



teule kenya

Vulnerable children are transformed, living in Christ centered families.

FINAL DRAFT STRATEGIC PLAN 2021-2025

By Teule Strategy Team

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Message From Our Founder

Change is inevitable. Whether or not we plan for it, it will occur. To have positive change, one must be intentional. With a global pandemic, shifting political landscape and impact focused funding, Teule Kenya must adapt. By adapting, we have the potential for exponential growth. The Teule Strategic Plan 2021- 2025 is our roadmap to seeing Jesus transform more lives of vulnerable children through our work.

We engaged in a focused, collaborative and comprehensive process to develop the Strategic Plan 2021 -2025. Many of our stakeholders – near and far - were involved in helping us identify the needs of vulnerable children in our region, as well as gaps in the Organization. It was evident that Teule needs to invest in its human capital, build its infrastructure, improve its cost saving measures and strengthen its financial sustainability. To see these lasting changes, we need to foster a culture of gratitude, creativity and innovation. Ultimately, we need to embrace the leadership of Jesus Christ and be the kind of leaders that are less focused on ourselves and more focused on the needs and promotion of others.

Lastly, we need the wisdom of God. Proverbs 19:21 reads “Many are the plans in a man’s heart, it’s the Lord’s purpose that prevails.”

I know God has given us a great opportunity and responsibility with this Strategic Plan. My prayer remains that as we implement it, His great purpose be fulfilled, and the lives of orphaned/ vulnerable children and their families be transformed by His awesome power.

In Him,

John T. High (Jon Juu) Founder

From the Desk of Board Chairman

Teule boasts a rich legacy of serving the less fortunate founded on brotherly love extended in the example of Jesus Christ. This has given rise to young men and women living independent lives as

productive members of society and raising families of their own. The journey to this end has been achieved through the efforts of dedicated teams of staff and volunteers driven by passion and skill given to this worthy cause.

It has however been a journey fraught with various challenges from varied vision, methods of execution and skills, all areas where we feel that there is room for improvement. This has seen changes in the Teule Constitution which establishes the legal status of the organization and allows for us all to rally behind a single structure. Our desire to comply with this and other guidelines has streamlined our operations allowing for clarity in how we would like to move forward as an organization.

The current Strategic Plan 2021-2025 will be critical to the next growth stage of the organization. It is driven by a deep desire to further improve our care for those in our custody, our systems and structures, and the impact we have on the community around us. All these stakeholders have contributed towards the strategy which has been put together with the help of highly professional strategic consultants. The key focus areas will be the Orphans and Vulnerable Children (OVCs) in our care, financial stability and building capacity of the organization. These are clearly detailed out in the plan in ways that will facilitate implementation of it, monitoring and evaluation at various stages to ensure the desired outcome.

Our Christian heritage will be central to the success of our human ideals as they are set on paper. This means that we will all need to be reading from the same script, driven by He who is greater than any of us. The posture of our hearts will need to be the same at Board and Staff levels if we are to glorify God in the areas detailed in this plan and impact the lives of our children for an eternity. We dedicate this Strategic Plan to the honour and glory of our Lord & Saviour Jesus Christ.

Malcolm

As I reflect on the strategic planning process, the words from the book of Esther 4:14, “For such a time as this...” comes to mind. This Strategic Plan documents the input and feedback of our stakeholders, staff and Board. I am impressed with the honesty and commitment of all the staff involved. I appreciate the sacrifice and contribution of the Board. Above all, we are extremely favored to have Dr. William Ogara and Madame Beryl Okumu facilitate this process. Our facilitators took the time to learn about us as an Organization and hear our heart to see God transform the lives of vulnerable children. I truly believe God ordained each person who participated in the Strategic Plan for such a time as this. To all of you, I say, “Thank you!”

We prayerfully sought God’s heart, plan and purpose for Teule, the children we serve and their families. We will continue to pray for the wisdom and direction of the Holy Spirit, as we implement this Strategic Plan to the pleasure of God’s heart and the glory of Jesus’ Name.

Eternally Grateful,

Aneita High, M.D., MPH

Strategic Planning Committee Team Leader

1. INTRODUCTION

1.1 Background to the Strategy Development Process

Teule Kenya is a Christian NGO existing to see orphaned and vulnerable children live in a loving and stable environment and homes. The CC (Charitable Children's Institution) endeavors to rescue, support, and eventually re-integrate homeless, abandoned, and/ or abused children back to their communities and families. The overall objective is to help them develop and become empowered through holistic nurturing, family support, education, leadership, and mentorship.

Despite the tremendous achievements made, TEULE has had no periodic review of the strategic plan to provide sufficient guidance to the organization in terms of program focus and organizational development. In light of this, the Board of Directors and Management embraced the need to embark on a journey of developing a Strategy 2025 which takes into full consideration, the current context the organization (and its members) are operating in and uses the same to discern the way forward for the programs.

1.2 Methodology for the Journey

The methodology included preliminary meetings held with the Teule Strategic Planning Committee facilitated by an External Consultancy Team to discuss the rationale for the strategy process and how to creatively engage the key stakeholders and work schedule was prepared by the facilitation Team and agreed upon with the Board and Management of the Organization. There was consensus developed on which stakeholders to be interviewed. There was a wide range of stakeholder consultation among them, TEULE board members, staff, the children, the community, Government of Kenya (GOK) officials, and CSO partners within the children and youth development sector. The input from the various meetings and consultation were fed into a three-day stakeholder workshop. The workshop participants came out with a draft Vision, Mission, and Strategy direction and these will be eventually tabled at a Board of Directors meeting for further review and approval.

2. THE ORGANIZATION OF TEULE

2.1 The Context of Kajiado County

Kajiado County is one of the 47 Counties created through the devolved system of government by the Constitution of Kenya 2010. The county has a diverse background comprising urban and rural set-ups as well as a rich ethnic and cultural diversity composition with the Maasai being the dominant community with a population that cuts into the neighboring Republic of Tanzania.¹

Kajiado County is situated in the south of the Country - Kenya. It borders the Republic of Tanzania to the south, and internally shares boundaries with Nairobi, Machakos, Makueni, Kiambu, Nakuru, Narok and Taita Taveta counties. The County has five constituencies, namely: Kajiado North, Kajiado Central, Kajiado South, Kajiado West and Kajiado East; each represented by a Member of Parliament. It has 25 Wards each represented by elected Members of the County Assemblies and 16 others on nomination.

The economic growth and development of the County is mainly driven by livestock rearing among the dominant community. This gives rise to livestock trading for meat, milk, and hides. The agricultural sector is also thriving with the establishment of horticultural farms for flower and vegetable produce for export. Lake Magadi is the main source of soda ash in Africa and with the establishment of a factory it provides direct and indirect employment. With deposits of gypsum, limestone and salt, the County provides raw materials for cement production. Sand harvesting, ballast mining and quarrying for building stones also contribute to the county's economy. Tourism has a potential in the County though it has not fully exploited – the world famous Amboseli National Game Park is found in the County.

¹ © Kajiado County HIV and AIDS Strategy Document Page 14

2.2 A Brief History of Teule KENYA

Teule Kenya began as HCI Kenya, an affiliate of Homeless Children International, Inc (USA), founded in the USA in 1991. The Kenya chapter began on the streets in 1994 through the efforts of John T. High, who built relationships with six street boys. He then proceeded to identify their needs and teach them on the streets with support of volunteers and earnestly sourced funds to support the initiative resulting in structured programs. The efforts culminated in HCI Kenya being registered in March 1996 under the NGO Act of 1990. John continues to serve the organization as a goodwill ambassador, fundraiser and liaison for both local and international sponsors and partner community.

With accelerated growth in the children sector in Kenya and child rights programming, it was realized that the name “Homeless Children International” bore a stigma and perpetually ongoing ‘branding’ the children ‘homeless’. This neither spoke hope into the vision of Teule Kenya nor to the lives of the children. Thus, a process was started of identifying an alternative name with the participation of the children in Loitokitok home. The name TEULE (meaning “Chosen” in Swahili) was agreed upon and finally registered in June 2010.

Teule Kenya is a registered Christian Non-Government Organization (NGO) that was established to rescue, support, and integrate orphaned and vulnerable children. Teule Kenya, which will be referred to as “Teule” for the rest of this document, envisions to see every child in a loving stable Godly home. Teule does this by operating a charitable children’s home, a private school, and working with vulnerable families funded by Teule USA, Teule Sweden and Kenya, and other international partners. Teule Kenya operates in Kajiado County, Kajiado South Sub-County with a Charitable Children Institution (CCI) christened Chombo Cha Upendo (meaning “Vessel of Love”) and a primary school, Teule Leadership Academy, (formerly Kibo Slopes Academy). Both institutions are located in Loitokitok, (LTK) town towards the Kenya- Tanzania border overlooking Mt Kilimanjaro. The institutions occupy an eleven (11) acre piece of fertile land and the area is predominantly agriculturally productive. Teule is mandated through the various registrations and laws that govern her work to provide for all the needs of the children critical to their growth and development i.e. food, clothing, shelter, education, medical care, emotional and psychosocial support. These call various categories of caregivers to provide holistic 24-hour care to the children who range between seventy (70) and hundred (100) at any given time.

2.3 Activities of Teule Kenya

Teule Kenya has four core activities in which to meet its mandate. These activities are providing holistic childcare, quality education, family empowerment, and spiritual discipleship to raise a generation of leaders who will serve their communities and the world. Our core activities are closely anchored on the spirit of Sustainable Development Goals, SDGs, in addressing the root causes of poverty and hunger. Additionally, these activities increase access to clean water, quality education, gender equality for orphaned and vulnerable children and their families. The realization of SDGs is Teule Kenya’s chosen path towards citizen responsibility and contribution to the achievement of national goals.

Teule Kenya operates a school by the name Teule Leadership Academy (TLA) and children's home, Chombo cha Upendo (CCU). The programs are categorized in the department and each is managed by a department head. The departments are the following: social work, health, dairy and crop farm, human resource, sponsorship, communication and partnership, finance department, CCU needs, and the school.

2.4 Governance at TEULE Kenya

Teule operates on a constitution which provides for the appointment of a minimum of 5 members (Directors) and a maximum of 11 members. Board members govern and oversee the operations of the Organization through acting as fiduciaries. The role of the Directors is to provide leadership and vision to Teule in order to enhance its success over time. The Directors are vested with and responsible for pursuing the objectives of the organization, guiding and controlling its programs and assets. The Directors are responsible for the overall governance of the Teule. The Members will be legally, financially and morally responsible for the Organization². The Board of Directors shall be responsible for making policies for the Organization.

3. TEULE KENYA TODAY

3.1 Understanding the External Context of TEULE

3.1.1 Opportunities for Teule

Opportunities	Proposed measures to embrace
Both Kajiado County and National Government support to OVC'S	<ul style="list-style-type: none"> ● Exposure in those national events
Local Community Goodwill and readiness to work with institutions like Teule	<ul style="list-style-type: none"> ● Promotion of regular stakeholders' forums for better connections ● Intensifying community outreaches to enable them to participate actively
Presence of like-minded children homes (Divinity Foundation, Child Welfare Foundation, SOS, Thomas Bernardo, etc.)	<ul style="list-style-type: none"> ● There is potential for collaboration with such organizations
The Ecumenical Community including Evangelical Churches that share in the values of Teule (Full Gospel,	<ul style="list-style-type: none"> ● Establish forums for sharing with them to participate actively in the Teule Programs

² © Teule Kenya Constitution Page 5

PCEA, Bethlehem Pentecostal, FPFK, etc.)	
Teule USA Board and its linkages	<ul style="list-style-type: none"> ● This has potential to grow support for Teule Kenya
The Teule Alumni Community	<ul style="list-style-type: none"> ● Availability of alumni and other like-minded people
Skilled volunteers	<ul style="list-style-type: none"> ● A growing pool of skilled volunteers (Professional volunteers, social workers, coaches, legal advisors)
Growing number of institutions locally and internationally with the capacity to offer grants to Teule	<ul style="list-style-type: none"> ● Teule should intensify proposal development to attract funding

3.1.2 Threats within Teule

THREATS	Proposed measures to address
False information from outside which could easily come from: former staff, former board members, ex-parents, former alumni	<ul style="list-style-type: none"> ● Regular updates to local community to appraise them on the work of Teule
Over dependence on external funding support	<ul style="list-style-type: none"> ● Widen the base of our IGA's ● Tap into local opportunities such as the Kajiado County Government.
Potential for some IGA's to become loss generating	<ul style="list-style-type: none"> ● Teule should put in place a robust business plan and cut out loss making units
Increased surveillance by relevant government bodies with the potential to close down entities that are not law abiding	<ul style="list-style-type: none"> ● Teule will ensure that they follow Government regulations to the letter
Potential for bad publicity from the local community	<ul style="list-style-type: none"> ● More involvement by Teule Kenya in the local affairs of the community

The growing secularization of NGOs making the likes of Teule lose their Christian identity	<ul style="list-style-type: none"> ● Teule should insist on her values as she relates with other organizations
Potential for some other organizations to copy and use our names Unhealthy duplication of our work	<ul style="list-style-type: none"> ● Guard our name and brand. ● Set clear objectives and communicate the same to key stakeholders regularly

3.1.3 Stakeholder Analysis

Teule is called to work with orphaned/ vulnerable children and vulnerable families. This population also includes children who are neglected, abused, or at risk of harmful cultural practices like early child marriage and Female Genital Mutilation (FGM). Teule does this by directly working with community leaders and the Children's Department in the various localities it works in

STAKEHOLDERS	WHAT THEY BRING US	WHAT THEY EXPECT FROM US
Beneficiaries	<ul style="list-style-type: none"> Experiences/ background Challenges/ trauma Potential, gifts, and talents Love and joy 	<ul style="list-style-type: none"> Basic needs met Education Protection Counseling and support Guidance and discipline Love Opportunities Empowerment
Families/ Guardians of beneficiaries	<ul style="list-style-type: none"> Challenges Untapped skills and lack of knowledge Domestic Conflict Needs Loss and grief Education deficit Apathy Dependency syndrome 	<ul style="list-style-type: none"> Love Discipleship Counselling and support Parenting skills Involvement in their children's upbringing Empowerment interdependent collaboration
TLA community pupils/ parents	<ul style="list-style-type: none"> Potential, gifts, and Talents Resources in form of school fees. Goodwill Participation (P.T.A) 	<ul style="list-style-type: none"> Quality education conducive learning environment Safe and secure learning environment opportunities to develop their talents care and love Empowerment involvement in the school activities (Attend parent's meetings)
Staff	<ul style="list-style-type: none"> Expertise to deliver on their mandate Human resource and skills Guidance Untapped potential 	<ul style="list-style-type: none"> Professional development Payment/ Reasonable compensation Healthy working environment Impact Opportunities to showcase ingenuity and creativity

County Government	<ul style="list-style-type: none"> ● Operating permits and guidelines ● Support e.g deworming, training, medical camps. ● guidance and advice ● Approval of replacements, transfers, referrals, etc. 	<ul style="list-style-type: none"> ● Compliance with guidelines ● Report insecurity issues and cooperate during investigations ● Care and protect the children ● Transparency and accountability of any support given ● Submit returns and reports
Teule Partners	<ul style="list-style-type: none"> ● Financial resources ● Goodwill ● Creativity ● Guidance and mentorship 	<ul style="list-style-type: none"> ● Accountability ● Robust M&E process ● Compliance and good stewardship ● Transparency and regular, useful feedback ● Positive impact
The Christian Community	<ul style="list-style-type: none"> ● Spiritual support & guidance ● Identity ● Community ● Financial and Material support 	<ul style="list-style-type: none"> ● Maintenance of Christian values and identity ● Fellowship ● Transparency and accountability ● Involvement in Teule Activities
The Teule Alumni Community	<ul style="list-style-type: none"> ● Expertise and mentorship ● Resources ● Success stories ● Stability in the form of taking up the task ● Hope and constructive feedback 	<ul style="list-style-type: none"> ● Continued connections and relationships (moral guidance) ● Involvement in our activities ● Opportunities

3.1.4 The Internal Context of Teule

OUR STRENGTHS	WAYS TO MAINTAIN THE STRENGTHS
Very dedicated staff (Experienced, productive)	<ul style="list-style-type: none"> ● Improve staff's retention ● Promote soft skills like counseling and conflict management
Holistic care to OVC	<ul style="list-style-type: none"> ● Ensure that this is properly documented for all to see and appreciate
Availability of resources (land, partners, water, existing networks, modest structures, livestock)	<ul style="list-style-type: none"> ● Ensure proper custody, utilization and documentation of assets that belong to Teule ● Proper maintenance and development
Long history of operation in Kajiado South County	<ul style="list-style-type: none"> ● Ongoing personal development (workshops, training, benchmarking activities) ● Increased engagement in county activities ● Advocacy ● Increased networking ● Marketing for visibility of Teule (Brochures, use of social media platforms, Teule day, Vision, Mission statement to be seen through dreams, skits, songs, participating in community activities)
Renewed commitment leadership from the Board.	<ul style="list-style-type: none"> ● Maintain ongoing staff board connection for more effective performance of organization ● Promote regular refresher courses for the board ● Active board committees
Committed and consistent role by the founders	<ul style="list-style-type: none"> ● Work with the Founders to nurture and develop succession strategy ● Engaged Founder in increasing networks and partner base
Availability of home church	<ul style="list-style-type: none"> ● Continue to ensure that the home church is actively involved in the work of Teule and spiritual discipleship of the children ● Involve home church in Teule outreach activities
Goodwill from the local community and stakeholders.	<ul style="list-style-type: none"> ● Nurture the goodwill through regular meetings with local community ● Host community events ● Documenting and communication impact

Operating legally registered organization	<ul style="list-style-type: none"> ● Ensure that the Organization work is well documented ● Ensure ongoing compliance
Well established sustainability projects	<ul style="list-style-type: none"> ● Establish a clear business plan to maximize profitability of sustainability projects.

3.1.5 Weaknesses of Teule Kenya

WEAKNESSES OF TEULE	MEASURES TO ADDRESS
Passivity of past Boards	<ul style="list-style-type: none"> ● Establishment of Board Committees ● Keep board members regularly updated. (CEO and the senior management.) ● Constant communication.
Teule is over dependent on external support from the USA	<ul style="list-style-type: none"> ● The organization should diversify funding base through tapping into local resources ● Development of sustainability projects ● Tap into local resources, county and national funding
Records poorly kept	<ul style="list-style-type: none"> ● Proper records management
Communication (internal and external)	<ul style="list-style-type: none"> ● Develop communication strategy policy ● Promote healthy working relationships within Teule
Lack of framework to guide partnership	<ul style="list-style-type: none"> ● Develop a framework to guide partnerships ● Share widely the Teule identity
Lack of preventative maintenance of physical facilities	<ul style="list-style-type: none"> ● Preventive maintenance on physical facilities ● Budget for repairs and maintenance
Uncoordinated spiritual discipleship program	<ul style="list-style-type: none"> ● Strengthen discipleship programs ● Engage in open repentance ● Promote prayer sessions ● Prayer team (covering) ● Consistent bible study

4. KEY STRATEGIC ISSUES FOR TEULE

4. 1 Issues of Reintegration and Stigma for Vulnerable children

Orphans and Vulnerable Children (OVC) continue to suffer a great deal. For example, once they are rescued, little is done to reintegrate them back to the community until they clear high school. This makes them more dependent and the guardians forgo their responsibilities as they see Teule meeting their children's needs. The Christian values of the organization are not prominently evident in the day-to-day activities. Currently, education seems more functional than results based. Further buy-in is needed from the TLA teachers. As with many organizations, Teule continues to struggle with inadequate systems of monitoring and evaluation. Even where reports are produced, the content tends to be output rather than outcomes driven. At times, the staff involved in projects are not focused on the vision and mission of the organization. Although opportunities are present, there is a lack of creativity and self-initiative among staff and teachers. There is need for capacity building when it comes to project implementation

Stigma remains a big challenge to many of the OVC particularly in the fight against HIV. It manifests in various forms in the County: self-stigma, failure to adhere to ART (HIV), fear of seeking/ taking medication or HIV tests and worries leading to immuno-suppression. A key issue of concern noted in Kajiado County through the Area Advisory Committee 'is that charitable children's institutions (CCI) include HIV status as an admission criterion hence subjecting the OVC to mandatory HIV testing. In some circumstances those found to be positive are denied admissions to the institutions. While this may be the case, it could be because the social workers in the CCIs lack the knowledge and capacity on HIV management; hence the need to build their capacity. There are 70 CCIs in the County (DHIS, 2015). Due to the strength of its health department, Teule does not discriminate against admitting HIV positive children. In fact, our organization is regularly commended for the quality of care we provide for our HIV positive beneficiaries.

4.2 Major Governance Gaps

The structures that are in place are not fully functional. Addressing the perception reality that the board does not provide needed support, direction and oversight to staff is paramount. The present structure and governance from the board is generally new after many years of having a stagnant board with unclear authority and accountability processes. A lot more development needs to be done. Most of the physical structures are semi-permanent and do not meet the Ministry of Health standards. The land, especially at the school, remains under-utilized. With proper guidance and planning the area can be more profitable to the organization. The existing structures are well maintained but a lot of money is spent on repairs. Since many buildings are old, most need total replacement. Some of the other buildings need updating and repairs which hinders using them to their full capacity (such as lighting in the dorms, beds broken, unable to house more children, etc.). The maintenance of such buildings is done on an as needed basis but should be planned and budgeted. While the land may be sufficient, it needs to be planned and

developed well for maximum utilization. A master plan is essential to aid our current and future needs.

In terms of governance, there is a feeling that the past Boards were withdrawn from staff, only pointed out mistakes and sometimes acted based on hearsay. In 2020, the criteria for appointment to the Board was updated. There is still a need to recruit members with diverse skills that are needed by the Teule Board. Some Board members lack requisite capacity development that will enhance their roles as Board members. It is possible to improve the Board work through recently established Board Committees and ongoing training.

As detailed in the most recent board evaluation, Teule's achievement of the organization's mission requires better collaboration between the Board and Management. Management is not clear on the board's responsibilities and expectations and vice versa. Teule is in the process of creating cooperative working relationships with activities like ongoing training, increased communication, retreats and ongoing evaluations. There is still a perceived lack of professionalism in the way things are done. It has been intentional and with purpose, to create a positive work culture in Teule. In such an environment, all staff feel included, have a right to speak and share ideas, and know the internal structures that promote our core values as Teule Kenya. In addition, the Board should embrace succession of management and founder. Teule will have to be intentional about the process of ensuring that the founders continue to support the organization.

4.3 Financial Sustainability Matters

Since the last Strategic Plan was for 2016-2019, the current budgeting process is not based on any annual or strategic plan. The management team considers the financial realities of the organization and implements cost saving measures. Nevertheless, there needs to be a more systematic approach to how the budgets are developed and approved. In addition, the financial sustainability of Teule requires diversifying its income sources. Approximately 80% of its funding comes from the US and primarily from individual partners. While the organization has several sustainability projects, they lack business strategies to ensure profitability. In the future, the board committees will play an active role in resource mobilization, finance and risk management.

4.4 Relationship Matters

There remains a need for Teule to develop more productive relationships with the national and County Government by creating a better understanding of the organization's activities, roles and responsibilities. Teule can foster a more participatory approach to development and initiating change in its beneficiaries. Effective networking and community linkage will increase the organizations impact by prioritizing resources to its core activities. This will help reduce dependency on Teule among the beneficiaries.

5. PREPARING TEULE FOR THE FUTURE

5.1 Our Vision and Mission

Our vision is:

Vulnerable children are transformed, living in Christ centered families.

Our mission is:

To demonstrate the love of Jesus Christ through rescue, empowerment and re-integration of vulnerable children into communities and stable families

5.2 The Identity of Teule

- a) Teule Kenya as an Organization is distinctive in many ways and is widely recognized for its work by key stakeholders and beneficiaries given their unique contribution to society
- b) Teule Kenya has done very well in identifying children who are orphaned and vulnerable by investigating family situations and homesteads.
- c) Teule as an NGO has taken the responsibility to train beneficiaries to serve their community through a program known as Community Outreach.

5.3 The Core Values of Teule

5.3.1 The Sovereignty of God; Our final authority is in God's sovereignty as revealed in the Word of God. He has the power to transform any person or circumstance. Psalms 71:5 For you have been my hope, Sovereign Lord, my confidence since my youth.

5.3.2 Dignity; Teule believes in the inherent worth, dignity, and potential of each child and every person. Every person is created in the image of God for a specific purpose. Therein, lies their dignity, worth and potential. Genesis 1:27 So God created man in His own image, in the image of God He created him; male and female He created them.

5.3.3 Integrity; Teule will conduct its work with integrity, openness, and good stewardship. As stewards, we are accountable for both the achievement of desired results and for the prudent stewardship of the human, physical and financial resources entrusted to us. We shall ensure that we apply resources for optimal benefits to our work. We will seek to be accountable and transparent in all we do. Proverbs 11:3 The integrity of the upright guides them, but the unfaithful are destroyed by their duplicity.

5.3.5 Gratitude; At Teule, we maintain a culture of gratitude. We are thankful to God for all that we have, all we are able to do, and all we have done. We desire to instill an attitude of gratitude where we actively express our thankfulness in word and deed through good stewardship and generosity. I Thessalonians 5:18 Give thanks in all circumstances; for this is God's will for you in Christ Jesus.

5.3.6 Mutual respect; We believe that everyone is created in the image of God and deserves dignity and respect. To this end, every person who works with or benefits from the work of Teule will be treated with respect. We shall not subscribe to ideologies or practices that degrade or demean others. We believe in full and inclusive participation by all and that every person, man, woman or community has the right and the responsibility to contribute their talents, skills, and resources to the work we do. I Peter 2:17 Show proper respect to everyone, love the family of believers, fear God, honor the emperor.

5.3.7 Servant Leadership; Ultimately, Teule follows the leadership of Jesus Christ. His leadership is exemplified by service, sacrifice, and empowering others. As an organization, we lead by serving the children, families, and communities in which we work. We commit to empower those we serve, so they can be leaders in their communities, Kenya, and the world. John 13: 14-15 Now that I, your Lord and Teacher, have washed your feet, you should also wash one another's feet. I have set an example that you should do as I have done for you. Matthew 20:26 - Instead, whoever wants to become great among you must be a servant.

5.3.8 Unity; At Teule we know we cannot accomplish anything of significance in isolation. We understand that we need to work in cooperation with each other, our partners, stakeholder, and the community to fulfill our mission. We shall pursue and value the active participation, engagement, and collaboration through listening to God, partners, and the community to achieve our vision. Teule will create connection, community engagement, and inclusivity for lasting impact. We will acknowledge our differences and bring our diversity to achieve our work in unity and teamwork as highlighted in the following Scripture - **Romans 12:4-5**. Psalm 133:1 How good and pleasant it is when the brethren live together in unity.

5.3.9 Wisdom; We know that making lasting changes in the lives of individuals and a community requires wisdom. When working with orphaned and vulnerable children, all members of Teule will be sensitive to their individual needs and the needs of vulnerable families. We need to use Godly wisdom in all our decisions and actions. **James 3:17**

5.3.10 Love; At Teule we shall model and follow the example of Christ in His compassion for the needy (children, youth, and families) created in the image of God. All our activities and interventions will be characterized by love and compassion for all people. I Corinthians 13:13 And now these three remain: faith, hope, and love. But the greatest of them all is love.

5.3.10 Family Centered; We believe in the sacred role of the family in rearing up children. We know that children do best when they are raised in a loving stable home. At Teule, we commit to walk alongside families to provide the physical, emotional and spiritual nurturing each child needs for healthy development. Prov 22:6 Train up a child in the way he should go: and when he is old, he will not depart from it.

6. RISK ANALYSIS AND MITIGATION CONTROLS

One of the Board's responsibilities is to safeguard the Teule's human, financial and material resources. Continually assessing and putting in place mechanisms for protecting Teule against internal risks through appropriate checks and balances, controls, policies, and procedures.

The Board will oversee and direct the process of risk management by:

- i. Continually assessing the external risk exposure of Teule and ensuring that appropriate mitigation factors or policies and procedures are in place
- ii. Ensuring independent audit of finances and implementation of audit recommendations
- iii. Ensuring compliance with tax authorities and other regulatory requirements. Protecting and supporting Teule in times of crisis by intervening as necessary and developing plans to address the problem(s)

Potential Risks for Teule Kenya	Mitigation Measures
The risk that our OVC's will be abused	<ul style="list-style-type: none">● Child protection policy● Ongoing sensitization● Proper screening of staff and volunteers● Ongoing psycho-social support● Ongoing trainings on childcare
The risk that the funding of partners reduces to 0%	<ul style="list-style-type: none">● Ongoing communication● Ongoing transparency● Diversifying resource mobilization● Improving profitability of sustainability projects● Cash reserve planning
The risk that Teule will be de-registered and shut down	<ul style="list-style-type: none">● Follow government regulations to the letter● Ongoing communications● Submission of monthly returns
The risk that the founders will leave the organization without any succession	<ul style="list-style-type: none">● Ongoing successions strategy● Documenting the history of Teule● Developing this critical mass of staff who have the capacity to continue with the good work
The risk of key staff leaving the organization	<ul style="list-style-type: none">● Motivating the staff● Creating opportunities for staff to make significant investment in the work of Teule● Investment in staff development

The risk of Teule being sued	<ul style="list-style-type: none"> ● Follow government protocols ● Have safety protocols ● Ongoing legal advice
The risk of losing Teule identity	<ul style="list-style-type: none"> ● Guard our name (copyright our name) ● Improved communication, publicity and marketing of the organization
The risk of major fire, burglary	<ul style="list-style-type: none"> ● Ongoing backups on the internet cloud ● proper recording and storage off site ● Proper fire safety training ● Fortify security on Teule properties ● Policies on securing important and confidential records.

7. LONG TERM GOALS:

7.1 Long Term Goal 1: VC Programs: Holistic development of VC to enable them to be responsible members of their Community

Expected outcome	Strategic Ob jectives	Broad activities
7.1.1 Intentional pre-assessments process is in place which leads to a comprehensive care plan that will ensure successful reintegration within three (3) years	SO, 7.1.1a: To ensure intentional pre-assessments process takes place	<ul style="list-style-type: none"> ● Promoting home visits and social assessment ● Investigations from the local authority and community ● Record history ● Interview the child and family/guardian
	SO, 7.1.1b: To create a comprehensive care plan that will lead to a successful reintegration within three years	<ul style="list-style-type: none"> ● Acquisition of relevant documents ● Fill in admission forms ● Mental Assessment ● Psychosocial/environmental assessment ● Medical assessment ● Liaise with children's department ● Obtain the social inquiry ● Get court committal ● Proper screening for home based versus institutional services ● Develop a secure online child database

7.1.2 A safe conducive environment that nurtures the holistic development of the child	SO, 7.1.2a: To meet the physical needs of the child	<ul style="list-style-type: none"> ● Provide in CCU home adequate shelter, proper nutrition, access to healthcare, clothes etc. ● Ensure in home-based care that homes have adequate shelter, proper nutrition, access to healthcare, clothes etc.
	SO, 7.1.2b: To meet the social emotional needs of the child	<ul style="list-style-type: none"> ● Parent and caregiver trainings ● Linking to community resources and support ● Mental assessment ● Provide professional counseling when needed ● Nurturing talents, skills and interest ● Mentorship and life skills training ● Provide safe environment from abuse ● Behavior management ● Regular home visits and phone contacts from children ● Regular home assessment by social workers
	SO, 7.1.2c: To meet the cognitive needs of the child	<ul style="list-style-type: none"> ● Enrollment, retain in school and transition to the next education level ● Cognitive assessment ● Developmental assessment ● Proper documentation
	SO, 7.1.2d: To meet the spiritual needs of the child	<ul style="list-style-type: none"> ● Bible studies and devotions ● Attending church services ● Linking them with the spiritual mentors

		<ul style="list-style-type: none"> ● Participating in church activities e.g., praise and worship and praying team ● Curriculum based discipleship program in CCU ● Creative programs for children to use their talents and gifts to serve God
	SO, 7.1.2e: To develop and implement individual care plans for the children	<ul style="list-style-type: none"> ● Ongoing assessment of the child and family progress. ● Involving the child and the guardian in implementation of the care plan. ● Individual and family counseling ● Proper documentation ● Scheduled review of individual care plan
	SO, 7.1.2f: To develop an exit strategy for the children	<ul style="list-style-type: none"> ● Identify and train foster parents, kinships and relatives. ● Offer mediation in families ● Encourage home visits during school holidays and phone contact on weekends ● Family reunifications. ● Referral to specialized institutions for special care
7.1.3 Transformed children are reintegrated back into the society	SO, 7.1.3a: To prepare and empower the child for reintegration	<ul style="list-style-type: none"> ● Prepare the child psychologically through intake process, counselling ● Life skills training ● Spiritual nurturing ● Link them with available opportunities ● Offer necessary support ● Link them with mentors ● Nurture their skills and talents

	<p>SO, 7.1.3b: To prepare the parent/guardian to receive the reintegrated child.</p> <p>SO7.1.3.c: To educate and equip children to have the knowledge and skills to be productive members of society</p>	<ul style="list-style-type: none"> • Empower parents with positive parenting skills • Equip them with emotional management skills • Link the parents with available resources and opportunities. • Link them with social support groups. • Revoke committal orders • Link the family home to Teule's home based program • Reintegration interview and signing of exit plan • Take all our beneficiaries through primary school • Take majority of beneficiaries through secondary school • Give some beneficiaries access to post-secondary school or technical training • Develop Teule Leadership Academy
7.1.4 Effective follow up	SO, 7.1.4a: To ensure the child maintains proper adjustment in the community through close monitoring and evaluation	<ul style="list-style-type: none"> • Conduct regular impromptu visits. • Regular phone calls • Liaise with the local authorities for feedback e.g., Nyumba Kumi and area chiefs • Conduct post assessment of the reintegration process to measure short- and long-term impact • Scheduled post reintegration follow-up

7.2 Long Term Goal 2: Financial Sustainability: Improved finance sustainability that will increase the revenue base from 18 million to 25 million Kshs; with 50% of funds being raised locally.

Expected Outcomes	Objectives	Broad activities
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<p>7.2.1 Proper budgeting & planning in place to ensure implementation of strategic plan and organizational activities.</p>	<p>SO, 7.2.1a: To prepare realistic budgets to support operational expenses</p> <p>SO, 7.2.1b: To minimize financial risks of the organization</p> <p>SO, 7.2.1c: To have the annual budget approved by the Board by Nov. 30th each year</p>	<ul style="list-style-type: none"> • Annual budget preparation with input from Management and Finance Committee • Effective Procurement Committee. • Proposal writing for projects with estimation of project cost using current cost/values • Estimating projected income and expenses • Annual and quarterly cash flow projections • Gather stakeholder's input in priorities • Cash reserve planning • Capital depreciation planning • Investing in a child education investment scheme
<p>7.2.2 Effective internal controls are in place to enable Teule to be more accountable and transparent</p>	<p>SO, 7.2.2a: To put in place right staffing to support improved accountability and transparency</p> <p>SO, 7.2.2b: To put in place a robust accounting system</p>	<ul style="list-style-type: none"> • Recruitment of skilled personnel • Coaching • Relevant training • Transition to internet banking/ automated transactions • Internal and external audits • Regular review of financial and procurement committee policies and procedures
<p>7.2.3. Effective resource mobilization that leads to improved revenue base</p>	<p>SO, 7.2.3a: To put in place a robust resource mobilization</p> <p>SO, 7.2.3b: To ensure proper utilization of resources</p>	<ul style="list-style-type: none"> • Periodic fundraising events • Engage county/national government for financial support • Annual RM planning • Annual Communication Plan • Resource Mobilization (RM) Committee meetings • Strengthen local/ international partnership

		<ul style="list-style-type: none"> ● Track and report impact of SDG's for the Vision 2030 ● Have fundraising goals for the BOD, BOM ● Exploit opportunities for International/ National/County grants
7.2.4. A robust risk management plan is in place	SO, 7.2.4a: To establish and implement a clear risk management policy	<ul style="list-style-type: none"> ● Finance & risk management committee include risk management agenda to every meeting ● Evaluate projects before implementation ● Regular inspection of the buildings and structures ● Preventive maintenance program ● Have insurance policies (livestock, property) and workman's compensation. ● Regular reviews of organizational policies ● Regular review of risk by management
7.2.5. Good stewardship and auditing processes are in place	SO, 7.2.5a: To facilitate timely production of reports that are presented for audit SO, 7.2.5b: To prepare periodic financial reports SO, 7.2.5c: To have in place a procurement plan to secure assets	<ul style="list-style-type: none"> ● Submission of periodic reports ● streamlined budget breakdowns ● fundraising for projects/assets ● Proper care of existing resources ● Audit committee meetings meet twice a year. ● Approving audit report prior to AGM
7.2.6. Reasonable net profits from sustainability project	SO, 7.2.6a: To increase efficiency and profitability of sustainability projects SO, 7.2.6b: Implement value addition to our sustainability products	<ul style="list-style-type: none"> ● Proper project management/planning ● Train staff on project implementation ● Ongoing monitoring & evaluation of projects ● Re-invest in the existing sustainability projects ● Periodic cost benefit analysis

		<ul style="list-style-type: none"> ● Establishing a management committee over the sustainability projects to create and monitor business plans
7.2.7. Cost saving measures	SO, 7.2.7a: To put in place a robust stewardship process for better use of resources. SO, 7.2.7b: To eliminate waste	<ul style="list-style-type: none"> ● Establish effective procurement committee policies and procedures ● Purchase products in bulk from wholesalers ● Purchase items when the market price is low ● Preventive maintenance policies

7.3 Long Term Goal 3: Organizational Capacity Strengthening: Teule is strengthened to enable better stewardship and increase measurable impact.

NO	EXPECTED OUTCOME	OBJECTIVES	BROAD ACTIVITIES
		STAFF	
	7.3.1 Healthy working relationships within staff are present	SO 7.3.1a: To ensure increased staff retention through programs that promote ongoing spiritual development and staff well being SO 7.3.1b: To work towards increased productivity and collaboration through reviewing of job descriptions and specifications	<ul style="list-style-type: none"> ● Motivate staff through ongoing relevant trainings, recognition, and appreciation ● Intentional coaching support ● Active involvement of staff in day-to-day activities ● Psycho-social support, retreats, & team building activities
	7.3.2. Spiritually mature staff who become role models	SO 7.3.2a: To support staff in spiritual discipleship of the children SO 7.3.2b: To ensuring that they live the core values of the organization	<ul style="list-style-type: none"> ● Regular devotions and bible study for spiritual encouragement ● Prayer team ● Spiritual counselling sessions ● Thanksgiving services ● Morning prayer

	7.3.3 Improved HR coordination	<p>SO 7.3.3a: To ensure proper coordination of work schedule supported by a clear work ethic</p> <p>SO 7.3.3b: To support and build capacity of staff members</p> <p>SO 7.3.3c: To eliminate staff related liability to the organization</p> <p>SO 7.3.3d: To utilize skilled volunteers to fill organizational gaps.</p>	<ul style="list-style-type: none"> ● Ongoing supervision and support ● Staff orientation and induction ● Communication and dissemination of organizational information ● Regularly reviewing and updating HR Policies ● Staff meetings ● Staff evaluation/ assessment ● HR audits ● Suggestion box ● Staff training (Basic counseling skills, etc) ● Holding periodic staff feedback forums ● Conflict resolutions within the organization ● Engaging skilled volunteers
		RESPONSIBLE MANAGEMENT	
	7.3.4. Well-run CCI that reintegrates children within three years.	SO 7.3.4a: To put in place a strong management team that is able to deliver on their mandate	<ul style="list-style-type: none"> ● Management & staff benchmarking ● Retreats and workshops ● Regular management assessment and evaluation ● Coaching support ● Positive engagement with the community (i.e. outreaches, appreciation events, community events) ● Create Senior Management Manual ● Implementation of the Strategic Plan ● M&E of OVC program and resource utilization ● CCI Management Board meetings
	7.3.5. Well-run school that provides quality education, teaches social emotional	SO 7.3.5a: To put in place an effective structure for running the school	<ul style="list-style-type: none"> ● Teacher trainings ● Holiday programs (music, computer skills, etc.) ● School community events and activities

	skills and develops the whole child.	<p>SO 7.3.5b: To have a school the teaches social emotional skills to learners</p> <p>SO 7.3.5c: To have a learning environment that enables the learner to discover and develop his/her skills and talents</p>	<ul style="list-style-type: none"> ● Establish a functioning school board to manage the school ● Recruiting new students and maintaining current students to increase enrollment ● Improving academic standing of school ● School renovation to improve the learning environment ● Develop school strategic plan and master plan ● Benchmarking with other schools ● Implementation of Leader in Me Curriculum ● Expand to lower secondary (Grade 9) ● Add extra curriculum and vocational training to the curriculum
	7.3.6. Well-managed profitable sustainability projects in place	<p>SO 7.3.6a: To have in place a well-run sustainability projects</p> <p>SO 7.3.6b: To increase profitability of sustainability projects to improved revenue base of the organization</p> <p>SO 7.3.6c: To increase the value added by the sustainability projects</p>	<ul style="list-style-type: none"> ● Staff trainings for skill development ● Marketing ● Budget planning ● Business planning ● Provide opportunities for home empowerment ● Providing needed service and goods to the community ● Establish Sustainability Management Committee to oversee the business planning and running of the sustainability projects
	7.3.7. Good communication within and outside the organization	<p>SO 7.3.7a: To facilitate and efficient communication flow that enables timely decision making</p> <p>SO 7.3.7b: To facilitate communication that strengthens partnership</p>	<ul style="list-style-type: none"> ● Communicating needs, activities and impact thru website, social media, newsletter, publications, and marketing ● Proper, timely reports and communication. ● Create Brand Manual ● Document history

		SO 7.3.7c: To facilitate communications to increase accountability and transparency	<ul style="list-style-type: none"> ● Utilizing ICT for communication ● Regular staff updates regarding changes in policies or important information ● Communication training (documentation, confidentiality policies, etc.) ● Annual Communication Plan ● Update communication policies
		EFFECTIVE BOARD GOVERNANCE	
	7.3.8. Effective Strategic Leadership in place	SO 7.3.8a: To ensure effective leadership of the organization	<ul style="list-style-type: none"> ● Training ● Regular M&E ● Annual Board Plans ● Succession planning ● Proper documentation of meetings and activities ● Oversee and support the implementation of Strategic Plan ● Active Board committees that have strategic agendas

	7.3.9. Improved oversight of the organization is in place	<p>SO 7.3.9a: To put in place policies and systems aimed at improving organizational performance and oversight</p> <p>SO 7.3.9b: To implement activities that will improve image and visibility of Teule</p>	<ul style="list-style-type: none"> • Proper board member orientation • Regular policy reviews, oversee cascading of policies • Management evaluation and assessments • Conduct internal and external audits • Random snap chat checks • Regular feedback forums from staff, beneficiaries, management and other stakeholders • Update relevant policies • Good compliance with governing bodies • Safeguard organizational resources • Proper risk management reviews • Establish standards of organization
	7.3.10 Teule Management and staff feel supported	<p>SO 7.3.10a: Provide strategic support to management</p> <p>SO 7.3.10b: Increase the productivity and impact of the organization</p> <p>SO 7.3.10c: Improve bi-directional communication</p>	<ul style="list-style-type: none"> • Coaching sessions • Retreats/workshop • Regular feedback/ appraisal • Active Board committees • Conflict resolution • Regular interactions within the organization, with children and staff • Annual strategic goal setting with management
	7.3.11. All Board members are positive ambassadors of Teule	<p>SO, 7.3.11a: To work towards Teule being visible amongst her key stakeholders and partners</p> <p>SO, 7.3.11b: Increase networks and maintain powerful partnerships</p>	<ul style="list-style-type: none"> • Contact sharing • Attendance to relevant events related to OVC • Participation in Teule activities • Linking Partnership and Communications department to potential partners and funding

		INFRASTRUCTURE	
	7.3.12. There are improved systems in place for development, acquisition and utilization of assets to have necessary buildings and structures to conduct the activities and business of the organization	<p>SO, 7.3.12a: To put in place a robust master plan that enables better stewardship over Teule assets</p> <p>SO, 7.3.12b: To improve the physical appearance of the organization</p> <p>SO, 7.3.12c: To make Teule more conducive for a safe work environment for staff and volunteers</p> <p>SO, 7.3.12d: To make CCU a more conducive living environment for the children</p> <p>SO, 7.3.12e: To make TLA a more conducive learning environment for the teacher and learners.</p>	<ul style="list-style-type: none"> ● Develop and approve master plan for CCU based on the strategic goals of the organization ● Regularly maintenance and inspections ● Insuring assets ● Regularly landscaping ● Develop and implement a school master plan based on strategic goals of the organization ● Property valuation and audits ● Capital depreciation assessments
		INFORMATION COMPUTER TECHNOLOGY	
	7.3.13. Improved utilization of ICT to accomplish Teule's mission	SO, 7.3.13a to enhance efficiency of the organization by using online platforms and programs for banking, business, reporting, child database and donor tracking.	<ul style="list-style-type: none"> ● Digitize organizational data and documents ● Online training, research, updating computers ● Improving online communication and marketing ● Empowering children and staff by giving opportunities to develop relevant computer skills through trainings

			<ul style="list-style-type: none"> ● Empowering the students of TLA and the community with computer skills ● Cyber security activities
		MONITORING AND EVALUATION	
	7.3.14. Improved monitoring and evaluation of organizational activities	SO 7.3.14a: To establish and implement a robust and effective monitoring and evaluation process that enables informed assessment of outcomes	<ul style="list-style-type: none"> ● Quarterly reports ● Data collection; data analysis ● M & E to measure effectiveness of CCI programs ● M & E to measure effectiveness of communication strategies ● M & E to measure effectiveness of resource mobilization ● M & E to assess effectiveness sustainability projects ● Create reporting and monitoring tools for each department
		VALUED ADDING NETWORKS	
	7.3.15. Connected to helpful networks	SO 7.3.15a: To engage in networks and partnerships that add value to the mandate of Teule SO 7.3.15b: To avoid duplication of work and efforts SO 7.3.15c: To maximize Teule's impact	<ul style="list-style-type: none"> ● Benchmarking and partner with like-minded organizations ● Attending OVC advocacy events ● Learn and implement best practices ● Link beneficiaries and families to community resources ● Empower beneficiaries and families to be independent ● Hosting and attending network forums
		POSITIVE WORKING CULTURE	
	7.3.16. Improved work culture in place	SO 7.3.16a: To improve Teule work culture to increase productivity, camaraderie and collaboration	<ul style="list-style-type: none"> ● Benchmarking ● Individualized motivation strategies ● Staff empowerment ● Psychosocial support/ peer counseling

		<p>SO 7.3.16b: Increased transparency and credibility of the organization</p> <p>SO 7.3.16c: Smooth running of the organization and coordination of activities</p>	<ul style="list-style-type: none"> ● Feedback forums ● Retreats/workshops ● Promoting of online platforms that keep our founders, board, and staff informed ● Creative use of ICT for increased productivity ● Christ centered conflict resolution within Teule
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