



STRATEGIC PLAN

2021-2025



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FOREWARD

Strategic planning keeps our society on track over time, and allows the society to respond to change while remaining faithful to their mission and vision. The strategic planning process by itself starts the journey of value enrichment for the society just as the final strategic plan, since so much is learnt from seeing where the society currently is in relation to the state of the environment in which the society operates.

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 board and management has developed the 2021-2025 strategic plan to serve as its guide. Its purpose is to communicate to all the stakeholders of the Society its goals and the actions needed to achieve those goals, and all other critical elements.

In this Strategic Plan, the society has set priorities, focused our energies and resources, strengthened operations, and ensures that employees and other stakeholders are working towards the common goal of the Society in response to the rapidly changing environment. The members intellectual contributions have produced fundamental decisions and actions that shape and guide what the Society is, who it serves, what it does, and why it does it, with a focus on the future.

Professor Collins Ouma
Chairperson



ACKNOWLEDGEMENT

Coming up with this strategic plan has been an arduous task for the board and management of the society spearheaded by the human resources office. Leading this task was our human resources officer, Prudence Afandi who spent many hours listening to input from the staff, from our clients and from collaborators, and then rallied the board and management to synthesize this information to come out with this guiding document. We also acknowledge our staff, clients and collaborators for their input in making this document alive to our realities. Key in achieving this task was the senior Management team who spent countless hours refining this document to be where it is. Finally, we acknowledge our donors and development partners who have been our anchor in the work we do and have allowed us continue delivering on our mission and vision.



*Dr Fredrick Otieno
Director*

STRATEGIC FRAMEWORK

1. 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.

2. Mission

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

3. Core values

A. 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.

B. Collaboration

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

C. 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

D. Accountability

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

E. 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.

F. Diversity

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

CHAPTER ONE

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 programmes. 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.

The rationale of the strategic plan

NRHS has put forth this strategic plan as a successor to the 2016-2020 strategic plans. The role of the plan is to define a strategic focus and direction for the society over the next five (5) years beginning 2021 and ending 2025. Since its inception, NRHS has been mandated to conduct medical research in reproductive health matters and during this time the needs and expectations of its stakeholders has 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 activities to strengthen its functions, overcome earlier challenges and structure itself better to meet its mission. The strategic plan provides a road map on the key areas that is programmes, research and administration.

Methodology of the strategic plan

The development of 2020-2025 strategic plan was a highly participatory and consultative process. The senior management team was asked with spearheading the process, which involved:

- 1) Assessment of implementation of the 2016-2020 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.

Our Approaches

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

- **Research:** Health research is one of NRHS' core competencies. NRHS specializes in reproductive health and HIV/STI prevention and treatment research. NRHS is the pioneer male circumcision research organization in Kenya and has completed several high-profile researches over the years most of which have not only been published in international scientific journals but have also informed the development of policies and programmes 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 activities and are aimed to equip targeted participants with the required knowledge and skills in various medical fields. The trainings are also a quality assurance and improvement measure to the research and programmatic activities of NRHS.
- **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 programmes with most of the programmes that NRHS implements emerging from its research projects. A number of other actors including governments, intergovernmental and non-profit organizations also use the evidence that NRHS generates from research to design their programmes. The evidence-based approach enables NRHS and other actors to design programmes that effectively respond to the needs of the targeted populations.
- **Partnership development:** NRHS recognizes the importance of working with other stakeholders in order 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 a number of funding agencies.

Where We Work

Over the past 18 years NRHS has mainly implemented its programmes 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.

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 • Marriage counselling • Prevention of gender-based violence • Proper care of gender-based violence victims • Drug and alcohol abuse rehabilitation services • Safe post-abortion care • Affordable sanitary towels • Family planning services • Voluntary medical male circumcision
Infants and Children	<ul style="list-style-type: none"> • Early infant male circumcision

CHAPTER TWO

Key Achievements

This is a review of the key achievements and successes during the implementation of the 2016-2021 strategic plan. During this period, the Society implemented approximately 80% of the planned activities. The society developed multiple research proposals covering reproductive health to provide evidence-based research data to inform policy formulation prioritization of interventions, allocation of resources and revision of national treatment guidelines. As a result, multiple publications were done in peer-reviewed journals, thus contributing to scientific knowledge and scientific reference materials.

Voluntary Medical Male Circumcision

Since the inception of VMMC project in 2007, NRHS has been at the forefront of availing these services as a comprehensive strategy for HIV prevention. The society had collaborated with local and international organizations such as Male circumcision consortium, US Centre for disease control and prevention, NASCOP and other organizations in providing comprehensive VMMC services. NRHS was instrumental to the Kenyan ministry of Health developing the national guidelines in voluntary medical male circumcision which came to effect in 2007. NRHS has also been instrumental in providing technical assistance to WHO and PEPFAR in the national scale-up in VMMC. NRHS has maintained quality services by training medical officer, clinical officers, counsellors and hygiene officer in provision of VMMC. The influence and contribution of NRHS are evidenced by the thousands of clients who received free circumcision services as well as the contribution made to the development of National policy on circumcision.

EIMC

NRHS has contributed to the national and international scale up of EIMC through the development and application of safe, infant male circumcision techniques and devices. The society is widely known for its skill and expertise in EIMC. Clients continue to seek for these services even after funding for the project was exhausted. A research study was carried on the use of Mogen clamp in providing home based EIMC which is a safe and effective circumcision tool for infants.

STI

NRHS has been at the forefront of screening and offering treatment of STIs with thousands of clients being screened and provided treatment for STI over the five-year period. The Society has contributed to the national policy on treatment of gonorrhoea due to its active gonococcal surveillance. NRHS prides itself on the well-equipped laboratory and highly skilled staff with the ability to isolate and carry out gonorrhoea testing and conduct bacterial vaginosis testing. NRHS also has a Gene X-Pert machine that is able to test for gonorrhoea and chlamydia. Several researches papers have been published and two peer papers reviewed.

LGBTI

The society has the largest cohort of LGBTI enrolment in East and Central Africa under the Anza Mapema program. This programme aims at providing HIV prevention, care and treatment programmes and its attendant co morbidities including STIs, hepatitis, tuberculosis, sexual and gender-based violence.

Organizational Development

- 1) NRHS has attracted highly skilled staff, both in research and support staff.
- 2) Low turnover rates
- 3) Cohesion and teamwork through annual team building activities.
- 4) Communication through holding SMT meeting regularly every month
- 5) Enhancement of communication through text messaging
- 6) Integrated modern technology in operations such as use of fingerprints and ERP systems
- 7) Adoption of Computer Assisted personal interview (CAPI) and Audio Computer Assisted Self interview (ACASI) techniques in research.
- 8) Establishing Professor Ndinya Achola Scholarship to support staff financially in furthering their studies. Supported 5 staff in pursuing further studies
- 9) Written 53 proposals for grant application of which 23, were successful.
- 10) Collaborated with both local and international organizations in research and innovation, including:
 - a. County governments
 - b. FHI 360
 - c. PEPFAR
 - d. CDC
 - e. KEMRI
 - f. LVCT health

Challenges

Dwindling in funds, which has resulted in the stopping of some projects such as VMMC and EIMC despite the growing demand for these services. It has become challenging to sustain these projects and the society is compelled to stop these services unless more funding is procured. Additionally, the society has faced the loss of crucial staff which, often disrupts the operations of the organization which has mostly been due to funding cuts.

CHAPTER THREE

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
VMMC	Despite the funding for this programme having ended, we are still receiving walk-in clients. This is because of the good name we have in the eyes of the public. We are also still on the NASCOP task force on VMMC.	As a result of lack of funds, we have lost a lot of our key staff. The Society is unable to sustain the VMMC financially despite the existing high demand for the service.	There are opportunities in the upcoming NOFO through the same donors. We can also leverage on the good rapport with the public. The good name NRHS has is able to allow us to attract highly skilled staff.	The VMMC field is so competitive. The project is not sustainable due to a lack of funding.
EIMC	We are still seeing walk-in clients despite there being no funds for this study. We are also riding on the good name with the public. We also pride ourselves in having highly skilled staff who can work with different EIMC devices	Lack of enough funding has also led to massive staff exodus. The Society is unable to sustain the EIMC financially despite the existing high demand for the service.	Due to the good image we have with the public, we can be able to attract funding as well as human resource.	This project is not sustainable because it doesn't have funds and only depends on other sources.
STI	Free screening of HIV/STI for walk-ins. We also offer free STI treatment. We also pride in being the only organization doing BV and Gonorrhoea isolation.	No funding has been obtained for HPV despite writing several. Other grant proposals have been drafted, but they have not been successful.	We have highly skilled staff who can offer MCH services We can think of offering training to other organizations on STI. We are also exploring for funding on MNCH through a NOFO	There is high competition from organizations offering the same services
LGBTI	Several LGBTI studies have been done. We also have a comprehensive HIV Prevention Care and Treatment program. We also boast of having the biggest network in East and Central Africa. We	We have not been able to cash in on the harm reduction program of Injectable Drug Users (IDU). The funding for	Previous studies have opened doors for collaboration with other organizations both locally and internationally.	There is stiff competition for funds. There is a lot of stigma facing LGBTI. LGBTQI+ led organizations are given priority is

	have also been able to train the public on stigma reduction.	LGBTQI+ is also dwindling.		funding opportunities.
HIV/AIDS Care & Treatment	We are offering Prevention, care & Treatment for LGBTQI+ (Key population).	We are not offering Care and Treatment for general population. No studies have been done on PLWH due to lack of funding opportunities.	Care and treatment services are not being offered to the general population. The resources are not adequate to support general population.	Competition for financial resources.
Administration and Organizational Development	Team building activities are regularly done, at least once a year. The working environment is also friendly. Policies and procedures are fairly applied.	Sensitization on policies and procedures to staff is not adequately done. Staff feel a sense of job insecurity with the one-year contracts	Feedback on improvement of organizations processes should be considered.	Loss of key/essential staff.
Internal Communication	SMT meetings are held monthly, debriefs are also done regularly. Continuous Medical Education is done on a fortnightly basis.	Some staff rarely accesses their e-mails and notice boards. We have not embraced biometrics reading Technology and neither have we trained on GIS.		
Management and administrative Systems	ERP and M-PESA platforms have been put in place. Technology has also been integrated,	Staff feedback still not good. There is also laxity in staff induction.		
Partnerships AND Networking	New partnerships and collaborations have been developed e.g. Welcome Trust, IAVI, Maseno University among others.	There is still no policy guideline on Partnerships and Networks.	Experienced and highly skilled staff are an asset.	Lack of a proper policy guideline may lead to NRHS not having a good bargaining power when engaging with partners.

CHAPTER FOUR

Strategic Focus

This section outlines the strategic direction NRHS intends to take in 2021-2025 strategic period. This includes a summary of strategic drivers, a results framework and strategic themes, the strategic objectives, strategic responses, and performance indicators.

From the SWOT analysis, NRHS has identified issues to be addressed. These issues cover the need to:

- enhance and entrench quality and relevance in research and policy advocacy;
- strengthen partnerships with relevant local and international organizations carrying out research related activities;
- enhance strategic communication both internally and externally;
- enhance staff welfare and productivity; and enhance the long-term sustainability of the society.

Fuelled by progress made over the last twenty years, NRHS intends to exploit all opportunities available to it. The strategic plan proposes a number of initiatives that constitute the framework of action programmes. These initiatives seek to broaden the activity base of the society to address new areas of interventions while simultaneously seeking to enhance internal strength. In pursuing these initiatives, NRHS will give practical meaning to the intentions stated in our bottom line.

Strategic Drivers

- Despite recent gains, the prevalence of HIV/AIDS continues to be a major public health concern with some regions having rates that are significantly higher than the average national rate.
- The development of new drugs and their proven efficacy has resulted in a major shift away from behavioural interventions toward biomedical approaches to prevention as well as treatment of disease.
- Contrary to public expectations, many Kenyans are still not able to access basic health services under a devolved system of government.
- With a large proportion of Kenya's population being youth aged 15-24 years, the country faces social, health and economic challenges that are typical of such a youthful population.
- The rapid advances in technology provide opportunities for the improvement of health services through the integration of modern technology
- The transition from Millennium Development Goals (MDG) to Sustainable Development Goals (SDG) may present a shift in the international development and funding priorities

During this strategic plan period, NRHS has identified the following areas of focus:

1. Sexually transmitted infections
2. LGBTIQ+
3. HIV/AIDS prevention, Care and treatment
4. Reproductive Health
5. Organizational culture
6. Employee training and development
7. Management and administrative systems
8. Integration of modern technology
9. Financial sustainability
10. Partnerships and networks

1. Sexually Transmitted Infections

Strategic Objective: To manage STI among clients through screening, diagnosis, treating and offering health education (training).

Key Issues:

- Diagnosis and treatment
- Drug resistance in STI
- Re-emergence of STIs
- Transmission of STI related bacteria between couples
- Training and sensitization

Strategic Responses

- STI treatment and prevention
- Integration of STI management in all NRHS programmes
- Research on the genital micro biome
- Surveillance on drug resistance
- Contribute to change in national policies on STI treatment
- Sensitization campaigns and health talks on STIs

Performance Indicators

- Number of STI clients screened and offered treatment
- Number of research studies and publications on STI transmission dynamics
- Number of cases with STI recurrence
- Improvements in national policy regarding the treatment of STI

2. Lesbian, Gay, Bisexual, Transgender and Intersex

Strategic Objective: To improve the physical, mental and social health of lesbian, gay, bisexual, transsexual and intersexual Persons.

Key Issues

- STI prevention and treatment
- Gender and human rights advocacy
- HIV prevention, care and treatment
- Provision of condoms and lubricants; health education, and serosorting
- Stigmatization, violence and depression
- Referral and linkages of clients to other services
- Drug and substance abuse
- Introduction of and adherence to Pre-exposure prophylactics (PrEP)
- Providing a safe space for LGBTI Community
- Provision of social activities

Strategic Responses

- Prevention messaging,
- Provision of condoms and lubricants,
- Provision of a safe space for dialogue,
- 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
- Methadone and needle exchange programmes, rehabilitation services; enumeration of IDUs

- Research studies: e.g.
 - FLTR test and link for the positives;
 - Provision of Pre-exposure prophylactics (PrEP) for at risk HIV/AIDS negatives;
 - Support for adherence to treatment and PrEP
 - Behavioural risk reduction;
 - Sexual transmission of non-typical STIs

Performance Indicators

- Number and type of programmes initiated
- Number of clients involved in NRHS programmes
- Number of clients retained on care and treatment
- Viral load count for enrolled clients
- Number of clients on PrEP; adherence to PrEP; and reduction in behavioral risk
- Number of LGBTI studies conducted by NRHS
- Stigma reduction rate
- Uptake of harm reduction program for IDU (methadone and needle exchange)
- Influence on policies to improve on LGBTQ wellbeing.

3. HIV 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*)

Key Issues

- Baseline evaluation to assess ARV eligibility
- Access to ARVs
- Referral and linkages for HIV positive clients
- Enrolment into a care and treatment program
- Adherence to treatment and sustained viral suppression
- Psycho-social support
- Management of opportunistic infections
- Continuous monitoring
- Re-infection rate
- Stigma reduction rate
- Provider linkages and referrals to other related services

Strategic Responses

- Source for funding for programmes that support HIV treatment for general population
- Provision of premier comprehensive HIV treatment and care program.
- Research on retention in care and adherence to treatment.
- Research into addressing psychosocial challenges faced by PLWH
- Effective linkage to services needed by PLWH and not provided by NRHS
- Research into HIV co-morbidities

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. Reproductive Health

Strategic Objective: To integrate reproductive health services in our existing programmes

Key Issues

- Fertility Management
- Availability of family planning
- Safe abortion
- Post abortion care
- Safe deliveries
- Comprehensive ANC
- Family planning education and services
- Integration of family planning into MNCH and EIMC services

Strategic Responses

- *Fertility Management:* Create a program for screening adolescents/young girls/women for HPV, HIV, and reproductive tract infections.
- Counselling on infertility, safe sex practices and unwanted pregnancies.
- *Community Based family planning:* Design and evaluate a model for a Community based FP program
- *Family planning education and services:* Train NRHS counsellors and clinicians on FP services
- *Integration of MNCH:* Submit proposal on operational studies to donors
- Seeking collaborations with other organizations.

Performance Indicators

- Number of FP models tested within a given period
- The geographical scope
- Scope of FP specific funding
- New partnerships established
- Number of women accessing FP services

5. Organizational Culture

NRHS aims at building its capacity to achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes. In the next five Years we devote our efforts and resources in the strengthening 6 key capacity areas which are:

- Organizational culture
- Employee training and development and performance management
- Management and administrative systems
- Integration of modern technology
- Financial sustainability
- Partnerships and networks

Strategic objective: To create and reinforce a positive work environment and motivates employees to achieve optimum productivity.

Interventions

- Sensitize all staff about the core values of the organization and support and monitor adherence to the core values
- Strengthen employee relations through coordinated team building activities
- Review and implement corporate communication policy and strategy
- Undertake and implement employee satisfaction and work environment survey
- Incorporate rewards and recognition practices such as issuing certificates to best performing employees
- Demonstrate transparency and fairness the application of management and administrative policies and procedures
- Consistently communicate the organization’s achievements to staff and emphasize on the roles they played in attaining the achievements

Performance Indicators

- Staff satisfaction survey ratings
- Rate of staff retention

6. Employee training and development

Strategic objective: To encourage continues professional development among employees and to become a learning organization.

Interventions

- Provide support in time and resources
- Provide Scholarship opportunities for staff
- Foster career growth through promotions

Performance Indicators

- Training attended by staff
- Number of new certifications earned by staff

7. Management and administrative

Strategic Objectives: Improve the implementation of the management and administrative policies and procedures

Interventions

- Review policies and procedures manual to ensure they are up to date and compliant with legislations
- Incorporate staff feedback in updating policy and procedures manual.
- Develop an online portal with all policies and procedures
- Update the website and social medial pages to elevate public profile of NRHS.

Performance Indicators

- Up to date policies and procedures manuals
- Level of staff compliance with the policies and procedures

- Audit rating on the effectiveness of NRHS in the implementation of common policies and (Finance, administration, procurement, human resource).

8. Integration of Modern Technology

Strategic Objective: Improve the efficiency and effectiveness of the organization through the integration of modern technology in programmes and operations

Interventions

- Use of biometrics
- Adopting technology in all areas of business including clinical department
- Using social media and the website to uplift the public profile of NRHS as well as highlight the achievements.

Performance Indicators

- Number of new technologies acquired and integrated in operations and programmes
- Assessment of the effectiveness of new technology usage

9. Financial Sustainability

Strategic Objective: To achieve financial sustainability by diversifying income streams

Interventions

- 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 grant opportunities
- Training staff of writing grant proposals
- Benchmarking from other organisations and borrowing best practices

Performance Indicators

- The organization's overall operating budget
- The number of new grants and contracts within the period
- The amount of unrestricted income generated
- The ratio of restricted to unrestricted income
- Number of staff with new degrees and certificates relevant to their functions and the

10. Partnerships and Networks

Strategic Objective: To strengthen existing partnerships and create new ones

Interventions

- Develop policy guidelines on networking and partnership development
- Vet the current partnerships to identify which ones to put more efforts on
- Apply the policy guidelines in strengthening existing partnerships and developing new ones
- Develop an external communication plan to elevate the public profile of NRHS

Performance Indicators

- Rating of the effectiveness of networks and partnerships of NRHS
- An evaluation of projects and initiatives implemented jointly with other stakeholders

- A survey of key stakeholders to evaluate public perceptions of NRHS

Risk Management

NRHS undertook a risk analysis as part of the strategic planning process. The following table Summarizes the key risks and mitigation measures.

Risk	Mitigation Measure
Competition by similar organizations for limited funding	<ul style="list-style-type: none"> • Explore Non-tradition sources of funding such as use of 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
Lack of funding to sustain some projects	<ul style="list-style-type: none"> • Exploring alternative to shutting down these projects
Loss of skilled staff to competition	<ul style="list-style-type: none"> • Prioritize staff welfare • Develop comprehensive delegation and succession strategies for all the critical program and administration functions

CHAPTER FIVE

The Implementation Matrix

Strategic objective	Key issues	Strategic responses	Key Performance Indicator	Target				Responsibility
				2021	2022	2023	2024	
				2022	2023	2024	2025	
Strategic Objective 1: Sexually Transmitted Infections								
To manage STI among clients through screening, diagnosis, treating and offering health education (training).	<ul style="list-style-type: none"> • Diagnosis & treatment of STIs • Drug Resistance in STI • Training and sensitization • Transmission of bacterial STI between couples 	STI treatment and prevention	Number of STI Clients screened and treated	1,000	2,000	3,000	4,000	Study/Programmes Coordinators
		Integration of STI management in all of NRHS programmes	No of programmes integrated	1	1	1	1	Director & Coordinators
		Research on genital microbiome	No. of research activities	1	1	1	1	Director & Collaborators
		Surveillance on drug resistance	No. of research activities	1	1	1	1	Director & Coordinators
		Contribute to change in national policies on STI Treatment	Improvements in national policy regarding the treatment of STIs.	0	1	0	0	Director & Coordinators
		STI Sensitization campaigns and health talks	Number of health Talk sessions held	4	12	12	12	Coordinators & Clinicians
Strategic Objective 2: LGBTIQ+								
To improve physical, mental and social health of lesbian, gay, bisexual, transsexual	<ul style="list-style-type: none"> • STI prevention and treatment • Gender and 	Prevention messaging	No. of beneficiaries reached	600	700	800	900	Field Officer
		Provision of condoms and lubricants	No. of beneficiaries	600	700	800	900	Field Officer

and intersexual persons	<ul style="list-style-type: none"> human rights advocacy HIV prevention, care & treatment Provision of condoms & lubricants Stigmatization, violence and depression Drugs and substance abuse Adherence and PrEP Safe space Social activities 	Provision of safe space for dialogue	No. of clients involved in the programmes	600	700	800	900	Programmes Coordinator
		Linkages to other services e.g. anti-rape, legal aid, nutrition	No of successful referrals	50	60	70	80	Field Officer
		Leadership in MSM response and research	No. of programmes initiated/studies conducted	1	1	1	1	Director & Programmes Coordinator
		Counselling and psychosocial support services	No of clients retained on care and treatment	50	75	100	125	Programmes Coordinator
		Rehabilitation and referrals for IDUs	Uptake rate of harm reduction programmes for IDU	5	10	15	20	Field Officer
		Provision of PrEP and adherence counselling	No of clients	50	100	150	200	Programmes Coordinator
Strategic Objective 3: HIV Prevention, care and treatment								
To provide comprehensive testing care & treatment services to people living with HIV and contribute towards achieving the 95:95:95 goal	<ul style="list-style-type: none"> Access to ARVs Referral linkages to HIV positive clients Enrolment into care and treatment programme Adherence to treatment and 	Source for funding for programmes that support HIV treatment for general population	Number of grants secured	1	2	3	4	Director and Coordinators
		Provision of comprehensive care and treatment	Number of positive clients enrolled for treatment	50	75	100	125	Programmes Coordinator
		Research Retention and care on adherence to treatment	Retention rates	60%	70%	80%	90%	Field Officer

	<p>sustained viral suppression</p> <ul style="list-style-type: none"> • Psycho-social support • Management of opportunistic infections • Re-infection rates • Stigma reduction rates 	<p>Research into addressing psychological challenges faces by PLWH</p>	<p>Number & quality of studies addressing the need of PLWH</p>	1	1	1	1	Director and Coordinators
		<p>Research on HIV Co-morbidities</p>	<p>No. and quality of research conducted</p>	1	1	1	1	Director & Coordinators
Strategic Objective 4: Reproductive Health								
<p>To integrate family planning and other reproductive health services into our existing programmes</p>	<ul style="list-style-type: none"> • Fertility Management • Availability of contraceptives, safe abortion, post abortion care, safe deliveries, comprehensive ANC, family planning education services, integration of family planning into MNCH and EIMC services 	<p>Create programme for screening adolescents' women/young girls for HPV, HIV, and reproductive tract infections.</p>	<p>No of clients tested</p>	150	300	450	600	Director & Coordinators
		<p>Offer counselling on infertility, safe sex practices and unwanted pregnancies</p>	<p>No of clients accessing the services and geographical scope</p>	150	300	450	600	Programmes Coordinator
		<p>Design and evaluate a model for community-based FP</p>	<p>No of FP models tested within a given period</p>	1	1	1	1	Director & Coordinators
		<p>Train NRHS Counsellors and clinicians on FP services</p>	<p>Number of trainings held</p>	2	4	4	4	Programmes Coordinator
		<p>Integration of MNCH</p>	<p>No of MNCH programmes initiated</p>	1				Programmes Coordinator
Strategic Objective 5: Organizational culture								

To create and reinforce a positive work environment that motivates employees to achieve maximum productivity	<ul style="list-style-type: none"> • Mission, vision & core values of the organization • Teambuilding • Communication policy • Employee engagement • Rewards & recognition 	Sensitize staff about organizations mission, vision and core values core value	Rate of compliance with organizations policies	60%	70%	80%	90%	Human Resources Officer
		Coordinated team building activities	No of team building activities	1	1	1	1	Human Resources
		Review and implement cooperate communication policy and strategy	Completed Cooperate communication policy in place	0	1	0	0	Human Resources Officer
		Undertake employee satisfaction and work environment survey every year	Ratings of overall employee satisfaction	55%	60%	65%	70%	Human Resources Officer
		Implement Rewards and recognition strategies e.g. certificates. prizes and to best performing employees	No of rewards issued	4	4	4	4	Human Resources Officer
Strategic Objective 6: Management and administrative								
To improve the implementation of the management and administrative policies and procedures		Review policies and procedures manual to ensure they are up to date and compliant with legislations	Up to date policy and procedures manuals	1	1	1	1	Senior Management Team
		Incorporate staff feedback in updating policy and procedures manual	Up to date policy and procedures manuals	1	1	1	1	Senior Management Team

		Develop online portal with all policies and procedures	Upto date portal with all policies	0	1	0	0	Senior Management Team ICT Officer
		Update the website and social media pages to elevate public profile of NRHS	Upto date social media pages & website	12	12	12	12	ICT Officer
Strategic Objective 7: Integration of modern technology								
To improve efficiency and effectiveness of the organization through the integration of modern technology in programmes and operations		Use of biometrics	Implemented biometrics system	1	1	1	1	Director
		Adopting technology in all areas of business including clinical department	No of new technology integrated in operations and programmes	1	2	3	4	Senior Management Team
		Using social media and the website to uplift public profile of NRHS as well as highlight the achievements	Updated social media pages	12	12	12	12	ICT Officer
Strategic Objective 8: Financial Sustainability								
To achieve financial sustainability by diversifying income streams	<ul style="list-style-type: none"> • Office acquisition • Guest room occupancy • Consultation and training services • Grant opportunities • Trainings on grant writing • Benchmarking 	To acquire own office and rent out extra office space	Income generated	0	0	1	0	Head of finance
		To increase occupancy on the guest house	Income generated	6	8	10	12	Head of finance
		To offer consultancy services in training and research	Number of consultancies offered	0	1	2	3	Director and Coordinators
		To identify grant opportunities	No. of grants applied	4	4	4	4	Director and Coordinators

		Training staff on grant proposal writing	No of trained staff	4	4	4	4	Director and Coordinators
		Benchmarking form other organization and borrowing best practices	No of new best practices adopted	4	4	4	4	Director and Coordinators
Strategic Objective 9: Partnerships and networks								
To strengthen existing partnerships and create new ones	<ul style="list-style-type: none"> • Policy guidelines Strengths of partnerships • External Communication plan 	Develop policy guidelines on networking and partnerships development	Partnership policy developed.	0	1	0	0	Senior Management Team
		Vet the current partners to identify which ones to put more efforts on strengthening	Review report	0	1	1	1	Director
		Apply policy guidelines in strengthening existing partnerships and developing new ones	% of implementation	0	25%	50%	75%	Director
		Develop and external communication plan to elevate public perceptions of NRHS	Completed plan	0	1	0	0	Senior Management Team