



STRATEGIC PLAN

2025



January, 2021



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 is fulfilled, and the lives of vulnerable children and their families are transformed by His awesome power.

In Him,

John T. High (Jon Juu)

Founder



FROM THE DESK OF THE 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 establish 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 vulnerable children in our care, financial stability, and building the capacity of the organization. These are clearly detailed out in the plan in ways that will facilitate the 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 eternity. We dedicate this Strategic Plan to the honour and glory of our Lord & Saviour Jesus Christ.

Malcolm Marega

Chairman of the Teule Kenya Board



MESSAGE FROM STRATEGIC PLANNING TEAM LEADER

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, MD, MPH

Strategic Planning Committee Team Leader



WHO WE ARE

Teule Kenya is a Christian, nonpolitical, Non-government Organization (NGO) registered in 2010. It was established to rescue, support, and integrate vulnerable children to the community. The name TEULE means “Chosen” in Swahili. Teule envisions seeing every child in a loving stable home. Teule does this by operating a charitable children’s home, a private school, and working with vulnerable families funded by Teule USA, partners in Kenya, and around the world. Teule Kenya will be referred to as “Teule” for the rest of this document.



OUR BRIEF HISTORY

Teule began as HCI Kenya, an affiliate of Homeless Children International, Inc (USA), founded in the USA in 1991. The work began on the streets of Nairobi 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 the 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 Kenya NGO Act of 1990.



WHAT WE DO

Teule Kenya engages in four core activities in which to meet its mandate. These activities are providing holistic child care, quality education, family empowerment, and spiritual discipleship to vulnerable children and their families. Teule Kenya operates a children’s home, Chombo cha Upendo (CCU), and a school by the name Teule Leadership Academy (TLA). There are other programs in the organization that support the holistic development of a child including our farm, dairy project, guest house and water project. Our core activities are closely anchored on the spirit of Sustainable Development Goals, in addressing the root causes of poverty and hunger. Additionally, these activities increase access to clean water, quality education, gender equality for vulnerable children, and their families.





OUR CORE BELIEFS AND VALUES

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.

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.

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 these is love.



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 walking alongside families to provide the physical, emotional, and spiritual nurturing each child needs for healthy development.

Proverbs 22:6 - Train up a child in the way he should go: and when he is old, he will not depart from it.

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.

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 - But the wisdom that comes from heaven is first of all pure, then peaceful, loving, considerate, submissive, full of mercy and good fruit, impartial and sincere.



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.

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.

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 empowering 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.

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, stakeholders, and the community to fulfill our mission. We shall pursue and value 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

Romans 12:4-5 - For just as each of us has one body with many members, and these members do not all have the same function, so in Christ, we, though many, form one body, and each member belongs to all the others.

Psalm 133:1 - How good and pleasant it is when the brethren live together in unity.

GOVERNANCE AT TEULE

At Teule we operate on a constitution that 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 by acting as fiduciaries. The role of the Directors is to provide leadership and vision to Teule in order to enhance its success over time.



**STRENGTHS**

- Very dedicated staff (Experienced, productive).
- Holistic care to OVC.
- Availability of resources (land, partners, water, existing networks, modest structures, livestock).
- Long history of operation in Kajiado South County.
- Renewed commitment to leadership from the Board.
- Committed and consistent role of the founder.
- Fellowship of home church.
- Goodwill from the local community and stakeholders.
- Operating a legally registered organization.
- Well established sustainability projects.

WEAKNESSES

- Lack of strategic leadership from Board.
- Over dependence on external support from the USA.
- Records poorly kept.
- Communication (internal and external).
- Lack of framework to guide partnership.
- Lack of preventative maintenance of physical facilities.
- Uncoordinated spiritual discipleship program.

TEULE'S SWOT ANALYSIS

OPPORTUNITIES

- Kajiado County and National Government support to OVCs.
- Local Community goodwill and readiness to work with institutions like Teule.
- Presence of like-minded children homes (Divinity Foundation, Child Welfare Foundation, SOS, Thomas Bernardo, etc.).
- The Ecumenical Community including local churches that share in the values of Teule (Full Gospel, PCEA, Bethlehem Pentecostal, FPFK, etc.).
- Teule USA Board and its linkages.
- The Teule Alumni community.
- Skilled volunteers.
- Growing number of institutions locally and internationally with capacity to offer grants.

THREATS

- False information and negative rumors about Teule.
- Over dependence on external funding support.
- Potential for some sustainability projects to become loss generating.
- Increased surveillance by relevant government bodies with the potential to close down entities that are not law abiding.
- Potential for bad publicity from the local community.
- The growing secularization of NGOs making the likes of Teule lose their Christian identity.
- Potential for some other organizations to copy and use our names.
- Unproductivity duplication of our work.



RATIONALE FOR STRATEGIC FOCUS

Vision: Vulnerable children are transformed, living in Christ centered families.

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

Holistic Development of Children

- Comprehensive Care Plan
- Safe Nurturing Environment
- Successful Reintegration
- Effective Follow-up

Improved Financial Sustainability

- Proper Budgeting
- Effective Internal Controls
- Effective Resource Mobilization
- Robust Risk Management
- Internal /External Audits
- Profitability of Sustainability Projects
- Cost Saving Measures

Strengthening Organizational Capacity

- Capacity Building of Human Resources
- Improving Infrastructure
- Positive work Culture
- Utilizing Information & Computer Technology
- Value Added Networks
- Monitoring & Evaluations

During the strategic planning process, we recognized the need to realign our activities to our core business, transforming the lives of vulnerable children, with a sustainable effective approach. We identified three (3) key areas of strategic focus for the next five years. These areas of focus are captured in our long-term goals which are our holistic development of vulnerable children, financial sustainability, and organizational capacity strengthening. The first long-term goal concentrates on enhancing our children's programs with greater emphasis on family empowerment, reintegration, and home-based care. With 80% of our funding coming from the United States, the financial sustainability of organizations is fragile. So the second long term goal aims to increase and diversify our revenue base. The last goal is the overall strengthening of the organization to better serve vulnerable children and their families.

Holistic Development of Children

Long term goal 1: "Holistic development of vulnerable children that will enable them to be responsible members of their communities".

- Intentional pre-assessment process that leads to a comprehensive care plan for each child to ensure successful reintegration
- A safe conducive environment that will nurture the child's holistic development in CCU, school and the home-based program.



- Transformed children reintegrated back into society
- Effective follow-up post-exit

Improved Financial Sustainability

Long term goal 2: "Improved finance sustainability that will increase the revenue base from 18 Million to 25 Million Kshs (180,000 USD to 250,000 USD) per year; with 50% of funds being raised locally".

- Proper budgeting & planning in place to ensure implementation of the strategic plan and organizational activities
- Effective internal controls are in place to enable Teule to be more accountable and transparent
- Effective resource mobilization that leads to increased revenue base
- A robust risk management plan is in place
- Good stewardship and auditing processes are in place
- Reasonable net profits from sustainability project
- Cost-saving measures

Strengthening Organizational Capacity

Long term goal 3: "Teule is strengthened to enable better stewardship and increase measurable impact".

- Staff development and capacity building
- Improving management systems and structures of CCU, TLA, and sustainability projects
- Effective board governance
- Enhance infrastructure
- Proper utilization of information computer technology
- Increase value-added networks
- Accurate monitoring and evaluation
- Increase positive work culture





OUR KEY STAKEHOLDERS

At Teule, we cannot work alone. We believe that we are called to work with and alongside those who share in our values. We are primarily 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 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. The stakeholders include beneficiaries, families/guardians of beneficiaries, TLA community, pupils/parents, the Teule Alumni community, the Board of Directors and staff.







TEULE PRAYER

Heavenly Father, in the name of Jesus Christ, we come before You with humble hearts. Creator, you are sovereign and holy. We worship You.

Lord forgive us where we have wronged others, where we have hurt instead of helped.

Father God, thank You for being so merciful and kind. Thank You for transforming our lives with your great love. We thank You, Lord, for providing for all our needs according to your riches in glory. Lord, bless all our partners local and international who give their time, talents, and resources to help Teule fulfill her mission.

Father God, we ask for your will to be done in Teule, in every child, and in every family. Holy Spirit, we ask for your wisdom and guidance. Work in us and through us. May we stay rooted in the Word of God. As we empower and connect children to stable families and to their communities, help us to demonstrate the love of Christ in our words and actions.

We ask that You continue to bless us, so we may serve others.

Father God, we believe in the sacred role of the family in loving and bringing up children. At Teule, we commit to walk alongside families in fulfilling that role. We ask that You will turn the hearts of parents and guardians back to their children and the hearts of children back to their families. Heal the hearts of the children who have been hurt by others and the hearts that have been hurt by the children. Help us to live with hearts of forgiveness.

Father God, continue to watch over us and protect us from all harm seen and unseen. We ask that You go before us and behind us and surround us with your favor as a shield.

We pray this in the mighty Name of Jesus,

Amen.





THANK YOU

In the spirit of gratitude, we appreciate the input of every person who made this strategic plan a reality. We want to thank all the stakeholders who participated in this process. Thank you to our institutional partners from the Children's department, Probation, Ministry of Education, Ministry of Health for working with us and assisting us in understanding the needs of vulnerable children in Loitokitok. Thank you to our church partners for walking with us as we serve vulnerable children. Thank you to our individual and corporate partners, former and current interns, volunteers and staff members for sharing your ideas and suggestions. We appreciate your continued support in transforming lives. Thank you to our children, families and alumni for sharing your perspective and experiences to make us better. To the Teule Board we are grateful for your leadership and sacrifice to participate in this process. To our management team, thank you for your passion to serve our children and their families. We value your commitment to see Teule Kenya Strategic Plan 2025 implemented so we can reach more children. To our facilitators, Dr. Ogara and Madame Okumu, thank you for taking the time to get to know the true Teule and pushing us to OWN this strategic plan.

Most of all, we thank God almighty for His wisdom and direction.

With love,

The Teule Family



P.O Box 76262 - 00508 Nairobi Kenya
P.O Box 104 - 00209 Oloitoktok Kenya
Located: 300 meters away from Oloitokitok Police Station
Phone: 0721582323
O.P.218/051/9518/531
Email: info@teulekenya.org | Website: www.teulekenya.org