



LETS BE TESTED QUEENS
CBO(WESTERN KENYA LBQT
FEMINIST FORUM)
STRATEGIC PLAN 2021-2025

Executive summary

This strategic plan review 2019-2022 of Lets Be Tested Queens CBO (Western Kenya LBQT Feminist Forum WKLFF), was undertaken between September 2021 and May 2022 as part of a series of such reviews requested by the Lets Be Tested Queens CBO (WKLFF) senior management and Board.

The review was a participatory process conducted by the Strategic Plan Review Team which comprised of the Board, staff and membership, and an independent external consultant. The review process involved the analyses of extensive background documentation, interviewing Thematic Programme Heads at Lets Be Tested Queens CBO (WKLFF) and a needs assessment and online interviews with members and partners. The interviews were supplemented by the analysis of questionnaire responses from Lets Be Tested Queens CBO (WKLFF) staff, members, and partners.

The operational Name for **Lets Be Tested Queens CBO** shall be **Western Kenya LBQT Feminist Forum(WKLFF)** thus The Strategic Plan is anchored on Four Key Strategic Issues:

1. **Advocacy** –*Inclusive and non-discriminatory policies, Religious engagement, media engagement, Access to Justice, and Regional and international instruments*
2. **Inclusive Health** *Mental health, Sexual and Reproductive Health Rights, Research, and documentation*
3. **Safety and Protection**-*Access to Justice*
4. **Institutional Capacity Development** - *Governance and leadership, Financial Management, Human Resources, movement building, Resource mobilization and Sustainability.*

The Monitoring and Evaluation Framework sets out a plan that clearly outline indicators of performance and baselines for tracking performance. The plan will also be supported

by a Resource Mobilization Strategy that will detail how to raise capital required to support the proposed budget plans

Origin of the Review

In April 2021, Two WKLFF staff (The Executive Director and Programs Director) had been chosen through a competitive application process by Feminist Republik, to join a small group of remarkable individuals leading social justice efforts around the continent.

Together they attended five excellent weekly sessions for a month that took them away from daily responsibilities for a few hours in order to develop and deepen their understanding and approaches around self and collective care and building resilience in movements and communities.

This empowered them to become Trainer of Trainers (ToTs) for the Healing in Solidarity Workshop which ultimately enabled them to replicate the methodology deployed in the training and drawing best practices on the lessons learned on the WKLFF Board and membership that allowed for sharing and growth in the Team Building activity. In June 2021, the organization received a 6,000USD grant from the Urgent Action Fund to Foster Collective care and solidarity in order to challenge power and build spaces of liberation across time and space, by creating spaces that are safe, welcoming, and center collective healing and well-being for the Organizations Membership and Management for 3 months. Implementing the Collective care project created a space to share radical justice and lived experiences and build trust within the Hierarchical structures of management within the organization, thus bringing forth the need to review the Lets Be Tested Queens CBO (WKLFF) strategic plan 2019-2022, to majorly focus on taking care of the management, members and beneficiaries not as a form of dependency but to ensure that frustrations, disappointments and trauma in activism have an outlet and be expressed in

healthy way while dismantling patriarchy and capitalism at the programmatic and individual levels.

CREAW and Lets Be Tested Queens CBO(Western Kenya LBQT Feminist Forum (WKLFF) also jointly carried out an Organizational Capacity Assessment on 2nd of November 2021. This was a self-assessment on seven thematic areas namely governance, Human resource, financial management and internal control, service delivery, networking /collaboration /external relations and partnership, sustainability and MEAL& Knowledge management. This exercise was done physically with the help of CRAEW staff . The information shared with CREAW was collated and a report highlighting the organization's strengths/ celebrations as well as areas of improvement. Capacity gaps were then identified and the partner requested to develop a capacity building plan.

It should be noted, however, that in the light of the COVID 19 pandemic and the increasing need for self and collective it is Imperative to infuse these two components in the strategic plan 2021-2025 as they were not considered as strategic priorities initially. By involving the Lets Be Tested Queens CBO (WKLFF) management, membership, partners and the External consultant in the review teams, there was a demonstration of participatory methodologies in review skills, capability and experience including the development and utilization of a common approach, methodology, data collection procedures and analyses. The users and applications of the strategic plan (2021-2025) are:

- The Membership of Lets Be Tested Queens CBO(WKLFF)
- The Beneficiaries of Lets Be Tested Queens CBO (WKLLF)
- The Lets be Tested Queens CBO Board of management
- The Lets Be Tested Queens CBO staff
- Donors/Funders
- Partners

Contextual Analysis

Lets Be Tested Queens CBO s Feminist ideology clarifies the nature of Womxn power, and the means to the acquisition of this power in order to challenge oppression and exploitation by patriarchal societies. Feminism is still treated with suspicion in the Kenyan Society and just not by patriarchal men but even by Womxn who have worked in the gender equality rights movement for decades. Being an advocacy agency, our motto is **“Intersectional feminism at the core of all our advocacy actions”**

Our Advocacy strategies involve promoting the interests of the Sexual and Gender Minority Womxn specifically the Lesbian, Bisexual, Queer, Trans*, Gender Non-Conforming Womxn using Intersectionality by acknowledging the unique experiences of discrimination and oppression that marginalize Womxn – gender, race, class, sexual orientation, physical ability, etc.

feminism is about all genders and sexes having equal rights and opportunities. It's about respecting diverse womxn's experiences, identities, knowledge, and strengths, and striving to empower all Womxn to realize their full rights. Because Womxn are unique, many identities are possible and that is the core of intersectional feminism. The misconception that surrounds feminism is based on a radical stand that connotes disobedience to social, religious, and cultural position of Womxn. This in itself is against the core values of feminism which are **Humanism, Justice, and Fairness.**

Our Feminist Ethics

Lets Be Tested Queens abides by the African Feminists Charter on institutional ethics that subjects us to commit to the following:

- Advocating for openness, transparency, equality and accountability in feminist-led institutions and organizations.

- Affirming that being a feminist institution is not incompatible with being professional, efficient, disciplined, and accountable.
- Insisting on and supporting African womxn’s labor rights, including egalitarian governance, fair and equal remuneration and maternity policies.
- Using power and authority responsibly, and managing institutional hierarchies with respect for all concerned. We believe that feminist spaces are created to empower and uplift Womxn. At no time should we allow our institutional spaces to degenerate into sites of oppression and undermining of other Womxn.
- Exercising responsible leadership and management of organizations whether in a paid or unpaid capacity and striving to uphold critical feminist values and principles at all times.
- Exercising accountable leadership in feminist organizations taking into consideration the needs of others for self-fulfillment and professional development. This includes creating spaces for power-sharing across generations.
- Creating and sustaining feminist organizations to foster womxn’s leadership. Womxn’s organizations and networks should be led and managed by Womxn. It is a contradiction of feminist leadership principles to have men leading, managing, and being spokespersons for womxn’s organizations.
- Feminist organizations as models of good practice in the community of civil society organizations, ensuring that the financial and material resources mobilized in the name of African Womxn are put to the service of African Womxn and not diverted to serve personal interests. Systems and structures with appropriate Codes of Conduct to prevent corruption and fraud, and to manage disputes and complaints fairly, are the means of ensuring institutionalization within our organizations.

- Striving to inform our activism with theoretical analysis and to connect the practice of activism to our theoretical understanding of African feminism.
- Being open to critically assessing our impact as feminist organizations, and being honest and proactive with regards to our role in the movement.
- Opposing the subversion and/or hijacking of autonomous feminist spaces to serve right-wing, conservative agendas.
- Ensuring that feminist non-governmental or mass organizations are created in response to real needs expressed by women that need to be met, and not to serve selfish interests, and unaccountable income-generating.

Feminist leadership

As part of the feminist movement, we recognize that feminist agency has popularized the notion of Womxn as leaders. As a feminist led organization, we are committed to making a critical difference in leadership, based on the understanding that the quality of womxn's leadership is even more important than the numbers of Womxn in leadership. We believe in and commit ourselves to the following:

- Disciplined work ethics guided by integrity and accountability at all times.
- Expanding and strengthening a multigenerational network and pool of feminist leaders across the continent.
- Ensuring that the feminist movement is recognized as a legitimate constituency for women in leadership positions.
- Building and expanding our knowledge and information base on an ongoing basis, as the foundation for shaping our analysis and strategies and for championing a culture of learning, beginning with ourselves within the feminist movement.

- Nurturing, mentoring and providing opportunities for young feminists in a non-matronising manner.
- Crediting African womxn’s labour, intellectual and otherwise in our work.
- Creating time to respond in a competent, credible and reliable manner to other feminists in need of solidarity and support whether political, practical or emotional.
- Being open to giving and receiving peer reviews and constructive feedback from other feminists

Feminism and the SDGs

A major part of the Secretary-General’s leadership platform in 2021 was his publication of Our Common Agenda, an “agenda of action designed to accelerate the implementation of existing agreements, including the Sustainable Development Goals.” In support of “[placing] women and girls at the center,” one of the report’s priority areas, the Secretary-General committed to five “transformative measures.” These include:

1. The full realization of equal rights, including through the repeal of gender-discriminatory laws;
2. Promoting gender parity, including through quotas and special measures;
3. Women’s economic inclusion, including through investment in the care economy, equal pay, and support for women entrepreneurs;
4. Inclusion of younger women; and
5. An emergency response plan to end violence against women and girls and other harmful social norms.

The Feminist U.N. Campaign defines a feminist leadership agenda as a full-fledged women's rights agenda based on U.N. policies of human rights, equality, fairness, and nondiscrimination.

SDG 5 which is Gender equality addresses many issues of particular importance to feminist movements, including ending violence against women and girls, recognizing and valuing unpaid care and domestic work, seeking to advance women's equal participation and leadership, and ensuring access to reproductive rights (though carefully excluding sexual rights). Moreover, gender is mainstreamed throughout all the goals bringing into view crucial issues such as the need to give women equal access to economic resources including control over land and other property.

Generation Equality is an international platform that seeks to accelerate the implementation of gender equality commitments in the Beijing Declaration and Platform for Action of 1995 to achieve transformative change. Generation Equality Forum (GEF) is convened by UN Women and co-hosted by the governments of Mexico and France. As part of the GEF process, Kenya is co-leading the Gender-Based Violence (GBV) Action Coalition, one of the GEF's six Action Coalitions (ACs). The other Actions Coalitions include:

- Economic justice and rights,
- Bodily autonomy and sexual and reproductive health and rights (SRHR),
- Feminist action for climate justice,
- Technology and innovation for gender equality, and
- Feminist movements and leadership.

About Lets Be Tested Queens CBO

LETS BE TESTED QUEENS is a Community based Organization founded by a simple Majority of young Womxn with a view to uplift living standards and make empowered choices in a community worth living in using intersectional feminist approaches. The Organization was founded in 2016 to address problems experienced by LBQ and ITGNC Womxn in inclusion in Nation building, recognition in economic and social spheres, poor participation in decision making, low incomes(unemployment), poor health due, non-conducive policy environment, and lack of social information so that the Women could access equitable development.

Mission

To build an intersectional feminist movement that will enable Womxn to participate in decision making and social and economic engagement.

Vision

Have an inclusive society where all persons have equitable opportunities for access

Core Values

- Intersectional Feminism
- Transparency and accountability
- Social justice
- Inclusivity
- Healing Justice

Lets Be Tested Queens Identity

Let's Be Tested Queen's identity clarifies the nature of LBQ and ITGNC Womxn power dynamics and the means to the acquisition of this power in order to challenge oppression and exploitation by patriarchal societies in order to holistically occupy social, economic, and cultural spaces while challenging existing inequalities. . The term "Womxn" is used

severally in this document to signify the inclusion of all individuals Assigned Female at Birth(AFAB) with varied gender expression and sexual orientation identities

Western Kenya LBQITGNC Context

The LBQ stands for Lesbian Bisexual and Queer and ITGNC stands for Intersex, Trans and Gender non-conforming persons. Many LBQITGNC Womxn, Human Rights defenders and activists in Western Kenya contend with social and structural-level stigma and discrimination with multiple undocumented human rights violations such as: - physical assault from mobs and vigilantes, - rape and sexual assault by police, and - institutional barriers to housing, education, and employment

Despite the provision of Kenya's constitution, there is substantial evidence that LBQ and ITGNC persons are limited in many ways and suffer various forms of rights violations.

LBQITGNC Womxn experience unique and intersecting challenges. Acts of violence endured specifically in the notion of 'corrective rape', is considered a form of torture by the African Commission on Human and Peoples' Rights (ACHPR, 2017, Para 58

In 2013, a series of community conversations with a local grassroots organization of sexual and gender minorities who were assigned female sex at birth (SGM-FAB) occurred in Western Kenya by the UCLA school of law on Sexual and Gender Minorities in Kenya.(health and rights concerns of people assigned female at birth)many SGM-FAB people identify with a lesbian, ¹bisexual and queer (LGBQ) women's community, including not only those who identify as women, but also those who identify as trans masculine, non-binary, or gender fluid. Similarly, grassroots community organizations and support groups for LBQ women tend to be inclusive spaces for trans masculine and non-binary individuals assigned female at birth, and previous qualitative work

¹ <https://williamsinstitute.law.ucla.edu/publications/sgm-western-kenya/>

(Wilson et al., under review) has identified that many SGM-FAB who identify as transgender or non-binary also identify as LBQ women.

A total of 273 SGM-FAM respondents participated in the survey which was distributed through social networks. 73.2 identified as Lesbian, 16.1 identified as Bisexual, 16.1 identified as Queer, and 2.2 identified as homosexual or other, 0.7 identified as straight.

The findings of the survey were as follows;

- 34% experienced underemployment
- 48% had post-secondary education
- 28% reported having experienced violence because of their sexual orientation and gender identity or expression
- 39% experienced some form of barrier when accessing needed menstrual products
- 39% felt that some form of legal services was needed especially to LGBT, educational initiatives, research on LGBT individuals, and anti-discrimination laws protecting Sexual and Gender minorities

Rationale for LBQ and ITGNC programming

Research on sexual and gender minorities in Kenya – as in much of the world – has focused almost exclusively on the needs of those assigned male at birth, including those currently identified as men and transgender women, and their sexual partners. Further, much of that research has remained HIV/AIDS focused, and has missed an examination of the broad range of sexual health needs identified by Kenyan sexual and gender minority people (amFRA, 2015).

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good relationship with intersectional Feminist Led Organizations/movements and funders in western Kenya. • Diverse professional experience among staff with expansive programmatic experience of LBQITGNC programming • Flexible Womxn Led management and membership team, receptive to new ideas which can foster institutional dynamism and inclusivity. • Progressive Engagements with the County Governments, Judiciary, Media, religious leaders, health sector, and the National Police. • Gradual Strengthening of Organizational systems and structures • Prioritization of cross movement building as part of the organizations mandate • Expansive social capital base that allows for strategic communication and advocacy • A vibrant Right holder membership who are at the centre of the implementation of Projects 	<ul style="list-style-type: none"> • The need for strengthened Institutional Capacity owing to the nascency of the organization • The prioritization of funding by diverse donors for GBM (Gay Bisexual Men) under Key population and minimal allocations thereof for LBQ and ITGNC Womxns programming
Opportunities	Threats
<ul style="list-style-type: none"> • Gradual organizational growth of Lets Be Tested Queens CBO due to responsiveness of donors towards resourcing for LBQITGNC movement. • Changing governance structures and systems in the country which has considered the political participation of Womxn will enrich engagement with policy makers and duty bearers at the county level to enhance gender mainstreaming and inclusivity under the generation equality/equity forum agenda. 	<ul style="list-style-type: none"> • Dogmatic aspiring leaders who use the LGBT+ rhetoric for campaign gains to enhance their manifestos • politicized Negative traditional Media rhetoric on LBQ and ITGNC lives • the transitional change of leaders from the previous to the next government will require new strategies for advocacy • Government surveillance of Lets Be Tested Queens activities • Surging cases of COVID 19 and Monkey Pox will interfere with programmatic implementation and project timelines

<ul style="list-style-type: none"> • Growing responsiveness of Womxn Human Rights Defenders and community leaders to promote social justice and Human rights. • Political good will from the Womxn led political leaders who are able to sit on policy and decision-making desks to advance gender equality and equity. • Relatively slow implementation of Alternative Justice System mechanisms processes through which LBQ and ITGNC issues can be redressed on the ground • Opportunity to merge the official legal status of Lets Be Tested Queens CBO and the operational name (Western Kenya LBQT Feminist Forum) to form an organization with an expanded mandate 	<ul style="list-style-type: none"> • Climate change • Lack of inclusive alternative justice system referral mechanisms in place • The decrime case Clauses in the penal code, criminalizing same-sex sections 162 and 163) relationship/contradicting the spirit of the constitution. • The decrime case on suicide on section 226 • Restrictive legal regime which frustrates efforts for LBQITGNC to transition from CBO to NGO, with enhanced mandate under the Public Benefits Act. • the introduction of the Community registrations bill 2021 that seeks to control all activities of grassroots organizations by government • Increasing negative propaganda, hate speech misinformation and disinformation through social media platforms on LBQ and ITGNC Womxn
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PESTEL ANALYSIS

Political	<ul style="list-style-type: none"> • Dogmatic aspiring/new/existing leaders who use the LGBT+ rhetoric for personal and political gains to enhance their political mileage, ideologies and manifestos • A Politicized and sensationalized traditional and Online Media coverage using rhetoric that negatively portrays the lived experiences of LBQ and ITGNC Womxn. • the transitional change of power and governance structures from one presidential leader to the next in all levels of government. The changes in regime requires pro active advocacy strategies using strategic communication • Increased Government surveillance of organizational activities • Volatile political climate coupled by citizenry Apathy
Environmental	<ul style="list-style-type: none"> • Surging cases of COVID 19 and Monkey Pox will interfere with programmatic implementation and project timelines • Climate change
Social	<ul style="list-style-type: none"> • Homophobic tendencies among general public and Community Leadership who justify the behavior of Pedophiles, sociopaths and psychopathic predispositions to spread misinformation and Disinformation on the lives of LBQ and ITGNC womxn .

	<ul style="list-style-type: none"> • Increasing anti-feminist organizing using ideologies from Powerful patriarchs to spread anti feminist propaganda, misinformation and disinformation in order to shut down feminist voices. • shrinking organizing spaces due to lack of resources as a result of cross movement collaboration • Increased mental health complexities as a result of internalized and Externalized homophobia and intersectional stress. • growing anti -LGBT+ Christian fundamentalists agendas as a result of support from the new regime under President William Ruto.
Technological	<ul style="list-style-type: none"> • Increasing negative propaganda, hate speech misinformation and disinformation through social media platforms on LBQ and ITGNC Womxn • Limited digital awareness training on digital tools and devices that LBQITGNC womxn need in order to participate in a digital society as cyber feminists • Limited awareness on Data protection act 2017
Legal	<ul style="list-style-type: none"> • Lack of inclusive alternative justice system referral mechanisms in place • The decrime case Clauses in the penal code, criminalizing same sex sections 162 and 163) relationship/contradicting spirit of constitution. • The decrime case on suicide on section 226 • Restrictive legal regime which frustrates efforts for LBQITGNC to transition from CBO to NGO, with enhanced mandate. • the introduction of the Community registrations Act 2021 that seeks to control all activities of grassroots organizations by government • lack of confidence in the judiciary

STAKEHOLDERS ANALYSIS

	Type of stake	Resources What Does the actor dispose of specific material and immaterial resources that allow him to shape the issue at stake?	Risk of non-engagement
Key stakeholder			
LBQ and ITGNC persons from western Kenya.	Affiliate members and direct beneficiaries	Goodwill and support in the implementation of interventions.	Lack of a collective sense of ownership and community
Kenya National Commission on Human Rights	partners	Provide, promote and protect LBQITGNC Womxn Human rights Defenders and support on advocacy and intervene on Human Rights Violations cases.	Subverted advocacy in voice, power and agency
National Gender and Equality Commission		Provision of data and information on gender for all studies Policy advocacy Knowledge sharing	Subverted advocacy in voice, power and agency
The National Police Service	partner	Provide security and prevention of crime.	Increased and targeted crime and community intolerance towards LBQ and ITGNC persons.
Independent Policing Oversight Authority	partner	Provide oversight on police conduct when handling LBQITGNC cases	Subverted advocacy in voice, power and agency
University of Michigan	partner	Support on development of IEC materials, commodities, organization development and research	Research information and data on the LBQITGNC Womxn will not be accessible for the Queer Knowledge Hub, lack of evidence-based advocacy to influence policy change.
The Feminist Republic	partner	Support on healing justice, self, collective care and healing	Lack of voice, power, and agency in self and collective care for Womxn Human Rights Defenders

Peace Bridges International	partner	Provides capacity building on safety and security and safe spaces for LBQITGNC Womxn Human Rights Defenders	Lack of protection mechanisms for Womxn Human Rights Defenders
Defenders Coalition	partner	Provides capacity building on safety and security and incidence response	Lack of protection mechanisms for Womxn Human Rights Defenders
Religious leaders/institutions	Prospective partners	Institute Religiosity through self-discovery, maintenance, and transformation of attitudes of religious and spiritual leaders towards LBQITGNC Womxn	Increased religious intolerance and instigation of propaganda and homophobia.
Donors Urgent Action Fund , Women Win, University of Michigan,HIVOS,CREAW	Funding partners	Supporting organization's activities.	All Programs and administrative processes will stop.
Civil Rights Defenders	partner	Provides capacity building on documentation and safety and security and safe spaces for LBQITGNC Womxn Human Rights Defenders	lack of evidence-based advocacy data to influence policy change and/or enhance access to justice
Western Kenya Social Justice Working group	partner	Promotion of social justice and Human rights.	Lack of collective voice, power, and agency for advocacy against human rights violations of LBQITGNC Womxn
TINADA Organization	Partner	Provides mental health services	Increased mental health challenges in the LBQITGNC community
Western Kenya LBQ organizations Collective	partner	build synergies within LBQ programming in Western Kenya aimed at movement building through partnerships and strategic collaborations	Subverted advocacy in voice, power, and agency in upholding human rights for all
County Health Management Team	partner	Set policies and offer inclusive services that enhance access to SRHR and Universal health Care for the LBQ and ITGNC Womxn	Lack of inclusive policies and services that promote equity in access of essential health services
Intersectional Womxn Rights	partners	Advocacy on intersectional Feminist issues	Lack of collective voice, power, and agency for advocacy against all Womxn

Organizations(Gender Dialogues, CREAM)			
Football Kenya Federation	Complimentary partner	grow and develop the Womxn's game and guide Kenya's vision of qualifying for the Women's World Cup for the first time. Upholding the FKF constitution	Increased exclusion of Masculine presenting Womxn in sport
INEND	partners	Complimenting partner	Lack of collective voice, power, and agency for advocacy against all Womxn
County Government	partners	Set policies and offer inclusive services	Lack of inclusive policies and services that promote equity thus increasing the disparity in access of public services
Judiciary	partner	interpret the law, determine the constitutionality of the law, and apply it to individual cases thus enhancing access to justice through alternative justice systems for LBQITGNC	Subverted access to justice for LBQ and ITGNC persons.
Staff	partner	Implements the decisions of the Board of Governance .	Absence of smooth running of programmes and non-attainment of the organizations strategic goals and directions
Board of governance	partner	Responsible for policy direction and oversight of affairs of the organization.	Lack of oversight an accountability in the organizations

Lets Be Tested Queens strategic analysis

Our strategic analysis will address the overall mandate of our strategic objective to include self and collective care and assist the Lets Be Tested Queens CBO (WKLFF) management in making key decisions within the organization's overall Strategic Plan 2021-2025 on achieving sustainability, strategic focus, its effectiveness and efficiency, and its financial viability

Purpose of the strategic plan

This strategic plan will help Lets Be Tested Queens to:

- a) Build, strengthen and maintain relations with Diverse stakeholders to foster intersectionality and multispectral approaches to programming
- b) Fortify its constituency with the management and constituents in order to decentralize capitalistic principles of mental health and wellness in order to build agency through greater openness and involvement and support for collective care and healing.
- c) Prioritize safety and protection. In this regard, safety response mechanisms and documentation should be fortified to promote collaboration in a coordinated response mechanism and to ensure that the significance of the organization's work is maximized in advancing safety and protection for its constituents
- d) continually expand and diversify Contacts and opportunities for collaboration and support from local and international donors/funders on the basis of intersectionality
- e) Monitor, evaluate and disseminate projects effectively.

The objective of the strategic plan

The overall objective of this plan, therefore, is to provide a structure that will ensure sustainable growth of Lets Be Tested Queens as an organization and institution responsive to Movement Building and sustainability

Strategic 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 feminist organizational strategic, programmatic and financial documents, policy papers on the SDGs, various government policy documents that touch on intersectional approaches to strategic growth.
2. Participatory Stakeholder consultative meetings to review the current strategic plan, highlight challenges encountered during its implementation and key lesson learnt which have informed the review process.
3. Analysis of information gathered from field visits, FGDs, Key Informant Interviews, needs assessments and Organizational capacity assessment to identify pertinent issues of focus for review.
4. Drafting of the final Strategic Plan based on data collected. The draft was then presented to stakeholders for validation, inputs arising from which were including in the production of this final strategic plan.

Strategic goal

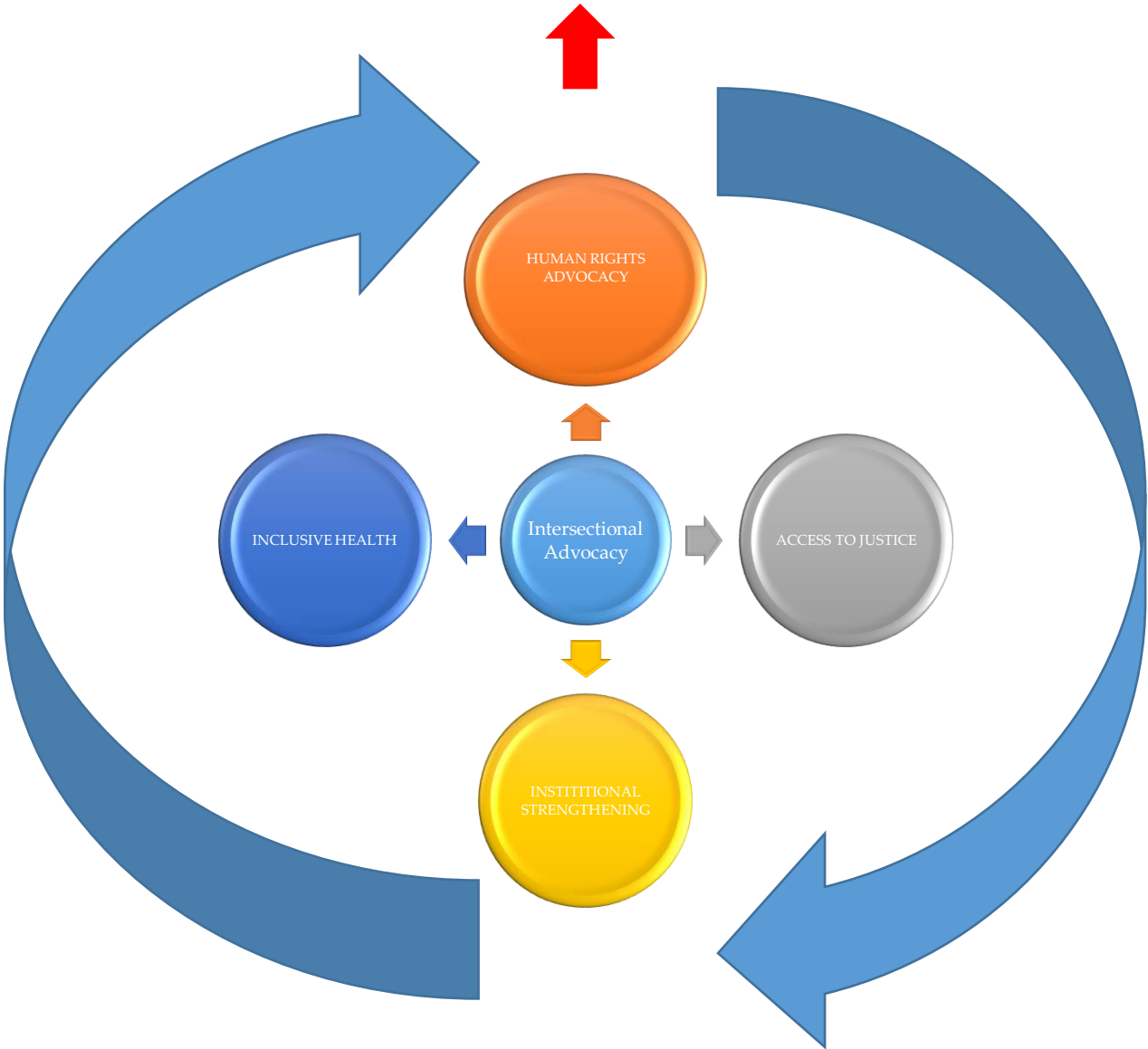
To build an intersectional feminist movement that will enable Womxn participation in decision making, social and economic engagement in Western Kenya.

Strategic Objective

To promote and foster safe spaces for LBQ and ITGNC Womxn to exercise and enjoy their rights and freedoms centering self and collective healing and well-being.

Strategic map

Promote and foster safe spaces for LBQ and ITGNC Womxn to exercise and enjoy their rights and freedoms, centering self and collective healing and well-being



Implementation framework

The implementation strategy for the Strategic Plan (2021-2025) emphasizes the principles of participation, collaboration, transparency and accountability at the AGM, Board, Management, membership and beneficiaries. All programs, projects and activities developed and implemented under this strategic plan will therefore adopt participatory approaches and its Strategic Objective as the basis for task organization, intervention planning and project development to maintain and facilitate consistent, focused and yet flexible operational planning, project development and implementation processes that are centered on movement building and collective care. To operationalize the Strategic Plan, Lets Be Tested Queens will therefore develop the following key implementation instruments:

- Strategic plan budget and resource mobilization strategy;
- Strategy documents as outlined in the Plan will include the Annual operational/work plans and Specific program/project proposals.
- Lets Be Tested Queens 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, Lets Be Tested Queens will prepare quarterly budget performance reports.

Lets be Tested Queens Organizational structure

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

- **AGM:** The AGM meets once every year to deliberate and review the organizations performance and challenges.

- **BOARD:** The Board consists of 5 members. It meets 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 organization.
- **THE SECRETARIAT:** will carry out administrative duties; promotes communication within the organization and enhances its visibility outside; promotes networking with allies, partners and friends of Lets Be tested Queens CBO; develops programs and raises funds for the organization
- **THE BENEFICIARY /MEMBERS:** these are the direct beneficiaries of all programmatic activities of Lets Be Tested Queens CBO

Role of Budgets

Budget allocations guidelines have a crucial significance for the implementation of strategies and plans. the following act as our guidelines and Will help realize the organization’s long-term goals and vision, setting up criteria on organizational spending that guides formal organizational planning and budgeting efforts as well as Evaluate the budgets for all programs

Monitoring and Evaluation

The purpose of monitoring and evaluation by Lets Be Tested Queens CBO will ensure participation accountability, efficiency and effectiveness in the implementation of the Strategic Plan with all stakeholders including direct and indirect beneficiaries, allies, partners and donors.

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.

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

1. **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.
2. **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 Lets Be Tested Queens 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.
3. **Project-Specific Evaluation:** Project-specific evaluations will be undertaken based on the agreements entered with Lets Be Tested Queens and partners funding particular programs or projects.

RISK ASSESSMENT AND MITIGATION

Type of Risk	Risk	Mitigation strategies
political	Dogmatic aspiring/new/existing leaders who use the LGBT+ rhetoric for personal and political gains to enhance their political mileage, ideologies and manifestos	<ul style="list-style-type: none"> • Constantly reviewing security plans and protocols based on current political context. • Conduct online opposition monitoring. • Conducting civic education online/offline on constitution framework emphasizing on inclusion and non-discrimination mainly focusing on #repeal 162 campaign • Conduct Value Clarification sensitization exercises • Establish An existing referral pathway and networks with State and Feminist Led Organizations, the Media, and the Social Justice movement will help shed light on organizational security protocols and resourcing operations.
	profiling of individuals based on sexual orientation, gender expression and Sex characteristics	
	Increasing negative propaganda, hate speech and falsehood about LBQITGNC programmes by Christian and Muslim fundamentalists	
	Movement building politics	
	the transitional change of power and governance structures from one presidential leader to the next in all levels of government. The changes in regime requires pro active advocacy strategies using strategic communication	
	Increased Government surveillance of organizational activities	
Environmental	shrinking organizing feminist spaces due to lack of resources	
Social	surging cases of COVID 19 and monkey pox will interfere with programmatic implementation and project timelines	
	Homophobic tendencies among general public and Community Leadership who justify the behavior of Pedophiles, sociopaths and psychopathic predispositions to spread misinformation and Disinformation on the lives of LBQ and ITGNC womxn .	

	Increasing anti-feminist organizing using ideologies from Powerful patriarchs to spread anti feminist propaganda, misinformation and disinformation in order to shut down feminist voices.	
	shrinking organizing spaces due to lack of resources as a result of cross movement collaboration	
	Increased mental health complexities as a result of internalized and Externalized homophobia and intersectional stress.	
	growing anti -LGBT+ and Pro- choice Christian fundamentalists agendas as a result of support from the new regime under President William Ruto.	
Technological	Digital security attacks	
	Limited digital awareness and training on digital tools and devices that LBQITGNC womxn need in order to participate in a digital society as cyber feminists	
Economic	Fluctuating inflation rates resulting to redesigning of organizational programmes	
Legal	Lack of inclusive alternative justice system referral mechanisms in place	
	Clauses in the penal code, criminalizing same sex relationships sections 162 and 163) contradicting spirit of constitution.	
	Discriminative Laws like the Public Benefits Act and the Community Registration Bill.	

Strategic goal	To build an intersectional feminist movement that will enable Womxn participation in decision making, social and economic engagement			
Strategic objective	To conduct Advocacy and education campaigns to create, promote and foster safe spaces for LBQ and ITGNC Womxn to exercise and enjoy their rights and freedom			
Thematic Area 1	Advocacy			
Focus area	Activities	Indicators	Time frame	budget
Inclusive and non-discriminatory policies	Engage duty bearer and policy influencers to review, enact and enforce policy provisions	# of policies reviewed, enacted, and enforced in a conducive legislative and policy environment. # of duty bearers and policy influencers engaged # of National and County networks established # of LBQ and ITGNC Womxn participating in public participation forums # of policy briefs, memoranda and position statements developed	2020-2025	1,500,000
	Domesticate policy provisions and laws into effective advocacy action Plans	#of Policies domesticated effected into action plans # of the county and national support initiatives that provide visibility that recognizes the aspect of diversity.	2020-2025	500,000
	Conduct budget advocacy for non-discriminatory policies	#of Advocacy Budgets incorporated into the County Annual Development Plans(CADP) # of budget advocacy training conducted # of LBQ and ITGNC Womxn involved budget advocacy # of networks established for Budget Advocacy # of memoranda submitted to the Counties # of duty bearers engaged	2020-2025	625,000
Religious engagement	Institute Religiosity through self-discovery, maintenance, and transformation of attitudes of religious and spiritual leaders	# of baseline surveys conducted # of inter-religious networks established # of religious leaders trained on the transformation of attitudes # of religious manuals developed and piloted	2020-2025	2,500,000

	and individual approaches to religious tolerance"	# of religious institutions that are tolerant of LBQ Womxn if faith # of spirituality & sexuality(S4S) groups established # of LBQ and ITGNC Womxn of faith who can tell their stories using the heart wired approach # of Religious leaders who can tell their stories of change using a heart wired approach		
Stigma and discrimination	Promotion of intersectional solidarity groups and networks of mutual support of LBQ and ITGNC Womxn	# of intersectional feminist forums conducted # of intersectional networks established with the other feminist, Womxn rights, and social justice movements	2020-2025	2,000,000
	Navigating stigma and discrimination in sports	# of surveys conducted # of duty bearers and football stakeholders of Womxn football teams engaged # of position papers developed and disseminated # of commitments made by duty bearers Establishment of a model womxn's football team Survey reports indicating reduced stigma and discrimination of masculine-presenting Womxn in sport. # of sport media persons engaged # of sponsors reached	2020-2025	1,750,000

		# of Womxn teams supported with various equipment # of campaigns to promote equality in sport;		
	Conduct Value clarification and attitude transformation training on duty bearers, policymakers and other stakeholders	# of duty bearers, policymakers and community leaders, allies and partners trained	2020-2025	2,500,000
Media engagement	Conduct media advocacy training for Media Houses and personalities on LBQ and ITGNC rights	# of trainings conducted # of positive LBQ and ITGNC stories published in the media #media houses trained # of allies established in the media houses # of press briefings conducted	2020-2025	500,000
	Strategic communications and documentation of LBQ and ITGNC lived realities	# of LBQ and ITGNC Womxn trained on strategic communication # of new stories published in the western Kenya heart wired production 'Herdithi 2' # of podcast developed A short film based on 'Herdithi 1' produced # of duty bearers reached with the publications	2020-2025	2,500,000
	Conduct social media campaigns on LBQ and ITGNC Womxn rights	Reports on social media Visibility reach on social media campaigns		2,500,000
Regional and international instruments	Engagement in Regional and international instruments develop infrastructure for linkages and referrals	# of position papers, submissions, recommendations, and memoranda submitted # of platforms participated in.	2020-2025	1,500,000

		<p># of LBQ and ITGNC Womxn trained on the engagement with regional and international instruments</p> <p># of intersectional networks established</p> <p># of LBQ and ITGNC Womxn participating in regional and international instruments</p> <p># of platforms/forums in which human rights best practices on the grounds of LBQ and ITGNC Womxn needs at the regional and international levels have been shared .</p>		
Thematic Area 1 totals				16,125,000
Thematic area 2		Inclusive Health		
Mental health and wellness	WEMA	<p># of LBQ and ITGNC Womxn peers trained and enrolled into the WEMA program</p> <p># of Duty bearers and decision makers engaged</p>	2020-2025	2,500,000
	Trauma-Informed Collective Care and Healing	<p># of staff, members, and beneficiaries accessing healing justice activities (Hike, vent, connect, meditate, art, music)</p> <p># of support groups formed</p> <p># of self and collective care and healing justice trainings conducted</p> <p># of intersectional Trauma Informed healing networks established.</p> <p># awareness raising campaigns that address issues of mental health and wellbeing concerns of LBQ and ITGNC Womxn</p> <p># of LBQ and ITGNC ToTs trained on Trauma Informed Collective Care</p>	2020-2025	1,500,000

	Mental Health Policies	<p># of County and National mental health Committee meetings attended</p> <p># of mental health networks established</p> <p># of submissions/memoranda/position papers developed</p> <p># of LBQ and ITGNC Womxn participating in mental health networks</p> <p># of the county and national support initiatives that provide for visibility and recognize the aspect of diversity in mental health for LBVQ and ITGNC Womxn</p>	2020-2025	750,000
	Sexual Reproductive Health Rights	<p># of Advocacy campaigns on access to comprehensive HIV/STI prevention, access to SRH treatment, Gender affirming healthcare advocacy and referral, care and support programs for LBQ and ITGNC Womxn</p> <p># of SRHR policies engaged for review and/or domestication</p> <p># of duty bearers and policy makers engaged</p> <p># of SRHR advocated trained on engagement on SRHR policy advocacy</p> <p># of LBQ and ITGNC Womxn with NHIF and/or MARWA card</p> <p># of health facilities providing integrated LBQ and ITGNC health services under UHC</p>		2,450,000

		<p># of health service workers trained on unique health needs of LBQ and ITGNC Womxn under UHC</p> <p># and % of LBQ and ITGNC Womxn accessing integrated health services under UHC</p> <p># of memoranda, policy briefs and position statements on UHC developed</p>		
	Research Documentation and Learning	<p># of research studies conducted on specific and/or cross-cutting needs for LBQ and ITGNC Womxn</p> <p># of research study findings disseminated</p> <p>Set up the Queer Knowledge Hub to gather all relevant information on LBQ and ITGNC community in one portal</p>	2020-2025	2,500,000
	Behavioral interventions for Drug and substance abuse	<p># of consistent community-wide messaging developed to promote active participation of the community in multiple settings e.g., workplaces, membership clubs, places of worship</p> <p># of peer discussion groups and established that allow for active involvement in learning about substance use and reinforcing positive life skills, personal competence, and skills related to resistance to social influences that promote substance use.</p>	2020-2025	875,000

		# of referrals made to drug rehabilitation and treatment centers # of networks established with CSO programming on drug prevention and rehabilitation		
Thematic Area 2 totals				10,575,000
Thematic area 3		Safety and protection		
Access to Justice	Establish effective legal and paralegal support program and strengthen referral pathway	# of referral pathways established # of Functional safe transitioning space established Available and retrievable Data on Documented human rights violations available and Evidence of security plans % and # of % of LBQ and ITGNC Womxn benefiting from Security Response program. # of Sensitization forums conducted on IPV # of Virtual platforms created and generate evidence on IPV cases referred	2020-2025	2,500,000
	Conduct education and sensitization on legal rights for LBQ and ITGNC Womxn	# duty bearers reached with education and sensitization on legal rights for LBQ and ITGNC Womxn # of LBQ Womxn reached education and sensitization on legal rights for LBQ and ITGNC Womxn	2020-2025	500,000

	Document human rights violation prevention programs and interventions	# of IEC materials and guides developed and distributed	2020-2025	2,500,000
	Establish a legal resource and wellness center	An Established and functioning legal resource center An Established and functioning wellness center Probono lawyers in place for service delivery Therapist in place for service delivery	2020-2025	2,500,000
	Data management and protection	Improved and updated Data management and protection		375,000
Thematic area 3 totals				8,375,000
Thematic area 4	Institutional Capacity strengthening			
Governance and leadership	Strengthen the capacity of board, staff and membership for participatory and collective strategic planning and management	Board Policy Manual Reviewed, ratified and in use. # of board members and staff trained on Tracking the Implementation, monitoring and evaluation of the strategic plan. Board minutes and discussion meetings adequately documented Institutional statutory returns are up to date	2020-2025	3,685,000

	Develop, Review and operationalization of policies	# of organizational policies reviewed, ratified and in use (intersectional Gender mainstreaming policy, finance policy, safeguarding policy, communications policy, human resource policy, and whistleblowing policy)		
Human Resources (HR)	Development of HR policies and procedures	Development, Review, ratification and use of Human Resource policies and Procedures to infuse collective care and healing	2020-2025	1,000,000
	Improve and operationalize performance management systems and HR data management	Performance management system developed and functional		
	Collective Care and healing retreats for Staff board and membership	A Cohesive organization established with Improved performance infused with self and collective care methodologies and practices	2020-2025	2,500,000
Movement building	Conduct participatory empowerment programmes that foster intersectionality and mentorship in movement building	# of multisectoral empowerment programmes that foster intersectionality initiated. # and type of mentors reached mentorship in established. # of LBQITGNC Womxn Mentored and linked to empowerment opportunities.	2020-2025	1,000,000
	Partnership Management and Advocacy	# of networks established that foster movement building. # of partners /allies established and maintained	2020-2025	250,000

		Advocacy strategy developed and in place. Developed and operationalized partnership strategy		
	Conduct donor mapping and relationship building	# of intersectional and homogenous donors funding the organizations programmes.	2020-2025	250,000
Monitoring and evaluation	Development of a comprehensive M&E system	M&E system in place and operational Evidence of Board approved Strategic Plan document Evidence of Strategic plan monitoring plan and report Evidence of Annual Operational plans	2020-2025	500,000
	Conduct baseline surveys, research studies, real-time evaluation and external assessments conducted to evaluate programme outcomes	# of surveys conducted # if research studies conducted # of External assessment conducted Frequency of real-time evaluation in place # of dissemination meetings conducted	2020-2025	
Financial Management	Prepare annual Financial plans, budgets and forecasts	Annual Financial plans, budgets and forecasts prepared as per Budget Calendar in place	2020-2025	2,065,000
	Implement internal financial control policies and procedures	Evidence of adherence to internal financial controls policies and procedures	2020-2025	
	Develop internal audit charter	Evidence of Expense tracking	2020-2025	
	Monitor donor funded projects and provide accurate reporting	# of Reports prepared in time as per donor requirements.	2020-2025	
	Review of Financial and Procurement Policy Manual	Board ratified and approved Financial policies and procedures manual and in use.	2020-2025	

		Evidence of Approve activity based budgets Evidence of Up-to-date Income expenditure reports		
	Implement annual internal and external audit recommendations.	Evidence of the implementation of All annual internal and external audit recommendations by Auditors	2020-2025	
Resource mobilization and Sustainability	Develop a Resource mobilization strategy and sustainability plan			250,000
	Assess organizational capacity to implement resource mobilization strategy	Staff identified and trained on Resource mobilization strategy.	2020-2025	
	Set up unrestricted fund account to fund activities that do not fall under donor funded projects	Unrestricted fund account opened and operational	2020-2025	
Thematic Area 4 totals				11,500,000
GRAND TOTAL				46,575,000

LETS BE TESTED QUEENS ORGANOGRAM 2021-2025

