



**WEO asbl**  
**Weka Organisation**

Certificate of Incorporation n° F92/ 46.679 of 17 February 2022

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## **STRATEGIC ACTIONS PLAN 2020 – 2025**

DEVELOPED ON JANUARY 19<sup>TH</sup>, 2020

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## I. BACKGROUND

The Weka Organisation (WEO) was created in 2019 by a proactive group of young activists who have fled persecutions due to their sexual orientation in their respective cities and counties of origin (Burundi, Rwanda) towards the Democratic Republic of Congo where they hope to find greater safety, freedom and happiness. Unfortunately, upon their arrival, they are faced with new challenges - arbitrary arrests, discrimination, corrective rape, robbery, stigma, homophobia, harassment, bullying...These challenges have most marginalized these young people and made them outcast, isolated from their family, community and society.

It is therefore noteworthy that Weka Organisation (WEO):

- Solidifies a confidence in the LGBTI and female sex worker and asylum-seekers community that they have value and they can go after things in life that they never had thought possible.
- Exhaustively enables a vital and crucial start in breaking the cycle of marginalization that the LGBTI and female sex worker and asylum-seekers community have been subjected to for so long.

## II. VISION

To see a world where all LGBTI persons and female sex workers are enjoying the same human rights as the host community members without discrimination.

## III. MISSION

To ensure LGBTI persons and female sex workers are aware of and enjoy the fundamental human rights of all persons within cultural diverse societies.

## IV. VALUES

Integrity	Teamwork	Partnership	Honesty
Communication	Respect	Safety	Attitude
Beneficiary service	Trustworthy	Diversity	Individuality
Creativity	Growth	Achievement	Competence
Accountability	Community	Community	Quality
Commitment to success	Ethical	Legal	Professionalism
Fairness	Responsibility	Consistency	Empowerment
Fun	Risk-taking	Efficiency	Balance
Loyalty	Optimism	Reliable	Inspiring

## **V. STRATEGIC ACTION PLAN 2020 - 2025**

### **V.1. Introduction**

The WEO strategic action plan 2020 – 2025 document is supported by two further outputs from the general membership meeting held on 10th June 2019 at Kiliza Guest House which was attended by 10 participants:

1. A Rapid Organisational Assessment (ROA), and
2. Three urgent recommendations on elaboration of the following organization policy documents:
  - Human Resource Policy Document,
  - Financial Resources Policy Document, and
  - Strategic Action Plan.

This strategic action plan document is structured along seven domains of change identified as core areas of WEO's work during the RAO:

- 1) Funding Strategy
- 2) Governance, Management and Administration Systems
- 3) Strategic Action Programming

### **V.2. The context: past, present and future**

This strategic plan 2020 – 2025 aims to capitalise on these successes and strengths which include diversification of funding sources, a growth in the project portfolio, a clearly defined research and programming niche for WEO, and a cadre of committed staff. The challenges are well recognized by WEO senior management and these include ensuring that WEO is managed by systems and not personal feelings. This strategic plan gives substantive focus to the development of improved systems at WEO in order to engender a more robust operating environment in which members will come together as social change agents to support the wider struggle for the human rights of sex workers and LGBTI people in our community.

### **V.3. Domain 1: funding strategy (and sustainability)**

In the period 2020 – 2025, WEO will be more strategic in terms of planning and managing fundraising activities and ensuring financial sustainability. The objective is to be proactive in initiating well-reasoned interventions (Security and communication, Economic empowerment, Rights to health and sexual reproductive health, Adult education and vocational skills, Legal aid support and International exchange programs) that build towards realizing the overall programmatic goal: to support the wider struggle for the human rights of sex workers and LGBTI people in DRC.

**Action Points:**

- Linking fundraising with communication activities and partnerships strategy. It is important for WEO to build iterative relationships with a wide variety of donors at local and international levels and determine mutually agreed research and programmatic action agendas.
- Defining clear roles and responsibilities in WEO for fundraising and donor liaison (Executive Director, Coordinator, Programs Manager, and Manager for Research)
- Instituting a professional grants management system with capacity to manage multiple and varied projects
- Explore a diversified funding base, including Foundations
- Invest in exploring core funding opportunities to support capacity building and strategic projects where funding is not available

**Tools:**

- Introduce the systematic use of a Funding Pipeline Matrix. This will be a tool for the Senior Management to plan and monitor funding opportunities while ensuring that proposals and concepts fit into the strategic goal of the organisation.
- Introduce the systematic use of a Proposal Checklist. The purpose of this checklist is to support the senior management team to make an informed go/no go decision before a proposal is submitted and ensure clear financial and strategic accountability for proposals submitted by WEO. The Executive Director (or designate) will sign funding agreements only when the checklist and go/no go processes are completed.

**Steps for financial sustainability:**

A sustainability fund will be established. This will be established on the lines of clear financial transparency and legal requirements. This fund will be generated through the for-profit activities of WEO (training fees...)

**V.4. Domain 2: governance, management and administration systems**

WEO has revised a series of systems and policies to ensure that the core research and programmes implementation work can be operationalized in the most effective and impactful manner. The objective of these changes is to create an operating model that is lean and effective while ensuring that WEO is a well-respected and trusted development partner.

**Action Points:**

- A special ToR for the Board of Directors
- Re-thinking the organisational structure to best meet the new operational realities of the strategic planning period 2020 – 2025.
- Human Resources require particular attention in the early part of the new strategic planning phase. Professional growth as well as performance within WEO will be linked to a systemized appraisal and personal development plans.

- The current Administration Policy Guidelines and General Employment Contract manual will be revised into an Administrative and Financial Policies and Procedures Manual. This will require a significant investment of time over the next twelve months.
- Finance and grants management systems will be reviewed with the objective of increasing effectiveness and transparency. A short term technical advisor for Grant Management will be recruited.
- WEO will not only institute new systems and policies but ensure that these systems are respected. The formulation of a code of ethics will help support this process and maintain the highest professional standards of behavior from WEO staff.

## **V.5. Strategic action programming**

### ***V.5.1. Problem statement***

Sexual minority stand a very high risk of attacks owing to their sexual orientation and gender identity, coupled with their status. This makes such refugees susceptible to threats and catastrophic experiences that have a lasting memory. The objective is to ensure LGBTI and sex workers under the care of WEO live in harmony with the host communities and protected always whenever there are threats affecting their well-being and reduce the risks that the organisation and its beneficiaries might face.

### ***V.5.2. Relevancy to Address the Problems***

Considering laws, policies and practices that legalize, or criminalize the behavior of these populations (e.g. the section 175 of the Penal Code Act) criminalizes the act of “having carnal knowledge against the order of nature”, which is understood to refer to same-sex sexual activities. This means that it is a crime for men to have sex with men in DRC. This provision has the effect of driving LGBT and Sex Worker persons underground out of fear that if they approach healthcare service providers, they will be exposed and arrested.

LGBTI and Sex Worker persons face tremendous difficulties in rural and urban DRC where heterosexuality often seems the only acceptable orientation, homosexuality is regarded as deviant, and variation from cultural concepts of “normal gender” often evokes hostility or violence.

LGBTI and Sex Worker face extreme social stigma, their discrimination, marginalization and social exclusion, including exclusion from access to education, employment and health services.

Violation of the human rights and gender equality of target groups, for instance through arbitrary arrests and detentions, coercion, bullying, blackmailing, subjection to other inhuman and degrading treatment.

Denial of the freedom of expression, association, peaceful assembly of these populations; creates an intolerant social environment that is acutely hostile to these populations and their human rights defenders.

Disseminating false and misleading information not based on sound science and evidence. This marginalization often excludes this category of population from many support structures, often including their own families, leaving them with little access to services many others take for granted, such as medical care, justice and legal services, and education.

### ***V.5.3. What we will do to solve the problems***

- Set-up membership-friendly settings for assistance and exemplify it with our own safe spaces (cyber café, clinic, and training center)
- Ensure emergency services are provided to needy members in time and in right places (shelters, food, medicines...)
- Members are taught human rights, sustainable livelihood and life skills
- Prevention training in health care and personal security through peer educators
- Adult literacy and training to languages skills, vocational skills, entrepreneurship skills
- Integration in society through sports and cultural events
- Participate in local, regional and international human rights, rights of seminars, and conferences
- Crowd-funding and online competitions
- Application for grants
- Multidisciplinary training services at affordable costs

### ***V.5.4. Expected Outcomes***

- Members are kept safe
- Members are healthier
- Members are active participants in issues that affect their lives
- Members are granted justice when they have been abused
- Members are self-sustainable financially
- Members attended meetings and trainings at local, regional and international levels
- Online fundraisers launched
- Multidisciplinary training events organized
- Grant proposals submitted
- Members are integrated in host communities
- Members change behaviors
- Peer-education trainings on security and protection realised.
- Members develop self-protection and safety with dignity capacities.
- Members are able to identify and analyse protection problems and community-based prevention and response strategies.

### ***V.5.5. Intended Outputs***

- 70 LGBTI refugees have safe settings where they are able to access their rights in dignity by December 31<sup>st</sup>, 2025

- Including 40 sex workers are protected from untreated and persistent illnesses through preventive health care education and access to emergency medical services when they are sick by December 31<sup>st</sup>, 2025
- 120 members received vocational skills and are empowered economically by December 31<sup>st</sup>, 2025

#### ***V.5.6. Indicators of Success***

- Number of safe spaces created
- Number of members at risk referred to and supported by appropriate care services
- Number of members rescued from sexual violence and abuse and helped to be sustainable
- Number of members who can describe their rights and describe improved access to their basic rights
- Number of members who live and work in safe communities where they are free from violence and sexual abuse
- Number of members who learn about preventive health care and personal security measures from a local peer educator
- Number of members who are empowered to create and manage small income generating activities

## **VI. OPERATING BUDGET**

	<b>ESTIMATED AMOUNT (US\$)</b>
<b>EXPECTED INCOME</b>	
Grants	184,600
Donations	0
Fundraising	0
Interest	0
Other income (membership fees, professional services, sales...)	7,500
<b>TOTAL INCOME</b>	<b>192,100</b>
<b>EXPECTED EXPENDITURE</b>	
Programme staff costs	60,640
Programme running costs (rent, utilities...)	50,640
Programming activities	80,820
<b>TOTAL EXPECTED EXPENDITURE</b>	<b>192,100</b>
<b>PROFIT/LOSS</b>	<b>0</b>



## VII. SWOT ANALYSIS

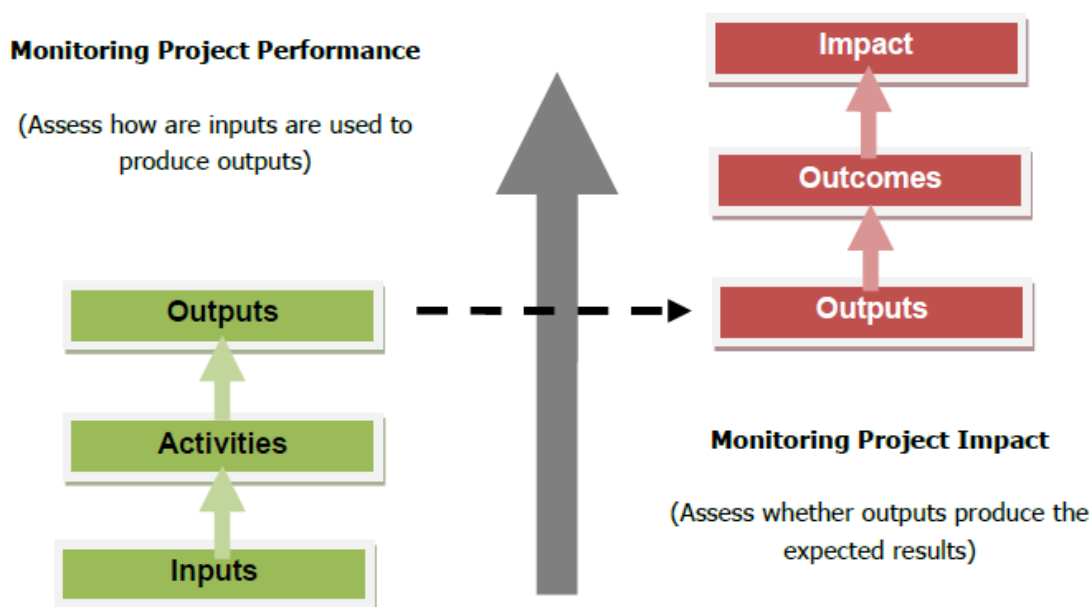
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- There is strength in collaboration with other organizations</li> <li>- The organization has good capacity building tools</li> <li>- Sharing of resources with members</li> <li>- The organization has built a professional image based around quality delivery of service related to keeping LGBTI persons safe</li> <li>- The visibility of the organization is increasing</li> <li>- There are complementary skills available within the Board of directors, Executive Secretariat and members</li> <li>- The organization has some quality programmes</li> <li>- The voice of individual members is louder within the organization</li> <li>- The shared outputs of the organization is big</li> <li>- We can avoid duplication of services</li> <li>- There is strength in numbers</li> <li>- Members are able to share best practices, experiences and challenges effectively</li> </ul>	<ul style="list-style-type: none"> <li>- Membership is voluntary</li> <li>- Bringing cohesion between the members</li> <li>- Some weak members</li> <li>- Most of our members lack entrepreneurship and creativity skills</li> <li>- Most of our members lack financial skills</li> <li>- We still do not have strong financial and human resource management systems</li> <li>- We still do not have a comprehensive monitoring and evaluation system for the organization</li> <li>- There is still no website for digital marketing and network tool for our members</li> <li>- Long term financial sustainability of the organization is still a huge challenge</li> <li>- Membership consultation is a slow process</li> <li>- Some members do not collaborate with others</li> <li>- Most of the members expect all from the organization</li> <li>- Some members compete for identity</li> <li>- The organization is weak to make an impact that all members can feel.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Some good relationships with donors</li> <li>- We are the only one LGBTI and sex worker refugee-led organization</li> <li>- Trust from duty bears to handle cases of refugee LGBTI and sex worker persons</li> <li>- A wide interest from visitors and friends</li> <li>- Partnership with national, regional and international coalitions</li> <li>- People asking for more engagement</li> <li>- Capacity building</li> <li>- Vast field for shared learning</li> </ul>	<ul style="list-style-type: none"> <li>- There has never been updates of Government policies</li> <li>- Corruption</li> <li>- Dependence on external funding</li> <li>- Having to respond to donor demands</li> <li>- Law criminalizing and discriminating LGBTI persons and sexual minorities</li> <li>- Strong competition for funding with other organizations</li> <li>- Inflation and global economic instability</li> </ul>

## VIII. MONITORING AND EVALUATION MEASURES

The monitoring and evaluation of performance will serve two functions: first, periodic assessment of implementation and performance of strategic actions plan, and second, evaluation of their results in terms of relevance, effectiveness and impact in protecting our members. The follow-up system will provide answers on the progress and impact made by the organization and their partners in achieving the outputs and outcomes.

*Performance:* Performance evaluation will assess the success in achieving the outputs with the inputs provided and activities conducted. The activities will be monitored closely by Executive Director and by the Board of directors through monthly, quarterly, half-yearly, annual reports, and technical reports will be provided regularly as required to enhance success.

*Impact:* Evaluation of the success in achieving its outcomes will be monitored continuously throughout the activities. The key indicators found will guide the evaluation of the results and impacts. To do so, reliable baseline data will be collected, and impact data will be collected when appropriate during the activities implementation.



*Diagram 1: Monitoring and Evaluation of performance and impact*

Both performance and impact monitoring and evaluation will contribute to improve decision making and management, by keeping the activities on track towards achieving the outcomes and objectives and by integrating lessons learnt into planning. Activity achievements will be evaluated twice in a year (after each six months) of the execution. The half-yearly evaluation will take place in July, and the annual evaluation in December.

*The half-yearly evaluation* will determine progress being made towards achievement of outcomes and will provide constructive recommendations to address key problems identified. It will:

- Review the effectiveness, efficiency and timeliness of project implementation;
- Analyze effectiveness of implementation and partnership arrangements;
- Identify issues requiring decisions and remedial actions;
- Identify lessons learned about project design, implementation and management;
- Highlight technical achievements and lessons learned;
- Analyze whether the project is on track with respect to achieving the expected results; and
- Propose any mid-course corrections and/or adjustments to the Work Plan as necessary.

*The annual evaluation* will focus on the same issues as the half-yearly evaluation. In addition, the annual evaluation will review activity impact, analyze sustainability of results and whether the activities have achieved the annual outcomes.

## IX. THE STRATEGIC ACTIONS PLAN 2020 - 2025

In order to successfully achieve this goal, we must fundraise at least the amount of US\$ 184,600 from our potential donors and sponsors at local, national and international levels. The funding priorities will include the investment equipments, management & administration fees, travel costs, printing & stationary, professional services, advertising & marketing, and taxes:

ACTION TO TAKE	RELATED OBJECTIVE	START DATE	END DATE	EXPECTED GRANTS (US\$)
Security and protection from GBV risks and Legal aid support	To respond to emergency situations involving LGBTI and sex worker refugees and asylum-seekers under the care of the WEO. Furthermore, WEO members are arrested and detained at police stations; some are taken to court and charged for offences such as rogue and vagabond, unlawful assembly, indecent assault, etc. These are the common offences with which members of WEO face. The legal aid objective is to have obtained a legal aid service provider and provide bail, bond services for WEO members.	January 2020	December 31, 2025	54,150
Economic empowerment & Adult education	To empower LGBTI and sex worker and asylum-seekers under the care of the WEO to improve their living conditions through creating sustainable income generating activities (IGA) in identified marketable vocational sector such as sewing and tailoring, hairdressing, catering and cooking, soap making, design and graphics... Furthermore, French speaking and asylum-seekers would really need adequate communication skills. This encompasses local and official languages learning and interpretations lessons for beginners.	January 2020	December 31, 2025	60,150

Sexual and Reproductive Health and Rights	Raise public awareness about the prevalence of sexual gender-based violence against LGBTI and female sex worker refugees and asylum-seekers under the care of the WEO. Furthermore, give LGBTI and sex worker and asylum-seekers under the care of the WEO easy access to sexual and reproductive health services (prevention and treatment of HIV/AIDS, sexually transmitted infections (STI), unsafe abortion, unwanted pregnancies) through peer education & counseling, voluntary testing, contraceptive methods, and referrals of those with serious health issues to partner health service providers for accessing specialist health treatments.	January 2020	December 31, 2025	50,150
International exchange & capacity development	To develop the organizational and members capacity for better performance and creation of international relationships, learning experiences for informed advocacy LGBTI and female sex worker asylum-seekers' rights. This will enable board of directors and staff members to develop their capacities in advocacy, research and documentation, economic empowerment programs and team building.	January 2020	December 31, 2025	20,150
				<b>184,600</b>