

NRHS | Nyanza Reproductive Health Society

Committed to Improving Reproductive Health

STRATEGIC PLAN 2026-2030



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FOREWARD

Nyanza Reproductive Health Society is firmly committed to improving reproductive health among communities. To actualize this commitment, strong emphasis has been placed on research, training, policy advocacy, evidence-based programming and partnerships. As part of the Society's determination to achieve its goals, the 2026-2030 strategic plan sets the direction for our organization's work over the coming years. As a health-focused organization, we remain committed to improving the health and well-being of the communities we serve through innovative, inclusive, and sustainable research and interventions. This plan reflects our renewed commitment to addressing pressing health challenges while strengthening the systems and partnerships that enable lasting impact.



The development of this Strategic Plan was guided by extensive consultations with our Board of Directors, staff, partners, stakeholders, and the communities we serve. Their valuable insights and contributions ensured that this document reflects both the realities on the ground and the opportunities that lie ahead. It provides a clear framework that will guide our programs, resource mobilization, partnerships, and organizational growth.

As the health landscape continues to evolve, presenting both new challenges and opportunities, issues such as access to quality healthcare, emerging diseases, health system strengthening, and community empowerment remain central to our work. Through this Strategic Plan, we aim to respond to these challenges with evidence-based strategies, strengthened partnerships, and a strong focus on accountability and results. This plan also reaffirms our core values of integrity, equity, collaboration, and service to humanity. It outlines strategic priorities that will help us expand our reach, improve service delivery, and enhance our organizational capacity to effectively serve vulnerable and underserved populations.

As we embark on the implementation of this Strategic Plan, I call upon all our stakeholders-staff, partners, donors, government institutions, and community members-to continue supporting and collaborating with us. Together, we can make meaningful progress toward healthier communities and sustainable development.

*Prof. Collins Ouma, PhD, FKNAS, FAAS
Chairperson, Board of Directors*

ACKNOWLEDGEMENT

The development of this Strategic Plan would not have been possible without the invaluable support, guidance, and collaboration of many individuals and organizations who generously contributed their time, knowledge, and expertise.

We extend our sincere appreciation to the Board of Directors for their strategic direction, leadership, and commitment to strengthening our organization's vision and mission. Their insights and oversight played a critical role in shaping the priorities and goals outlined in this plan.

We are equally grateful to the management team and staff members whose dedication and active participation during consultations, workshops, and planning sessions enriched this document. Their practical experience and deep understanding of community health needs provided essential perspectives that informed the strategies and interventions presented in this plan.

Special thanks are extended to our partners, stakeholders, and collaborating institutions whose continued support and constructive feedback helped refine the strategic priorities. We also acknowledge the contributions of government agencies, development partners, and civil society organizations whose commitment to improving health outcomes continues to inspire and guide our work.

We sincerely appreciate the communities we serve for their trust, openness, and participation throughout the consultation process. Their voices, experiences, and needs remain at the centre of this Strategic Plan and will continue to guide our efforts toward equitable and sustainable health solutions.

Finally, we acknowledge all donors and supporters who have consistently believed in our mission and provided the resources necessary to advance our programs. Your partnership enables us to pursue impactful and sustainable health interventions.

This Strategic Plan reflects the collective effort and shared vision of all who contributed to its development. We look forward to continued collaboration as we work together to improve health and well-being for the communities we serve.

Dr. Fredrick Otieno

Director



STRATEGIC FRAMEWORK

Vision

Nyanza Reproductive Health Society (NRHS) envisions a world where vulnerable individuals and communities are empowered to define and achieve their own needs and goals.

Mission

To improve public health through research, evidence-based programming, capacity building, education and advocacy.

Core values

Community participation

NRHS builds trust and ownership by communities on its research and programmes. NRHS involves communities to identify and prioritize their needs, and to design, implement, evaluate and improve research and programmes.

Collaboration

NRHS works together with various stakeholders such as universities, agencies, Ministry of health and community service organizations to achieve its goals.

Commitment to Evidence

NRHS conducts innovative and cutting-edge research that addresses the needs of communities. NRHS translates research findings to inform policy development and implementation of innovative programmes

Accountability

NRHS is committed to ethical principles, transparency and integrity in all its operations

Innovation & Sustainability

Sustainability is a core value of our organization, not just for the organization, but it drives the research we do and the programmes we create which have the purpose to be continual.

Diversity

NRHS recognizes, respects and values differences based on ethnicity, gender, age, race, religion, disability and sexual orientation

1 CHAPTER ONE: INTRODUCTION AND ORGANIZATION OVERVIEW

1.1 Organization Overview

The Nyanza Reproductive Health Society (NRHS) is a Kenyan non-profit organization established in 2002 and is registered as a Society under the Societies Act, Laws of Kenya. NRHS was initiated when the universities of Nairobi, Illinois and Manitoba (UNIM) began the randomized controlled trial to ascertain if male circumcision reduces the incidence of HIV acquisition in heterosexual men.

NRHS has a strong track record and experience in research and in translating research findings into policies and programs. NRHS has been a lead institution in conducting research on sexual and reproductive health and HIV prevention. It is a leader in the implementation of VMMC in Kenya, providing technical assistance to the Ministries of Health and the National AIDS and STI Control Program (NASCO) and other Kenyan governmental agencies, as well as the World Health Organization and other international agencies.

NRHS has its main office in Kisumu City. The organization is led by a Board of 6 high-profile individuals and currently has about 30 members of staff who operate primarily from its head office in Kisumu City. The organization receives funding from a variety of sources, including the U.S. National Institutes of Health, the U.S. Centers for Disease Control (CDC), the Bill and Melinda Gates Foundation, USAID, FHI 360, the Population Council, the UHAI Foundation, and John Snow International.

1.2 The rationale of the Strategic Plan

NRHS has put forth this strategic plan as a successor to the 2021-2025 strategic plans. The role of their plan is to define a strategic focus and direction for the society over the next five (5) years. Since its inception, NRHS has been mandated to conduct medical research in reproductive health matters. The needs and expectations of its stakeholders have continued to grow and evolve and thus NRHS is obliged to expand its capacity to meet those expectations.

This strategic plan offers a guide to the society by examining its functions, achievements and challenges and using this data to create a framework for actives to strengthen its functions, overcome earlier challenges and structure itself better to meet it mission. The strategic plan provides a road map on the key areas that is programs, research and administration.

1.3 Methodology of the strategic plan

The development of the 2026-2030 strategic plan was a highly participatory and consultative process. The senior management team was asked to spearhead the process, which involved:

1. Assessment of implementation of the 2021-2025 strategic plan, focusing on the challenges and successes
2. Carrying out an environmental scanning through SWOT analysis
3. Involving departmental heads and management who made significant contributions to the plan.

1.4 Our Approaches

NRHS implements its mission through a combination of approaches: research, training, policy advocacy, programming and partnerships. This section describes in detail how NRHS applies each of these approaches.

- ✓ **Research:** Health research is one of NRHS' core competencies. NRHS specializes in reproductive health and HIV/STI prevention research. NRHS is the pioneer male circumcision research organization in Kenya. NRHS has completed several high-profile research over the years most of which have not only

been published in international scientific journals but have also informed the development of policies and programs at national, regional and international levels.

- ✓ **Training:** NRHS acknowledges a continuous need for capacity building in issues of reproductive health in Africa. To this end, NRHS offers medical-related trainings to many stakeholders including government health care professionals, community health extension workers and individual reproductive health professionals. The trainings complement NRHS research and are aim to at equip targeted participants with the required knowledge and skills in various medical fields. The trainings are also a quality assurance and improvement measure.
- ✓ **Policy advocacy:** NRHS is not primarily an advocacy organization. However, through research, NRHS generates evidence that reproductive health activists require for respective advocacy campaigns. The evidence generated also informs policy decisions by governments, international normative agencies, donors and other policymakers.
- ✓ **Evidence-based programming:** NRHS applies an evidence-based approach to design its programs. Most of the programs that NRHS implements emerge from its research projects. Several other actors including governments, intergovernmental and nonprofit organizations, also use the evidence that NRHS generates from research to design programs. The evidence-based approach enables NRHS and other actors to design programs that effectively respond to the needs of the targeted populations.
- ✓ **Partnership development:** NRHS recognizes the importance of working with other stakeholders to strengthen reproductive health. Key stakeholders with whom NRHS has existing, or potential partnerships include other NGOs, local and international universities, governments, intergovernmental organizations, biomedical and pharmaceutical companies, and individual researchers. NRHS also continues to develop strong partnerships with several funding agencies.

1.5 Where We Work

Over the past 23 years NRHS has mainly implemented its programs and research in Kisumu, Homa Bay, Siaya, Kisii, Busia and Kakamega with additional outreach in areas such as Nairobi, Kilifi, Turkana counties. In this strategic plan, NRHS plans to focus primarily on seven counties in Nyanza and Western regions. These include Kisumu, Busia, Migori, Homa Bay, Kisii, Siaya, and Kakamega counties. While these are NRHS's primary focus areas, emerging opportunities in other regions nationally and internationally will be considered.



1.6 Our clients

BENEFICIARY	NEEDS AND EXPECTATIONS
Men having sex with men	<ul style="list-style-type: none"> • Screening, diagnosis and treatment of STI/HIV • Risk reduction counselling • Lubricants and condoms • Psychological and social support • Alcohol and drug abuse services • Mental health services • Prevention of stigma and discrimination of MSM • Pre-exposure prophylaxis of MSM • Research ethics for MSM studies
Men and women of reproductive age	<ul style="list-style-type: none"> • Reproductive health package • HIV/STI testing, treatment and care • Prevention of gender-based violence • Proper care of gender-based violence victims • Drug and alcohol abuse rehabilitation services • Safe post-abortion care • Menstrual Hygiene • Family planning services
Adolescents and Young People	<ul style="list-style-type: none"> • Youth-friendly services • Sexual and reproductive health education • HIV prevention (including PrEP) • Mental health support
SGBV Survivors	<ul style="list-style-type: none"> • Emergency medical care • Legal and psychosocial support • Referral and linkages

2 CHAPTER TWO: REVIEW OF KEY ACHIEVEMENT OF PREVIOUS PLAN

The 2021–2025 Strategic Plan guided the organization’s priorities and actions across key thematic areas, resulting in significant achievements and progress. Notable gains were made in strengthening STI screening, diagnosis, and treatment services, and in expanding inclusive healthcare for the MSM community through safe space provision and targeted STI interventions. The organization also advanced HIV care and treatment programs, contributing to the national 95:95:95 targets. In addition, reproductive health and family planning services were enhanced, while efforts to improve organizational culture, management, and staff capacity through training and development yielded positive results. Financial stability, strengthened partnerships, and adoption of modern technology further improved efficiency and service delivery. Collectively, these achievements have laid a strong foundation for the next phase of growth and impact.

2.1 Voluntary Medical Male Circumcision (VMMC)

Since its inception in 2007, NRHS has continued to serve as a Centre of Excellence in the provision of Voluntary Medical Male Circumcision (VMMC) services. NRHS has collaborated with both local and international partners, including the Male Circumcision Consortium (MCC), the U.S. Centers for Disease Control and Prevention (CDC), NASCOP, and other organizations to provide comprehensive VMMC services. NRHS played a pivotal role in supporting the Kenyan Ministry of Health in developing the national guidelines on Voluntary Medical Male Circumcision, which came into effect in 2007. Additionally, NRHS has provided technical assistance to WHO and PEPFAR in the national scale-up of VMMC programs. The organization has upheld high standards of quality by training medical officers, clinical officers, counsellors, and hygiene officers in the delivery of VMMC services. Currently, NRHS is collaborating with the Ministry of Health to transition VMMC services while training and equipping MOH clinicians with the necessary skills to ensure continuity and sustainability. The influence and contribution of NRHS are reflected in the thousands of clients who have benefited from free circumcision services and in its key role in shaping the National Policy on Circumcision. NRHS served the following number of clients in VMMC during this strategic period:

Year	No. of clients
2021	210
2022	1041
2023	2969
2024	2866
2025	1148



2.2 Early Infant Male Circumcision (EIMC)

NRHS has made significant contributions to both national and international efforts in scaling up Early Infant Male Circumcision (EIMC) through the development, testing, and application of safe and effective circumcision techniques and devices. The Society has built a strong reputation for its exceptional skill and technical expertise in EIMC service delivery. Over the years, thousands of infants have benefited from these services, reflecting the trust and demand generated by NRHS’s commitment to quality and safety. Remarkably, clients continue to seek EIMC services even after the conclusion of external project funding, underscoring the lasting impact, credibility, and community confidence in NRHS’s EIMC program. NRHS served the following clients in EIMC in this strategic period:

Year	No. of clients
2021	273
2022	337
2023	384
2024	324
2025	199

2.3 Sexually Transmitted Infections (STIs)

NRHS has made remarkable progress in the prevention, diagnosis, and management of sexually transmitted infections (STIs), with a strong focus on treatment and health education for clients. Between 2021 and 2025, NRHS successfully treated a total of 1,015 clients, with annual figures as follows:

Year	No. of clients treated
2021	244
2022	175
2023	249
2024	270
2025	177

STI treatment has been fully integrated into all NRHS programs through close collaboration with the Ministry of Health, research studies, community outreaches, and facility referrals. NRHS has also conducted extensive research on the genital microbiome, including studies such as POWWeR Health, CaCHE, Mbili Pamoja, AJAJ, AMkAJ, Mambo Matatu, and MSD. The research findings have contributed to the development of national STI treatment policies and informed evidence-based decision-making. Several scientific publications arising from this work have provided valuable insights that enhanced scientific understanding and influenced national program development. Additionally, NRHS continues to promote prevention and awareness through regular health talks and sensitization sessions held weekly at Anza Mapema and bi-weekly at UNIM, reaching over 1,000 people. These efforts have further strengthened community knowledge and engagement on STI management.

Despite notable achievements, several challenges affected the implementation of STI interventions. Limited financial resources constrained the expansion of STI screening and treatment services due to an inadequate supply of essential commodities. Contact tracing and follow-up for treatment also remained a challenge, with some referred clients failing to reach health facilities for care. In 2025, a stop-work order from U.S. government agencies temporarily suspended operations, disrupting service delivery and outreach activities. These limitations highlight the need for sustainable funding, stronger referral systems, and better coordination to ensure continuity of STI prevention and treatment services

2.4 LGBTI

Under the LGBTIQ+ thematic area, the objective was to improve the physical, mental, and social well-being of lesbian, gay, bisexual, transgender, and intersex persons. NRHS has made notable progress in achieving this goal through various interventions. Prevention messaging has been delivered through peer education, targeted outreaches, and one-on-one counselling sessions, reaching over 1,000 participants. Since 2020, a total of 228,542 condoms have been distributed, with 718



clients directly receiving condoms and 64,863 distributed in 2025 alone. Safe spaces for dialogue have been provided through social activities such as Cultural Fridays, Coffee Wednesdays, Movie Mondays, St. Sebastian Sunday service, and group therapy sessions, reaching more than 15,357 clients over the past five years.



NRHS has also strengthened linkages to external services not offered at its facilities, with 14 clients referred for anti-rape services. The organization continues to lead in MSM response and research through studies and programs such as *Mbili Pamoja*, *Mambo Matatu*, *CIHEB Entrench*, *PRISM*, *AMKAJ*, and *SHIKAMANA PrEP*. The NRHS Director serves as Chairperson of the MSM Research Consortium in Kenya, and the organization is a key partner in the MSM Technical Working Group. Counselling and psychosocial support groups have been instrumental in improving mental health and adherence to care. The number of MSM accessing HIV prevention and treatment services has continued to rise, with 346 clients enrolled on PrEP from 2021 to date.

During the implementation period, several factors hindered the effective delivery of LGBTIQ+ interventions. Limited funding constrained key activities such as hotspot mapping and expansion of outreach programs. Shortages of essential commodities including condoms, lubricants, and self-testing kits affected the continuity of services. At the Anza Mapema clinic, unstable internet connectivity and frequent power outages disrupted service delivery, while understaffing led to backlogs and long waiting hours for clients. Additionally, funding cuts from U.S. government agencies targeting key population programs, due to changes in policy priorities,

further affected implementation. The lack of adequate resources to reach the broader LGBTIQ+ community also limited program coverage, with most interventions primarily focused on MSM.

2.5 HIV Care and Treatment

The objective for HIV Care and Treatment was to provide comprehensive testing, care, and treatment services to people living with HIV and contribute towards achieving the 95:95:95 goal. Achievements include securing grants for prevention under the VMMC CIHEB program, through which several people benefited from circumcision services. The CIHEB prevention program was MSM-focused. We have 68 key population members enrolled on care and treatment and 3 from the general population. The program recorded a 98% retention rate, attributed to good retention strategies, adherence counselling, and frequent follow-ups. Additionally, 1 person was referred from UNIM for care and treatment. NRHS is currently working on transitioning these services to MOH.

The main challenge experienced under HIV Care and Treatment was the decline in donor funding as priorities shifted from HIV to other diseases. This reduction in financial support affected the continuity and expansion of program activities.

2.6 Reproductive Health

The objective of the Reproductive Health thematic area was to integrate family planning and other reproductive health services into existing programmes. A total of 407 women and young girls received HPV testing under the POWWeR study. HIV and reproductive tract infection screening and treatment have been successfully integrated for women and girls, with counselling services on safe sex practices routinely provided. However, counselling on infertility has not yet been incorporated.

Additionally, an intrauterine insemination pilot study was conducted in collaboration with Dr. Stephen Gwer. Other key initiatives included a study on the validation of a reusable low-cost syringe extension device for the provision of paracervical analgesia during gynaecologic procedures (CHLOE SED), and the production of training models using 3D technology to enhance practical reproductive health training.

A major challenge in this thematic area was the lack of direct funding to support the integration of family planning and other reproductive health services into our existing programmes. Although several proposals were submitted to potential funders, they were unfortunately not successful.

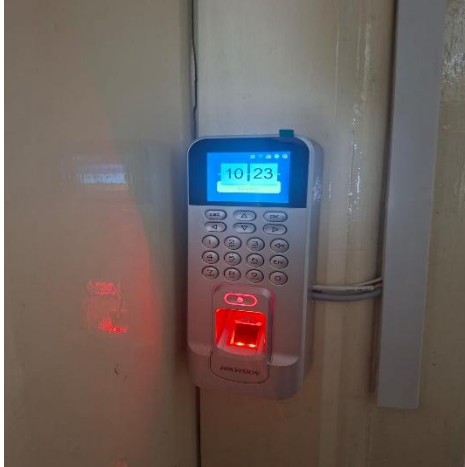
2.7 Organizational Culture

The objective under this thematic area was to create and reinforce a positive work environment that motivates employees to achieve maximum productivity. All staff attended a refresher training on HR policies, as well as the organization's mission, vision, and core values. NRHS conducts an annual corporate team-building event every December to strengthen teamwork, communication, and staff morale. Employee satisfaction surveys were carried out in 2022 and 2023 to assess engagement levels and gather feedback for continuous improvement.

Rewards and recognition strategies were also implemented to boost motivation and acknowledge outstanding performance. During the annual team-building event, staff are recognized in categories such as Extra Mile, Long Service, and Merit, with awards including certificates and vouchers. The organization also ensures regular communication on institutional achievements, such as grants secured, published research, and staff contributions, to promote a sense of ownership and pride among employees.

A key challenge in this area was the reduction in funding, which led to uncertainty regarding job security and, in turn, affected overall staff morale and motivation.

2.8 Management and Administration



The objective of this thematic area was to improve the implementation of management and administrative policies and procedures. Several achievements were realized during the period. The HR policy manual, Finance & Procurement policy manual, and laboratory policy manual are all in place and currently being implemented across the organization. Staff feedback has been incorporated into organizational policies and procedures to promote inclusivity and continuous improvement.

A staff self-service portal has been introduced, enabling employees to apply for leave, access pay reports, and view other work-related information conveniently. Additionally, the organization's website has been updated to allow staff easy access to key documents, and social media pages remain active

and current. The NRHS social media pages and website are regularly updated by the Activities Coordinator to enhance visibility and engagement.

2.9 Modern Technology

This thematic area focused on enhancing organizational performance by leveraging modern technology to streamline operations and improve service delivery. Key achievements include the acquisition and installation of a biometric system, which is currently used by staff for time and attendance management. A biometric registration for participants has also been implemented at Anza Mapema.

An HR system, featuring an employee self-service portal, has been successfully implemented, enabling staff to manage HR processes more efficiently. Additionally, a professional was engaged to upgrade the organization's website and revamp its social media platforms, strengthening NRHS's digital visibility and communication.

Challenges in this area included the high cost of installing the biometric system, which delayed full implementation. The biometric system for participants at UNIM has not yet been implemented. Additionally, a lack of financial resources hindered the procurement of an ERP system

2.10 Financial Sustainability

NRHS has made notable progress in strengthening its financial sustainability through the diversification of income streams. Project house occupancy has shown consistent growth, with income increasing. The laboratory has also become a major contributor to revenue generation through capacity-building trainings and laboratory testing services. The laboratory is well-equipped with modern machines, and highly skilled staff who continuously enhance their expertise, and is recognized for accurate and timely delivery of results. NRHS has earned a strong reputation as a Centre of Excellence, attracting referrals from research fellows and professors who continue to seek services due to the organization's professionalism and quality output.

The organization has also continued to attract new grants, reflecting its commitment to service excellence. Between 2021 and 2025, NRHS secured new grants including AMKAJ 2, POWWER, OHPV, PRISM, MAMBO

MATATU, MBILI PAMOJA, RELCOVAX, and MSD MK 8527-011. Furthermore, NRHS has maintained a valid registration under the System for Award Management (SAM) and ensures timely renewals. The organization has also enhanced its governance and operational efficiency through benchmarking with institutions such as Kar Geno for research and SOPs, and PHDA, IRDO, and SWAP for policies and governance.

Challenges in this area included stiff competition for grants from other organizations with similar interests, which limited the number of successful funding applications. There was also low interest among staff in updating grant-writing skills or applying for new funding opportunities. In addition, limited financial resources have made it difficult for NRHS to acquire its own office space due to the skyrocketing cost of land and housing

2.11 Laboratory Capabilities

University of Nairobi, Illinois and Manitoba-Research and Training Center (UNIM-RTC) Laboratory has been in existence since 2002.

Projects supporting the laboratory since 2021 included:

1. Menstrual Cups 2 or CaChE 2 is funded by NIH (2021 – 2024). This is a sub study of the main study **Cash or Cups for Girls (CCG)**, funded by Liverpool School of Tropical medicine, through KEMRI-CGHR. The objective of CaChE 2 is to determine “Increased risk of STI and HIV among adolescent girls and young women due to COVID-19 and pandemic mitigation: Biological, behavioral, and psychosocial mediators”.
2. **Periods Optimizing Working Women Reproductive Health (POWWeR Health)** is funded by NIH (2022 – 2027). This is a “Single arm trial of menstrual cups among economically vulnerable women to reduce Bacterial vaginosis and STIs through reduced harmful sexual and menstrual practices”.
3. Mbili Pamoja is funded by NIH (2023 – 2028). The objective is to determine “The Clinical History of Rectal and Urethral STIs among MSM: characterizing microbiome host immune interactions for diagnostic and vaccine advances”.
4. Mambo Matatu is a study funded by NIH (2024 – 2028). This is a “WHO-recommended Periodic Presumptive Treatment versus Doxycycline Post-Exposure Prophylaxis for STI Control among Cisgender Men Who Have Sex with Men in Kenya”.
5. A Phase 3, Randomized, Active-Controlled, Double-Blind Clinical Study to Evaluate the Efficacy and Safety of MK-8527 Oral Once-Monthly as HIV-1 Preexposure Prophylaxis (2026 – 2028). Sponsored by Merck Sharp & Dohme LLC (MSD)
6. **Income-generating services:**
 - a. AKIBA Study is funded by University of Pennsylvania (UPEN), through Impact Research and Development Organization (IRDO).
 - AKIBA Study (BL and M24)
 - ✓ HSV-2 ELISA Testing
 - b. **Cash or Cups for Girls (CCG)**, funded by Liverpool School of Tropical medicine, through KEMRI-CGHR.
 - CCG Study (BL & FU)
 - ✓ HSV-2 and HIV-1 DBS PCR testing
 - c. Artesunate Study is funded by Lineberger comprehensive Cancer Center (LCCC), through KEMRI-University of North Carolina (KEMRI-UNC)
 - Phase I - cervico vaginal swabs for:
 - ✓ HPV and CT/NG testing
 - Phase II cervico vaginal lavage for:

- ✓ HPV and CT/NG testing with TV
- d. Vaginal Microbiome Research Consortium (VMRC) is funded by the University of Cape Town, through KEMRI-RCTP
 - Training and BV slides QC
- e. Samples storage

2.12 Partnerships and Collaboration

In the area of partnerships, NRHS is in the process of developing policy guidelines for networking and partnership engagement, nor conducted an evaluation of its current partners. This has largely been due to competing priorities within the organization, with attention directed toward addressing more pressing operational and programmatic needs.

2.13 NRHS Research Capabilities

At its core, the organization is able to generate evidence and turn it into action. Through well-designed research, it identifies gaps in sexual and reproductive health, especially among key populations (MSMs and FSWs). This evidence does not remain in reports it is translated into programs, policies, and interventions that directly improve access to care and health outcomes for the sexually minority group.

Another key capability is integrated service delivery. The organization provides a wide range of services that go beyond basic care, including HIV, STI prevention and treatment, psychosocial support, and reproductive health education among the key population. Through evidence this has reduced incidences of HIV and STIs among this community.

Nyanza Reproductive Health also has strong experience in community outreach and engagement. Through initiatives like community outreaches, it is able to reach individuals who would otherwise remain outside the health system among key population. This includes working closely with peer educators, community leaders, and local networks to build trust and reduce stigma around sensitive health issues among key population.

NRHS plays a critical role in policy engagement and advocacy. Using evidence from its work, the organization contributes to policy discussions and supports the development of guidelines that improve reproductive health services nationally. This ability to connect grassroots experience with policy-level influence makes its work both practical and strategic.

Collaboration is another area where the organization stands out. It works with government institutions, research bodies, and development partners to design and implement programs and research that are scalable and sustainable.



3 CHAPTER THREE: SITUATIONAL ANALYSIS

3.1 SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) were analysed to identify the internal and external factors that affected NRHS past performance. The findings were classified according to the key thematic areas as tabulated below:

Key Thematic Area	Strengths	Weaknesses	Opportunities	Threats
STIs	<ul style="list-style-type: none"> • Strong technical expertise in STI screening, diagnosis, and treatment. • Established laboratory infrastructure and experienced clinical staff. • Close collaboration with KEMRI and other research partners. • Strong data management and research capacity. • Active outreach programs reaching key populations. 	<ul style="list-style-type: none"> • Limited funding for sustained STI prevention beyond research projects. • Inconsistent supply of diagnostic kits and treatment drugs. • Limited integration of STI services with mental health and reproductive health services. 	<ul style="list-style-type: none"> • Opportunity to expand into comprehensive sexual and reproductive health services. • Potential for partnerships with government and global health agencies for STI surveillance and control. • Increased advocacy for STI prevention as part of HIV programming. 	<ul style="list-style-type: none"> • High stigma and discrimination affecting care-seeking behaviour. • Emerging drug-resistant STIs. • Reduced donor funding for non-HIV-specific STI programs.
LGBTQI+	<ul style="list-style-type: none"> • Strong experience working with MSM and other key populations. • Established trust and collaboration with community-based organizations and peer educators. • Skilled, sensitized staff trained on confidentiality and rights-based approaches. • Recognized by partners as a safe and inclusive service provider. 	<ul style="list-style-type: none"> • Limited visibility of LGBTQI+ programming beyond MSM focus. • Resource constraints for broader psychosocial and legal support. • Fear among clients due to prevailing stigma and legal environment. 	<ul style="list-style-type: none"> • Growing recognition of the need for inclusive health services. • Potential to expand mental health and gender-affirming care for LGBTQI+ persons. • Opportunities for regional and international partnerships focused on equity and inclusion. 	<ul style="list-style-type: none"> • Hostile social and legal environment criminalizing same-sex relations. • Risk of community backlash and political pressure. • Funding restrictions from some donors due to sensitive programming areas.

Key Thematic Area	Strengths	Weaknesses	Opportunities	Threats
HIV CARE & TREATMENT	<ul style="list-style-type: none"> • Well-established treatment protocols (e.g., ART guidelines by WHO). • Availability of effective ART medications that improve life expectancy. • Global support and funding from initiatives like PEPFAR, Global Fund. • Integration with primary health care in many settings. • Routine viral load monitoring enables treatment optimization. 	<ul style="list-style-type: none"> • Stigma and discrimination still deter people from accessing care. • Late diagnosis in some populations limits treatment success. • Poor retention and adherence in some patients. • Health system weaknesses e.g., stockouts 	<ul style="list-style-type: none"> • Decentralized and differentiated care models (e.g., community ART groups). • Integration with TB and SRH services to improve access. • New long-acting treatment options (e.g., injectable ART). • Task shifting and digital health to improve efficiency and adherence. • Youth- and key population-friendly services. 	<ul style="list-style-type: none"> • Funding cuts from global partners or shifting political priorities e.g. PEPFAR • Drug resistance in patients with poor adherence or prior exposure • Sociocultural barriers (e.g., gender-based violence, criminalization). • Pandemics and conflicts disrupting service delivery. • Mental health and substance use disorders affecting care outcomes. • Shifting priorities from HIV Research

Key Thematic Area	Strengths	Weaknesses	Opportunities	Threats
REPRODUCTIVE HEALTH	<ul style="list-style-type: none"> • Wide policy and global support e.g., WHO • Increased public awareness and education on reproductive rights. • Strong partnership with the county and national government: Prioritized with the provision of condoms and lubricants. • Integration into HIV Care systems. • Growing involvement of community health workers in service delivery. • Comprehensive community outreach services • Availability of a safe space for clients • Strong data management and Research capability 	<ul style="list-style-type: none"> • Inadequate funding for full-scale program implementation. • Poor access in rural and underserved areas. • Stigma surrounding adolescent sexual and reproductive health. • Limited male involvement in reproductive health programs. • Discrimination of key populations e.g. the minority groups 	<ul style="list-style-type: none"> • Digital platforms and mobile health for outreach and education. • Policy reforms to support comprehensive sexual education. • Establish youth-targeted programs to address early pregnancies and STIs. • Public-private partnerships for resource mobilization. • Innovations in contraceptive technologies and service delivery. • Integration of Family Planning Services in the DICE 	<ul style="list-style-type: none"> • Political instability or shifts affecting sexual reproductive health rights. • Religious opposition to family planning in some regions. • Misinformation and myths about reproductive health services hindering uptake. • Global pandemics disrupting access and supply chains for RH Commodities e.g. Condoms, FP. • Gender-based violence impacting women's reproductive autonomy. Illegality of minority groups, many of them in the closets • Shortage of condoms and lubricants Clients selling Condoms that they are provided with • Cultural & religious barriers affecting service uptake.

Key Thematic Area	Strengths	Weaknesses	Opportunities	Threats
MODERN TECHNOLOGY	<ul style="list-style-type: none"> Increases efficiency and reduces manual work Enhances communication and information-sharing Improves accuracy through automation and data analytics Supports innovation and new product/service development 	<ul style="list-style-type: none"> High initial cost of acquiring and maintaining systems Requires continuous training for users Risk of technical failures or cyber-security threats Dependence on internet connectivity and power supply 	<ul style="list-style-type: none"> Adoption of AI, cloud services, and automation to improve processes Ability to reach wider audiences through digital platforms Data-driven decision making Integration with global digital markets and innovations 	<ul style="list-style-type: none"> Rapid technology changes may make systems obsolete Increased exposure to cyber-attacks Competition from more technologically advanced organizations Legal and privacy issues related to data protection
FINANCIAL SUSTAINABILITY	<ul style="list-style-type: none"> Long-term planning ensures stability Diversified income sources reduce risk Good financial controls increase accountability Efficient budgeting supports growth 	<ul style="list-style-type: none"> Limited funding or unpredictable income Overdependence on one source of revenue High operational costs 	<ul style="list-style-type: none"> Access to grants, donors, or investors Adoption of digital finance tools (mobile money, online banking) Potential for revenue-generating projects Strong financial management can attract partners 	<ul style="list-style-type: none"> Economic downturns reducing available funds Inflation increasing operational expenses Donor fatigue or withdrawal Competition for limited financial resources
PARTNERSHIP & COLLABORATION	<ul style="list-style-type: none"> Shared resources reduce costs Access to expert knowledge and new networks Stronger influence and credibility Ability to handle larger or more complex projects 	<ul style="list-style-type: none"> Dependence on partners may cause delays Conflicts of interest or misaligned goals Communication breakdowns Requires time to build trust and coordination systems 	<ul style="list-style-type: none"> More funding opportunities through joint proposals Expansion into new regions or sectors Skill and knowledge transfer Potential for long-term strategic alliances 	<ul style="list-style-type: none"> Unreliable or inconsistent partners Competition among partners for recognition or resources Legal or compliance issues in shared projects Reputation risk if a partner behaves unethically

4 CHAPTER 4: STRATEGIC DIRECTION

This chapter presents the strategic direction of the organization by outlining the strategic objectives, key issues, planned interventions, and Key Performance Indicators (KPIs) that will guide implementation during the strategic plan period. The chapter provides a structured framework for addressing both programmatic and institutional priorities, ensuring alignment with the organization's mandate, sustainability goals, and desired impact. The strategic focus areas covered in this chapter are as follows:

1. Sexually transmitted infections
2. High-risk population (sexual minority groups)
3. HIV/AIDS prevention, Care, and treatment
4. Reproductive Health
5. Mental Health
6. Economic empowerment
7. Organizational Development
8. Training and development
9. Integration of modern technology
10. Financial sustainability
11. Partnerships and networks

4.1 Sexually Transmitted Infections

4.1.1 Strategic Objective

To manage STIs among clients through screening, diagnosis, treatment, contact tracing, and health education.

4.1.2 Key Issues

- a. Diagnosis and treatment
- b. Drug resistance in STIs
- c. Re-emergence of STIs
- d. Transmission of STI related bacteria between couples
- e. Training and sensitization

4.1.3 Strategic Responses

- a. Availability of diagnostic tools and medication for STI treatment
- b. Contact tracing and treatment
- c. Integration of STI management in all NRHS programmes
- d. Research on microbiome
- e. Surveillance on drug resistance
- f. Contribute to improvement in policies on STI treatment
- g. Sensitization campaigns and health talks on STIs

4.1.4 Performance Indicators

- Number clients screened and treated
- Number of partners traced treated

- Reduction on the rates of re-infection
- Number of research studies and publications on STI transmission dynamics
- Number of cases with STI recurrence
- Improvements in policies regarding the treatment of STI
- Number of people reached with sensitization campaigns

4.2 High-risk population (Sexual and Gender Minority Groups)

4.2.1 Strategic objective

To enhance the structural, biomedical, mental and social health among high-risk population through targeted interventions

4.2.2 Key issues

- ❖ STI prevention and treatment
- ❖ Gender and human rights advocacy
- ❖ HIV prevention, care and treatment
- ❖ Stigma and discrimination
- ❖ Violence-GBV, SGBV
- ❖ Mental health interventions
- ❖ Referral and linkages
- ❖ Drug and substance dependency
- ❖ Safe space for LGBTQI+ Community
- ❖ Social activities

4.2.3 Strategic Responses

- ❖ Provision of condoms and lubricants; health education, and serosorting
- ❖ Prevention messaging
- ❖ Enhancing and modernizing a safe space
- ❖ Linkages to other services, e.g., anti-rape, legal aid, nutrition, etc.
- ❖ Leadership in MSM response research and programmes
- ❖ Counselling and psycho-social support services
- ❖ Enrolment into treatment and provision of drugs

4.2.4 Performance Indicators

- ❖ Number of clients reached with NRHS services
- ❖ Number of clients retained on care and treatment
- ❖ Viral load suppression rates among HIV positive clients
- ❖ Number of clients on PrEP & PEP
- ❖ Adherence and retention rates to PrEP
- ❖ Number of LGBTI studies conducted by NRHS
- ❖ Stigma reduction rates
- ❖ Number and types of activities held that contribute towards inclusivity
- ❖ Improving the existing physical structure and acquiring modern equipment to support
- ❖ Number of beneficiaries of counselling and psychosocial support services
- ❖ Number of successful referrals to other services not offered at NRHS.

4.3 HIV/ AIDS Prevention, Care and treatment

4.3.1 Strategic Objective

To provide comprehensive testing, care and treatment services to people living with HIV and contribute toward achieving the 95:95:95 goal (of having 95% of the population tested for HIV, 95% of those found to be HIV infected linked to HIV services and 95% of those on treatment having a sustained viral suppression)

4.3.2 Key Issues

- ❖ HIV testing services
- ❖ Access to ARTs
- ❖ Referral and linkages for HIV positive clients
- ❖ Enrolment into care and treatment
- ❖ Adherence to treatment and care
- ❖ Psycho-social support
- ❖ Management of opportunistic infections
- ❖ Re-infection rate
- ❖ Reduction of stigma
- ❖ Differentiated care

4.3.3 Strategic Responses

- ❖ Support HIV prevention, care and treatment.
- ❖ Research on retention in care and adherence to treatment.
- ❖ Research into addressing psychosocial challenges faced by PLHIV
- ❖ Effective linkage to services needed by PLHIV and not provided by NRHS
- ❖ Research into HIV co-morbidities.

4.3.4 Key Performance Indicators

- ❖ Number of clients tested for HIV
- ❖ Number of HIV positive clients enrolled for care and treatment
- ❖ Levels of satisfaction among clients treated
- ❖ Proportion of clients with sustained viral suppression
- ❖ Number and quality of studies addressing the needs of PLWH

4.4 Reproductive Health

4.4.1 Strategic objective

To increase access and utilization of comprehensive reproductive health services to improve health outcomes and promote informed reproductive choices.

4.4.2 Key issues:

- Fertility Management
- Family planning services
- Safe abortion & post abortion care
- Medical Male Circumcision services
- Cervical cancer screening
- Menstrual hygiene management services

4.4.3 Strategic Responses

- Conduct research on fertility management
- Screening adolescent girls/ young women for HPV, HIV and reproductive tract infections
- Counselling on infertility, safe sex practices and unwanted pregnancies.
- Community-based family planning
- Community health education and advocacy programs
- Provision of sustainable menstrual health management materials
- Contributing to advancing medical devices for reproductive health e.g. CHLOE SED

4.4.4 Performance indicators

- Number of clients reached with fertility management services
- The geographical scope
- Scope of FP-specific funding
- New partnerships established
- Number of women accessing FP services
- Number of women accessing sustainable menstrual health materials
- Number of women screened and referred for cervical cancer
- Availability of improved reproductive health devices on the market

4.5 Mental Health

4.5.1 Strategic objective

To promote and improve mental well-being and access to quality mental health services.

4.5.2 Key issues:

- Stigma and discrimination
- Mental health illiteracy
- Referrals and linkages
- Training of personnel
- Integration of mental health services
- Limited access to professional services

4.5.3 Strategic responses

- Community-based outreach services
- Referrals to specialized mental health professionals
- Training healthcare workers on mental health support counselling
- Advocacy on mental health
- Enhance early detection and support

4.5.4 Performance Indicators

- Number of successful referrals to specialized mental health services
- Number of health care professionals trained on mental health support services
- Number of people reached through mental health screening initiatives

- Stigma reduction campaigns conducted
- Number of mental health advocacy initiatives
- Number of collaborations and partnerships created.

4.6 Economic empowerment

4.6.1 Strategic Objective

To strengthen economic independence and resilience among high-risk populations

4.6.2 Key Issues

- Vocational training
- Financial literacy
- Sustainable peer-led economic initiatives

4.6.3 Strategic Responses

- Provide vocational skills training
- Provide enterprise and business development training
- Support in job placement and internships
- Financial literacy workshops
- Partnering with micro-finance institutions and other like-minded stakeholders

4.6.4 Performance Indicators

- Number of people who will receive vocational training
- Number of trainings offered on enterprise and business development
- Number of businesses established
- Number of workshops offered on financial literacy
- Number of beneficiaries of financial literacy workshops
- Number of beneficiaries successfully placed in internships and jobs.

4.7 Organizational Development

4.7.1 Strategic Objectives

To build a robust, accountable, and high-performing organization capable of delivering effective, efficient, and sustainable programs.

4.7.2 Key Issues

- Leadership and governance structures
- Operational systems and policies
- Effective communication and coordination mechanisms
- Employee relations

4.7.3 Strategic Responses

- Establish performance frameworks
- Review and update governance polices

- Review and strengthen operational polices for effective management and efficient delivery of service
- Strengthen leadership through capacity building, mentorship and succession planning
- Enhance communication mechanisms
- Promote a conducive and fair work environment that promotes trust, employee well-being, and values employees.

4.7.4 Performance Indicators

- Performance framework approved and operationalized
- Number of governance policies reviewed and approved by the Board
- Number of operational policies and SOPs reviewed and updated
- Percentage of managers completing leadership development programs
- Staff turnover and retention rates
- Staff satisfaction and engagement scores

4.8 Training and development

4.8.1 Strategic Objectives

To build a skilled, competent, and future-ready workforce through structured, continuous, and needs-driven training and development.

4.8.2 Key Issues

- Skills gaps analysis
- Uptake of professional development opportunities
- Training needs assessment and planning
- Prioritization of staff training needs
- Budget allocation
- Career growth and succession pathways

4.8.3 Strategic Responses

- Conduct regular Training Needs Assessments (TNAs)
- Develop and implement an annual training and capacity-building plan
- Provide technical, managerial, and soft-skills training
- Support professional certification and career development
- Introduce coaching, mentorship, and peer-learning programs
- Strengthen induction and onboarding programs
- Heighten on job training efforts
- Link training outcomes to performance management and succession planning
- Allocate sufficient training budget in upcoming grants.
- Measure/ evaluate training impact

4.8.4 Performance Indicators

- Percentage of staff with documented training needs and development plans
- Analysis report on training needs
- Number of staff trained per year

- Percentage of staff completing mandatory and priority trainings
- Improvement in performance appraisal scores after training
- Training satisfaction and relevance ratings
- Percentage of critical positions with trained internal successors
- Retention rate of trained staff

4.9 Integration of modern technology

4.9.1 Strategic Objectives

Improve the effectiveness and efficiency of the organization through the integration of modern technology in programs and operations

4.9.2 Key Issues

- Digitization
- ERP
- Adoption of modern communication
- Digital literacy
- IT Infrastructure
- Data Security and confidentiality
- Online visibility

4.9.3 Strategic Responses

- Digitize and integrate core organizational processes.
- Continuous training in digital skills
- Establish data protection measures, access control, and confidentiality protocols
- Enhance and acquire more modern IT infrastructure
- Incorporate modern communication tools in our daily operations
- Improve digital visibility through a regularly updated website and other social media

4.9.4 Performance Indicators

- Implemented ERP system
- Number of staff trainings conducted on digital skills
- Knowledge score from post-training assessments
- Compliance rates with data protection measures and confidentiality protocols.
- Number of modern IT infrastructure acquired.
- Engagement and traffic on our digital platforms
- Rate of uptake of modern communication by staff

4.10 Financial sustainability

4.10.1 Strategic Objectives

To achieve financial sustainability by diversifying income streams

4.10.2 Key Issues

- Own Office premises
- Diversify grant income streams
- Income generating activities
- Trainings on grants

4.10.3 Strategic Responses

- To acquire own office and rent out the extra office space
- Increase occupancy in the guest house
- Offer consultancy services in training and research
- Identify and apply for more grants
- Training staff on writing grant proposals
- Benchmarking from other organizations and borrowing best practices
- Increase income through lab services

4.10.4 Performance Indicators:

- The organization's overall operating budget
- The number of new grants and contracts within the period
- The amount of unrestricted income generated
- Number of staff trained on grant applications
- The ratio of restricted to unrestricted income

4.11 Partnerships and networks

4.11.1 Strategic Objectives

To create and strengthen existing partnerships

4.11.2 Key Issues:

- Communication and engagement
- Resource mobilization
- Strengthening partnerships
- Partnerships policy guidelines

4.11.3 Strategic Responses

- Evaluate the current partnerships to identify and prioritize strategic partners
- Build strategic partnerships with government, private sector, NGOs and community organization to expand influence and impact.
- Strengthen stakeholder engagement through regular communication, joint initiatives and shared goals
- Leverage partnership for resource mobilization, technical expertise and capacity building
- Promote collaborative networks that encourage innovative knowledge exchange and collective problem solving.
- Develop and implement policy guidelines on networking and partnership development

4.11.4 Performance Indicators

- Number of strategic partnerships established or strengthened
- Resources mobilized through strategic partnerships
- Number of MOUs signed
- Number of joint programs with government or NGOs
- Number of stakeholder forums held
- Number of joint fundraisers
- Technical support agreements signed
- Policy guideline developed and implemented



5 CHAPTER 5: RISK MANAGEMENT FRAMEWORK

RISK	MITIGATION MEASURES
Competition by similar organizations for limited funding	<ul style="list-style-type: none"> • Explore non-traditional sources of funding, such as consultancy and training services • Explore opportunities for generating own income from projects related to the services that NRHS provides • Training staff on writing grants and proposals • Diversification of areas of research
Inadequate funding to sustain some projects	<ul style="list-style-type: none"> • Diversify sources of funding
Loss of key skilled staff	<ul style="list-style-type: none"> • Prioritize staff welfare • Develop comprehensive delegation and succession strategies for all the critical program and administration functions
Negative perception and lack of goodwill by society and state actors for sexual minority groups	<ul style="list-style-type: none"> • Awareness and advocacy towards the rights of minority groups according to SDG 3
Changes in political administration, foreign aid priorities or policy shifts	<ul style="list-style-type: none"> • Diversify funding sources, strengthening income-generating activities, build financial reserves, and expand partnerships with non-US donors
Over-reliance on donor funding	<ul style="list-style-type: none"> • Increase unrestricted income streams • Build long-term partnerships with diverse donors • Develop income-generating activities • Establish financial reserves

6 CHAPTER 6: THE IMPLEMENTATION MATRIX

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
1. Sexually transmitted infections							
Strategic Objective: To manage STIs among clients through screening, diagnosis, treatment, contact tracing, and health education							
Diagnosis and treatment	Availability of diagnostic tools and medication for STI treatment	Number clients screened and treated	1,000	2,000	3,000	4,000	Directors & Study Coordinators
Drug resistance in STIs	Contact tracing and treatment	Number of partners traced and treated	1,000	2,000	3,000	4,000	Directors & Study Coordinators
Re-emergence of STIs	Integration of STI management in all NRHS programmes	Reduction on the rates of re-infection	70%	80%	90%	100%	Directors & Study Coordinators
Transmission of STI related bacteria between couples	Research on microbiome	Number of research studies and publications on STI transmission dynamics	2	4	6	8	Directors & Study Coordinators
Training and sensitization	Sensitization campaigns and health talks on STIs	Number of cases with STI recurrence	30%	20%	10%	0%	Study Coordinators
	Contribute to improvement in policies on STI treatment	Improvements in policies regarding the treatment of STI	1	1	1	1	Directors & Study Coordinators
	Surveillance on drug resistance	Number of people reached with sensitization campaigns	1,000	2,000	3,000	4,000	Directors & Study Coordinators
2. High-risk population (sexual and gender minority groups)							
Strategic Objective: To enhance the structural, biomedical, mental and social health among high-risk population through targeted interventions							
STI prevention & treatment	Provision of condoms and lubricants; health education, and serosorting	Number of clients on PrEP & PEP	100	150	200	300	Director & Study Coordinators

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
Gender & human rights advocacy	Prevention messaging	Adherence and retention rates to PrEP	70%	80%	90%	100%	Coordinators
HIV prevention, care & treatment	Enhancing and modernizing a safe space	Number of LGBTI studies conducted	2	3	4	5	Coordinators
Stigma & discrimination	Linkages to other services, e.g., anti-rape, legal aid, nutrition, etc.	Stigma reduction rates	60%	70%	80%	90%	Coordinators
GBV, SGBV	Leadership in MSM response research and programmes	Number and types of activities held that contribute towards inclusivity	4	6	8	10	Coordinators
Mental health interventions	Counselling and psycho-social support services	Improving the existing physical structure and acquiring modern equipment	50%	70%	80%	100%	Coordinators
Referral & linkages	Enrolment into treatment and provision of drugs	Number of beneficiaries of counselling & psychosocial support services	200	300	400	500	Coordinators
Drug and substance dependency		Number of successful referrals to other services not offered at NRHS.	4	8	12	16	Coordinators
Safe space for LGBTIQ+ Community							
Social activities	Conduct social activities	No of social activities held	4	6	7	8	Coordinators
3. HIV/ AIDS Prevention, Care and Treatment							
Strategic Objective: To provide comprehensive testing, care and treatment services to people living with HIV and contribute toward achieving the 95:95:95 goal (of having 95% of the population tested for HIV, 95% of those found to be HIV infected linked to HIV services and 95% of those on treatment having a sustained viral suppression)							
HIV testing services	Support HIV prevention, care and treatment.	Number of clients tested for HIV	200	300	400	500	Coordinators
Access to ARTs	Research on retention in care and adherence to treatment.	Number of HIV positive clients enrolled for care and treatment	100	1501	200	250	Coordinators

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
Referral and linkages for HIV positive clients	Research into addressing psychosocial challenges faced by PLHIV	Levels of satisfaction among clients treated	70%	80%	90%	100%	Coordinators
Enrolment into care and treatment	Effective linkage to services needed by PLHIV and not provided by NRHS	Proportion of clients with sustained viral suppression	70%	80%	90%	100%	Coordinators
Adherence to treatment and care	Research into HIV co-morbidities.	Number and quality of studies addressing the needs of PLWH	2	3	4	6	Director and coordinators
Psycho-social support	Research on impact of psychosocial support on treatment adherence	Proportion of clients receiving psychosocial support services	60%	70%	80%	90%	Coordinators
Management of opportunistic infections	Research on prevalence and management of opportunistic infections among PLHIV	Proportion of PLHIV screened and treated for opportunistic infections	65%	75%	85%	95%	Coordinators
Re-infection rate	Research on HIV re-infection trends and prevention strategies	Rate of HIV re-infection among clients	10%	8%	5%	3%	Coordinators
Reduction of stigma	Research on stigma and discrimination	Proportion of clients reporting reduced stigma and discrimination	60%	70%	80%	90%	Coordinators
4. Reproductive Health							
Strategic Objective: To increase access and utilization of comprehensive reproductive health services to improve health outcomes and promote informed reproductive choices							
Fertility Management	Conduct research on fertility management	Number of clients reached with fertility management services	50	100	150	200	Director & Coordinators
Family planning services	Screening adolescent girls/ young women for HPV, HIV and	The geographical scope (No of counties reached)	2	4	5	6	Director & Coordinators

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
	reproductive tract infections						
Safe abortion & post abortion care	Counselling on infertility, safe sex practices and unwanted pregnancies.	Scope of FP-specific funding	3M	4M	7M	10M	Director & Coordinators
Medical Male Circumcision services	Community-based family planning	New partnerships established	3	4	5	6	Director & Coordinators
Cervical cancer screening	Community health education and advocacy programs	Number of women accessing FP services	500	700	900	1200	Coordinators
Menstrual hygiene management services	Provision of sustainable menstrual health management materials	Number of women accessing sustainable menstrual health materials	300	500	700	1000	Coordinators
	Contributing to advancing medical devices for reproductive health e.g. CHLOE SED	Number of women screened and referred for cervical cancer	400	600	800	1000	Coordinators
5. Mental Health							
Strategic Objective: To promote and improve mental well-being and access to quality mental health services.							
Stigma and discrimination	Community-based outreach services	Number of successful referrals to specialized mental health services	100	150	200	300	Coordinators
Mental health illiteracy	Referrals to specialized mental health professionals	Number of health care professionals trained on mental health support services	20	30	40	60	Coordinators
Referrals and linkages	Training healthcare workers on mental health support counselling	Number of people reached through mental health screening initiatives	500	800	1200	1500	Coordinators
Training of personnel	Advocacy on mental health	Stigma reduction campaigns conducted	4	5	6	7	Coordinators

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
Integration of mental health services	Enhance early detection and support	Number of mental health advocacy initiatives	5	7	9	10	Coordinators
Limited access to professional services		Number of collaborations and partnerships created.	2	3	4	5	Coordinators
6. Economic empowerment							
Strategic Objective: To strengthen economic independence and resilience among high-risk populations							
Vocational training	Provide vocational skills training	Number of people who will receive vocational training	200	300	400	500	Director and coordinators
Financial literacy	Provide enterprise and business development training	Number of trainings offered on enterprise and business development	3	5	7	9	Director and coordinators
Sustainable peer-led economic initiatives	Support in job placement and internships	Number of businesses established	50	75	100	125	Director and coordinators
	Financial literacy workshops	Number of workshops offered on financial literacy	2	4	6	8	Coordinators
	Partnering with micro-finance institutions and other like-minded stakeholders	Number of partnerships established	2	4	6	8	Coordinators
7. Organizational Development							
Strategic Objective: To build a robust, accountable, and high-performing organization capable of delivering effective, efficient, and sustainable programs.							
Leadership and governance structures	Establish performance frameworks	Performance framework approved and operationalized	1	-	-	-	Human resources
Operational systems and policies	Review and update governance policies	Number of governance policies reviewed and approved by the Board	1	2	3	4	SMT

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
Effective communication and coordination mechanisms	Review and strengthen operational polices	Number of operational policies and SOPs reviewed and updated	4	6	8	12	SMT
Employee relations	Strengthen leadership through capacity building, mentorship & succession planning	Percentage of managers completing leadership development programs	40%	60%	80%	100%	Human Resources
	Enhance communication mechanisms	Staff turnover rate(reduction) and retention rates(increase)	10%	8%	6%	5%	Human Resources
	Promote a conducive and fair work environment that promotes trust, employee well-being, Employee relations	Staff satisfaction and engagement scores	70%	80%	85%	90%	Human Resources
8. Training and development							
Strategic Objective: To build a skilled, competent, and future-ready workforce through structured, continuous, and needs-driven training and development.							
Skills gaps affecting service delivery and performance	Conduct regular Training Needs Assessments (TNAs)	Percentage of staff with documented training needs and development plans	60%	75%	90%	100%	Human Resources & SMT
Low uptake of professional development opportunities	Develop and implement an annual training and capacity-building plan	Annual training needs analysis report developed and implemented	1	1	1	1	Human Resources & SMT
Inadequate training needs assessment and planning	Provide technical, managerial, and soft-skills training	Number of staff trained per year	10	15	25	40	Human Resources & SMT

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
Lack of prioritization of staff training needs	Support professional certification and career development	Percentage of staff completing mandatory and priority trainings	80%	90%	95%	100%	Human Resources & SMT
Insufficient budget Limited career growth and succession pathways	Introduce coaching, mentorship, and peer-learning programs	Improvement in performance appraisal scores after training	5%	10%	15%	20%	Human Resources & SMT
Initial Trainings	Strengthen induction and onboarding programs	Training satisfaction and relevance ratings.	75%	80%	85%	90%	Human Resources
Continuous Training & development	Heighten on job training efforts	Percentage of critical positions with trained internal successors	30%	50%	70%	90%	Human Resources & SMT
Performance management	Link training outcomes to performance management and succession planning	Retention rate of trained staff	70%	80%	85%	90%	Human Resources ³
Training Budget	Allocate sufficient training budget in upcoming grants.	Percentage of annual budget allocated to training and development	3%	4%	5%	%	Human Resources and Finance
	Measure/ evaluate training impact	Percentage of trainings evaluated for effectiveness and impact	60%	75%	90%	100%	Human Resource and SMT
9. Integration of modern technology							
Strategic Objective: Improve the effectiveness and efficiency of the organization through the integration of modern technology in programs and operations							
Digitization	Digitize and integrate core organizational processes.	Implemented ERP system	1	-	-	-	SMT & IT
ERP	Continuous training in digital skills	Number of staff trainings conducted on digital skills	4	6	8	10	IT & Human Resources

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
Adoption of modern communication	Establish data protection measures, access control, and confidentiality protocols	Knowledge score from post-training assessments	70%	80%	85%	90%	IT & Human Resources
Digital literacy	Enhance and acquire more modern IT infrastructure	Compliance rates with data protection measures and confidentiality protocols.	60%	75%	85%	95%	IT
IT Infrastructure	Incorporate modern communication tools in our daily operations	Number of modern IT infrastructure acquired.	1	2	3	4	SMT & IT
Data Security and confidentiality	Improve digital visibility through a regularly updated website and other social media	Engagement and traffic on our digital platforms	20%	35%	50%	70%	Communications & IT
Online visibility		Rate of uptake of modern communication by staff	50%	70%	85%	95%	IT & Human Resources
10. Financial sustainability							
Strategic Objective: To achieve financial sustainability by diversifying income streams							
Own Office premises	Acquire own office and rent out the extra office space	The organization's overall operating budget	10%	20%	30%	40%	Finance & SMT
Diversify grant income streams	Increase occupancy in the guest house	Number of new grants and contracts within the period	2	3	5	7	Director, Finance & SMT
Income generating activities	Offer consultancy services in training and research	Amount of unrestricted income generated	5M	6M	7M	8M	Director, Finance & SMT
Trainings on grants	Identify and apply for more grants	Number of staff trained on grant applications.	10	15	20	25	Finance, Human Resources & SMT
	Training staff on writing grant proposals	Ratio of restricted to unrestricted income	80:20	70:30	60:40	50:50	Finance & SMT

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
	Benchmarking from other organizations and borrowing best practices	Number of benchmarking initiatives conducted	2	3	4	5	SMT
	Increase income through lab services	Revenue generated from lab services (KES)					Finance & Laboratory manager
11. Partnerships and networks							
Strategic Objectives: To create and strengthen existing partnerships							
Communication and engagement	Evaluate the current partnerships to identify and prioritize strategic partners	Number of strategic partnerships established/strengthened	2	3	5	7	SMT
Resource mobilization	Build strategic partnerships with government, private sector, NGOs and community organization to expand influence and impact.	Resources mobilized through strategic partnerships	8M	10M	12M	18M	SMT & Finance
Strengthening partnerships	Strengthen stakeholder engagement through regular communication, joint initiatives and shared goals	Number of MOUs signed	4	6	8	12	SMT
Partnerships policy guidelines	Leverage partnership for resource mobilization, technical expertise and capacity building	Number of joint programs with government or NGOs	3	4	5	7	Coordinators
	Promote collaborative networks that encourage innovative knowledge exchange	Number of stakeholder forums held	4	5	7	9	Director & coordinators

Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
			2026/2027	2027/2028	2028/2029	2029/2030	
	and collective problem solving.						
	Develop and implement policy guidelines on networking and partnership development	Number of joint fundraisers	2	3	5	7	Finance & SMT
	Establish technical support agreements with partners	Technical support agreements signed	2	4	6	8	SMT
		Policy guideline developed and implemented	1	-	-	-	SMT