



AFRICAN INSTITUTE FOR HEALTH & DEVELOPMENT

"Working with communities for better lives through evidence-based programming"

STRATEGIC PLAN **2024-2029**

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Abbreviations and Acronyms

AIHD	African Institute for Health and Development.
ARISE	Accelerate Resilient, Innovative, and Sustainable Elimination of NTDs
ARNTD	African Research Network for NTDs
AU	African Union
BMGF	Bill and Melinda Gates Foundation
BTS	Breaking Transmission Strategy
CDC	Centers for Disease Control and Prevention
CDD	Community Drug Distributors
CSO	Civil Society Organization
CSPEN	Civil Society Parliamentary Engagement Network
EAC	East African Community
ED	Executive Director
EDCTP	European and Developing Countries Clinical Trials Partnership
GBV	Gender-Based Violence
HENNET	Health NGOs Network
KPI	Key Performance Indicators
KRAs	Key Results Areas
KHF	Kenya Health Federation
LF	Lymphatic Filariasis
M&E	Monitoring and Evaluation
MoH	Ministry of Health
MoU	Memorandum of Understanding
MDA	Mass Drug Administration
MEAL	Monitoring, Evaluation, Accountability and Learning
NCDAK	NCD Alliance of Kenya
NCDs	Non-Communicable Diseases
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NTD	Neglected Tropical Diseases
PBO	Public Benefits Organization
SCH	Schistosomiasis
SDG	Sustainable Development Goals
SOPs	Standard Operating Procedures
STH	Soil-Transmitted Helminths
TA	Technical Assistance
UN	United Nations
UNICEF	United Nations Children's Fund
WHO	World Health Organization

Picture Captions

Source: AIHD

Photo 1: Universal Health Coverage Building Blocks

Photo 2: A kick off workshop held with ADOPT program partners (2022)

Photo 3: AIHD staff participation in the Standard Chartered Marathon. (2022)

Photo 4: Western region Mass Drug Administration activity - Microplanning project. 2022)

Photo 5: ARISE 2 High level Advocacy meeting in Addis Ababa, Ethiopia. (2023)

Photo 6: ARISE 2 Supply chain stakeholders' workshop in Naivasha. (2023)

Acknowledgements

The development of this Strategic Plan (2024-2029) was made possible through teamwork and the commitment of its Members of the Board and staff. The Plan outlines AIHD's vision, 'An Africa where people live in dignity' and a mission of 'Working with communities for better lives through evidence-based programming'. We are grateful to the partners who have supported and continue to support us both financially and technically since the establishment of the Institute in June 2004.

The accomplishment of the objectives set out in this Strategic Plan will require concerted efforts by the Board, program and finance teams, support staff, implementing partners, development partners and other key stakeholders. It is, therefore, our hope that our partners will reference this Plan in determining and providing their support, partnership, and collaboration with the AIHD.

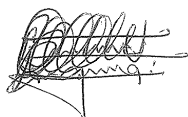
We thank all those who contributed to the success of this process and look forward to continued support, partnership, and collaboration in our service to communities and humanity in general.

Statement from the Board Chairman

I am privileged to present this Strategic Plan for the African Institute for Health and Development (AIHD) for the next five years (2024-2029). This plan will guide future decisions regarding our services, programs, collaborations, partnerships, and internal organizational development. Our vision and mission statements set a clear path forward, while our core values will guide us in achieving our institutional goals and objectives.

The plan is in accordance with the Constitution of Kenya 2010, the Government of Kenya Vision 2030, the Sustainable Development Goals (SDGs) 2030 and other regional and international treaties that Kenya is a signatory to. We, as an Institute, recognize that despite the world's huge investments in the health and development sector, there are still challenges that put people's lives and wellness at risk.

In the next five years, our Strategic Plan will address some of the health and development challenges affecting our communities through our strategic goal: *"To enhance the health and development agenda in Africa for the benefit of its people."* In line with this goal, we will endeavor to build stronger relations with our collaborators and utilize our resources effectively to support the communities we work in. This Plan will prioritize research, advocacy, innovation, resource mobilization, capacity building and training as key drivers for growth.



Dr. Bernhards Ogutu, Board Chairman



Dr. Bernhards Ogutu

Word from the Founder Director & Technical Advisor

It has been a tremendous and fulfilling journey since the registration of the African Institute for Health and Development (AIHD) in 2004 under the leadership of the Founder Directors: Dr. Lynette Okeng'o; Dr. Kaendi Munguti; Prof. Isaac Nyamongo, and I. Through the years, our focus has been to build lasting partnerships, implement key programs that make a difference in the lives of people and facilitate the development of key national strategies and policies.

I am proud to note that the Institute has been able to utilize opportunities presented to it at the national, regional and global levels. This has led to the implementation of research, programs, and policy initiatives on key health and development agendas, including but not limited to Gender-Based Violence (GBV), social protection, non-communicable diseases (NCDs), Neglected Tropical Diseases (NTDs), poverty alleviation, social protection, among others. The AIHD is currently a key partner to the Ministry of Health (MoH) in its focus on NTDs which has been spurred by the adoption of the Breaking Transmission Strategy (BTS) (2019-2023). The BTS aims to accelerate the elimination of Trachoma, Soil Transmitted Helminths (STH), Schistosomiasis (SCH), and Lymphatic Filariasis (LF). The Institute collaborates with a diverse range of stakeholders including national, regional and international development partners, Government line ministries, research institutions, academia, media, community members and other like-minded organizations.

We recognize that there have been challenges of funding to the NGO sector in the last few years. This is why the Institute, in this Plan period, intends to engage more with both the National and County Governments, local philanthropists and partners to generate local resources with an eye on sustainability. The future of health and development interventions by the Institute will depend on its ability to build, maintain and grow long-term partnerships. This, coupled with our commitment to focus on building our capacity and strengthening the management structures, the future looks bright for AIHD.

I would like to thank our partners who have stood with us over the last 20 years and encourage others to join us as we start the next five years of service to humanity.



Dr. Mary Amuyunzu-Nyamongo, Founder Director & Technical Advisor



Word from the Executive Director

The development of this Strategic Plan entailed the review of the Strategic Plan 2017-2022 and soliciting inputs from staff, Members of the Board, as well as our key stakeholders. It has been an invaluable process for the Institute to step back, pause and reflect on the progress made, challenges encountered and areas of growth, as we chart our way forward. This Plan articulates our mandate of implementing evidence-based programming, conducting research, training and advocacy on health and development issues as well as social empowerment and how these can be implemented for greater societal impact.

We have made considerable progress in the last five years through implementing the Strategic Plan 2017-2022. Notably, the Institute has achieved an increase in community-based projects with donor funding, which has elevated our visibility at the national, regional and global levels. The efficiency of internal processes has improved following innovative mechanisms and the expansion of the workforce by recruiting a team of skilled professionals.

I would like to thank the management team and my colleagues for their commitment to offering service to humanity with passion and professionalism despite challenges such as the COVID-19 pandemic. The staff members have embodied the spirit of humanitarianism by working with and for communities in such unpredictable and, in many cases, high-risk environments. I hereby call on them to continue with renewed resolve and energy into this new and exciting period. Onwards and upwards to the entire AIHD fraternity!



Ms. Alice Sereti Sinkeet, Executive Director



**Ms. Alice Sereti
Sinkeet**



Universal Health Coverage Building Blocks: Photo by AIHD (2022)

1

Background

The African Institute for Health and Development (AIHD) was established in Nairobi, Kenya, by a group of African researchers, academicians, policy experts and program implementers. It was registered by the National Non-Governmental Organizations (NGO) Coordination Board on June 01, 2004. The Institute's focus is on implementing evidence-based programs, conducting research, training, and advocacy on health and development issues, and supporting policy discussion and development on issues that are contextually relevant to Kenya and other African countries. It works in partnership with the National and County Governments in Kenya, and other governments in Africa and collaborates with local, national, regional, and international partners.

The AIHD is involved in addressing key development issues including Neglected Tropical Diseases (NTDs), Non-Communicable Diseases (NCDs), mental health and injuries, poverty alleviation, gender mainstreaming, and health promotion, among others. Currently, the Institute is collaborating with the Ministry of Health (MoH) with funding from the END Fund, Unlimit Health, African Research Network for NTDs (ARNTD) and European, Developing Countries Clinical Trials Partnerships (EDCTP), and Bill and Melinda Gates Foundation (BMGF) to implement projects and programs on the control and elimination of NTDs. Apart from NTDs, the AIHD is undertaking advocacy on NCDs and implementing health promotion programs in the acceptability of routine immunization and the COVID-19 pandemic.

Over the years, the Institute has acquired experience and expertise in interventions aimed at improving the well-being of individuals, communities, the nation, and the region at large. To this end, the Institute has implemented programs in several other African countries including but not limited to Rwanda, Ghana, Uganda, Ethiopia, Tanzania, Zambia, and Zimbabwe. In pursuit of its vision of ***“An Africa where people live in dignity”*** and mission of ***“Working with communities for better lives through evidence-based programming,”*** the AIHD is involved in building the capacity of community groups, facilitating resourcing from within, and building sustainable mechanisms in all its program activities. In addition, the Institute is committed to building the capacity of young people to work with communities through its robust internship program that aims at ensuring a generation of trained and capable professionals in public and community health and development. The AIHD owes its progress to the teamwork and commitment of the Members of the Board, staff, development partners, key stakeholders and partners.



A kick off workshop held with ADOPT program partners: Photo by AIHD (2022)

2

Context Analysis

The Institute's prospects rely on its wide array of human resource capacity, technical expertise, an enabling environment for growth and the ability to adapt to the changing development landscape locally, nationally, regionally, and globally. The Institute will continuously monitor and respond to emerging issues to influence the health and development agenda.

2.1 Stakeholder Context Analysis

The Institute recognizes the crucial role played by the following key stakeholders in the achievement of its medium and long-term objectives. Each of the key stakeholders, their expectations and those of the institute are summarized in Table 1.

- **Communities:** In AIHD, programs are streamlined in a way that places communities at the center of service delivery through a participatory approach. We recognize that the Institute cannot thrive if direct beneficiaries from its projects/programs are placed at the periphery of decision-making and actions. Therefore, the key focus during this Plan's period is to roll out prerequisite goodwill, and support from these beneficiaries.
- **Governments:** The Kenya Constitution 2010 brought forth new and critical stakeholders in the form of County Governments. Notably, health and other key development sectors were devolved to counties to manage. County Governments are, therefore, important strategic partners in programs, over and beyond the advisory and policy oversight role of the National Government. The Institute will continue to work with both National and County Governments towards the realization of domesticated global, regional, national and county health and development targets. Over the years, the AIHD has expanded its scope to include working with Governments in other countries within Africa as outlined above. During this Plan period, the Institute intends to collaborate more with partners in other African countries and to explore onboarding other countries within the continent.
- **Non-state actors:** Since its inception, the AIHD has developed strategic partnerships with other agencies responsible for making key local, regional, national and global decisions that affect the health and development agenda. This Strategic Plan will support the already acquired goodwill in the civil society and private sectors to enable the Institute to continue executing its mandates.

- **Development partners:** These are critical in funding projects implemented by the Institute. To this end, the AIHD will continue to build strong networks and partnerships with existing donors, while exploring new opportunities to expand its funding base.
- **Staff:** The heartbeat of any institution is its human resources. Members of staff are key stakeholders at the core of research, policy and program implementation. The Institute endeavors to be sensitive to the needs of all its staff. It promises to offer a conducive working environment for its human resource base to optimize staff output.

AIHD's Regional Presence



Table 1: Key Stakeholder Analysis

S/ No.	Stakeholder	Stakeholder Expectation	AIHD Expectation
1	Communities	<ul style="list-style-type: none"> • Social responsibility and community engagement • Mitigation of any negative environmental or social impacts • Streamlined service delivery through a participatory approach • Initiatives that empower local communities to take charge of their health • Programs focused on preventive healthcare and health education 	<ul style="list-style-type: none"> • Active participation in health programs and initiatives • Open communication with the institute regarding health concerns and needs • Willingness to adopt and promote health-promoting behaviors • Collaboration in research activities to better understand local health challenges
2	Governments	<ul style="list-style-type: none"> • Compliance with laws and regulations • Contribution to national development goals • Ethical conduct and corporate social responsibility 	<ul style="list-style-type: none"> • Support for public health policies and initiatives • Allocation of sufficient funds to the health sector • Collaboration on research and data sharing • Implementation of effective healthcare delivery systems • Progressive public health-related Policies
3	Non-state actors	<ul style="list-style-type: none"> • Joint initiatives, information for addressing health and development challenges • Support in health and development capacity building • Relevant research, for evidence-based information • Advocacy for policies and practices that align with relevant goals and support in influencing decision-making • Opportunities to connect and network with other organizations, experts, in the field of health and development • Community outreach programs • Prioritization of inclusivity and diversity in activities 	<ul style="list-style-type: none"> • Collaboration on health projects and programs • Financial and technical support for health initiatives • Advocacy for health-related policies and issues • Sharing expertise and resources for capacity building

4	Development partners	<ul style="list-style-type: none"> • Demonstrated impact and measurable outcomes • Accountability and transparency in the use of funds • Regular updates on project progress 	<ul style="list-style-type: none"> • Financial and technical support for health projects • Collaboration on research and capacity-building programs • Advocacy for health-related issues at the international level • Alignment with the institute's goals and values
5	Staff	<ul style="list-style-type: none"> • Clear communication of organizational goals and objectives • Opportunities for professional development and career growth • A positive and supportive work environment 	<ul style="list-style-type: none"> • Commitment to the institute's mission and values • Professionalism and dedication to their roles • Continuous learning and skill development • Effective communication and collaboration with other team members

2.2 External Development Context

International development is increasingly being directed to actions that have far-reaching impacts on the lives of disadvantaged and vulnerable groups. The sub-Saharan African region has not been able to play on an equal footing at the global level due to the myriads of health and development challenges limiting its capacity to meet development commitments and goals. Currently, these development commitments are derived mainly from the Sustainable Development Goals (SDGs) 2030, which have an enhanced recognition that conditions such as poverty, climate change, limited donor funding and diseases are major drains on the already stretched resource base in the region.

The AIHD will endeavor to work with other development-oriented organizations in Kenya and the region, through developing and implementing multi-pronged interventions. The AIHD will focus on areas of interest to engage development partners and explore new areas and novel approaches to problem-solving. Building strong partnerships will avoid duplication while optimizing the limited resources for health and development.

The devolution agenda under the Constitution of Kenya 2010 provides an opportunity to expand and extend the Institute's activities in partnership with the County Governments. This will involve strengthening the existing partnerships with County Governments in health and social development programs, as well as building and maintaining the political goodwill from relevant line ministries and development partners. Opportunities also exist in enhanced networking and collaboration through networks such as the Civil Society Parliamentary Engagement Network (CSPEN), Non-Communicable Diseases Alliance of Kenya (NCDAK), Kenya Healthcare Federation (KHF), and Health NGOs Network (HENNET).

The implementation of this Strategy has huge financial implications. Expanding the funding base will therefore remain a major focus for the Institute. AIHD will aim to achieve a sustainable funding base by developing a resource mobilization strategy to increase and diversify its income base. The Institute has an opportunity to generate substantial income from the diverse openings within the health and development sectors by providing technical support to like-minded organizations and offering training services to individual researchers and partners.

To effectively take advantage of these opportunities, the Institute will leverage the expertise and networks of its Board and staff who have a mix of skills and expertise to foster national and regional growth. It will adopt innovation in resource mobilization and foster a diverse revenue mix. At the minimum, the value of projects will be incrementally raised from the current minimum of \$500,000 by 25% in the period covered by this Strategic Plan. There will also be continued improvement in the efficient utilization of resources. The Management will undertake an analysis of each program and generate a matrix indicating key actions and the responsible entity in the annual plans.

2.3 Internal Development Context

The Institute has a national, regional and global outlook both in its programs and in its human resource base. This approach enables the AIHD to align itself to the discussions shaping the global development agenda, which helps to enhance worldwide visibility. During this Plan period, the Institute will continue to build an organizational culture that rests on a firm foundation encapsulated in its internal structures, communities, and partners it works with. To shape an effective global development agenda, the AIHD recognizes the need to underpin development models on the communities whose lives will be touched by the programs. It is through working with communities that the AIHD can learn and enhance the domestication of international models.

While cognizant of the changing landscape of donor funding, characterized by dwindling financial resources, the Institute will take advantage of the evolving approaches in health and development to entrench its relevance nationally, regionally and globally.

The following characteristics give the Institute an edge in achieving its desired outcomes.

- i. The Institute was founded by African experts and has a Board with a wide range of professional experience and with the interest of the people at heart. The founder Directors and Members of the Board continue to provide oversight and the roadmap of the Institute towards meeting its goal.
- ii. Consistent involvement in national policy formulation and advice, and representation on national, regional, and international boards, committees and networks, which continues to elevate the place of the organization amongst its peers.
- iii. Extensive practical experience in research and programs that enables the translation of evidence into practice.
- iv. Ability to recruit and retain multi-disciplinary staff and resource persons who foster the Institute's ethos.
- v. Committed leadership that understands and builds organizational philosophy.

- vi. Ability to pursue its goals and objectives in compliance with the NGO Board regulations and the Public Benefits Organization (PBO) Act in Kenya.
- vii. Experience and presence at international, national, regional, and grassroots levels.
- viii. The presence of internal management structures that are informed by global best practices.

The AIHD has made tremendous efforts in the last 10 years in improving its internal processes as follows.

- i. Establishment of policies that guide the day-to-day operations of the Institute. These include: (i) Diversity, Equity and Inclusion Policy; (ii) Human Resources Policy and Procedures Manual; (iii) Financial Policy and Financial Manual; (iv) Procurement Manual; (v) Child Protection Policy; (vi) Climate Change Policy; (vii) Code of Conduct; (viii) Communication Policy; (ix) Fraud, Gross Misconduct, Corruption and Bribery Policy; (x) Gender Mainstreaming Policy; and (xi) Whistle Blowing policy. These policies are revised regularly in response to the dynamic environment in which the Institute operates.
- ii. Expanding payment processes by introducing a mobile wallet App for ease of transfer and monitoring of funds.
- iii. Data sharing agreements and Memorandum of Understanding (MOUs) that safeguard the sharing of sensitive information within and among partners.
- iv. Signed MoUs with strategic partners including the University of Bergen and Norway

In the next five years, the Institute is keen to get into more formalized partnerships with implementing partners to enhance its capacity to reach more people and communities. In addition, it will build staff competencies in research, community development, proposal writing, report writing, policy dialogue, social mobilization, monitoring and evaluation (M&E) and other technical areas. This will be achieved through supporting the staff to attend strategic courses while encouraging them to attain higher levels of specialization in their areas of interest and expertise.

2.4 Risks, Assumptions and Mitigation

Risk	Ranking	Possible impact	Mitigation strategy
Political environment	H	<ul style="list-style-type: none"> • Delayed implementation of key activities • Change in regime may lead to changes in the leadership system, administrative apparatus, and bureaucracy 	<ul style="list-style-type: none"> • Contingency plan to be developed and used during and after political seasons
Resource base	M	<ul style="list-style-type: none"> • Changing donor funding landscape may affect the running of projects/ programs on health and development issues 	<ul style="list-style-type: none"> • Develop innovative fund-raising mechanisms such as local/domestic resource mobilization from the national and county governments • Collaboration with like-minded partners such as civil society organizations at both the local and national levels
Socio-economic factors	H	<ul style="list-style-type: none"> • Lack of adequate funding may lead to retrenchment of staff • Changes in governance systems affect the implementation matrix of projects 	<ul style="list-style-type: none"> • Employ robust resource mobilization mechanisms • Alignment of governance systems with both internal and external stakeholders
Technology	M	<ul style="list-style-type: none"> • Lack of access to digital equipment by staff will affect efficiency • Limited adoption of new technology may pose a risk to the security of data of the organization 	<ul style="list-style-type: none"> • Investment in the latest technology in research • Training of manpower to keep abreast with the constant changes. • Strategic Partnership to foster technological demands
Pandemics	M	<ul style="list-style-type: none"> • Lack or inadequate funding from donors • Disruption or halting of programs due to pandemic containment measures 	<ul style="list-style-type: none"> • Active monitoring of pandemic situations both at county and national levels to inform decisions • Aligning projects to the health guidelines during a pandemic
Climate change	H	<ul style="list-style-type: none"> • Changes in donor focus will likely affect resource base of the Institution 	<ul style="list-style-type: none"> • Shift in organizational strategy to adapt to emerging needs

<p>Government policies</p>	<p>M</p>	<ul style="list-style-type: none"> • Lack of approval to implement projects/programs • Lack or inadequate support from government officials in implementing projects/programs • Lack of sustainability in implementing interventions • Lack of budgetary allocation to support the implementation of projects/programs 	<ul style="list-style-type: none"> • Collaboration with the government during project planning and implementation
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Key: H – High, M- Moderate, L- Low



AIHD Staff During Standard Chartered Marathon: Photo by AIHD (2022)

3

Vision, Mission, Objectives and Values

3.1 Our Vision

An Africa where people live in dignity.



3.2 Our Mission

Working with communities for better lives through evidence-based programming.



3.3 Strategic Goal

To enhance the health and development agenda in Africa for the benefit of its people.



3.4 Our Core Values

- i. **Honesty:** Ethical standards will be upheld in the design, implementation, monitoring, and evaluation of our programs. Our main interest is to ensure resources at our disposal are prudently utilized and professionally managed.
- ii. **Excellence:** Our staff members shall maintain the highest professional standards in all undertakings in and outside the Institute. We promise to employ diligence and commitment in every professional undertaking our partners entrust us with. We shall always do our best.
- iii. **Respect:** Our human resources remain our greatest pillar. To bring the best out of our staff, we intend to focus on the respective strengths they bring on board as well as working together to grow their skillsets and expertise. We shall continue to build a formidable team working in synergy that is molded in respect for one another.
- iv. **Innovation:** As the world changes, so shall the Institute. We will encourage and nurture the development of ideas that will revolutionize all aspects of programming including the use of technology to facilitate efficiency in service delivery.

Our values are abbreviated into 'HERI', which is a Swahili word for 'Good Luck' in English.

3.5 Cross-Cutting Commitments

The work of the Institute will be guided by the following four key cross-cutting commitments in line with the Sustainable Development Agenda:

i. Gender responsiveness: The Institute is committed to the promotion of gender equity and equality for all persons at all levels. The AIHD shall endeavor to employ gender considerations in the design, implementation and monitoring of programs and policies. Moreover, the Institute will foster an enabling environment where all staff will operate harmoniously, and partners will be treated with due respect, irrespective of gender. As such, the AIHD will put mechanisms in place to ensure zero-tolerance for gender-based biases and prevent acts and punish occurrences of unlawful discrimination (whether direct or indirect), harassment and victimization based on gender.

ii. Human rights approach: The Institute will ensure that the disadvantaged, minority, marginalized, excluded, vulnerable and those discriminated against are consulted and access project benefits. These groups include but are not limited to women, girls, children, persons with disabilities, minority ethnic communities etc. It will continue to respect the rights of all its partners.

iii. Climate change: Given the ongoing change in climatic conditions globally, AIHD is refocusing its programming to consider climate change interventions considering the adverse effects it has on the health and social aspects of humanity. The Institute will also engage in activities that contribute to protecting communities such as tree planting, environmental cleanliness and reduced pollution.



Preparatory Mass Drug Activity in the Western Region: Photo by AIHD (2022)

4

Strategic Direction

In the next five years, AIHD will focus on one goal, five Key Result Areas (KRAs) and five Strategic Objectives as articulated in this section. This Strategic Plan has been developed using the balanced scorecard approach and, accordingly, the Strategic Objectives are aligned with the four perspectives of AIHD's work. The Institute's programs will be guided by the goals and targets set in the Global SDGs.

4.1 Strategic Objective 1

AIHD recognizes the importance of public health in the sustainable development of the overall well-being of the communities they work with. This strategic issue yields **Health and Social Empowerment** as the first Key Result Area (KRA 1). To address this KRA 1, the Institute shall pursue the first Strategic Objective: **To Promote Health and Social Empowerment of Communities in Kenya and the African Region**. To achieve strategic objective 1, the Institute will undertake the following activities:

- i. Partner with like-minded, local, regional, and international organizations, as well as professional bodies in the implementation of programs on NTDs and other communicable diseases in the country, sub-region, and region.
- ii. Implement community and public health interventions in collaboration with the National and County governments toward the prevention, management and rehabilitation of people affected by NCDs, mental health and injuries.
- iii. Implement research, program and policy interventions aimed at empowering disadvantaged, vulnerable, minority and marginalized groups.
- iv. Engage in programmatic activities that foster gender empowerment and address gender-based violence (GBV).
- v. Respond to climate change challenges, including pandemics and other emergencies.
- vi. Train and conduct research to support social empowerment initiatives in Kenya and the sub-Saharan African region.

4.2 Strategic Objective 2

The Institute recognizes the need to collaborate with like-minded partners and donors to strengthen **advocacy and resource mobilization** in addressing health and development issues affecting people and communities. This strategic issue yields Advocacy and Resource Mobilization as KRA 2, which the institute intends to address by pursuing the second strategic objective: **To Strengthen Advocacy, Resource Mobilization and Maintain Long-Term Donor Support**. The institute aims to achieve this objective through the following activities:

- i. Mobilize projects resources by 25% whose values are \$500,000 and above in the period covered by this Plan.
- ii. Focus on building relationships with institutional donors to predict the prospects for eventual attainment of long-term funding.
- iii. Enhance efforts towards domestic resource mobilization in coordination with other local partners, the private sector and County Governments.
- iv. Create and maintain relationships with philanthropists who can donate towards causes that they consider deeply personal to them.
- v. Strengthen the Technical Assistance Department to undertake research that is not only relevant to the Institute's mission but also suited to the needs of government(s), donors and development partners.
- vi. Strengthen relations with the current funders while attracting new ones through quality deliverables.
- vii. Obtain funding through alliances/consortiums and corporate organizations to obtain mutual benefits.
- viii. Conduct regular media engagement activities to sensitize, educate and advocate for the wellbeing of communities.

4.3 Strategic Objective 3

Effective interventions with robust accountability and learning procedures that lead to improvement and growth components are crucial to the institute's capacity to serve the communities and our stakeholders successfully. This strategic issue yields **Monitoring and Evaluation** as KRA 3, which the institute intends to address by pursuing the third Strategic Objective: **To strengthen Monitoring, Evaluation, Accountability and Learning**. The following activities shall be undertaken to achieve the highlighted strategic objective 3:

- i. Track AIHD's activities including resource mobilization.
- ii. Support monitoring / tracking and reporting of all projects in the Institute.
- iii. Conduct evaluation studies for the projects.
- iv. Promote packaging of program and research reports into manuscripts for publication.
- v. Customize data sharing agreements with other partners.
- vi. Support sharing of project/ research findings.
- vii. Develop Standard Operating Procedures (SOPs) for monitoring and evaluation.

4.4 Strategic Objective 4

To enhance productivity and streamline processes in achieving the overall success of program objectives, the Institute plans to deploy strategies that are geared towards improving efficiency of its internal structures and systems. This strategic issue yields **Operational Efficiency** as KRA 4, which the institute intends to address by pursuing the fourth strategic objective: **To Improve Efficiency in the Organization's Processes and Systems**. To achieve this strategic objective, the institute shall undertake the following activities:

Activities

1. Conduct regular audits of the internal systems to enhance efficiency and effectiveness.
2. Develop and review Human Resource and administration, procurement, finance, M&E and evaluation and communication systems.
3. Establish relevant policies/guidelines and enforce existing legal frameworks on cross-cutting issues.
4. Increase the visibility of the Institute through consistent branding and marketing at the local, national, regional, and global levels.
5. Educate staff on the various processes and systems in place.
6. Undertake institutional capacity assessments to respond to the changing external environment.

4.5 Strategic Objective 5

Employee competence is central to driving an organization's growth and development towards the achievement of its goal and strategic objectives. The AIHD recognizes the need to harness the benefits of employee competence. Consequently, the Institute will prioritize employee development through creating a supportive and empowering work environment that recognizes the values employee contributions. The strategic issues highlighted yield **Employee Competence and Retention** as KRA 5, which shall be addressed by pursuing the fifth strategic objective: **To Build Employee Strategic Competence and Retention**. To achieve this objective, the following activities shall be undertaken:

- i. Develop a system that rewards appropriate skills and knowledge.
- ii. Conduct regular staff appraisals to assess staff performance.
- iii. Conduct and strengthen the participation of staff in strategic training, workshops, and seminars as part of programming to ensure sound management, efficiency, and sustainability of AIHD-supported work.
- iv. Increase the Institute's ability to offer exchange programs for students, graduates, fellows and practitioners from external institutions.
- v. Strengthen interactions of staff with communities, practitioners, partners, and policymakers at local, national, regional, and global levels.
- vi. Review and implement human resource strategies to identify skill gaps, attract, develop and retain talent.



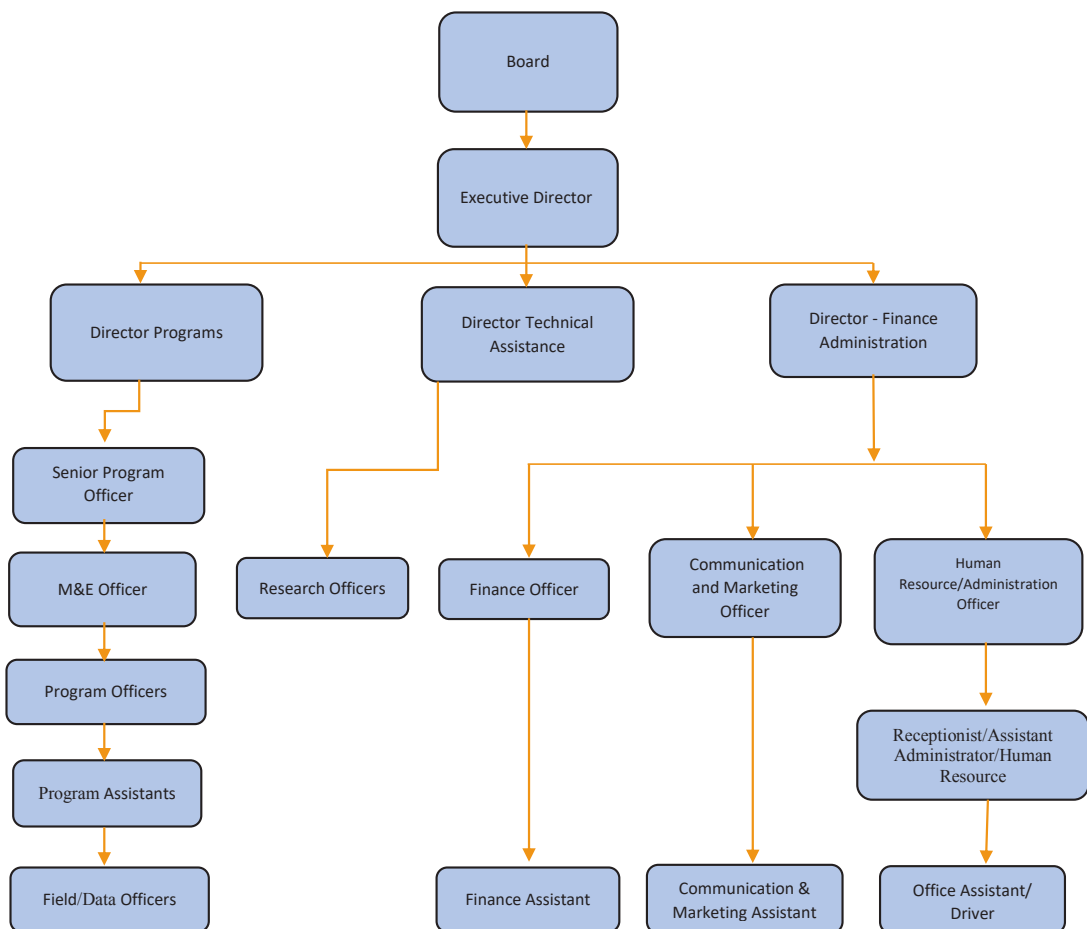
ARISE 2 High Level Advocacy Meeting- Addis Ababa: Photo by AIHD (2023)

5

Coordination and Capacity Development

The AIHD will strive to strengthen its management and decision-making functions to ensure efficient, effective and sustainable delivery of this Strategy, as shown in Figure 1.

Table 1: AIHD Organogram



5.1 The Board

The Members of the Board, with their diverse scientific, financial and legal expertise, will oversee the activities of the Institute. They will develop and/or review policies, manuals, guidelines and strategies that are relevant to the functioning of the Institute. The Board will guide and advise the management in the performance of its various mandates. It will ensure that the Institute conducts annual financial audits through reputable certified public accountants. The role and composition of the Board will continue to be strengthened through regular reviews of membership and inclusion of new members with relevant skills based on the changing landscape.

5.2 Management

The Executive Director (ED) is the management head of the Institute. The ED provides strategic direction to the Institute, is accountable to the Board and is responsible for resource mobilization and utilization. The ED is also the main link with partner institutions. As the Institute expands its activities in the country and regionally, it is anticipated that the staffing will also increase to reflect this growth. The Institute will have three departments: Programs; Technical Assistance; and Finance and Administration. A director will head each department. The Director of Programs will also deputize the ED. The ED and the three directors will form the AIHD Senior Management Team.

5.3 Programs

The Department will have a director who will be supported by Senior Program Officers. The Senior Program Officers will run programs with the support of Program Officers and other technical and non-technical staff. The staff portfolio will depend on the programs' scope, requirements and budgets.

5.4 Technical Assistance

The Technical Assistance (TA) Department will operate by providing consultancy services to other organizations. Experience has shown that many organizations need research and policy review services, therefore, having a department dedicated to this will provide reliable services and access to untied funds. The AIHD will utilize existing and new opportunities nationally, regionally, and globally such as the African Union (AU), East African Community (EAC) and Africa Centers of Disease Control and Prevention (CDC), among others, to provide technical support in research, advocacy and policy development to promote health and development in the country, sub-region and the region.

5.5 Finance and Administration

This Department will be responsible for the Institute's financial and administrative systems, human resources, and information technology. The head of this Department will be supported by other staff with requisite skills.

5.6 Communication and Publicity

The Communication Unit will integrate, edit, and finalize communication products, including draft written materials, success stories, press releases and regular reporting requirements (monthly, quarterly, etc.). The Unit will maintain and develop content for the Institute's website and social media pages, for internal and external communication. It will develop and produce marketing materials for events, organize events and serve as the liaison with media groups to cover specific and relevant activities. The communication officers will monitor press coverage and compile information regarding global and regional issues, trends and events related to program technical areas. The Institute will seek opportunities for partnerships, sponsorships and advertising through this Unit.

5.7 Governance, Partnerships and Networking

Partnerships are critical to the achievement of the goals set in this Strategy. This is because health and development outcomes result in multiple consequences that require the concerted efforts of multiple players and sectors. For instance, addressing NTDs and NCDs comprehensively and sustainably would require partnerships with governments, research institutions, Civil society Organizations (CSOs) (such as CSPEN, HENNET etc.), institutions of higher learning, communities, and development partners, among others. Therefore, the Institute will strengthen existing partnerships and build new ones to address specific programmatic, policy and research needs.



Supply Chain Stakeholders Workshop-ARISE 2 : Photo by AIHD (2023)

6

Performance Management

The implementation of this Strategic Plan will require an effective M&E system. Members of the Board and the Management will be responsible for the implementation of this Plan. The Board will undertake thorough reviews of the Institute’s operations on an annual basis. AIHD has an immediate task of ensuring that it has requisite skills both through training and recruitment of staff with the necessary skills to meet the goals set in this Plan. The Management will review the performance of the Institute against the Strategic Plan on an annual basis. In addition, a mid-term and end-term evaluation of the Plan will be necessary to assess the achievement of the planned targets. For effective implementation to occur, the Institute’s strategies will need to be broken down into the individual performance of employees that will be measured through a performance management system. This will ensure that effectiveness is measured at the employee level and collectively as a contribution to the vision of the Institute. The Strategy will drive the formulation of annual performance goals for individuals that will also be used for implementing changes in the Strategic Plan as and when necessary. To ensure that there is a coherent workforce, the Management will support regular team-building activities for the staff.

6.1 Balanced Scorecard

AIHD intends to involve all staff in achieving its strategic objectives in the next 5 years while tracking and measuring key performance indicators (KPI) annually as indicated on the balanced scorecard.

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS
<p>Strategic Objective 1:</p> <p>To promote health and social empowerment of communities in Kenya and the African region</p>	<p>1.1: Number of MoUs with local, regional, and international organizations and professional bodies that AIHD has partnered with</p> <p>1.2: Number of programmes that the Institute has implemented with National and County Governments</p> <p>1.3: Number of research, program and policy interventions conducted</p> <p>1.4: Number of activities implemented that foster gender empowerment and address gender-based violence (GBV)</p> <p>1.5: AIHD’s response to climate change challenges, including pandemics and other emergencies</p> <p>1.6: Number of trainings and research conducted to support social empowerment initiatives</p>

<p>Strategic Objective 2:</p> <p>To strengthen advocacy, resource mobilization and maintain long-term donor support</p>	<p>2.1: Number of projects implemented whose values are \$500,000</p> <p>2.2: Number of donor institutions engaged for long-term funding</p> <p>2.3: Domestic resources mobilized (25%) from local partners, the private sector and county governments</p> <p>2.4: Number of philanthropists brought on board</p> <p>2.5: Number of staff supporting the Technical Assistance Department to undertake research</p> <p>2.6: Funds obtained through alliances/consortiums and corporate organizations</p> <p>2.7: Type and number of media engaged</p> <p>2.8: Number of policy briefs, and media briefs developed and used for advocacy</p>
<p>Strategic Objective 3</p> <p>To strengthen Monitoring, Evaluation, Accountability and Learning</p>	<p>3.1: Number of resource mobilization activities undertaken</p> <p>3.2: Number of supported MEAL activities in all projects annually</p> <p>3.3: Number of evaluation studies conducted annually with a focus on key projects</p> <p>3.4: Number of manuscripts developed and published</p> <p>3.5: Data sharing agreement in place</p> <p>3.6: SOPs for M&E in place</p> <p>3.7: Number of AIHD activities being monitored</p> <p>3.8: Project/ shared findings shared</p>
<p>Strategic Objective 4:</p> <p>To improve efficiency in the organization's processes and systems</p>	<p>4.1: Number of audits conducted</p> <p>4.2: Number of systems developed and reviewed</p> <p>4.3: Type of policies/guidelines developed and enforced on cross-cutting issues</p> <p>4.4: Number of materials and type of media used to brand and market the Institute</p> <p>4.5: Number of staff with knowledge of the various processes and systems in place</p>
<p>Strategic Objective 5:</p> <p>To build employee strategic competence</p>	<p>5.1: Rewards available for staff</p> <p>5.2: Number of appraisal assessments undertaken</p> <p>5.3: Number of staff supported to participate in strategic training, workshops, and seminars</p> <p>5.4: Number of staff participating in exchange programs from external institutions</p> <p>5.5: Number of meetings/workshops that staff hold with partners</p> <p>5.6: Number of staff at the Institute</p>

6.2 Strategic Plan Implementation Matrices

The implementation matrices of the strategic objectives are annexed in this document from annex 1 to 5.

6.3 Mid-term Review of the Strategy

A mid-term review of this Plan will be conducted by an independent entity, with the oversight of the board, to:

- i. Assess progress against base objectives and expectations. Evaluate the relevance of strategies vis-a-vis the realities in the environment and the foreseeable future.
- ii. Assess the efficiency of program implementation processes to achieve desired results.
- iii. Assess the appropriateness and innovativeness of the core strategies vis-a-vis the challenges and factors within the environment.
- iv. Appraise the internal administrative policies to establish their efficacy for purposes of supporting efficient implementation of the Strategic Plan.
- v. Assess the extent, nature, challenges and opportunities for collaboration with partners from different sectors in the core mandates outlined in this Plan.
- vi. Assess AIHD's comparative advantage vis-a-vis other actors in its mandate and its core strategies and
- vii. Identify and make recommendations on adjustments to the Plan based on the opportunities for innovation, change of strategy, or tact in program implementation.

6.4 End-term Evaluation

The purpose of the end-term evaluation, to be overseen by the Board, will be to assess the progress made towards the achievement of the specific objectives of the Plan, its outcomes and its impact on the lives of communities directly involved in project activities and on the responses of policymakers at county and national levels. It will also gauge the level of community and other stakeholders' participation and ownership of the implementation process. It shall identify the intended and unintended outcomes, best practices, lessons learned as well as challenges arising from program implementation. In addition, the evaluation will come up with conclusions and recommendations for the Institute. The outcome of the end-term evaluation will form part of the review and framework for the development of the next Strategic Plan for the AIHD.

Annexes

Annex 1: Strategic Plan Implementation Matrices

Annex 1.1 Health and Social Empowerment Implementation Matrix

STRATEGIC OBJECTIVE 1: To promote the health and social empowerment of communities in Kenya and the African region									
Strategy	Activity	KPI	Timeline (Years)	Year 1	Year 2	Year 3	Year 4	Year 5	Responsible
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Enhance strategic linkages	Partner with like-minded, local, regional, and international organizations, as well as professional bodies in the implementation of programs on NTDs and other communicable diseases in the country, sub-region and region	Number of MoUs with local, regional, international organizations and professional bodies that AIHD has partnered with	5	1	1	1	1	1	CEO and Board of Management
	Implement community and public health interventions in collaboration with the National and County governments toward the prevention, management, and rehabilitation of people affected by NCDs, mental health and injuries	Number of programmes that the Institute has implemented with National and County Governments	5	2	3	4	4	4	CEO, Technical Advisor, Program officers, M&E
Strengthen inclusivity research programs	Implement research, program and policy interventions aimed at empowering disadvantaged, vulnerable, minority and marginalized groups	Number of research, program and policy interventions conducted	5	5	5	6	5	6	CEO, Technical advisor, Programs, M&E office

Foster Gender empowerment	Engage in programmatic activities that foster gender empowerment and address gender-based violence (GBV)	Number of activities implemented that foster gender empowerment and address gender-based violence (GBV)	5	1	1	1	1	1	Senior Program Officer
Enhance Adaptive Planning	Respond to climate change challenges, including pandemics and other emergencies	AIHD's response to climate change challenges, including pandemics and other emergencies	5	1	1	1	1	1	CEO, Technical advisor, Programs, M&E office
Strengthen Capacity Building	Train and conduct research to support social empowerment initiatives in Kenya and the sub-Saharan African region	Number of trainings and research conducted to support social empowerment initiatives	5	5	5	5	5	5	CEO, Technical advisor, Programs, M&E office

Annex 1.2 Advocacy and Resource Mobilization Implementation Matrix

STRATEGIC OBJECTIVE 2: To Strengthen Advocacy, Resource Mobilization and Maintain Long-Term Donor Support									
Strategy	Activity	KPI	Timeline (Years)	Year 1	Year 2	Year 3	Year 4	Year 5	Responsible
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Enhance Valuable projects	Mobilize projects resources by 25% whose values are \$500,000 and above in the period covered by this Plan	Number of projects whose values are \$500,000 and above	5	1	1	1	1	1	CEO and Board of Management
Enhance strategic linkages	Focus on building relationships with institutional donors to predict the prospects for eventual attainment of long-term funding	Number of donor institutions engaged for long-term funding	5	1	1	2	2	2	CEO and Board of Management

Enhance resource mobilization	Enhance efforts towards domestic resource mobilization in coordination with other local partners, the private sector and County Governments	Domestic resources mobilized (25%) from local partners, the private sector and county governments	5	2%	5%	10%	20%	25%	Technical Advisor, Senior Program Officer
	Create and maintain relationships with philanthropists who can donate towards causes that they consider deeply personal to them	Number of philanthropists brought onboard	5						Number of policy briefs, and media briefs developed and used for advocacy
Strengthen research and research output dissemination	Strengthen the Technical Assistance Department to undertake research that is not only relevant to the Institute's mission but also suited to the needs of government(s), donors and development partners	Number of staff supporting the Technical Assistance Department to undertake research.	5	2	3	4	4	5	Consultant Technical Advisor
		Number of policy briefs, and media briefs developed and used for advocacy	5	5	5	5	5	5	CEO of AIHD, Research, M&E, Technical Advisor, Senior Program Officer
Enhance strategic linkages	Obtain funding through alliances/consortiums and corporate organizations to obtain mutual benefits	Proportion of AIHD budget from funds obtained through alliances/consortiums and corporate organizations	5	10%	20%	20%	30%	30%	Technical Advisor, Senior Program Officer, M&E officer
Enhance media engagement	Conduct regular media engagement activities to sensitize, educate and advocate for the well-being of communities	Number of media engaged	5	10	20	20	20	20	Technical Advisor, Senior Program Officer

Annex 1.3 Monitoring and Evaluation Implementation Matrix

STRATEGIC OBJECTIVE 3: To strengthen Monitoring, Evaluation, Accountability and Learning									
Strategy	Activity	KPI	Timeline (Years)	Year 1 2024-2025	Year 2 2025-2026	Year 3 2026-2027	Year 4 2027-2028	Year 5 2028-2029	Responsible
			Monitor and evaluate set performance targets	Track AIHD activities including resource mobilization	Number of resource mobilization activities undertaken	5	10	10	
	Support monitoring/tracking and reporting of all projects in the Institute	Number of supported MEAL activities in all projects annually	5	5	5	6	5	6	M&E officer
	Conduct evaluation studies for the projects	Number of evaluation studies conducted annually with a focus on key projects	5	3	4	5	5	5	M&E officer, Consultant
Enhance reporting systems	Promote packaging of program and research reports into manuscripts for publication	Number of manuscripts developed and published	5	1	2	3	5	5	CEO of AIHD, Research, M&E, Technical Advisor, Senior Program Officer
	Customize data-sharing agreements with other partners.	Data sharing agreement in place	5	0	1	0	0	0	CEO, Technical Advisor M&E officer
	Support sharing of project/research findings	Number of Projects' findings shared	5	2	2	3	3	3	CEO, Technical Advisor M&E officer, Programs
	Develop Standard Operating Procedures (SOPs) for monitoring and evaluation	SOPs for M&E in place	1	0	1	0	0	0	M&E Officer

Annex 1.4 Operational Efficiency Implementation Matrix

STRATEGIC OBJECTIVE 4: To Improve Efficiency in the Organization's Processes and Systems.									
Strategy	Activity	KPI	Timeline (Years)	Year 1	Year 2	Year 3	Year 4	Year 5	Responsible
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Strengthen audit process	Conduct regular audits of the internal systems to enhance efficiency and effectiveness	Number of audits conducted	5	1	1	1	1	1	Consultant, Finance Office
Review institutional processes	Develop and review Human Resources and administration, procurement, finance, M&E, and evaluation and communication systems	Number of systems developed and reviewed	5	2	3	3	3	3	CEO, Technical Advisor M&E officer, Programs, Finance Office
Enhance institutional brand	Increase the visibility of the Institute through consistent branding and marketing at the local, national, regional and global levels	Number of materials and type of media used to brand and market the Institute	5	20	20	30	30	30	CEO, Technical Advisor M&E officer, Programs, Finance Office
Develop Institutional policies	Establish relevant policies/guidelines and enforce existing legal frameworks on cross-cutting issues	Number of policies/guidelines developed and enforced on cross-cutting issues	5	5	5	5	5	5	CEO, Technical Advisor Board of Management
Enhance staff capacity	Educate staff on the various processes and systems in place	Number of staff with knowledge on the various processes and systems in place	5	10	15	20	25	25	CEO, Technical Advisor M&E officer, Programs, Finance office

Annex 1.5 Employee Strategic Competence and Retention Implementation Matrix

STRATEGIC OBJECTIVE 5: To Build Employee Strategic Competence and Retention									
Strategy	Activity	KPI	Timeline (5 years)	Year 1 2024-2025	Year 2 2025-2026	Year 3 2026-2027	Year 4 2027-2028	Year 5 2028-2029	Responsible
Enhance staff motivation	Develop a system that rewards appropriate skills and knowledge	Number of available rewards for staff	5	3	3	5	5	5	CEO, Technical Advisor Finance Office
Enhance staff performance management	Conduct regular staff appraisals to assess staff performance	Number of appraisal assessments undertaken	5	20	20	20	25	25	CEO, Technical Advisor M&E officer, Programs, Finance Office
Enhance capacity building for the staff	Conduct and strengthen the participation of staff in strategic training, workshops, and seminars as part of programming to ensure sound management, efficiency and sustainability of AIHD-supported work	Number of staff supported to participate in strategic training, workshops, and seminars	5	2	3	3	5	5	CEO, Finance Office
Enhance industry-academic linkages	Increase the institute's ability to offer exchange programs for students, graduates, fellows and practitioners from external institutions	Number of staff participating in exchange programs from external institutions	5	2	5	5	5	5	CEO, Technical Advisor
	Strengthen interactions of staff with communities, practitioners, partners, and policymakers at local, national, regional and global levels	Number of meetings/workshops that staff hold with partners	5	10	10	10	20	20	CEO, Technical Advisor M&E officer, Programs, Finance Office
Enhance staff performance management	Review and implement human resource strategies to identify skill gaps, and attract, develop and retain talent	Number of staff at the Institute	5	20	20	20	25	25	CEO, Technical Advisor M&E officer, Programs, Finance Office





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