



# STRATEGIC PLAN 2023 – 2027

NCD-Free Kenya

NCD Alliance Kenya  
Strategic Plan





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# GLOSSARY OF TERMS AND ABBREVIATIONS

<b>ADP</b>	Annual Development Plan
<b>AIDS</b>	Acquired ImmunoDeficiency Syndrome
<b>AMREF</b>	African Medical and Research Foundation
<b>BMI</b>	Body Mass Index
<b>CHV</b>	Community Health Volunteer
<b>CIDP</b>	County Integrated Development Plan
<b>COVID</b>	Coronavirus Disease 2019
<b>CSO</b>	Civil Society Organisation
<b>CVD</b>	Cardiovascular Diseases
<b>ECG</b>	Electrocardiogram
<b>ED</b>	Executive Director
<b>HCP</b>	Health Care Provider
<b>HIV</b>	Human Immunodeficiency Virus
<b>HLM</b>	High Level Meeting
<b>HPV</b>	Human Papilloma Virus
<b>NCD ICC</b>	Non-Communicable Diseases Inter-agency Coordinating Committee
<b>ICT</b>	Information and Communication Technology
<b>IOGT NTO Movement</b>	A Movement that works to prevent and reduce harms caused by alcohol
<b>LMIC</b>	Low- and Middle-Income Countries
<b>MOH</b>	Ministry of Health
<b>MSD</b>	Merck Sharp Dohme
<b>NCCP</b>	National Cancer Control Program
<b>NCD</b>	Non-Communicable Disease
<b>NCDA</b>	Non-Communicable Disease Alliance
<b>NCDAK</b>	Non-Communicable Diseases Alliance Kenya
<b>NGO</b>	Non-Governmental Organisation
<b>NHIF</b>	National Hospital Insurance Fund
<b>OCA</b>	Organisational Capacity Assessment
<b>OP</b>	Office of President
<b>PESTLE</b>	Political, Economic, Social, Technological, Legal and Environmental factors.
<b>RM</b>	Resource Mobilisation
<b>RMT</b>	Resource Mobilisation Team
<b>SDG</b>	Sustainable Development Goals
<b>SLT</b>	Senior Leadership Team
<b>SWOT</b>	Strengths Weakness Opportunities Threats
<b>TB</b>	Tuberculosis
<b>TV</b>	Television
<b>UHC</b>	Universal Health Coverage
<b>UN</b>	United Nation
<b>WHO</b>	World Health Organisation

# FOREWARD BY THE CHAIR

On behalf of the Board, it is my pleasure and honour to present the NCD Alliance Kenya's Strategic Plan 2023 - 2027 which lays down the organization's five-year plan. The strategic plan provides the organization with an ideal opportunity to revisit our goals and strategic direction and embark on a new path of growth and development. For NCD Alliance Kenya, the three-months strategic planning process was critical for articulating a shared organizational vision, and for building the relationships necessary for organisation and its members to work together on common goals. During this process, the NCD Alliance Kenya Board, Staff and key stakeholders were able to reflect on the challenges faced; changing donor and program environment; learn from our experiences; consolidate and build upon our achievements; and develop strategies that strengthen our capacities for the future.

This strategic plan seeks to support the Ministry of Health NCD Strategic aspirations towards renewing commitment aimed at tackling the NCD epidemic, achieving global 2030 Sustainable Development Goals (SDG), the Global Action Plan for NCDs, Kenyan Vision 2030 and other national policy framework. Currently, NCDs cause 74% of deaths globally, with 80% of these deaths occurring in developing countries. In Kenya, NCDs account for 50% of hospital admissions, 55% of hospital deaths and 41% of total deaths. This strategic plan provides NCD Alliance Kenya with a roadmap towards contributing to reduction of the preventable burden of morbidity, mortality, and disability due to NCDs in Kenya. It lays a strong emphasis towards meaningful involvement of people living with NCDs towards advocacy response in Kenya and institutional growth and development.

The Strategic plan therefore serves to guide NCD Alliance Kenya's internal planning processes, priorities, and decision-making. It also forms the foundation for concrete strategies and plans which will strengthen NCD Alliance Kenya's capacity to deliver effective Programs and meet its developmental goals.

While some institutional challenges and changes may be anticipated, this new strategy remains true to NCD Alliance Kenya's fundamental vision and mission. The organisation will work to strengthen the capacity of its members to galvanise support for the increasing rate of NCDs in Kenya, and actively cultivate partnerships to achieve its gender-specific goals.

It is our sincere belief that this new strategic plan will provide NCD Alliance Kenya, its members, partners, institutional stakeholders to improve lives of the vulnerable and people living with NCDs in Kenya.

We look forward to achieving this future together.

Signed,



**Dr Zipporah Ali**  
Board Chair  
NCD Alliance Kenya (NCDAK)



# EXECUTIVE SUMMARY

Non-communicable diseases (NCDs) are the leading cause of death and disability, accounting for 74% of all deaths and more than three out of four years lived with a disability, globally. These debilitating conditions include cardiovascular diseases, cancers, diabetes, chronic lung diseases, mental health disorders and sickle cell disease. NCDs disproportionately affect people in low- and middle-income countries where inadequate resources coupled with inadequate access to and availability of NCD prevention and control services fuel the NCD epidemic. NCDs account for 41% of deaths in Kenya and not only have a significant impact on the individual's and family's life, but are also major impediment to development due to loss in productivity and costs associated with managing these conditions, leading to impoverishment. NCDs have been recognized as a development agenda and are included in the Sustainable Development Goals as target 3.4. Kenya is, however, among the nations projected not to meet the 2030 target. Integration of NCDs prevention and control into universal health coverage (UHC) needs to be prioritized in order to achieve the global target. The national roll-out of UHC was done in Kenya in 2022; however, the level of integration of NCDs had yet to be determined. People living with NCDs have borne the consequences of COVID-19. The pandemic has revealed the inequalities and fragilities of health systems and under-investment in NCD prevention and control in LMICs, including Kenya. NCDs and the needs of people living with NCDs need to be prioritized in pandemic preparedness and for national development.

NCD Alliance Kenya responds to the global call of action for the prevention and control of NCDs the majority of which are propagated by common risk factors such as unhealthy diets, physical inactivity, tobacco use, harmful use of alcohol and exposure to environmental toxins.

With a vision of "NCD-free Kenya", NCD Alliance Kenya strives "to be the leading organisation in Kenya on NCDs through the continuum of care". The organisation has worked with more than 45 member organisations to advocate for preventive action against NCDs and to influence NCD prioritisation and funding. It has promoted and

protected the rights of people living with NCDs and empowered them to advocate for political and development processes that are people-driven, accountable and transparent. NCD Alliance Kenya co-chairs the NCD Inter-agency Coordinating Committee (NCD-ICC) with the Ministry of Health, a platform that brings together key stakeholders to chart a common agenda for addressing NCDs in Kenya.

**"NCDs cause significant personal and economic hardship through lost productivity, high treatment costs, and impoverishment."**

The NCDAK Strategic Plan 2023 to 2027, based on the previous 2018 to 2022 draft plan, maintains Advocacy and Meaningful Involvement of People Living with NCDs as strategic pillars and introduces 'Research and Knowledge Management' and 'Institutional Growth and Development' as additional pillars. Research and knowledge management are critical, as limited reliable data on NCDs is available in Kenya to support advocacy and policy making. Additionally, the organisation endeavours to enhance its internal systems to effectively and sustainably deliver its programs for the foreseeable future.

The strategic planning process was inclusive-involving the NCD Alliance Kenya Board, staff, and representatives of partner organisations. Participatory appraisals of the organisation's current operations and desired future goals were carried out – consisting of organisational capacity assessments, SWOT and PESTLE analysis of internal and external operating conditions. The purpose was to determine how best to address the performance gaps and leverage NCD Alliance Kenya's strengths and competitive advantages in the current development climate.

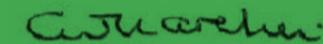
Within its new strategic direction, NCD Alliance Kenya will target key institutions in priority areas

**"NCD Alliance Kenya joins the global call to action for the prevention and control of NCDs, demonstrating our shared commitment to creating a healthier future."**

of Advocacy, Meaningful involvement of people living with NCDs, Research and knowledge management and Institutional growth and development. Through this plan, NCD Alliance Kenya will also engage in a long-term process of institutional strengthening that will include several complementary strategies, including building its own systems, structures, financial sustainability, and human resource capacity to effectively manage and deliver its Programs. Additionally, the organisation will build and support policy systems that reduce gender disparity that have ultimate impact on NCDs.

The organisation has developed an accompanying risk management plan, and monitoring and evaluation plan that allows for continuous monitoring and periodic reviews, and adjustments to planned activities and budgets as necessary. Critical factors that can minimise the risk of failure and facilitate successful implementation of the plan include: Ownership and buy-in from all relevant stakeholders—including members, local communities and the Government of Kenya; immediate and sustained sources of funding for the organisation; consistent monitoring, regular reviews, timely revisions of annual work plans; and wide and inclusive dissemination of the document among stakeholders to ensure that NCD Alliance Kenya is held accountable for its implementation and achievement.

Signed,



**Dr Catherine Karekezi**  
Executive Director  
NCD Alliance Kenya (NCDAK)



# STRATEGIC PLAN SNAPSHOT

This strategic plan is under the governance of the NCD Alliance Kenya Board. It will be implemented by the Secretariat with technical support from member organisations and funding partners. Although the various components of the plan will be rolled out incrementally, it is envisaged to require five years.

The organisation will develop accompanying documents such as an implementation plan, a risk management plan, and a monitoring and evaluation plan to support and ensure implementation. These will enable for ongoing monitoring and periodic performance reviews, identify challenges faced, make any necessary adjustments to planned activities and budgets

and avert any foreseen risks. Critical factors which can minimise the risk of failure and facilitate successful implementation of the plan include:

1. Promotion of ownership and buy-in from all relevant stakeholders - including partners, local communities and the Government of Kenya;
2. Immediate and sustained sources of finance for the organisation;
3. Consistent monitoring, regular reviews, and timely revisions of annual work plans and; and
4. Dissemination of the document amongst stakeholders to ensure that NCD Alliance Kenya is held accountable for its implementation and achievement.

Figure 1: Strategic Plan for NCD Alliance Kenya: 2023 -2027

## VISION



NCD-free Kenya

## MISSION



To be the lead organisation on NCDs across the continuum of care in Kenya

## THEMATIC PILLARS



### Advocacy

#### GOAL

To ensure continuum of NCD preventive, treatment, care, palliative, and rehabilitative services that are accessible, affordable, available, and acceptable



### Meaningful Involvement of People Living with NCDs

#### GOAL

To promote meaningful engagement of people living with NCDs in all aspects of NCD continuum of care



### Research and Knowledge Management

#### GOAL

To institutionalise research and knowledge management for evidence-based intervention



### Institutional Growth and Development

#### GOAL

To enhance effective governance, management, and sustainability of NCD Alliance Kenya

## VALUES

Teamwork, Integrity, Transparency, Compassion, and Inclusiveness



Every Kenyan must make every effort to reduce this burden; together, we can defeat NCDs!

*Dr Zipporah Ali*

# INTRODUCTION

## Non-communicable Diseases

Non-communicable diseases (NCDs) are the leading cause of death and disability worldwide accounting for 74% of all deaths and more than three out of four years lived with disability<sup>1</sup>. NCDs are life-long conditions that require lifelong follow up and management. These conditions include cardiovascular diseases, diabetes, cancer, chronic respiratory diseases, mental and neurological disorders. NCD conditions disproportionately affect people in low- and middle-income countries (LMICs) resulting in 32 million deaths, accounting for three quarters of global NCD deaths. Inadequate resource allocation coupled with inadequate access to and availability of NCD prevention and control services continues to fuel the NCD epidemic in LMICs.

NCDs result from a combination of genetic, physiological, environmental and behavioural factors. Up to 80% of NCDs result from modifiable and preventable risk factors that include unhealthy diets, tobacco use, harmful use of alcohol, physical inactivity and environmental toxins including air pollution; some of which are preventable. Social determinants and people's living conditions also play a critical role in vulnerability to the risks and consequences of NCDs. These conditions can lead to invalidity, affect people in their productive years and are a cause and consequence of poverty making them a public health and development concern that will impede attainment of the Sustainable Development Goals (SDGs) if not urgently addressed.

NCDs are included in the SDG target 3.4: "by 2030 reduce by one third [relative to 2015 levels] premature mortality from NCDs through prevention and treatment and promote mental health and well-being"<sup>2</sup>. However, despite the commitment to accelerate response to address

NCDs for the well-being of present and future generations<sup>3</sup>, progress to achieve SDG 3.4 is too slow for most countries—Kenya is among the countries projected not to achieve the target by 2030<sup>4</sup>.

Adoption of universal health coverage (UHC) has been identified as a global health priority to ensure that everyone has access to the quality health services they need without suffering financial hardship and ensuring that no one is left behind<sup>5</sup>. However, integration of NCD prevention and control must be prioritised if UHC is to be attained. Inadequate access to and availability of NCD services in many LMICs and existing inequities continue to impede the achievement of UHC. UHC was piloted in Kenya and rolled out nationally in 2022.

There is an increasing burden of NCDs in many countries globally and people living with HIV at risk of NCD co-morbidity. Additionally, the use of antiretroviral therapy enables many people with HIV live long but they become susceptible to NCDs as they age<sup>6</sup>. In 2021, UN member states pledged to ensure that 90% of people living with or at risk of and affected by HIV have access to NCD prevention and care services by 2025<sup>7</sup>. Integration of prevention, diagnosis and care of NCDs with HIV services is increasingly important for achievement of UHC<sup>8</sup>.

Mortality due to NCDs in Africa is increasing and presents a threat to the health and lives of millions of people: over a third of deaths in Africa are due to NCDs. NCDs as the main cause of death in sub-Saharan Africa increased from 24% in 2000 to 37% of deaths in 2019.<sup>9</sup> Annual premature deaths from NCDs in sub-Saharan Africa are estimated to increase to 3.8 million, 51% of premature deaths in 2030<sup>10</sup> while total NCD and injuries and mental health conditions will triple to 16.6 million, 89% of

<sup>1</sup> WHO, NCD Progress Monitor 2022

<sup>2</sup> <https://www.who.int/data/gho/data/themes/topics/indicator-groups/indicator-group-details/GHO/sdg-target-3.4-noncommunicable-diseases-and-mental-health>; accessed 8 August 2022

<sup>3</sup> Political declaration of the Third High Level Meeting of the General Assembly on the Prevention and Control of NCDs, 2018; <https://digitallibrary.un.org/record/1648984?ln=en>; accessed 8 August 2022

<sup>4</sup> NCD Countdown Collaborators, 2022, <https://www.thelancet.com/action/showPdf?pii=S0140-6736%2821%2902347-3>; accessed 7 August 2022

<sup>5</sup> <https://www.un.org/pga/73/wp-content/uploads/sites/53/2019/07/FINAL-draft-UHC-Political-Declaration.pdf>; accessed 8 August 2022

<sup>6</sup> United Nations Interagency Taskforce on the Prevention and Control of NCDs, Responding to the Challenge of Non-communicable Diseases

<sup>7</sup> [https://www.unaids.org/en/resources/documents/2021/2021\\_political-declaration-on-hiv-and-aids](https://www.unaids.org/en/resources/documents/2021/2021_political-declaration-on-hiv-and-aids), accessed 8 August 2022

<sup>8</sup> NCD Alliance 2022, 15 Transformative solutions to realise better health in people living with and affected by HIV and NCDs

<sup>9</sup> WHO Afro [https://www.afro.who.int/news/deaths-noncommunicable-diseases-rise-africa#:~:text=In%20Africa%2C%20between%2050%25%20and,WHO\)%20Noncommunicable%20Disease%20Progress%20Monitor.](https://www.afro.who.int/news/deaths-noncommunicable-diseases-rise-africa#:~:text=In%20Africa%2C%20between%2050%25%20and,WHO)%20Noncommunicable%20Disease%20Progress%20Monitor.;); accessed 22 July 2022

<sup>10</sup> WHO, Projections of mortality and causes of death, 2016 to 2060

Prioritise the integration of NCDs into UHC to achieve the global target by

# 2025



# Up to 80%

of NCDs can be prevented by reducing common risk factors such as tobacco use, harmful alcohol use, physical inactivity and eating unhealthy diets.

deaths, by 2063.<sup>11</sup> The increased premature deaths from NCDs among persons aged below 70 years is of concern. Among the most populous African countries NCDs accounted for between 100,000 and 450,000 deaths annually.<sup>1</sup> African economies lose billions due to the direct healthcare costs of NCDs and the indirect costs of lost productivity.

The percentage of deaths due to NCDs among East African countries are estimated at 50% (Rwanda), 41% (Kenya), 37% (Burundi), 36% (Uganda) and 34% (Tanzania) while the number of deaths from NCDs in 2019 ranged from 32,400 (Burundi) to 120,000 (Kenya). The probability of dying prematurely from NCDs, for persons aged between 30 and 70 years, ranged from 17% in Tanzania to 25% in Burundi in 2019.

In Kenya, NCDs accounted for 50% of hospital admissions and 55% hospital deaths in 2015<sup>12</sup>. The WHO estimated NCDs to account for 41% of total deaths in Kenya while the probability of premature death from NCDs in 2019 is estimated at 21%. The major NCDs and their related mortality are: cardiovascular diseases (36%), cancers (11%) diabetes (6%) and chronic respiratory diseases (5%) accounting for 57% of all NCD deaths<sup>13</sup>. NCDs reduce household income by 28.6% compared 13.6% loss of household income due to general health conditions<sup>14</sup>. Similarly, NCDs were associated with a 23.2% reduction in household income relative to households affected by communicable diseases. The economic impact of NCDs on households is due to out-of-pocket spending on NCDs and productivity losses. However, despite the burden of NCDs, only 6.5% of health expenditure was allocated to NCDs in the 2015/16 financial year. Further to this, World Health Organization (WHO) indicate that climate change is indirectly and directly affecting many determinants of health including amongst others air quality, food security, and access to clean water.

The COVID-19 pandemic has exacerbated inequalities and revealed the fragility of health systems and under-investment in NCD prevention and control in Kenya and other LMICs. The pandemic has further compromised NCD Programs and the achievement of SDG 3.4.

People living with NCDs have been especially affected with higher complication rates and COVID-19 related mortality. In many countries, including Kenya, NCD services have been disrupted, jeopardizing treatment and care for people living with NCDs who need long-term care<sup>15</sup>. Most COVID-19 related deaths in Kenya were among persons living with NCDs, primarily hypertension and diabetes<sup>16</sup>. Countries therefore need to develop strengthened health systems with integrated NCD care in their COVID-19 response and health emergency preparedness plans to ensure the full continuum of care.

COVID-19 has also refocused attention on the need for NCDs treatment and care in humanitarian situations. This is often not prioritised even though people living with NCDs require life-long treatment and care to prevent exacerbation of the conditions to life-threatening complications. In 2022, 274 million people globally are projected to need humanitarian assistance<sup>17</sup>. This includes those displaced from their homes, most of whom live in LMICs, which have the highest burden of NCD-related deaths<sup>18</sup>. Such disruptions in essential services and NCD care disproportionately affect vulnerable people, including those in humanitarian situations.

## Non-Communicable Diseases Alliance Kenya

Non-Communicable Disease Alliance Kenya (NCD Alliance Kenya, NCDAK) is a not-for-profit organization registered in 2012 under section 10 of the NGOs Coordination Act 1990 (OP.218/051/12-0125/8213). NCDAK brings together synergistic relationships of multi-sectoral stakeholders to facilitate active promotional and advocacy activities for prevention and control of non-communicable diseases (NCDs) and the provision of quality NCD care services.

The Organisation seeks to address the rising prevalence of NCDs comprehensively and sustainably in Kenya by bringing together stakeholders working on NCD prevention and control. It plays a leading role in coordinating,

capacity building its membership and developing partnerships with multi-sectoral stakeholders, both health and non-health, to facilitate effective promotion and advocacy interventions for prevention and control of NCDs. NCD Alliance Kenya emerged out of the need to comprehensively and sustainably address the rising prevalence of NCDs in Kenya and in other parts of the world.

In addition to the main NCDs CVDs, cancer, diabetes mellitus, cancers, chronic lung diseases and mental health disorders identified by WHO, other diseases of importance in Kenya include stroke and connective tissue diseases. These diseases have common risk factors: unhealthy diets, lack of physical activity, tobacco use, harmful use of alcohol and exposure to air pollution and environmental toxins. There is also a close link between some communicable diseases, such as tuberculosis and HIV & AIDS and NCDs.

NCD Alliance Kenya, therefore, provides a framework within which different stakeholders can collaborate to ensure that Kenyans enjoy good quality of life free of NCDs and their adverse effects. The Organisation was therefore conceptualised as a platform from which people would themselves address issues affecting their well-being and development, with the support of the wider community.

## Vision, Mission and Core Values

NCD Alliance Kenya's philosophy is reflected in its vision and mission statements.

**Vision:** "NCD-free Kenya"

**Mission:** "To be the lead organisation on NCDs through the continuum of care in Kenya"

**Our Core Values:** In all its operations, NCD Alliance Kenya adheres to the values of

- Teamwork
- Integrity
- Transparency
- Compassion
- Inclusiveness

## Goals and Objectives

NCD Alliance Kenya decided to update its strategic plan 2018–2022 to align with the NCD environment globally, regionally and in Kenya. This Strategic Plan 2023 to 2027 builds on the aspirations, gaps, achievements and emerging opportunities of the 2018 to 2022 strategic plan.

**Programmatic Goals:** Since its inception, NCD Alliance Kenya's Program planning has been guided by four development challenges of people living with NCDs, the general population and organizational growth: inadequate policies for and prioritisation of NCDs, exclusion of people living with NCDs in decision-making, insufficient data to influence policy making for NCD and inadequate resources for operations of NCD Alliance Kenya and its members. These challenges were translated into the following thematic areas of intervention:

1. Advocacy
2. Research and Knowledge Management
3. Meaningful involvement of people living with NCDs; and
4. Institutional Growth and Development

## Achievements of NCD Alliance Kenya

**NCD Alliance Kenya contributed to:**

- Developed the Advocacy Agenda of People Living with NCDs in Kenya which has guided advocacy efforts. This agenda contributed to the Global Advocacy Agenda of People Living with NCDs and has been used a blueprint for development of country specific advocacy agendas in the region.
- Increased involvement of people living with NCDs in key decision-making spaces. This includes the involvement of people living with NCDs in policy making forums such as the Mental Health Taskforce and NCD-ICC; representation of people living with NCDs in national, regional and global forums and other major events hosted by the Ministry of Health
- Empowered people living with NCDs through County NCD Advocacy Chapters and the National NCD Caucus to meaningful engage the government regarding their needs.
- Influenced the endorsement of the Global Charter on Meaningful Involvement of People living with NCDs. The Ministry of Health Kenya was among the first national ministries to endorse the Charter and had the highest number of non-state actors.
- Supported the MoH to develop the National Strategic Plan for the Prevention and Control of Non-communicable Diseases 2021/22 – 2025/26, the Kenya National Framework for Establishment and Management of NCD Patient Support Groups and several NCD treatment and management guidelines.
- Supported health system strengthening by training over 230 healthcare providers on treatment and management of diabetes,

<sup>11</sup> Moyer, J.D., Bohl, D.K., Hanna, T., Mayaki, I. and Bwalya, M., Africa's path to 2063: Choice in the face of great transformation. 2018, Frederick S. Pardee Center for International Futures, NEPAD Planning and Coordinating Agency: Denver, CO Midrand, Johannesburg.

<sup>12</sup> Ministry of Health, STEP Survey 2015

<sup>13</sup> T. Vos, Murray, Christopher J. L. et al, Global burden of 369 diseases and injuries in 204 countries and territories,

<sup>14</sup> Ministry of Health; The Kenya Non-Communicable Diseases and Injuries Poverty Commission Report 2018

<sup>15</sup> WHO 2020, Impact of COVID-19 on NCD Resources and Services; <https://www.who.int/publications/i/item/9789240010291>; accessed 8 August 2022

<sup>16</sup> MOH, 2021

<sup>17</sup> OCHA UN. Global humanitarian overview 2022 (Abridged). 2022. 9214030758; accessed 8 August 2022

<sup>18</sup> [humanitarianaction.org/wp-content/uploads/2022/05/20052022\\_P4C\\_WHA-75\\_Policy-brief.pdf](https://humanitarianaction.org/wp-content/uploads/2022/05/20052022_P4C_WHA-75_Policy-brief.pdf) Building long-term NCD emergency preparedness and responses for humanitarian crisis, accessed 8 August 2022

hypertension, and cardiovascular diseases. NCD Alliance Kenya also supported selected health facilities with diagnostic and monitoring equipment such as ECGs and cardiac ultrasound machines, weighing balances, blood pressure machines, glucometers, cholesterol meters, stethoscopes and the consumables required for operation of these equipment.

- Influenced prioritisation and resource allocation for NCDs at County and National levels. This included conducting budget analysis to inform advocacy interventions.
- Participated in global and regional meetings including UN High Level Meeting on NCDs 2018; World Health Assembly 2019; NCD Alliance AIDS 2022 Pre-Conference on HIV and NCD Integration. NCD Alliance Kenya has supported persons living with NCDs to speak at these and other international meetings.

**Table 1:** Overview of NCD Alliance Kenya Projects, Aims and Achievements

PROJECT PERIOD	DONOR/ PROJECT	AIMS	KEY ACHIEVEMENTS
<b>3-Month Project</b> <b>July 2017 to September 2017</b>	Our Views, Our Voices in Kenya NCD Alliance East Africa	To develop a people centred NCD advocacy agenda that meaningfully involves people living with NCDs	<ul style="list-style-type: none"> <li>• 62 people living with NCDs views collected from.</li> </ul>
<b>2-day Workshop</b> <b>March 21 to 22 2018</b>	Kenya Multi-Stakeholders Workshop NCD Alliance	Capacity Building of People living with NCDs on Communication and Advocacy Skills	<ul style="list-style-type: none"> <li>• Advocacy Agenda of People living with NCDs in Kenya developed</li> <li>• 80 people living with NCDs were empowered with advocacy skills and networked with NCD stakeholders</li> <li>• Over 135 individuals attended the two-day workshop.</li> </ul>
<b>3-Month Project</b> <b>June 2018 to August 2018</b>	Advancing the Advocacy Agenda of People Living with NCDs in Kenya at National and Global Levels NCD Alliance	To support activities for initial up-scaling of the Advocacy Agenda of people living with NCDs in Kenya	<ul style="list-style-type: none"> <li>• The Advocacy agenda of PLWNCDs in Kenya translated into Kiswahili</li> <li>• 2 NCDAK executives attended an Interactive hearing for the third UN High Level Meeting on NCDs July 5, 2018</li> <li>• NCDAK Secretariat operationalised.</li> </ul>
<b>May 2018</b>	Our Views, Our Voices Training in Geneva NCD Alliance	To train NCD advocates on Storytelling	<ul style="list-style-type: none"> <li>• 2 People living with NCDs participated</li> <li>• 1 NCDAK representative trained.</li> </ul>
<b>5-month Project</b>	Enhancing NCD Advocacy for Meaningful Involvement of people living with NCDs in Kenya	To upscale the Advocacy Agenda of people living with NCDs in Kenya	<ul style="list-style-type: none"> <li>• Advocacy Agenda of people living with NCDs in Kenya was disseminated</li> <li>• Formation of the National Caucus of PLWNCDs led member organisations</li> </ul>

PROJECT PERIOD	DONOR/ PROJECT	AIMS	KEY ACHIEVEMENTS
<b>July 2018 to December 2018</b>	NCD Alliance	To upscale the Advocacy Agenda of people living with NCDs in Kenya	<ul style="list-style-type: none"> <li>• 3 people living with NCDs led organisations supported to initiate projects to enhance involvement at the community level</li> <li>• Participation of 1 person living with NCDs at UN HLM 2018</li> </ul>
<b>5-days</b> <b>September 21 to 26, 2018</b>	Global Meeting NCD Alliance	UN High Level Meeting (HLM) on NCDs 2018.	<ul style="list-style-type: none"> <li>• 2 People living with NCDs participated</li> </ul>
<b>7-month Project</b>  <b>October 2018 to May 2019</b>	Meaningful Involvement of People Living with NCDs in Kenya NCD Alliance	Enhanced community engagement	<ul style="list-style-type: none"> <li>• Small grants disbursed to 5 (five) community-based People living with NCDs organizations</li> <li>• 2135 persons from 20 Counties were sensitized</li> <li>• 375 community members were screened</li> <li>• 10 People living with NCDs' stories were documented</li> <li>• 25 People living with NCDs from 13 Counties were trained on basic advocacy skills</li> <li>• NCD knowledge and advocacy capacity of County First Ladies was enhanced.</li> </ul>
<b>1-week ENOUGH Campaign Universal Health Coverage</b>  <b>September 2 to 8, 2019</b>	Improved health for all NCD Alliance	To sensitize community members on UHC, NCDs and the importance of integrating	<ul style="list-style-type: none"> <li>• 10 community health volunteers in Kariobangi were sensitised on CHVs on NCDs and UHC</li> <li>• 4 People living with NCDs shared their stories and advocated for NCD integration into UHC</li> <li>• 171 Community members were sensitised on NCDs and UHC during a community sports activity</li> <li>• 156 community members in Kariobangi were screened and counselled on blood pressure, blood sugar and BMI status</li> </ul>
<b>3 – day Symposium</b>  <b>October 22 to 25, 2019</b>	Kenyatta University Biennial Research and Innovation Conference 2019 NCD Alliance	To demystify the neglected aspects of NCD control	<ul style="list-style-type: none"> <li>• 2 People living with NCDs presented</li> <li>• 1 Ministry of Health officially participated</li> <li>• 4 NCDAK representatives attended</li> </ul>

PROJECT PERIOD	DONOR/ PROJECT	AIMS	KEY ACHIEVEMENTS
<b>1-year project</b>  <b>February 2020 to March 2021</b>	Promoting Prioritisation of NCD Prevention and Control and Social Accountability among Policy Makers in Kenya through Voices of people living with NCDs  NCDAK_NCDA Grant	To increase prioritisation of NCD prevention and control and financing in Kenya's through integration into UHC framework.	<ul style="list-style-type: none"> <li>Key reports and policy documents were developed and disseminated including UHC status report, Civil Society Involvement report, Global Charter on Meaningful Involvement, and media monitoring report</li> <li>Supported review of Kenya National Strategy for the Prevention and Control of NCDs (2015 to 2020) including participation of persons living with NCDs</li> <li>Policy brief on civil society involvement status in Kenya was developed</li> <li>Training of persons living with NCDs and their participation in budgeting, public spaces for presentation of advocacy asks</li> <li>Integration of HIV and NCDs in advocacy</li> </ul>
<b>1-year project</b>  <b>June 2020 to December 2021</b>	Strategic Media Engagement for Advocacy on Diabetes and Other NCDs  NCD Alliance East Africa	Increasing capacity of the media to provide more coverage on NCDs for awareness and policy change influencing.	<ul style="list-style-type: none"> <li>Strengthened the capacity of 42 health journalists on NCDs reporting</li> <li>A network of 42 health journalists to link persons with lived experience and experts on NCDs reporting was established</li> <li>Support development of media reports, guest appearances, interviews, and themed features</li> <li>Social media campaigns on different health awareness days.</li> </ul>
<b>2-year project</b>  <b>February 2020 to March 2022</b>	Blueprint for Success _Meru  AMREF Health Africa	To increase access to prevention, care, and patient support services for diabetes and hypertension in Meru County	<ul style="list-style-type: none"> <li>40 CHVs were trained on screening for diabetes and hypertension in Meru</li> <li>County NCD department Annual Workplan was developed by the County</li> <li>37 support groups in Meru County were formed and group leaders were trained on advocacy</li> <li>40 persons living with NCDs, and caregivers were trained on public finance management cycle</li> <li>30,499 community members were screened on diabetes and hypertension and linked to care</li> <li>Linkage between persons living with NCDs and County parliamentary health committee</li> <li>Passing of CHVs bill by the County Assembly was created.</li> </ul>

PROJECT PERIOD	DONOR/ PROJECT	AIMS	KEY ACHIEVEMENTS
<b>1-week ENOUGH Campaign on Accountability</b>  <b>September 6 - 13 2020</b>	Meaningful involvement of People living with NCDs  NCD Alliance	To increase the meaningful involvement of Person Living with NCDs in decision-making processes	<ul style="list-style-type: none"> <li>Two Opinion Editorials (OpEds) were written</li> <li>6 Media Interviews with TV and radio</li> <li>4 Media Mentions</li> <li>1 Webinar attended by 46 participants</li> <li>40,000 social media impressions achieved</li> </ul>
<b>2-year project</b>  <b>2019 to 2022</b>	Making Non-communicable Diseases prevention and control a development priority in East Africa  Danish NCD Alliance	Increase priority and attention towards NCDs in Kenya	<ul style="list-style-type: none"> <li>6 NCD Advocacy groups (NCD County Chapters) in six priority Counties- Nyeri, Makueni, Isiolo, Vihiga, Kisii and Taita Taveta were established, and trained on Public Finance Management and Public Participation</li> <li>59 health journalists were trained in the role of media in creating NCDs awareness and advocacy</li> <li>Development and presentation of Persons living with NCDs asks/ proposals during budgeting and public participation processes for increased attention towards NCDs</li> <li>100 sack farms set up in Mukuru providing nutritional needs for over 3000 Mukuru residents</li> <li>6,458 community members were screened for diabetes and hypertension in the six target counties</li> <li>8 Persons living with NCDs appointed to the MoH COVID-19 NCD Community Sub-committee</li> <li>Supported the Ministry of Health in the development of the Country NCD Strategic plan 2021-2025</li> <li>Supported the Ministry of Health in the development of the Kenya Support Group Framework</li> </ul>
<b>1-year project</b>  <b>September 2021 to September 2022</b>	Collective Hope and Quality Life for Lung Cancer Patients  KeHPCA	To improve quality of life for lung cancer patients and communities from community to healthcare center	<ul style="list-style-type: none"> <li>74 healthcare workers (Clinical officers, Nurses and some CHVs) were trained on NCDs, Palliative care for Lung cancer patients and advocacy</li> <li>Establishment of NCD advocacy group and training on advocacy</li> <li>3132 community members were sensitised on lung cancer</li> </ul>

PROJECT PERIOD	DONOR/ PROJECT	AIMS	KEY ACHIEVEMENTS
<b>1-week ENOUGH Campaign on Engaging communities</b>  <b>September 5 – 12 2021</b>	People living with NCDs COVID-19 Vaccine Sensitisation  NCD Alliance	To increase uptake of the vaccine among people living with NCDs	<ul style="list-style-type: none"> <li>42 attended a public webinar: Demystifying COVID-19 Vaccine</li> <li>2 media interviews were conducted with people living with NCDs on Kenya TV Network</li> <li>IECs materials on COVID-19 were developed and approved by the Ministry of Health for dissemination</li> <li>4 voice messages by PLWNCDs were recorded in national and vernacular languages</li> </ul>
<b>1-year project</b>  <b>November 2021 to November 2022</b>	MOYO AFYA  Philips Foundation	Strengthen healthcare system to effectively manage CVDs and push for increased investment for NCDs.	<ul style="list-style-type: none"> <li>Developed CVD team in Siaya County.</li> <li>133 healthcare providers were trained on CVDs, risk scoring, use of ECG and Lumify</li> <li>600 CVD guidelines and handbooks were disseminated</li> <li>CVD Algorithm of Care was developed</li> <li>2000 patient IECs and 120 job aides were disseminated</li> </ul>
<b>1-year project</b>  <b>June 2021 to June 2022</b>	Advocating for Improved Quality of Life  Merck Sharp & Dohme (MSD)	Improvement of quality of life for persons living with NCDs and improve uptake of HPV vaccination	<ul style="list-style-type: none"> <li>Roundtable media discussion on Vaccination as a means for NCDs prevention in Kenya and Uganda</li> <li>Development of NCD advocacy group and training in advocacy.</li> </ul>
<b>2-year project</b>  <b>2020 to 2021</b>	E-Health Training Program for healthcare workers in Kenya  NCCP_TAKEDA	To improve case management for priority cancers among healthcare workers in Kenya.	<ul style="list-style-type: none"> <li>220 community health volunteers were trained in nine (9) counties using the newly completed CHV curriculum on cancer.</li> <li>M-Saratani, an E-Learning platform was developed for training healthcare workers on Cancer. Available on Google Playstore.</li> <li>M-Saratani was uploaded onto the Ministry of Health virtual academy</li> <li>Over 1481 health workers were trained via M-Saratani.</li> </ul>



**NCDAK is a vital link and partner for people living with NCDs in achieving a robust health system, Universal Health Coverage, and NCD-free Kenya. This strategic plan is a roadmap to realizing these aspirations.**

*John Gikonyo*

# DEVELOPING NCD ALLIANCE KENYA'S STRATEGIC PLAN 2023-2027

## The Strategic Planning Methodology

Development of the NCD Alliance strategic plan 2023 to 2027 was guided by the principle that strategic planning is a key process for the organization through which the desired future can be achieved. This is done by identifying NCD Alliance Kenya's strengths, weaknesses, threats and using these findings to establish organisational priorities, make strategic choices, build consensus and organizational unity to determine how the organisation should use its resources to meet its strategic goals.

A conventional planning methodology was adopted that sought to (1) clearly define organisational objectives, (2) scan the operating and integrating environments, (3) assess both the external and internal situation, (4) formulate strategies for the way forward, and (5) evaluate progress and make adjustments as necessary in order to stay on track.

The analytical framework logically focused on answering the following key questions.

- Where we are now?** (This provided a holistic assessment of where NCD Alliance Kenya is currently in line with its purpose of establishment)
- Where do we need to be?** (This identified the gap between the current position of NCD Alliance Kenya and its desired future)
- How do we close the gap?** (This devised strategies on how to strengthen the organisation over the next five years)
- How do we monitor our progress:** (This set the targets and indicators for measuring the gains made over the next five years)?

This framework enables the organisation to identify and address critical performance issues, as well as create the right balance between what the Organisation can do, verses what it would like to do. It was agreed that a five-year strategic window will allow sufficient time to close the performance and programmatic gaps identified during the planning process.

The planning process involved the active participation of Board members, Secretariat staff and representatives of the membership. Planning activities were facilitated by staff and the Board to foster ownership. In person as well as virtual meetings were used to interact with the stakeholders.

## Environmental Scanning

As part of the planning sessions, an environmental scan of NCD Alliance Kenya was conducted by staff and Board. This consisted of a SWOT analysis to assess NCD Alliance Kenya's internal and external environments and a PESTLE analysis to assess its task and macro-environments. An organisational capacity assessment (OCA), conducted by the IOGT, contributed additional information to the planning process.

## NCD Alliance Kenya's Internal Operating Environment

The organisational capacity assessment, subsequent Board review and Secretariat meetings provided an overall impression of the organization's internal operating environment. The SWOT analysis provided a "snapshot" of both the internal and external factors that impact upon NCD Alliance Kenya's ability to achieve its desired goals. It highlighted the broad environment within which the organisation is able to develop its intervention areas and strategies. It also reflected the weaknesses and strengths in NCD Alliance Kenya's processes that affect its operations. Table 2 presents the results of the SWOT analysis of the Organization.



In Kenya, NCDs are responsible for **more than 50% of in-patient hospital admissions and 39% of all deaths annually.**<sup>1</sup>

<sup>1</sup> KENYA STEPwise SURVEY <https://www.health.go.ke/wp-content/uploads/2016/04/Steps-Report-NCD-2015.pdf>

- International frameworks that demand investment in healthcare, for instance the Abuja Declaration 2001
- National development policies that promote equitable development, including “Kenya Vision 2030” and the “Community Health Strategy”
- National NCD Strategy that provides a framework for NCD interventions in Kenya
- The Public Participation Act 2019 that demands involvement of citizens in policy and decision making at both national and county levels
- Devolution of political and administrative structures that lead to decentralisation of public authority, decision-making and service delivery

### The Economic Environment

The prevailing donor environment has both positive and negative impacts on operations at NCD Alliance Kenya. Increased competition for funding amongst civil society organisations can be a threat to the organisation’s financial sustainability – both in the short- and long-term. On the other hand, donor policies that promote organisational development provide opportunity for growth and stability. Additionally, people living with NCDs and their caregivers face poverty due to recurrent medical out-of pocket expenses. Integration of economic empowerment initiatives supported by donors would contribute towards reducing poverty among people living with NCDs and their families.

### The Technological Environment

The COVID-19 pandemic contributed to a shift in operations at NCD Alliance Kenya. Currently, about 30% of the operations are implemented through ICT. The rapid growth and widespread use of ICT has the potential to positively impact many aspects of operations at the Alliance. Effective use of ICT can assist in fundraising, information dissemination, increase organisational visibility and build relationships with donors, implementing agencies and advocacy networks.

## NCD Alliance Kenya’s External Operating Environment

The PESTLE analysis provided a framework for identifying the external influences on NCD Alliance Kenya’s operations. This in combination with the SWOT analysis, enabled the organization to assess both the positive and negative impact of external environmental factors, determine how best to use its strengths to capitalize on external opportunities, and how best to address its weaknesses to minimise outside threats. The key points raised by the external environmental scanning are outlined below.

### The Social Environment

The ongoing socio-economic problems affecting people living with NCDs, and their continued exclusion in decision-making processes remain decisive factors in NCD Alliance Kenya’s programming agenda. Of particular concern is the limited focus on addressing the increasing poverty and stigma and discrimination experienced by persons with NCDs in society and the healthcare system, and their inclusion in key decision-making processes.

### The Political and Legal Environment

Current changes in Kenya’s political and legal systems can have positive impact for the organization by creating space for NCD activities. The Kenya Constitution 2010 introduced devolution, which assigned health policy to the national government, while the implementation of health services has been devolved to the county governments. NCD Alliance Kenya should, therefore balance its advocacy and implementation interventions at national and county levels to maximise benefits for people living with NCDs. In creating an environment for advocacy and implementation of NCD Alliance Kenya program, several policies are relevant. These include:

- Legal frameworks that enshrine access to healthcare, such as the Kenya Constitution 2010
- Policies and legal frameworks that support the reduction of NCD risk factors

## STRENGTHS: TO BE MAINTAINED, BUILT UPON OR LEVERAGED

- Existence of strong organisational Governance, Financial, Human Resource and other relevant policies and procedures
- Committed qualified and professions staff who have internalised the organisational vision, mission, and core values.
- Diverse Board with requisite capacity areas of organisation operations
- Strong collaboration with key stakeholders including both the National, County governments, media, learning and research institutions and other stakeholders
- Physical address and a functional web address
- Strong local, regional, and international networks
- Good statutory compliance with Kenya Revenue Authority, NGO Coordination Board, and other state organs
- Access to NCD specialists through its membership
- NCD-focused – clear niche area established
- Known as watchdog for the rights and meaningful involvement of people living with NCDs in all spheres

## WEAKNESSES: TO REMEDY, CHANGE OR STOP

- Low organisational visibility and awareness of NCD Alliance Kenya’s achievements
- Overreliance in donor funding which has net impact on the organisation’s sustainability.
- Reactive proposal development and fund raising – should be more proactive
- Inadequate staffing capacity in specialised roles and functions such as communication and M&E
- Lack of ownership of vital operational assets such as office premises
- Weak information hub – NCD portal where member organisations and other stakeholder can access information on NCD is not available
- Inadequate focus on gender and children in programs, policies and practices
- Lack of succession planning

Table 3: NCD Alliance Kenya SWOT Analysis Summary

## OPPORTUNITIES: TO BE PRIORITISED, BUILT ON OR OPTIMIZED

- Increasing NCD recognition by both County and National governments illustrated by establishment of the NCD Department, NCD workplans and strategies
- Growing grant management capacity and greater possibilities for sub-granting
- Global and regional recognition of NCD Alliance Kenya and network with regional and global organisations such as the NCD Alliance, Danish NCD Alliance, Africa NCD Network, NCD Alliance East Africa
- Existence of the costed National NCD Strategy 2021/2022 – 2025/26 which provides a framework for NCD prevention and control activities in Kenya
- The Kenya National Framework for Establishment and Management of NCD Patient Support Groups which recognises NCD Alliance Kenya’s supportive role in coordination of NCD affiliates in Kenya
- Existing NCD Guidelines, policies e.g. CVD Guidelines
- Integration of NCDs into other health programs such as HIV & AIDs and tuberculosis and other non-health sectors like agriculture, environment etc.
- Existence of multisectoral advocacy platforms: the NCD-ICC and technical working groups at National and County levels.
- Existence of an established centre for research on herbal/traditional medicine
- Emerging avenues for resource mobilisation such as crowd funding
- Use of technology to support cost-effective and wide reach of NCD Alliance Kenya’s target audience

## THREATS: TO COUNTER, MINIMIZE OR MANAGE

- Over-reliance on donor funding can cause NCD Alliance Kenya’s Programs to become donor-driven and susceptible to donor fatigue. Could be negatively impacted by donor fatigue
- Donor-driven programming can cause NCD Alliance Kenya to lose its focus and identity
- Increasing political uncertainty in Kenya with more focus on and attention to politics instead of life-threatening issues such as NCDs
- Limited or no funding for NCDs by both the National and County governments
- Rapid climatic change is affecting many health determinants such as air quality, food security, and access to clean water.
- Shifting geopolitical environment which negatively impacts on funding for and investment in NCDs
- Cyber insecurity which threatens emerging technological applications in program implementation and innovation.
- Industry interference by tobacco, alcohol, GMOs, agrochemicals, food industries as well as Big Pharma
- Placement, timing of advertisements as well as broadcast of misleading advertisements
- Emerging global health crises such as COVID-19, Monkey Pox which impede NCD prevention and control initiatives
- Endorsement of NCD risk factors by celebrities, high profile persons

# NCD ALLIANCE KENYA'S STRATEGIC FOCUS

This strategic plan is a visionary and flexible document, that conveys both the necessary/possible future state of the organisation.

NCD Alliance Kenya has reviewed its strategic focus. While it has maintained Advocacy and Meaningful Involvement of Persons Living with NCDs it has introduced the following thematic areas: Research and Knowledge Management as well as Institutional Growth and Development. The latter thematic area integrates resource mobilisation which was previously a thematic area.

Specific and measurable goals have been defined for each thematic area. These Program goals are cognizant of the prevailing developmental needs of people living with NCDs; the existing organisational capacity and experience in related NCDs risk factor sectors; and the possibility of promoting institutional change in these sectors within the current political and legal environment. These Program -specific goals and objectives, and the context within which they have evolved, are outlined in the following sections.

## Advocacy

Advocacy is defined as 'a systematic and strategic approach to influence governmental and institutional policy and practice change'. As a leading organisation in NCDs, NCD Alliance Kenya has a mandate to provide leadership in influencing an enabling policy environment that permits NCD prevention and promotes treatment, palliative and rehabilitative services. A healthy balance of the "continuum of care" is the ideal situation. However, it is apparent that most of the focus has been on access to treatment and related interventions, with a conspicuous absence of policy advocacy focusing on interventions for primary prevention. NCD Alliance Kenya intends to proactively include such primary prevention interventions in its plans and activities. This will ensure a fair balance between primary prevention and access to quality treatments and related care interventions. That is the only sure way to achieve the organisation's vision of an "NCD Free Kenya".

Globally, NCDs cause over 70% of deaths, with 80% of these deaths occurring in developing countries. In Kenya, NCDs account for 50% of hospital admissions, 55% of hospital deaths and 39% of total deaths. Access to NCD service remains a

major challenge in nearly all parts of the Country. This is attributed to several factors including: NCD services are often only available at level 4 and 5 health facilities located far away. As a result, the majority of patients spend much more time and money accessing healthcare. There is limited capacity of the healthcare providers to effectively diagnose, treat and manage NCDs. Moreover, frequent shortages of NCD medicines and commodities as well as high cost of drugs and commodities and service fees are challenging. While the National government allocated Ksh 6 billion to communicable diseases in FY2020/21 less than Ksh 0.5 billion was allocated to NCD prevention and control. Additionally, very few of the 47 counties in Kenya have a specific budgetary allocation for NCDs.

Although the NCD Inter-agency Coordinating Committee (NCD-ICC) and respective Technical Working Groups are operating at the National level, these advocacy platforms that bring related sectors have not been established in most of the counties. NCD Alliance Kenya has however, supported the initiation of technical working groups in six counties. Additionally, interference from the tobacco, alcohol and unhealthy diets as well as the inappropriate use of agrochemicals continue to compromise initiatives to tackle the risk factors for NCDs. Further, climate change is becoming a reality as major health risk factors and there is scarce evidence of on knowledge, attitudes, and practices regarding climate change adaptations. Finally, quality healthcare services would be possible if public resources were used effectively for the implementation and provision of allocated health services. This can only happen when people participate in government planning and budgeting and play an oversight role in the use of government resources as envisaged by the aspirations of the Kenya Constitution 2010.

It is towards the execution of the aforesaid mandate that the Advocacy Pillar's goal, strategic objectives, and activities have been articulated to provide a framework to guide the implementation of this Strategic Plan over the next five years. This will be in partnership with the government of Kenya and other stakeholders as guided by the Kenya National Strategic Plan for the Prevention and Control of Non-Communicable Diseases (2021/22 – 2025/26) and other relevant national, regional, and global frameworks.

NCDs kill  
**41 million**  
people each year, equivalent to 74% of all deaths globally.<sup>2</sup>

<sup>2</sup> WHO NCDs Factsheet <https://www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases#:~:text=Tobacco%20use%2C%20physical%20inactivity%2C%20the,of%20the%20response%20to%20NCDs.>



Prioritize the early

## detections

detection, screening, and treatment of NCDs, as well as providing essential palliative care services, for effective management of these conditions.

**Goal: To ensure continuum of NCD preventive, treatment, care, palliative, and rehabilitative services that are accessible, affordable, available, and acceptable**

Objectives	Strategies
1. <b>To Advocate for efficient health care system that provides optimal management of NCDs in Kenya (prevention, treatment, care, palliative care, and rehabilitation).</b>	1.1 Conduct knowledge NCD gap analysis among the healthcare providers. 1.2 Hold meeting with Health Management Teams in the target Counties to influence County support for capacity building 1.3 Disseminate guidelines for treatment and management of NCDs that have been approved by MOH 1.4 Identify gaps along the NCD continuum of care, management and rehabilitation in the counties and package as an advocacy agenda (asks) 1.5 Hold meetings to advocate for implementation of the advocacy agenda geared towards health system strengthening. 1.6 Train on wholistic self-care management including aspects of palliative care 1.7 Integrate emergencies and pandemics into NCD advocacy asks 1.8 Integrate HIV/TB into NCD asks 1.9 Integrate injuries into advocacy asks
2. <b>To engage the national and county government to effectively implement NCD prevention and control policies, universal health coverage (including National Insurance Fund), and increase NCD budgetary allocations.</b>	2.1 Train persons living with NCDs and NCD champions on the public expenditure management cycle with special emphasis on public participation. 2.2 Mobilise people living with NCDs to participate and provide guided input into policy formulation/review both at National and County levels including the County Integrated Development Plans and annual work plans. 2.3 Conduct analysis to unpack the NCD package in the UHC/NHIF framework (prevention, treatment, care, palliative care and rehabilitation). 2.4 Hold targeted meetings with UHC/NHIF to address the gaps identified then influence and advance inclusion of full NCD package. Hold meetings with Ministry of Health, Ministry of Finance and Parliamentary Health Committee to advocate for increase in taxation of tobacco, alcohol, unhealthy foods and harmful agrochemicals. This will include influencing the enactment and implementation of the relevant Acts. 2.5 Conduct awareness among youth on tobacco cessation and reduction of alcohol consumption. 2.6 Conduct annual analysis of the target County's and National government NCD budgets. 2.7 Disseminate budget analysis report to the county health management team, parliamentary health budget committees and other relevant stakeholders. 2.8 Engage the primary and secondary teachers' associations to provide NCD education among teachers. 2.9 Support the establishment of county NCD technical working groups Build non-health stakeholders' capacity of NCDs and monitor their contribution to NCD prevention and control through NCD-ICC technical working groups. 2.10 Support and participate in the National NCD-ICC and target County's Technical Working Groups as platforms for multisectoral stakeholder advocacy. These forums bring on board sectors that support in mitigation of tobacco use, harmful use of alcohol, unhealthy diets and use of harmful agricultural products.

Objectives	Strategies
3. <b>To advocate for efficient social utilisation of public resources in health service provision.</b>	3.1 Train persons living with NCDs and NCD Champions on social accountability. This will include developing and agreeing on the tracking indicators 3.2 Support persons living with NCDs and NCD Champions conduct social accountability using the scorecard and public expenditure tracking tools (PETs) 3.3 Compile and disseminate the social accountability findings among target policy makers through workshops. 3.4 Monitor the improvements made in addressing the issues raised in the annual reports and disseminate the performance reports.

### Meaningful Involvement of People Living with NCDs

People living with NCDs and their caregivers offer unique and meaningful insights into the life experience of NCDs, including the challenges they face on a daily basis. This life experience cannot be replaced by technical expertise. Meaningful engagement of people living with NCDs is a critical element of an effective response to NCDs. From policymaking to awareness raising, clinical trials, academic research, advocacy, organisational governance, and more, people living with NCDs can contribute to many different facets of the NCD response and act as role models breaking barriers to inclusion.

It is in the light of the above and in recognition of the fact that there can be “nothing for us without us” that NCDAK has identified meaningful involvement of people living with NCDs as a key strategic plan for the next five years. The Alliance will seek to link members' personal experience with advocacy issues to ensure that they can clearly articulate their ideas and build their capacity to understand the concepts and evidence behind the advocacy they pursue.

NCDAK believes that the collective role of governments, multilateral agencies, civil society organisations, healthcare providers, relevant private sector entities and people living with NCDs is imperative to create an enabling environment that promotes meaningful involvement and truly put people at the center.

**Goal:** To promote meaningful involvement of PLWNCDs in all aspects of NCD continuum of care

Objective	Strategies
1. <b>To empower people living with NCDs to actively contribute to decision making at all levels of the NCD continuum of care</b>	1.1 Train people living with NCDs on knowledge and skills of key elements of NCD control including advocacy concepts. 1.2 Provide people living with NCDs with opportunities that amplify their voices and influence policy change e.g. media sessions, public education, global advocacy/speaking platforms, various health days etc. 1.3 Build capacity of NCDAK members, teachers' associations, and youth NCD Champions to conduct awareness of and education on NCD in schools. 1.4 Empower people living with rare NCDs to participate in community education, and policy making processes. 1.5 Involve/contribute to policy and legislation, towards identification of NCD research priorities 1.6 Create community awareness of stigma reduction towards people living with NCDs. 1.7 Train people living with NCDs on socio-economic knowledge and skills.

Objective	Strategies
2. <b>To support PLWNCDs establish a structured forum for advancing their agenda</b>	2.1 Support NCD support groups/ caucus develop a leadership structure in line with NCD Support Group Framework (MoH, 2022). 2.2 Support people living with NCDs document and disseminate their activities including their lived experiences. 2.3 Advocate for implementation of the Global Charter which advance meaningful involvement of people living with NCDs in various key institutions and policy decision making processes.
3. <b>To empower people living with NCDs voice their concerns and make recommendations within the multi-sectoral system beyond health</b>	3.1 Support people living with NCDs identify the key non-health actors relevant to their work. 3.2 Support people living with NCDs engage non-health actors, participate in their activities and identify advocacy entry points to influence their strategic direction towards NCD prevention and control. 3.3 Support people living with NCDs to advocate for implementation of policies that advance reduction of tobacco use, harmful use of alcohol, consumption of unhealthy diets and use of harmful agrochemicals as well as create awareness among target populations. 3.4 Build capacity of people living with NCDs to monitor and evaluate their activities 3.5 Link people living with NCDs with relevant advocacy platforms and facilitate their participation in the same

## Research and Knowledge Management

NCD Alliance Kenya is primarily an NCD Advocacy organization. Good advocacy is informed by good research evidence. As outlined from the Introduction and Background sections of this Strategic Plan Document, NCD Alliance Kenya is the leading organisation on advocacy for NCDs. The organisation's vision and mission provide for evidence-based advocacy that encompasses the NCDs continuum of care, which includes prevention and promotion as well as treatment and care, including palliative and rehabilitative care.

To effectively play its role as both an advocacy and service delivery membership organization, NCD Alliance Kenya needs to keep abreast of the latest knowledge and evidence base of scientific, economic, environmental, social, and political information to be able to meaningfully play its role as a watchdog organization. Additionally, there is need to build the capacity of the secretariat and entire membership with the requisite knowledge and skills to meaningfully engage with "whole government" and apply a whole of societal approach to NCDs prevention and control. The management of requisite knowledge, across the varied range of NCDs, constitutes a major pillar of the NCD Alliance Kenya Strategic Plan (2023 – 2027) as outlined in this section.

**Goal:** To institutionalise research and knowledge management for evidence-based intervention

Objective	Strategies
1. <b>To establish an NCD knowledge sharing platform and hub</b>	1.1 Enhance NCD Alliance Kenya website to one stop source of NCD information in Kenya 1.2 Create linkages with other local, regional and global NCD actors for knowledge transfer 1.3 Develop policy briefs, publications and make them accessible 1.4 Develop a quarterly NCD Alliance Kenya newsletter for members and stakeholders 1.5 Enhance utilisation of social media and other digital platforms for knowledge sharing
2. <b>To build the capacity of NCD Alliance Kenya and its member organisations on all aspects of NCDs</b>	2.1 Identify research priorities Organise and hold training Programs for NCD Alliance Kenya members on a needs' basis 2.2 Establish a research and innovation hub (knowledge portal) and disseminate to members and the public 2.3 Build research capacity of NCD Alliance Kenya through linkage with other research institutions 2.4 Develop M&E reporting plans, templates, and tools for the organization and each Program 2.5 Align NCD Alliance Kenya data management protocol with the Data Protection Act 2019

## Institutional Growth and Development

The SWOT analysis and recent organisation capacity assessment by IOGT highlighted several gaps that should be addressed to align internal operations of NCD Alliance Kenya with international standards. These gaps informed the identification of institutional strengthening as a strategic focus for the organisation. Thus, this Strategic plan focuses on addressing the institutional challenges experienced by NCD Alliance Kenya and its implementing partners, with the aim of developing long-term organisational sustainability. The key areas addressed in NCD Alliance Kenya`s institutional growth and development processes are outlined below:

**Resource Mobilisation:** NCD Alliance Kenya depends mainly on donor funding to sustain its operations. Membership fees, the organisation`s only alternative source of revenue, contribute minimally to operations. Through this strategic plan the organisation will be more proactive and coordinated in its fundraising efforts to achieve financial sustainability. NCD Alliance Kenya will mobilise new and ongoing sources of funding and develop strategies to mitigate the impact of increasing competition for donor funds. This will include raising funds outside of "conventional" donor channels, reactivating previous NCD Alliance Kenya's donor connections and actively seeking new donor partners that support

organisational goals and objectives, building new CSO partnerships to access joint consortium funding, and securing funds from other donors to pass on to members.

**Governance:** Although the organisation has a policy board of nine members drawn from various areas of expertise. This strategic plan calls for a revision of the current Board policies and constitutional practices to strengthen governance systems and ensure ongoing strategic leadership of the organisation.

**Policies & Procedures:** Although NCD Alliance Kenya has several existing organisational policies and procedures in place, these policies will require constant update and review based on the changing operational environment.

**Management Capacity:** NCD Alliance Kenya has generally good project planning capacity. Under this strategic plan, the organisation will endeavor to prepare annual and quarterly plans of its activities and undertake monthly project reviews. It will also utilise various tools, such as work plans, activity tracking sheets, and financial tracking systems to monitor project implementation. Project management skills will also be built across the project cycle. This includes developing the capacity of Program staff to plan and design cohesive Programs, oversee implementation, manage budgets, and assess and document results.

**Sub-Grant Management:** As part of the strategic plan, NCD Alliance Kenya, as a membership organization, will undertake institutional capacity building with the eventual target of providing sub-grants to member organisations, where necessary. In anticipation of NCD Alliance Kenya's potential new role as a sub-grantor it has developed a grants' management policy alongside the finance policy.

**Succession planning:** Change management is vital for building sustainable leadership transition. It is the primary responsibility of the organisation's leadership – both Board and management–to a succession plan and change management strategy. The aim is to create consensus and support for institutional change among staff and stakeholders of NCD Alliance Kenya and to facilitate smooth transformation and transition towards meeting its new strategic goals.

**Enhancing Organisational Visibility:** While NCD Alliance Kenya already enjoys significantly high public profile, it requires improved visibility as the leading NCD membership organisation. Over the next five years, NCD Alliance Kenya will work to address this shortcoming. As part of this process, efforts will be made to capitalise on existing media opportunities as well as more effective use of information and communication technology and internet-based social media. Branding and marketing of NCD Alliance Kenya Program achievements will also be pursued.

**Goal:** To enhance effective governance, management, and sustainability of NCD Alliance Kenya

Objectives	Strategies
<p>1. <b>NCD Alliance Kenya is financially sustainable</b></p> <ul style="list-style-type: none"> <li>• <b>capacity to mobilize resources</b></li> </ul>	<p>1.1 Develop annual and 5-year projected budget as per strategic plan</p> <p>1.2 Develop and operationalise a resource mobilisation (RM) strategy</p> <p>1.3 Hold orientation meetings with staff and board on the RM strategy and plans</p> <p>1.4 Establish a Resource Mobilisation Team (RMT) at the Board and secretariat levels</p> <p>1.5 Train RMT and Program staff on resource mobilisation skills and knowledge</p> <p>1.6 RMT identifies funding sources and develops concrete plans based on the RM strategy</p>
<ul style="list-style-type: none"> <li>• <b>Diversified sources of funding are established</b></li> </ul>	<p>1.7 Create a membership recruitment strategy and plan</p> <p>1.8 Plan and carry out income generating activities</p> <p>1.9 Conduct fund-raising events</p> <p>1.10 Identify and engage influential ambassadors</p> <p>1.11 Identify other avenues of funding as per the resource mobilisation strategy</p> <p>1.12 Explore and register a separate social enterprise arm to generate income to support community activities.</p>
<p>2. <b>NCD Alliance Kenya has effective governance and leadership</b></p>	<p>2.1 Regularly review and update board policy and manuals</p> <p>2.2 Hold orientation workshop for onboarding board members</p> <p>2.3 Co-opt board members with relevant competencies as needed.</p> <p>2.4 Hold board training and capacity building activities as required</p>
<p>3. <b>NCD Alliance Kenya has strong management and technical capacity to deliver on Program objectives</b></p>	<p>3.1 Hold training workshops for Senior Leadership Team (SLT) on management roles, responsibilities, functions and skills</p> <p>3.2 Assess ongoing application of policies, systems and procedures during monthly staff meetings, SLT meetings and quarterly board meetings; make changes as required</p> <p>3.3 Develop monthly, quarterly, annual organisational work plans and budgets</p>
<ul style="list-style-type: none"> <li>• <b>Program staff have strong Program management and technical capacity</b></li> </ul>	<p>3.4 Regular review and updating of policies and manuals</p> <p>3.5 Develop a structured orientation program for NCD Alliance Kenya staff on program management</p> <p>3.6 Regularly monitor implementation of the strategic plan and Programs</p>

Objectives	Strategies
<ul style="list-style-type: none"> <li>• <b>Strong financial and grants management capacity</b></li> </ul>	<p>3.7 Develop a structured orientation program for relevant NCD Alliance Kenya staff on financial management</p> <p>3.8 Constant update on the current financial reporting and procedure</p> <p>3.9 Assess ongoing application of systems and operational procedures.</p>
<ul style="list-style-type: none"> <li>• <b>Members of NCD Alliance Kenya have Program management and implementation capacity</b></li> </ul>	<p>3.10 Develop a training and capacity-building strategy for NCD Alliance Kenya</p> <p>3.11 Conduct capacity assessments on the members</p> <p>3.12 Implement capacity building activities as enumerated in the capacity building plan</p>
<ul style="list-style-type: none"> <li>• <b>NCD Alliance Kenya has functional strategic partnerships</b></li> </ul>	<p>3.13 Develop a partnerships' engagement framework</p> <p>3.14 Identify potential development partners and government ministries.</p> <p>3.15 Document and share information with like-minded individuals, organisations and government institutions</p> <p>3.16 Hold annual consultative meetings with government and ministries in relevant programmatic areas</p> <p>3.17 Launch the strategic planning document</p> <p>3.18 Hold annual round table meetings with donors</p>
<ul style="list-style-type: none"> <li>• <b>NCD Alliance Kenya is a strong brand with high visibility</b></li> <li>• <b>NCD Alliance Kenya has communication strategy in place &amp; being implemented</b></li> </ul>	<p>3.19 Produce brochures, publicity, and information materials</p> <p>3.20 Hold media round table meetings</p> <p>3.21 Participate in TV talk shows on relevant issues</p> <p>3.22 Brand all NCD Alliance Kenya materials, products, and services as per the Branding and Making Strategy</p> <p>3.23 Advertise sponsorship of relevant development issues</p> <p>3.24 Develop stories, videos, picture logs for website</p> <p>3.25 Regularly update website with new information and material</p> <p>3.26 Link NCD Alliance Kenya's website to other membership sites</p> <p>3.27 Publish policy briefs, position papers, press releases and articles</p> <p>3.28 Ensure clear communication structure</p> <p>3.29 Use social media to comment on issues</p> <p>3.30 Develop a media monitoring plan - use relevant tools and software</p>

# DELIVERING THE STRATEGIC PLAN

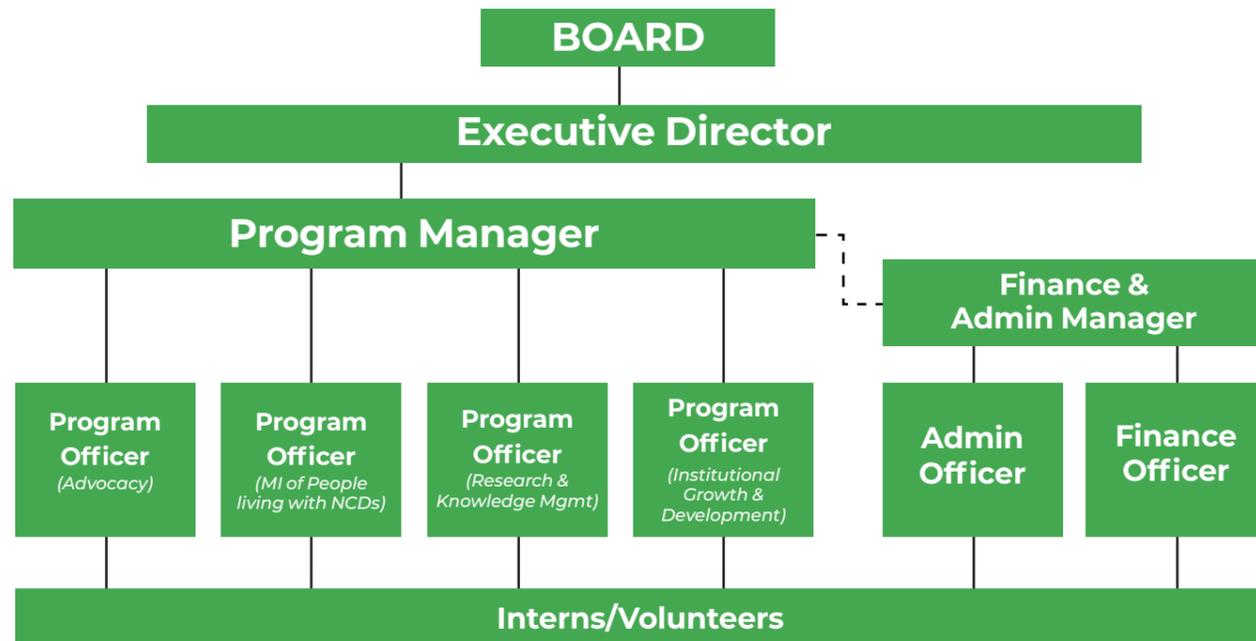
## Institutional Arrangements

Careful thought has been given to the implementation of the program areas outlined in this strategic plan. The capacity of the organisation to efficiently and effectively realise its vision and mission has been integrated into the strategic component of institutional growth and development. In this regard, the organisational structure, Board and senior leadership roles have been recreated. Several key functions and desirable practices were identified and incorporated into the implementation strategy. These include: Funding, Process Tracking, Risk Identifying and Mitigation.

## The New Organisational Structure

NCD Alliance Kenya will undertake incremental changes in its organisational structure to accommodate the organisation's growing Program and membership portfolio as well as the new support functions required by the organisation. This will be undertaken in two phases.

- a. **Phase one:** Figure 2 below presents the interim structure, for the first one year of the strategic plan between 2023 and 2024. New senior leadership staff and specialist Program officers will be recruited to provide the minimum human resource requirements for implementing the strategic plan in line with the positions in the organogram.
- b. **Phase two:** Figure 3 below presents the projected organisational structure to be achieved between 2024 - 2025. As new Programs are initiated, new partnerships developed and new resources mobilised, organisational staffing will be expanded accordingly. While the M & E functions will be handled by Program Manager, the grant management functions will be supported by the Finance and Administration team with support of Programs' team.
- c. **Phase three:** Projected Organisational Structure for Phase three (2026-2027) – will be reviewed from time to time to reflect the emerging reality as the organisation grows.



Integrating healthcare service delivery is a justifiable, evidence-based, and cost-effective intervention for preventing and controlling NCDs.

## Corporate Governance and the Role of the Board

In implementing this new strategic plan, NCD Alliance Kenya will require a high level of corporate governance. Corporate governance is the system that maintains the balance of rights, relationships, roles and responsibilities of an organisation's staff, directors and management. It ensures that the organisation conduct itself with honesty and integrity to meet the long-term interests of the organisation, and its stakeholders. The Board has four fundamental responsibilities:

- a. Technical oversight and direction
- b. Resource mobilization
- c. Ensuring compliance and
- d. Improving performance

**Table 4** outlines the most significant accountabilities of the Board according to the Strategic Plan.

Function	Accountabilities
<b>Oversight</b>	<ul style="list-style-type: none"> <li>• Monitor and evaluate</li> <li>• Mentor and guide</li> <li>• Set remuneration and assess</li> <li>• Appoint and remove, as required</li> </ul>
<b>Resource Mobilisation</b>	<ul style="list-style-type: none"> <li>• Raise resources to sustain the strategic pillars of NCD Alliance Kenya</li> <li>• Connect NCD Alliance Kenya to funding sources</li> </ul>
<b>Performance Matters</b>	<ul style="list-style-type: none"> <li>• Establish suitable indicators of performance</li> <li>• Monitor on a regular basis</li> <li>• Make strategic decisions based on this information</li> </ul>
<b>Strategy Setting/ Approval</b>	<ul style="list-style-type: none"> <li>• Provide overall long-term direction</li> <li>• Develop specific goals and targets</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Ownership of risk management policies and practices</li> <li>• Monitor and regular update of risk management policies and practices</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>• Ensure organisation meets all necessary policy, legal and regulatory requirements</li> </ul>
<b>Operating Framework</b>	<ul style="list-style-type: none"> <li>• Provide leadership to the organisation in an appropriate way</li> <li>• Set policy agenda for organisation</li> <li>• Endorse direction as appropriate</li> </ul>
<b>Communication and Relationship Management</b>	<ul style="list-style-type: none"> <li>• Manage communication with key stakeholder groups, including members and other relevant groups to assist the organisation achieve its goals</li> </ul>

## Annual General Meetings, External Audits, Management and Board Meetings

There will be one Annual General Meeting. Additional special general meetings may be held as needed. In all meetings, the Board will report to the stakeholders on how or whether the organisation is achieving its performance targets. This is in addition to the Annual Strategic Plan Review.

## Risk Management

The following are some of the critical factors for success:

- The NCD Alliance Kenya Board and management must obtain ownership and buy-in from all relevant parties including membership, partners, local communities, and the Government of Kenya.
- The Board and management must, immediately intensify its fundraising capacity and efforts to secure new funding and other support. These sources could include private and public sectors as well as mechanisms for generating funds internally.
- The management must track annual work plans by establishing monitoring milestones, setting a general baseline, conducting bi-annual and annual reviews, and by revising work plans as required.



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