.
		1.1.3 Developing organizational capacity in the new program areas
	1.2 Expansion into new geographical regions	1.2.1 Strengthening of existing networks in the new geographical regions.
		1.2.2 Forming new networks in the new geographical regions.
		1.2.3 Partnership with other players already operating in the new geographical regions.
2. To enhance INERELA+ Kenya's Operational Excellence	2.1 Organization Development	2.1.1 Review of Organizational policies and Procedures
		2.1.2 Board Development & training
		2.1.3 Staff Capacity Development
		2.1.4 Development and/or Strengthening of Organizational Systems
	2.2 Institutional Strengthening for network members	2.2.1 Developing the capacity of county level network membership
	2.3 Organization Rebranding & Repositioning	2.3.1 Organization re-registration
		2.3.2 Revision of the organization's constitution
		2.3.3 Revamping of organization website
		2.3.4 Development & implementation of a communications strategy
3. To enhance INERELA+ Kenya's Sustainability	3.1 Diversify Donor funded revenue mobilization	3.1.1 Development of a non-donor dependent (or post donor) resource mobilization strategy
		3.1.2 Diversification of funding sources to tap into non-traditional funding
	3.2 Pursue own source revenue mobilization	3.2.1 Diversification of funding to tap into non-donor funded sources e.g. consultancies
		3.2.2 Acquisition of income generating strategic assets
	3.3 Partnerships Development & Strengthening	3.3.1 Building new strategic partnerships
	3.4 Enhancing Cost Saving	3.4.1 Improvement of processes to achieve greater efficiency and cost effectiveness

3.4 Programmes

Programme Objectives	Programme Outcomes	Proposed Interventions	Programme areas	Coverage
Program Area1: HIV and Health				
To reduce the rate of HIV infections and improve the livelihoods of people infected and affected by HIV/AIDS	Increased rate of HIV testing and uptake of prevention measures by at risk groups	1. Promote ante-natal care for HIV infected mothers 2. Promote new testing approaches 3. Promote couples testing 4. Promote HIV prevention among the youth and at-risk groups	• HIV Prevention • HIV Testing • Maternal and ante-natal child health	1,000,000 Kenyans especially teenagers and young adults in 20 counties
	Improved livelihoods of people infected and affected by HIV	1. Support to religious leaders affected and infected by HIV 2. Psychosocial support 3. Monitoring 4. Research and development 5. Establishing tracing mechanisms 6. Support	• Improved access to treatment • Monitoring • Tracing, Reporting, Monitoring (enhancing referrals and adherence counselling) • Co-morbidities management	2,000,000 Kenyans infected and affected by HIV in 20 Counties
	Inclusion, protection and improved access to services for vulnerable and at-risk groups	1. Provide toolkits for SRHR interventions 2. Capacity building and technical assistance to key stakeholders, actors and related interventions 3. Provide referral pathways for survivors of SGBV (and access to interventions e.g. testing)	• SRHR (focus on young girls and boys) • SGBV • SVAC	
To enhance the awareness (health consciousness) of communities and promote healthy lifestyles	Enhanced health awareness of emerging diseases, epidemics and pandemics; and community response to address the same	1. Work with religious leaders to sensitize communities on health issues 2. Mobilize community support for pandemics and epidemics 3. Work with religious leaders to reduce stigma around TB, HIV/AIDS and COVID-19	• NCDs awareness programmes • Epidemics and pandemics response	1,000,000 Kenyans in all 47 Counties (Reached through congregational responses)

Programme Objectives	Programme Outcomes	Proposed Interventions	Programme areas	Coverage
Program Area 2: WASH and Menstrual Hygiene				
Communities, children and young people benefit from responsive and good quality health, sanitation and water services	Improved sanitation and hygiene practices in schools and communities	1. Collaborate with stakeholders such as the MoH and Water & Environment to implement hygiene promotion activities around safe water practices, Point of Use (POU) and hand washing 2. Work with religious leaders to promote good hygiene and sanitation practices in counties with poor WASH practices	• Parental care, early childhood stimulation • Prevention/control of water borne, and water related diseases • Sensitization programmes and campaigns	1,000,000 Kenyans (school children, girls and women) have improved access to sanitation facilities
	Improved access to sanitation and waste management facilities	1. Undertake research on availability of water, sanitation and waste management facilities 2. Support the construction or provision of sanitation facilities in densely populated schools and other high-risk areas in communities	• WASH monitoring in communities of interest • Sanitary and waste management facilities provision programmes	
Reduced period poverty with Girls and young women having improved access to quality sanitary solutions	Improved access to sanitary materials for vulnerable girls and young women and community attitudes and practices	1. Mobilize support to provide sanitary items to girls in rural areas and urban informal settlements 2. Provide sanitary materials for at risk and vulnerable girls and women e.g. those who are displaced 3. Advocate for financing of free sanitary materials provision for girls in schools (ending period poverty)	• Sanitary towels distribution programmes • Advocacy campaigns for allocation of funds towards free sanitary materials provision programmes especially for vulnerable girls and young women	1,000,000 girls and young women in all 47 counties have improved access to sanitary materials
		4. Work with religious leaders and schools to reduce stigma around periods	Sensitization and girls' mentorship programmes	

Programme Objectives	Programme Outcomes	Proposed Interventions	Programme areas	Coverage
Program Area 3: Economic Empowerment and Poverty Eradication				
Improved livelihoods of vulnerable groups and resilience	Improved capacity for livelihood generation	1. Collaborate with stakeholders to enhance the capacity for livelihood generation within communities for vulnerable groups and unemployed youth 2. Work with religious leaders to promote economic empowerment for vulnerable groups 3. Training and capacity building of vulnerable groups	• Livelihood stimulation programmes • Economic empowerment and resilience building programmes • Training and capacity building programmes	1,000,000 Kenyans (vulnerable groups, the poor and unemployed youth) in 20 counties have improved capacity for livelihood generation and access to finance
	Improved access to finance and funding opportunities	4. Financial support for vulnerable groups e.g. in humanitarian crisis 5. Linkages with social safety net programmes for indigents 6. Linkages with financiers supporting vulnerable groups	• Direct support programmes for humanitarian crises • Linkages and partnerships for improved access to finance and resilience	

Programme Objectives	Programme Outcomes	Proposed Interventions	Programme areas	Coverage
Program Area 4: Leadership, Governance and Peacebuilding				
To improve the quality of leadership and peaceful co-existence of communities	Improved standards and quality of leadership	1. Capacity building of leaders 2. Establishment of accountability mechanisms for leaders 3. Advocacy and influencing against vices such as corruption, negative ethnicity and intolerance propagated by leaders and promotion of equity, justice and favourable policies 4. Engaging with business leaders to promote ethical and environment-friendly business practices	• Advocacy programmes • Accountability mechanism programmes • Training and capacity building programmes	1,000,000 Kenyans in conflict hotspots across all 47 counties benefit from improved leadership, peace and harmony
	Reduced inter-communal conflicts and communities using peaceful means of conflict resolution	5. Establishing early warning mechanisms in communities that are prone to conflict and engaging with community and political leaders to diffuse tension 6. Establishing and/ or participating in conflict resolution mechanisms at community, county and national levels leveraging on political goodwill for the faith sector 7. Changing the norms, attitudes and behaviours in communities that promote violent conflict	• Conflict resolution programmes • Peace-building programmes • Community sensitization programmes	

Programme Objectives	Programme Outcomes	Proposed Interventions	Programme areas	Coverage
Program Area 5: Environment Conservation and Natural Resources Management				
To enhance environmental conservation, foster the conservation of biodiversity, natural ecosystems, and sustainable use of natural resources	Improved resource management and sustainability of natural ecosystems (and biodiversity)	1. Capacity building of leaders 2. Promote recovery of natural ecosystems 3. To mitigate and reduce human-wildlife conflict 4. Provision of toolkits for effective management of natural resources	• Advocacy programmes • Training and capacity building programmes • Community sensitization programmes	5,000,000 Kenyans across all 47 counties benefit from improved climatic conditions, biodiversity and natural resources
	Improved response to and reduced impact of climate change	5. Community sensitization on climate change and adaptation 6. Advocacy at community level against pollution and harmful practices to the environment / for pro-environment policies 7. Promote the use of renewable energy in rural settings 8. Changing the norms, attitudes and behaviours in communities that lead to depletion of resources, pollution and loss of biodiversity	• Community sensitization programmes • Tree planting programmes • Renewable energy programmes • Climate adaptation programmes • Advocacy programmes	

Programme Objectives	Programme Outcomes	Proposed Interventions	Programme areas	Coverage
Program Area 6: Psychosocial Support and Social Empowerment				
To enhance the mental wellness of at risk individuals and communities' psychosocial support	Improved awareness of, access to and uptake of psychosocial support services	1. Capacity building of religious leaders in government institutions, schools etc. on psychosocial support 2. Establishment of referral pathways 3. Establishment of a call centre 4. Community sensitization	• Training and capacity building programmes • Psychosocial support programme • Community sensitization programme	1,000,000 Kenyans (students, disciplined forces, SGBV survivors etc.) across all 47 counties have access to psychosocial support services
	Social empowerment	5. Supporting SGBV and SVAC survivors 6. Counselling services to newly infected HIV patients, drug addicts	• Mentorship programmes • Recovery support programmes • Counselling services	
Program Area 7: Human Rights				
To improve the rights situation of vulnerable and at-risk groups	Improved policies and regulatory frameworks (protection of the vulnerable)	1. Advocacy and lobbying for changes to and creation of better regulatory frameworks and policies at County and national level (Children's Act, Matrimonial Act, Bill of Rights) 2. Review of loopholes and gaps in policies and regulatory frameworks	• Advocacy programmes • Rights situation review and monitoring programme	2,000,000 Kenyans (Orphans and Vulnerable children, underage children facing labour and sex exploitation, girls facing FGM and early marriages, SGBV survivors etc.) across all 47 counties have an improved rights situation
	Improved awareness of and exercising of rights	3. Sensitization of vulnerable and at-risk groups of their rights 4. Capacity building of various stakeholders in upholding, implementing and enforcing rights 5. Establishment of a situation room 6. Monitoring of rights situation and impact on vulnerable groups 7. Documentation and reporting on rights issues	• SRHR programme • Sensitization programmes • Rights Monitoring Programme	

3.5 Geographical Footprint

INERELA+ Kenya currently has presence in 27 counties in Kenya. These are:

1. Bomet	10. Kisii,	19. Muranga,
2. Embu	11. Kisumu,	20. Nairobi,
3. Egeyo Marakwet,	12. Kitui,	21. Nakuru,
4. Homabay,	13. Laikipia,	22. Narok,
5. Kajiado,	14. Lamu,	23. Nyamira,
6. Kakamega,	15. Mackakos,	24. Nyeri,
7. Kericho,	16. Makueni,	25. Siaya,
8. Kiambu,	17. Migori,	26. Taita Taveta,
9. Kirinyaga,	18. Mombasa,	27. Uasin-Gishu.

Over the course of this strategic period, INERELA+ Kenya targets to expand its presence to all the 47 counties. This shall be implemented through a phased expansion as detailed below:

Phase	Description	Definition	Timeline	Counties
I	Counties that are ready for entry.	Ready network of religious leaders who are willing to champion INERELA+ Kenya's cause. Only require registration and capacity building.	2020-2021	Bungoma, Meru, Nyandarua Kilifi, Kwale, Tana river.
II	Counties that require some support to build structures for entry.	Relationship with religious leaders exists but work remains to be done in bringing these leaders together, building an understanding of INERELA+ Kenya and a local working arrangement.	2022 - 2023	Garissa, Marsabit, Mandera, Samburu, Wajir, West-Pokot.
III	Counties that require extensive support to build structures for entry	Need to develop a relationship with religious leaders, identify the leaders (living with or affected by HIV) and bring them together to find a local working arrangement.	2024	Baringo, Busia, Nandi, Trans-Nzoia, Tharaka-Nithi, Vihiga.

3.6 Programming Approaches

We will, dependent on the type of intervention, use a mix of programming approaches in the delivery of the strategic initiatives and programs to achieve this strategy.

These include:

i. **Promoting the faith sector's contribution to the development agenda:** this entails engaging stakeholders at different levels to promote sustainable development, equitable resource allocation, favourable policies and legal frameworks, as well as human-centred development approaches.

ii. **Empowerment and rights promotion:** we empower communities through multi-faceted interventions, enhancing understanding and capacity of individuals, families, communities, and our stakeholders to hold duty bearers to account for the fulfilment of rights. As part of our approach to rights-based programming, we will complement government efforts to provide access to services for vulnerable and marginalized groups as well as providing linkages.

iii. **Working with religious leaders and communities:** we work mainly with and through religious leaders in delivery of our interventions banking on congregational structures which have proved to be an effective entry point and interventions. We have better access to families than other outside actors. Our interventions are targeted at communities. We serve the interests of communities and our purpose is centred on communal wellness.

iv. **Strengthening community by addressing vulnerability:** our interventions are targeted to address systemic deficiencies that lead to exclusion of vulnerable and marginalized groups. We work with like-minded organizations that seek to address gender inequality, particularly the barriers and societal norms that perpetuate gender exclusion. We will work particularly with adolescent girls in localities where GBV and exclusion is pronounced. In HIV/AIDS interventions, we are focused on vulnerable groups and at-risk youth who have the highest rates of infection. As we promote youth and gender mainstreaming, our interventions are consciously designed to be gender transformative.

v. **Engaging government, civil society and private sector:** the faith sector is the fulcrum of society. We have convening power, a wide reach and command respect from key stakeholders. We promote multi-stakeholder interventions around key issues in society, mobilize responses towards critical causes and humanitarian intervention and continue to be a critical link between various actors.

vi. **Influencing and advocating for change:** as stewards we use our unique position to influence both national and county governments to address key issues in society and community interests. We also advocate for change in communities and at government level, influencing the development of policies and regulatory frameworks that serve the best interests of humanity and communities. We are keen on promoting the climate change agenda in the faith sector.

vii. **Strengthening intervention approaches and building the capacity of key actors:** we continue to provide toolkits and research that informs intervention areas and approaches. We also develop the capacity of key actors to ensure the sustainability of interventions.

3.6 Resourcing

Total Projected Expenditure Kenya Shillings						
Thematic areas of focus	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**TOTAL**
1 – HIV and Health	9M	26M	36M	46M	56M	173M
2 – WASH and Menstrual Hygiene	0.9M	5M	10M	15M	20M	50.9M
3 – Economic Empowerment and Poverty Eradication	-	10M	15M	20M	25M	79M
4 – Leadership and Governance	-	10M	15M	20M	25M	70M
5 – Natural Resource Management and Climate Change	-	9M	14M	19M	24M	66M
6 – Social Empowerment and Psychosocial Support	0.5M	10M	15M	20M	25M	70.5M
7 – Human Rights	0.5M	10M	15M	20M	25M	70.5M
Total	**40M**	**80M**	**120M**	**160M**	**200M**	**600M**
Direct Programme Expenditure (70%)	28M	56M	84M	112M	140M	420M
Programme Support Expenditure (30%)	12M	24M	36M	48M	60M	180M

04 | IMPLEMENTING THE STRATEGY

4.1 Secretariat Structure

To effectively and efficiently INERELA+ Kenya secretariat will adopt this new organogram
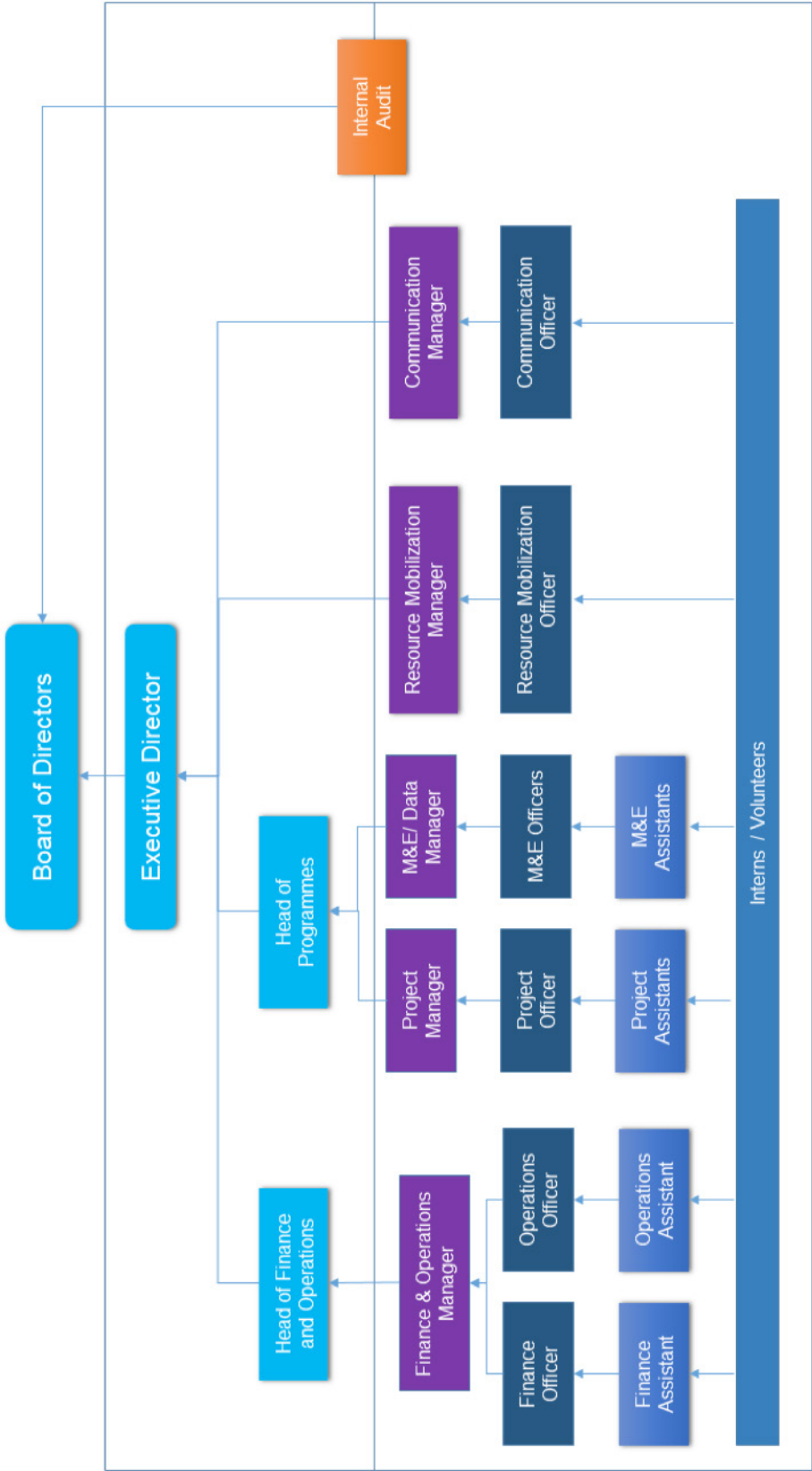
Figure 3: INERELA Secretariat Structure

4.2 Strategic Implementation Plan

Strategic Objective	Strategic Initiatives	2021	2022
1. To enhance INERELA+ Kenya's impact in the communities it serves.	1.1 Expansion into new program areas of focus.	- Programming design	
		- Baseline Survey in new program areas	
		- Developing M&E framework	
	1.2 Expansion into new geographical regions	- Design of membership structure	1st expansion phase
		- Pre-entry engagements	
2. To enhance INERELA+ Kenya's Operational Excellence	2.1 Organization Development	- Development of key organizational Policies	
		- Board Assessment	- Board Development & Training
		- Systems Audit	- Automation of systems
		- Staff Capacity Assessment & Development	- Staff Capacity Development
	2.2 Institutional Strengthening for network members	- Pre-entry engagements	- Capacity assessment for network members
			- Capacity Development
	2.3 Organization Rebranding & Repositioning	- Revision of INERELA+ Kenya constitution	
		- Re-registration of INERELA+ Kenya	
		- Revamping of INERELA+ Kenya website	- Updating of website information
		-Development of communication strategy	
3. To enhance INERELA+ Kenya's Sustainability	3.1 Diversify Donor funded revenue mobilization	- Develop resource mobilization strategy - Set-up of a resource mobilization team	Donor proposal development
	3.2 Pursue own source revenue mobilization		Commercial proposal development
	3.3 Partnerships Development & Strengthening	- Set- up partnership framework	Partnership engagement
	3.4 Enhancing Cost Saving		- VFM & Process audits

2023	2024	2025
- Review of program design		- Review of program design
- Review of M&E framework		- Review of M&E framework
2nd expansion phase	3rd expansion phase	
		- Review of key organizational Policies
		- Board Development & Training
- Automation of systems		- Review of efficiency of systems
- Staff Capacity Development	- Staff Capacity Development	- Staff Capacity Development
- Capacity assessment for network members	- Capacity assessment for network members	
- Capacity Development	- Capacity Development	
- Updating of website information	- Updating of website information	- Updating of website information
Donor proposal development	Donor proposal development	Donor proposal development
Commercial proposal development	Commercial proposal development	Commercial proposal development
Partnership engagement	Partnership engagement	Partnership engagement
	- Process Improvement	

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INERELA+ KENYA

**International Network of Religious Leaders Living
with or personaly affected by HIV - Kenya Chapter**

INERELA+ Kenya
Strategic Plan 2021-25

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