



Community Leadership Programming in Kenya: Advocacy Roadmap

Priority Themes

Funding Constraints

Complex Regulatory Frameworks

Limited Supportive Policies and Legal Frameworks

Limited Collaboration and Cross-Talk

Political Will and Commitment

Mentorship and Capacity Building

Competition and territorialism among existing CSOs.

Accountability Deficits

Bureaucracy in existing structures

Stigma and Discrimination:

Information Barriers: Misinformation, language barriers, & Technology

Policy Gaps and Criminalization

Limited Visibility and Evidence

Geographical Limitations

Continuity and Cascading

Theme 1: Resources and Structural Challenges

- 1.1. Funding Constraints
- 1.2. Bureaucracy and Approval Processes

Theme 2: Policy and Legal Framework

- 2.1. Limited Supportive Policies
- 2.2. Policy Gaps and Criminalization

Theme 3: Collaboration and Coordination

- 3.1. Limited Collaboration

Theme 4: Political Will and Commitment

- 4.1. Political Will
- 4.2. Divided Commitment

Theme 5: Capacity Building and Mentorship for Communities

- 5.1. Mentorship and Capacity Building

Theme 6: Accountability, Inclusion and Visibility

- 6.1. Accountability Deficits
- 6.2. Limited Visibility, Inclusion and Evidence

Theme 7: Stigma and Discrimination

- 7.1. Stigma and Discrimination

Theme 8: Access and Continuity

- 8.1. Geographical Limitations
- 8.2. Continuity and Cascading

Theme 9: Information, Data, and Knowledge Management

- 9.1. Information Barriers
- 9.2. Limited Evidence



Theme 1: Resources and Structural Challenges

Priority	Inadequate funding and resource allocation for community monitoring initiatives by both Government (National and County level) and partners
Objectives	1. Increase government funding for community-led initiatives by 10-15% within the next fiscal year. 2. Increase government financing of HIV response by at least 10% annually. 3. Increase partner funding for CLSE by at least 10% annually
Interventions	1. Advocacy for increased budget allocations for HIV response, community monitoring initiatives, and societal enabler programming. 2. Develop a partnership and funding proposals to key non-governmental organisations and partners in CLSE programming.
Audience	1. Government officials (MOH, National Treasury, County Departments of Health and Finance) responsible for budget prioritization and allocation. 2. Non-governmental organisations and partners focused on HIV, KP, CLM and SE programming.

Key Messages

1. Investing in community monitoring ensures better governance and service delivery.
2. Investing in HIV response by the government ensures sustainability and guarantees national economic development.
3. Adequate funding empowers communities to actively participate in monitoring processes.



Theme 1: Resources and Structural Challenges

Priority

1. Complex regulatory frameworks leading to slow approval processes.
2. Lack of clear legal guidelines, causing uncertainty regarding data privacy and ownership.

Objectives

1. Develop and propose clear legal guidelines on data privacy for CLM within the next twelve months that are KP friendly
2. Review and complete the National CLM Framework within the next twelve months
3. Reduce the approval process time for community monitoring projects by 45% through streamlined regulatory frameworks.

Interventions

1. Engage with policymakers (national and county level) and partners to streamline approval processes.
2. Collaborate with legal experts and KPs to review and advocate for clear legal guidelines and framework for CLM.

Audience

Policymakers and regulators.
Legal experts and advocacy groups.

Key Messages

1. Efficient regulatory frameworks facilitate meaningful community engagement.
2. Clarity on legal guidelines enhances trust and participation in community monitoring.



Theme 2: Policy and Legal Framework

Priority	Absence of supportive policies and legal frameworks for CLM, particularly for Key Populations including LBQIGNC+ in the country
Objectives	1. Advocate for the completion, approval, dissemination and implementation of the CLM Framework within the next year. 2. Increase awareness among policymakers about the value of supportive policies and an enabling legal environment on the HIV response.
Interventions	1. Conduct policy advocacy campaigns targeting policymakers. 2. Engage in targeted dialogue with relevant government (national and county) departments (Health, Finance, Data Protection) to draft supportive policies.
Audience	Policymakers and legislators. Civil society organizations involved in community monitoring.

Key Messages

1. Supportive policies empower communities and enhance outcomes of the HIV response.
2. Collaborative policymaking ensures inclusivity and responsiveness.



Theme 2: Policy and Legal Framework

Priority	Restrictive or non-existent laws and policies for Community Leadership, particularly for Key Populations including LBQIGNC+.
Objectives	1. Identify and propose amendments to at least two existing laws that hinder community-led initiatives. 2. Raise awareness about policy gaps and criminalization affecting Key Populations including LBQIGNC+ through targeted advocacy campaigns.
Interventions	1. Collaborate with legal experts, KP Human Rights Organizations and Public Opinion Influencers to: a. Identify problematic laws; and advocate for repeal/ amendments e.g., Chapter 63, Section 154, 162, 163, 165 & 186 of Kenya's penal code; and section 23 & 26 of the Sexual Offences Act of 2006. b. Advocate for operationalization of the Public Benefit Organizations Act 2013 2. Develop and implement advocacy campaigns to educate the public and policymakers on Human Rights for all, including KPs.
Audience	Legal experts and human rights organizations. Public opinion influencers Policymakers.

Key Messages

Legal reforms are necessary for an inclusive and just society.

Criminalization undermines community-led efforts and exacerbates vulnerabilities.



Theme 3: Collaboration and Coordination

Priority	Lack of collaboration among communities and initiatives, resulting in fragmented efforts.
Objectives	1. Facilitate continued collaboration between at least three community initiatives every six months. 2. Establish a platform for regular information sharing and coordination among community-led initiatives.
Interventions	1. Organize collaborative workshops and events for the communities. 2. Create an online platform for ongoing communication.
Audience	Community leaders and initiative coordinators. Relevant government agencies promoting/implementing community engagement.

Key Messages

Collaboration amplifies the impact of community-led initiatives.

Information sharing fosters a unified, efficient and effective approach.



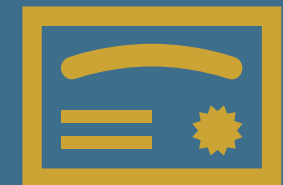
Theme 4: Political Will and Commitment

Priority	Limited political goodwill to implement commitments related to CLSE.
Objectives	1. Conduct awareness campaigns to emphasize the positive political, economic and social outcomes of community leadership and societal enablers every quarter.
Interventions	1. Engage with political leaders through advocacy meetings. 2. Develop and implement public awareness campaigns. 3. Sensitize healthcare workers and trainers on community-specific health needs 4. Quarterly M&E for the interventions for Key Populations and LBQIGNC+
Audience	Political leaders (National and County level) and influencers. General public through media outlets. Healthcare workers and trainers

Key Messages

Political support is crucial for sustainable community leadership and societal enabler programming.

Community led monitoring aligns with the political commitments for Bottom-Up Economic Transformation, and accountability.



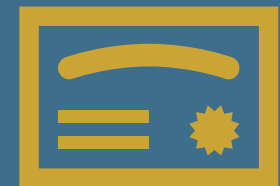
Theme 4: Political Will and Commitment

Priority	Divided commitment among partners and partiality among key funders.
Objectives	1. Facilitate a summit/roundtable/convening involving key funders to foster a unified commitment to community led monitoring initiatives within the next 12 months. 2. Develop and implement a communication strategy to address partiality among funders within the next 12 months.
Interventions	1. Organize a summit, roundtable or conference for key funders. 2. Develop a communication plan to address concerns and foster unity. 3. Quarterly review and M&E for the communication strategy
Audience	Key funders and donors. Community leaders and advocates.

Key Messages

Unified commitment maximizes impact and ensures fairness.

Fair distribution of support/ resources enhances the effectiveness and reach of community-led initiatives.



Theme 5: Capacity Building and Mentorship

Priority	Limited mentorship and capacity building within CSOs and communities involved in community led initiatives and SE Programming.
Objectives	1. Advocacy for inclusion and implementation of mentorship as a priority in all CSOs involved in CLSE, Key Populations and LBQIGNC+ programming. 2. Develop and deliver comprehensive training modules on community-led monitoring for targeted communities.
Interventions	1. Collaborate with experienced organisations to establish mentorship programs. 2. Advocacy for inclusion and implementation of mentorship as a priority in all CSOs involved in CLSE, Key Populations and LBQIGNC+ programming. 3. Design and conduct training sessions on community-led monitoring with clearly defined objectives.
Audience	CSOs involved in community led initiatives. Targeted communities for training.

Key Messages

Capacity building is essential for sustained community impact.

Mentorship programs empower communities to take charge of their development.



Theme 6: Accountability, Inclusion and Visibility

Priority	Limited accountability mechanisms among duty bearers.
Objectives	1. Advocate for the establishment and strengthening of accountability mechanisms within government structures for community leadership initiatives. 2. Develop and implement a visibility campaign showcasing the positive impact of community leadership.
Interventions	1. Engage with government officials (MOH,CDOH) to integrate accountability mechanisms for CLM into the current health services appraisal system (Quarterly and Annual Performance Reviews). 2.Advocate for inclusion of communities in the National and County HIV Steering Committees 3.Develop multimedia content to demonstrate the impact of community leadership.
Audience	Government officials responsible for accountability (NSDCC, NASCOP, County Department of Health). General public through various media channels.

Key Messages

Accountability ensures the credibility and success of community initiatives.

Visibility highlights the value and importance of community-leadership.



Theme 6: Accountability, Inclusion and Visibility

Priority	Certain populations, like LBQ communities, are excluded, and lack visibility and sufficient evidence on their care.
Objectives	1. Advocate for the establishment and strengthening of accountability mechanisms within government structures for community led initiatives. 2. Develop and implement a visibility campaign showcasing the positive impact of community led initiatives.
Interventions	1. Conduct research to generate evidence on the specific needs and challenges of vulnerable and marginalised populations like LBQ communities. 2. Develop and implement targeted visibility strategies to address the lack of visibility for marginalized populations. 3. Advocacy for inclusion of all Key Populations and LBQIGNC+ typologies in healthcare data tools. 4. Sensitization among health workers on all Key Populations and LBQIGNC+ typologies.
Audience	Researchers and LBQ community representatives. General public and policymakers. Media Organizations Medical Training Institutions

Key Messages

Evidence-based advocacy is essential for addressing unique community needs.

Visibility fosters understanding and inclusivity.



Theme 7: Stigma and Discrimination

Priority	Stigma and discrimination hindering community participation.
Objectives	1. Implement awareness campaigns to challenge and reduce stigma and discrimination against communities involved in monitoring initiatives. 2. Collaborate with media outlets to promote positive narratives and counter stereotypes.
Interventions	1. Develop and execute anti-stigma campaigns with defined objectives. 2. Engage with media organisations (including community podcasts, blogs, youtube etc.) for the creation and dissemination of positive stories and counter-stereotyping content. 3. Sensitize and standardise training of health workers on the needs and care for all Key Populations and LBQIGNC+ typologies
Audience	General public and community members. Media organizations and influencers. Healthcare Training Institutions and Health Workers

Key Messages

Stigma and discrimination hinder community participation.

Positive narratives reshape societal perceptions and promote inclusivity.



Theme 8: Access and Continuity

Priority	Geographical constraints limiting the scope and reach of community monitoring initiatives, especially in rural areas..
Objectives	1. Expand community led monitoring initiatives to at least 10 additional rural/remote counties within 18 months. 2. Advocate for the development of infrastructure and technology to bridge geographical gaps within 2 years.
Interventions	1. Collaborate with local organisations, including Key Populations and LBQIGNC+ led organisations, to extend CL and SE initiatives to rural areas. 2. Engage with relevant government agencies (KeRRA, Ministry of Roads, Information Technology, County Departments) to advocate for infrastructure development.
Audience	Rural communities, funding agencies and local organisations. Government agencies responsible for infrastructure.

Key Messages

Inclusivity requires reaching underserved rural areas.

Infrastructure development enables continuity and accessibility of community led initiatives.



Theme 8: Access and Continuity

Priority	Limited continuity of approaches and a lack of cascading to grassroots levels beyond policy and program levels.
Objectives	1. Develop a cascading model/framework to ensure the transfer of knowledge and practices to grassroots levels within one year. 2. Develop and Implement continuity plans for all community-led monitoring initiatives within one year.
Interventions	1. Collaborate with experts to design and implement cascading models/ frameworks for Community leadership including CLM to grass root level with clear timelines. 2. Develop and execute continuity plans existing interventions in consultation with community leaders, specifying implementation timelines.
Audience	Grassroots community leaders and members. Program managers and policymakers. Data Managers and Monitoring, Evaluation, Accountability & Learning (MEAL) officers.

Key Messages

Cascading empowers local communities and ensures long-term sustainability.

Continuity safeguards the impact of community-led monitoring.



Theme 9: Information, Data, and Knowledge Management

Priority	Misinformation, language barriers, and limited use of technology affecting data quality and communication.
Objectives	1. Develop and implement a comprehensive communication strategy to overcome information barriers. 2. Provide training and support to community members to improve data quality and communication skills.
Interventions	1. Develop and disseminate a CLSE communication strategy with clear objectives and timelines. 2. Offer training workshops on data management and communication skills.
Audience	Community members and data collectors. Data analysts and communication specialists. Legal specialists

Key Messages

Clear communication enhances the effectiveness of community led monitoring.

Empowering communities to manage data improves data quality.



Theme 9: Information, Data, and Knowledge Management

Priority	Limited quality data/ evidence from communities to inform advocacy
Objectives	1. Establish data quality assurance processes within community-led monitoring initiatives. 2. Collaborate with researchers to conduct comprehensive data collection, analysis and develop knowledge outputs on CLSE programming.
Interventions	1. Develop data quality assurance guidelines and processes for CLSE initiatives. 2. Establish partnerships with academic institutions, Media and researchers for data collection, analysis, and production of knowledge outputs on CLSE programming.
Audience	Data collectors and analysts within community initiatives. Researchers and academic institutions. Media Organizations

Key Messages

Quality data drives evidence-based advocacy.

Collaboration with researchers ensures credible evidence.



