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2023-2027
CMMB KENYA STRATEGIC PLAN

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Healthier Lives Worldwide

EMPOWERING COMMUNITIES, TRANSFORMING LIVES

CMMB KENYA STRATEGIC PLAN, 2023-2027



"The partnerships CMMB has created are the perfect example of Africa's three-legged stool—a private-sector partner, the government, plus a non-governmental organization joining forces to create". *— Dr James Kisia, Executive Director & CEO, CMMB Kenya*






Contents

Abbreviations and Acronyms 6
Foreword 7
Executive Summary 9
Introduction 11
Who We Are 11
Our Mission 12
Vision 12
Values 12
Strategic Focus Areas 13
Programmatic Areas 13
Technical Approaches 13
Background and Context 15
Where Are We Now? 15
Our Achievements and Impact 17
Drivers of Success 18
Opportunities in the Funding Environment 19
The Roadmap to the 2023-2027 Strategic Plan 21
Strategic Plan Development Process 22
2023-2027 Strategic Framework 23
What We Will Maintain, Improve, Strengthen, or Expand 23
What We Will Give Up 24
New Shifts 24
Strategic Pillars and Objectives 26
Strategic Priorities and Initiatives 26
Implementation of the 2023-2027 Strategic Plan 32

Abbreviations and Acronyms

CBO	Community-Based Organisation
CHAMPS	Children and Mothers' Partnerships
CLEAR	Collaboration, Love, Excellence, Accountability, and Respect
CMMB	Catholic Medical Mission Board
CMMB Kenya	Centre for Medical Mobilisation Board Kenya
COVID-19	Coronavirus Disease
FBO	Faith-Based Organisation
GBV	Gender-Based Violence
HIV	Human Immunodeficiency Virus
HR	Human Resource
ICT	Information and Communications Technology
ITN	Insecticide-Treated Net
KDHS	Kenya Demographic and Health Survey
MDP	Maternal and Child Health
MERL	Monitoring, Evaluation, Research, and Learning
M&E	Monitoring and Evaluation
MOH	Ministry of Health
NCD	Non-Communicable Disease
NGO	Non-Governmental Organisation
PAHO	Pan American Health Organization
PEPFAR	President's Emergency Plan for AIDS Relief
RMNCAH	Reproductive, Maternal, Neonatal, Child, and Adolescent Health
SDGs	Sustainable Development Goals
SGBV	Sexual Gender-Based Violence
SP	Strategic Priorities
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TB	Tuberculosis
ToRs	Terms of Reference
WASH	Water, Sanitation, and Hygiene

Foreword

To our dedicated staff, our invaluable partners, the communities we are privileged to serve, and all who believe in our mission:

A strategic plan is more than a document; it is a declaration of intent. It is a map charting our course towards a future where our community is stronger, more resilient, and more equitable. As I reflect on the journey that has led to this moment, I am filled with immense gratitude and a profound sense of responsibility.

The Centre for Medical Mobilisation Board (CMMB) Kenya is a health non-governmental organisation (NGO) with a major focus on women's and children's health, as well as attending to the broader determinants of health. This strategic plan arrives at a pivotal time when CMMB Kenya is now a local organisation, duly registered by the Kenya Public Benefit Organizations Authority, governed by a local board, and present and operational in fourteen counties within the Republic of Kenya.

The challenges and opportunities in the health and livelihood landscape in Kenya have never been more complex. To meet this moment, we must be agile, focused, and unwavering in our commitment. This strategic plan is our promise to rise to the occasion.

The path forward is built upon five core pillars that guide every decision, and every action we take:

1. Local Governance and Leadership: Lasting change is only possible when the community leads it. Our role is to empower, facilitate, and support, ensuring that local voices are not just heard but are the driving force behind the policies and programmes that shape their lives.

2. Operational Excellence: To deliver on our promises, we must be effective, efficient, and innovative. This means investing in people, streamlining our processes, and harnessing technology to maximise our impact for every dollar spent, and every hour volunteered.

3. Trusted Partnerships: We do not work in isolation. Our ability to create meaningful change is multiplied through deep, authentic collaboration. We are committed to being a reliable partner; for our integrity, expertise and dedication to the common good.

4. Financial Sustainability: To ensure long-term viability, CMMB Kenya will pursue innovative fundraising, leveraging technology and social media to engage new donors. Strengthened financial accountability systems will secure diverse funding sources to support our KES 461.96 million investment.

5. Trusted Partnerships: By fostering collaborations at local, national, and global levels, we will increase our program to reach one million individuals by 2027. These partnerships will enhance visibility and amplify our impact through shared resources and expertise.

This plan is particularly meaningful because of how it was created. It is a plan forged with stakeholders and the communities that we serve. We engaged in extensive consultations with our partners, including representatives from the communities we serve. Their insights, experiences, and aspirations are expressed in every goal and objective. This plan is therefore a testament to the power of collective action and wisdom.

I invite you to read this document not as a static set of goals, but as a commitment and shared promise between our organisation, our partners, and the communities we serve. Turning this vision into reality will require our collective energy, passion, and dedication. Together, we will build a future defined by justice, opportunity, and shared prosperity for all.

With gratitude,



Dr. James Kisia
Executive Director & CEO
Centre for Medical Mobilisation Board

Executive Summary

Nearly half of Kenyan adults suffer from at least one non-communicable disease (NCD), while one in five children (20%) under the age of five suffer from malnutrition, and maternal mortality remains a critical challenge. To improve the health outcomes of vulnerable communities, CMMB Kenya through its Strategic 2023-2027 outlines a transformative vision underpinned by an investment of approximately KES 461.96 million. This plan builds on our commitment to achieve sustainable growth, technical excellence, and strong partnerships to address Kenya's evolving healthcare landscape.

Focusing on maternal and child health (MCH), HIV and AIDS, tuberculosis, malaria, NCDs, cancer prevention, and other critical health issues, CMMB Kenya's five strategic pillars work synergistically to deliver impactful, innovative, and sustainable health solutions.

The strategic plan outlines five main pillars:

1. Local Governance and Leadership: CMMB Kenya will strengthen local governance by establishing a local board and securing local registration.

2. Technical Excellence: We will expand and diversify health programmes, targeting a 30% increase in MCH service coverage across five counties. By leveraging innovation and a robust monitoring, evaluation, and research framework, we will ensure sustainable, high-quality interventions that reduce malaria incidence by 25% in target communities.

3. Operational Excellence: CMMB Kenya will enhance operational efficiency by strengthening financial management, automating human resource (HR) processes, and upgrading information and communications technology (ICT) systems with an aim to reduce operational costs by 15% and ensure seamless service delivery.

4. Trusted Partnerships: We will foster collaboration and partnerships at local, national, and global levels, to increase our programme to reach one million individuals by 2027. These partnerships will enhance visibility and amplify our impact through shared resources and expertise.

5. Financial Sustainability: To ensure long-term viability, CMMB Kenya will pursue innovative fundraising, leveraging technology, and social media to engage new development partners. Strengthened financial accountability systems will secure diverse funding sources to support our KES 461.96 million investment.

Building on our success in reaching over 500,000 women with essential maternal health services, CMMB Kenya is committed to delivering measurable, sustainable health solutions aligned with local and global health priorities.



This Strategic Plan articulates CMMB Kenya's vision to address Kenya's evolving healthcare landscape by focusing on sustainable growth, technical excellence, and strong partnerships. Through the integration of five key strategic pillars, CMMB Kenya aims to enhance its impact across multiple healthcare sectors with a continued emphasis on integrated maternal, newborn, and child, health; HIV; TB; malaria; cancer prevention and treatment; non-communicable disease prevention and control, prevention of gender-based violence, livelihoods support, and other critical health issues.

INTRODUCTION

Who We Are

Centre for Medical Mobilisation Board (CMMB Kenya) is a health NGO providing long-term cooperative, medical, and development aid to communities affected by poverty and unequal access to healthcare in Kenya. Over the last twenty-two years, CMMB Kenya has reached over one million people with access to life-changing health and other essential services, across 13 of Kenya's 47 counties. Our transition to an independent Kenyan organisation in 2024 allows us to serve communities better, with locally-led solutions.



Figure 1: where we work

Where We Work

For over two decades, guided by a vision of a world in which every human life is valued, and health is a reality for all, CMMB Kenya has been at the forefront of delivering health solutions to underserved communities. During this period, CMMB has grown into a trusted partner in strengthening community health systems, advancing maternal and child health, addressing infectious diseases, and responding to emerging health challenges.

Our Mission

Rooted in the healing ministry of Jesus, the Centre for Medical Mobilisation Board (CMMB Kenya) works collaboratively to provide quality healthcare programmes and services, without discrimination, to people in need.

Vision

A world in which every human life is valued, and quality healthcare is available to all.

Values and Guiding Principles

- Collaboration: To work in partnership for locally sustainable solutions.
- Love: To be compassionate and embrace all people.
- Excellence: To deliver sustainable, quality, and impactful results.
- Accountability: To take responsibility for actions and results.
- Respect: To act with integrity and honour the dignity of all.

These principles guide our work, to deliver quality health solutions, and aim to create lasting positive impact in the communities we serve.

Commitment to Women & Children



For more than two decades, CMMB Kenya has championed equitable health access for women, children, and vulnerable communities. Our holistic model integrates clinical expertise, non-clinical services, medical donations, and community-based care. By addressing the leading causes of illness and death among women and children, maternal and newborn mortality, malnutrition, pneumonia, diarrhoea, HIV, vaccine-preventable diseases, and cancers, we ensure that underserved communities not only survive but thrive.

Our philosophy is anchored in the belief that every life is precious. We invest in women because evidence shows that women reinvest in their families and communities, creating exponential social and economic returns. By empowering women and youth, we amplify resilience, strengthen communities, and foster sustainable change.

STRATEGIC FOCUS AREAS

CMMB Kenya's work focuses on six key programmatic areas, and technical approaches designed to create lasting impact on underserved communities.

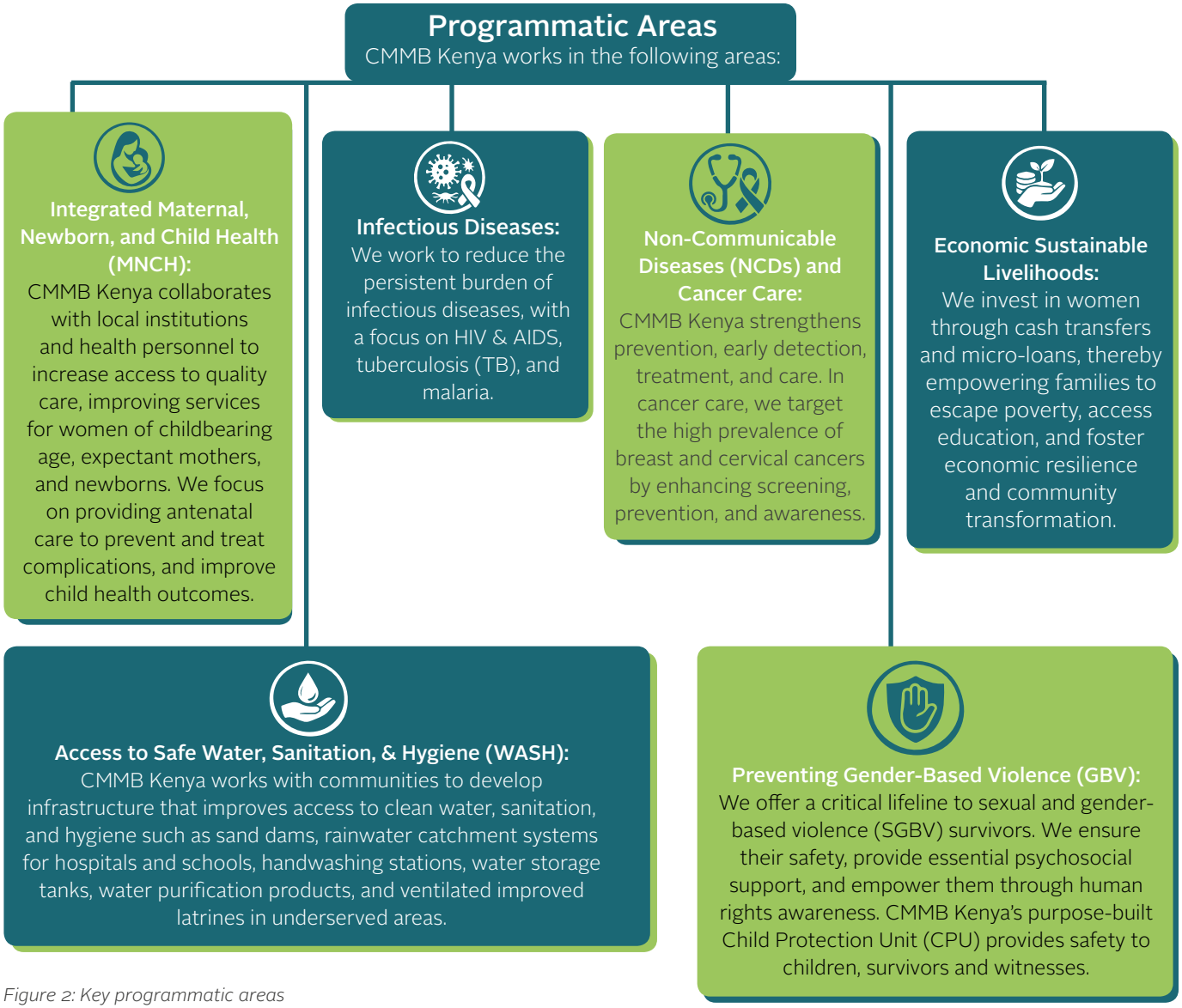


Figure 2: Key programmatic areas



Technical Approaches

We implement our work using the following technical approaches:

1. **Health Systems Strengthening:** We invest in optimising systems at both the community and facility levels. We also support the government in developing and implementing key health policies.
2. **Community Engagement:** We prioritise community-led approaches that generate demand for services and foster accountability.
3. **Evidence-Based Programming and Research (Policy and Research):** We conduct operational and implementation research to generate evidence that informs programming and national policy.
4. **Advocacy:** We engage in targeted advocacy to influence health policies and increase investment in underserved communities.
5. **Integration of Technology (Digital Health):** We harness digital innovations and solutions to expand access and improve efficiency in healthcare. Telemedicine connects remote health workers with specialists for timely care, while digitised community health reporting and surveillance improve data accuracy, decision-making, and disease monitoring.
6. **Collaboration and Partnerships:** Partnerships are at the heart of CMMB Kenya's impact. By working with them, we strengthen health systems, expand access to care, and deliver sustainable solutions. Our key partners include the government (through collaboration with Kenya's Ministry of Health and county governments), NGOs and FBOs, academic institutions, private sector, and the communities we serve.

BACKGROUND AND CONTEXT

Where Are We Now?

CMMB Kenya has built a reputation for technical excellence, innovation, and trusted partnerships with government, donors, and communities. Our previous strategic plan (2014–2020), guided us in strengthened our capacity for HIV prevention and treatment, community health systems, and programme innovation. A review of our progress highlighted our key strengths of strong governance, dedicated staff, and effective financial management, and pointed out visibility, staff retention, donor diversification, and systems automation as areas for growth.

Table 1: CMMB Kenya SWOT Analysis

Strengths

- CMMB is a strong brand.
- Availability of robust organisational policies.
- Culture of inclusion in processes and decisions.
- Family culture ("feels like home").
- Spirit of equity and equality and the balance between the two.
- Accountability and transparency.
- Beneficiary-centred programme design and implementation.
- Strong core technical area in RMNCAH.
- Known for field innovations.
- Global network for engagement and provision of technical assistance.
- Strong relationships and collaboration with MOH, counties, partners, and communities.
- Skilled local and international volunteers.

Opportunities

- Diversified sources of funding.
- Donors focusing on funding local partners.
- Modern technologies.
- Existing strong local, regional, and international partnerships.
- Successful volunteer programme.
- Long-term support for CHAMPS and MDP.

SWOT

Weaknesses

- Local technical assistance not optimal
- Cultural differences
- Manual systems/processes
- Limited staff development
- Limited publications and dissemination of programme reports
- Suboptimal delegation and segregation of duties
- Not leveraging on its FBO status and Catholic links
- Communications internally and externally

Threats

- Diminishing donor funds.
- Changing government policies and legal framework.
- Emerging public health threats - pandemics and epidemics.
- Political instability/transitions.
- Inflation and high cost of living.
- Climate change.


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Our Impact

Since the implementation of our 2014–2020 strategy, CMMB Kenya has excelled in strengthening community health systems, delivering high-quality HIV prevention, care, and treatment services, and in promoting a strong culture of learning, growth, and innovation. From the time of inception, CMMB Kenya has reached over one million people with health and life-changing services, demonstrating our commitment to scalable, evidence-based interventions. Between 2019 and 2024, we scaled our reach and impact across 13 counties in Kenya, focusing on MCH, WASH, infectious diseases, NCDs, GBV, and cancer care.

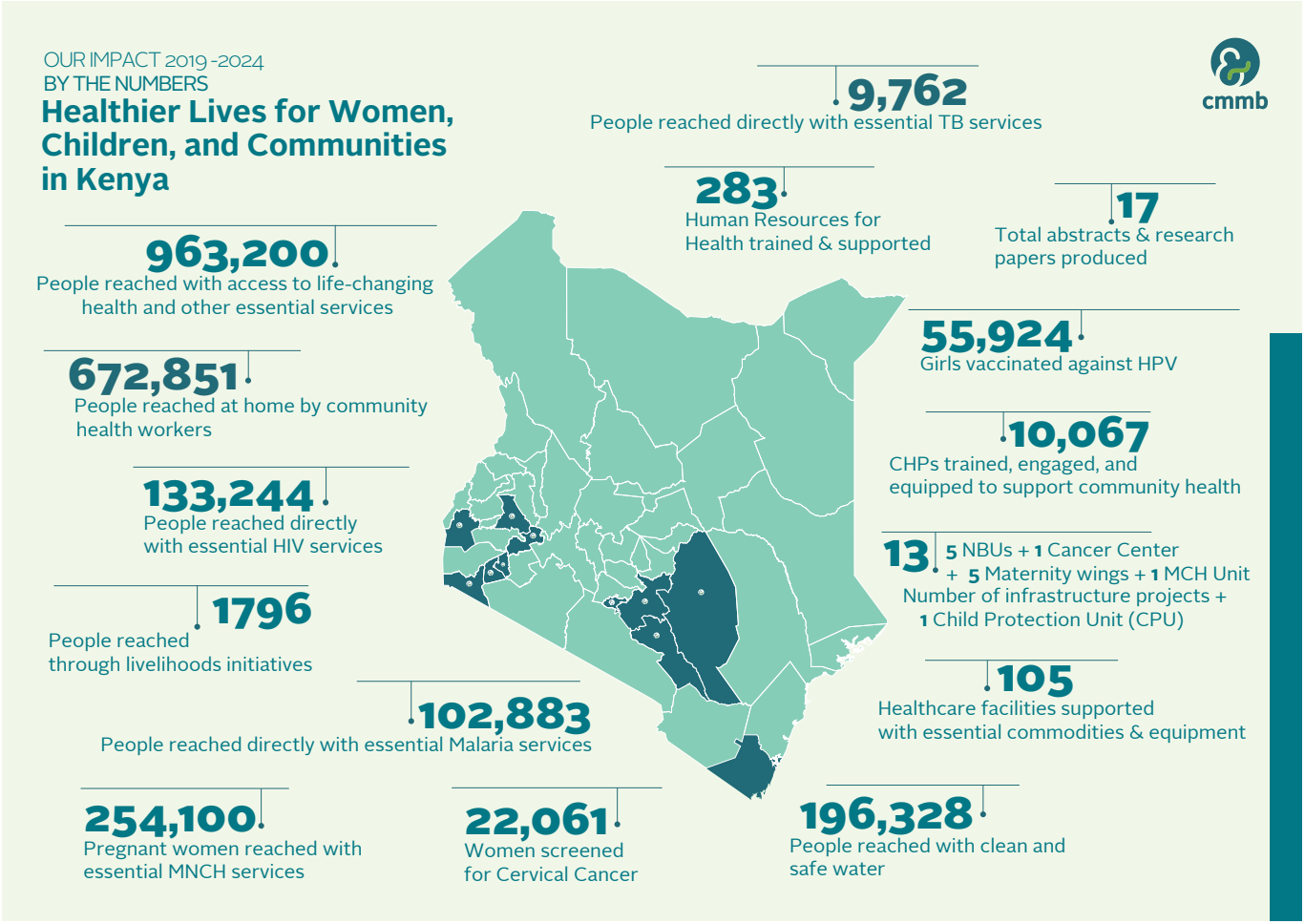


Figure 3: Our impact by numbers between 2019 to 2024



Drivers of Success

Our work and achievements have been enabled by three key drivers of success:

1. **Strong Brand Reputation:** Built over a century, supported by comprehensive organisational policies, an inclusive culture balancing equity and equality, and a commitment to accountability and transparency.

2. **People-Centred Approach:** Our beneficiary-centred programme design and implementation, combined with our core expertise, position CMMB Kenya as a leader in community health systems strengthening. Our track record of innovations, our global network due to our affiliation with CMMB Inc., providing technical assistance, and strong collaborations with the Ministry of Health, counties, partners, and communities, alongside a skilled pool of local and international volunteers.

3. **Diversified Funding Opportunities:** Growing donor preference for supporting local partners, the adoption of modern technologies, and a robust network of local, regional, and international partnerships. The organisation's successful volunteer programme and sustained support for flagship initiatives like the Children and Mothers' Partnerships (CHAMPS) and Medical Donations Programme (MDP) to further enhance our impact.

Our new strategic direction is informed by the external, national, and internal contexts shaping healthcare today. Globally, health is increasingly interconnected with climate change, globalization, and technology. Disease outbreaks such as COVID-19 have highlighted how quickly crises spread across borders, while conflicts and climate shocks

disrupt health systems and access to care. At the same time, digital innovations are unlocking new possibilities to expand access and improve accountability.

The Sustainable Development Goals (SDGs) provide a unifying framework, while shifting donor trends, shrinking funding, and the push for localisation require new ways of mobilising resources and strengthening local capacity.

Looking forward, this strategy positions CMMB Kenya to build on its successes while expanding into new priority areas. Our work will continue to centre on non-communicable diseases (NCDs), cancer prevention, nutrition, gender-based violence (GBV), climate change and health, economic empowerment, community case management, and preparedness for emerging pandemics. Anchored in a culture of learning, accountability, and inclusion, CMMB Kenya is well placed to deliver transformative impact to vulnerable populations, align with Kenya's health priorities, and contribute to global health and development goals.

Opportunities in the Funding Environment

CMMB Kenya continues to anchor its funding ecosystem in strategic partnerships, leveraging its affiliates, international NGOs, and Private donors like CMMB Inc., the Global Fund via the Kenya Red Cross and Amref Health Africa, the Bristol Myers Squibb Foundation, and Procter & Gamble. With a growing emphasis on localization and the changing shifts in NGO funding, CMMB Kenya is pivoting toward diversified funding streams to foster sustainability. This shift aligns with national devolution and ensures sustainability. Our collaborations with faith-based organizations (FBOs) and like-minded partners position us ideally for joint applications, amplifying advocacy for equitable resource distribution while reducing donor dependency.

Table 2: Opportunities in the funding environment

Climate and Health Financing	• Opportunities to position CMMB in climate adaptation, WASH, food security, and resilience-building programmes.
Localisation and Direct Funding to Local Partners	• Increasing donor shift towards funding local organisations. • Localisation positions CMMB Kenya to tap into this.
Youth-Focused and Gender Equality Grants	• CMMB can leverage its youth demographic focus and women-centred programming.
Non-Communicable Diseases (NCDs)	• CMMB's cancer screening and treatment interventions create an entry point for scaling donor-supported NCD programmes.

Integration of Livelihoods and Health	• CMMB's economic empowerment initiatives (esp. women and youth) are well-aligned with this funding trend.
Digital Health Innovations	• CMMB can leverage its telemedicine pilots and community health surveillance digitisation.
Pandemic Preparedness and Health Security	• Opportunity for CMMB to position itself in community-level preparedness and response systems.



THE ROADMAP TO THE REALISATION OF THE 2023-2027 STRATEGIC PLAN

Since the inception, CMMB Kenya has reached more than one million people with life-saving and life-changing health services, demonstrating our commitment to scalable, evidence-based interventions. CMMB Kenya is guided by a dynamic Senior Management Team under the leadership of the Executive Director & CEO, and benefits from continued strategic, technical, and operational support from the Catholic Medical Mission Board (CMMB Inc.). Moreover, CMMB Kenya has a proven track record of successfully managing complex multi-donor programmes including U.S. government-funded programmes, private sector grants, and partnerships with leading global health institutions. Our experience implementing flagship U.S. government-funded programmes, such as PEPFAR and DREAMS, underscores CMMB Kenya's capacity to deliver complex projects with robust financial systems ensuring transparency, clean audits, and repeat awards.

Drawing on our legacy of supporting communities through healthcare programmes, the distribution of medicines and medical supplies, and the deployment of volunteers, CMMB Kenya will leverage its extensive technical expertise to intensify actions to save mothers and newborns from pregnancy and childbirth complications, improve community-based case findings and management for TB and malaria, and raise awareness and prevention efforts for breast and cervical cancers. Valuable lessons learnt from earlier implementations of these programmes will be shared at national and county levels, to pave the way for scaled-up interventions.

Strategic Plan Development Process

The development of CMMB Kenya's Strategic Plan for 2023-2027 was a comprehensive and collaborative effort that was guided by a thorough review of the previous 2014-2020 global strategy, and an assessment of the organisation's achievements during that period.

The strategic plan development process included an environmental scan to understand the current landscape and envision how CMMB Kenya could achieve greater success following its transition to a locally registered NGO. Rooted in evidence and collaboration, the plan builds on past successes while addressing emerging health challenges and opportunities, ensuring alignment with the organisation's new direction.

In the period covered by this strategic plan, CMMB Kenya will prioritise enhancing local capacity in governance and leadership, achieving technical and operational excellence, fostering trusted partnerships, and securing financial sustainability. This will involve strengthening management capabilities across the project development cycle, leveraging its local registration in Kenya, and the oversight of its local board to strengthen decision-making, accountability, and institutional autonomy.

REVIEW OF PREVIOUS STRATEGIES

Conducted a thorough review of past strategies, identified gaps, and formed a dynamic planning team, ensuring all voices were heard.

1

STAKEHOLDER ENGAGEMENT

Held consultations with various stakeholders to help shape the strategic plan, ensuring it aligns with community needs and national objectives.

2

IMPLEMENTATION GOALS

Established clear milestones and targets to drive progress across key areas of health and governance, aiming for impactful outcomes.

3

RESOURCE ALLOCATION

We allocated resources effectively to support strategic priorities, ensuring financial sustainability and operational excellence.

4

Figure 4: The Strategic Plan Development Process



2023-2027 STRATEGIC FRAMEWORK

In the period covered by this strategic plan, CMMB Kenya will prioritise enhancing local capacity in governance and leadership, achieving technical and operational excellence, fostering trusted partnerships, and securing financial sustainability. This will involve strengthening management capabilities across the project development cycle, relying on our local registration in Kenya and our local board to support decision-making and accountability.

CMMB Kenya will maintain, amplify, and strengthen aspects of the previous strategy and its implementation while initiating new shifts.

What We Will Maintain, Improve, Strengthen, or Expand

1. **Maintain** our vision, mission, values, and guiding principles. We have strengthened our values to include accountability and formulated new strategic objectives to reflect the shift towards localisation.Preserve our legacy of supporting communities through sustainable community-centric healthcare programmes. Maintain our strong collaborations with the Ministry of Health, counties, and community partners, alongside our commitment to CLEAR values: collaboration, love, excellence, accountability, and respect.

   Enhance local governance and leadership by establishing a local board, developing a charter and terms of reference, and providing training, while pursuing local registration with a defined legal status and constitution.

2. **Improve** operational excellence through devolved financial reporting, HR automation, procurement enhancements, and ICT upgrades using cloud-based systems. Trusted partnerships will be expanded by boosting marketing, updating the website, and forging new strategic alliances through donor mapping.

3. **Strengthen** technical excellence through programme diversification, robust monitoring, evaluation, research, and learning (MERL) unit, and innovation via technology adoption, with sustainability efforts expanded through advocacy and domestic resource mobilisation.

   Strengthen financial sustainability with innovative fundraising and enhanced compliance and risk management systems.

4. **Expand** our technical scope to include other NCDs, GBV, livelihoods, neglected tropical diseases, climate change, and medical training, scaling successful interventions across additional counties.

What We Will Give Up

CMMB Kenya will progressively reduce reliance on the New York office for strategic and operational oversight, transferring staff and property to the new local entity to align with its localised status. This shift may reduce the intensity of global technical assistance, although collaboration with the New York team for fundraising will continue.

The organisation will also phase out programme components that are redundant or demonstrate limited impact, and will discontinue activities that no longer align with strategic priorities to ensure efficient allocation of our KES 461.96 million budget over five years.

New Shifts

A significant shift involves transitioning from a global organisation to a fully localised NGO, marked by local registration and the establishment of an autonomous board, reducing dependence on international oversight. We will shift toward greater operational independence by devolving management functions to regional offices and adopting in-country ICT policies.

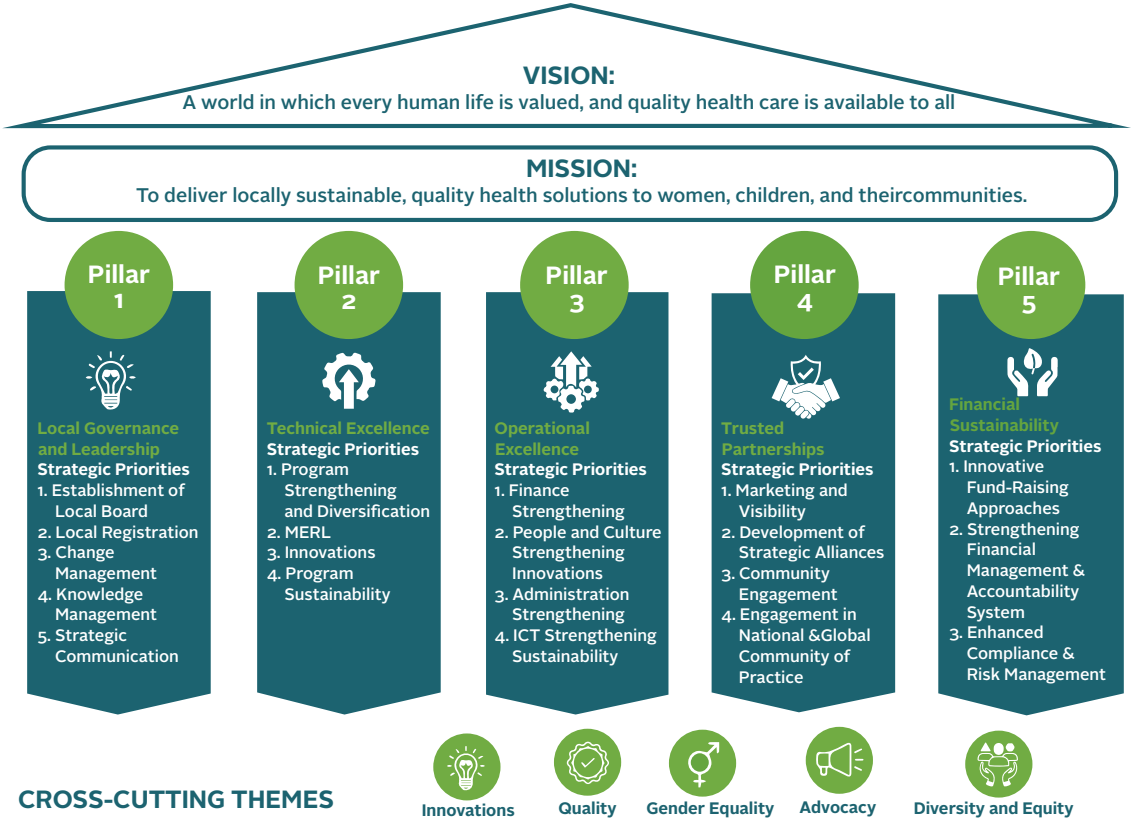
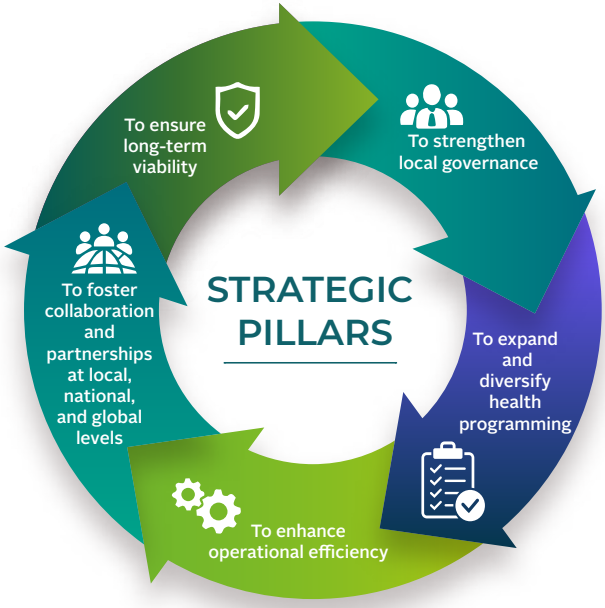


Figure 5: CMMB Kenya's strategic vision

The review of the previous strategic plan document identified potential new technical areas for widening the scope of CMMB Kenya's programmatic activities: other NCDs, GBV, nutrition, economic livelihoods strengthening, community case management for malaria, Neglected Tropical Diseases (NTDs), and medical training courses (in registered community nursing, health records, peri-operative care, among others). CMMB Kenya will also place new emphasis on addressing emerging challenges like climate change and COVID-19, while scaling lessons learned from existing programmes to new regions and adapting proactively to evolving health landscapes.



STRATEGIC PILLARS AND OBJECTIVES



Our plan is founded on five strategic pillars— local governance and leadership, technical excellence, operational excellence, trusted partnerships, and financial sustainability. For each strategic pillar, we have identified several key strategic priorities. These strategic priorities are our big-picture objectives, describing what CMMB Kenya will do to fulfil its mission.

Figure 6: The five strategic objective

Strategic Priorities and Initiatives

The strategic priorities under each of the five pillars, serve as actionable goals to achieve CMMB Kenya's mission of providing quality healthcare programmes and services. These objectives are supported by specific initiatives, activities, and milestones detailed as detailed in Table 2.

1. Local Governance and Leadership: To strengthen local governance and leadership, we will pursue a comprehensive set of strategic priorities and initiatives designed to establish robust governance structures, ensure legal compliance, manage change effectively, enhance knowledge management, and improve strategic communication.

a) **Establishing a Local Board:** We will recruit an inaugural board comprising qualified individuals to ensure diverse and capable leadership, providing effective oversight and guidance. A board charter will be developed to outline the board's purpose, responsibilities, and operational guidelines. Terms of Reference (ToRs) and a board performance matrix will be created to define roles and evaluate effectiveness. Additionally, CMMB Kenya will conduct comprehensive training and orientation programmes for the board to equip the board members for their roles.



b) **Local Registration:** CMMB Kenya will prioritise local registration to formalise its legal standing. This process begins with defining the appropriate registration status to align with legal and operational requirements. A constitution and supporting policies will be developed to provide a clear governance framework. With these documents in place, CMMB Kenya will register as a local entity, ensuring compliance with all relevant regulations.

c) **Change Management:** To align CMMB Kenya with its new strategic direction, an organisational capacity assessment will identify strengths and gaps in current capabilities. Based on this assessment, CMMB Kenya will define and develop the skills and competencies needed to deliver on the new strategic plan. A compliance and risk management framework will be established to mitigate potential challenges and ensure adherence to regulations. Additionally, CMMB Kenya's structure will be realigned to support the strategic pillars, ensuring operational efficiency and clarity of roles.

d) **Knowledge Management:** A knowledge management strategy will be formulated to guide the systematic collection, storage, and sharing of information. Staff will receive capacity-building training to effectively implement this strategy. CMMB Kenya will document its products and services to create a comprehensive knowledge base, ensuring consistency and accessibility of critical information.

e) **Strategic Communication:** A communication strategy and plan will be developed to guide messaging and outreach efforts. A dedicated communication office will be established and operationalised to manage high-level communications effectively. The implementation of this strategy will be monitored and evaluated to ensure it meets its objectives and adapts to changing needs.

Through these initiatives, CMMB Kenya aims to build a strong foundation for local governance and leadership, ensuring it is well-positioned to achieve its strategic goals.

2. Technical Excellence: CMMB Kenya will implement a series of strategic priorities and initiatives focused on strengthening and diversifying programmes, enhancing MERL, fostering innovation, and ensuring programme sustainability.

a) **Programme Strengthening and Diversification:** CMMB Kenya will improve its coordination across programmes to ensure seamless collaboration and alignment with organisational goals. Capacity strengthening efforts will equip staff and partners with the skills and resources needed to deliver high-quality programmes. Cross-programme learning will be promoted to share best practices and lessons learnt, fostering continuous improvement. Additionally, CMMB Kenya will scope new programmes to address emerging needs and expand its programmatic footprint.



b) **Strengthen MERL Systems:** An operational monitoring and evaluation (M&E) unit will be established to oversee systematic tracking and assessment of programme outcomes. Quality assurance and control mechanisms will be implemented to maintain high standards across all initiatives. Documentation efforts will capture key findings and processes, creating a robust knowledge base. Furthermore, CMMB Kenya will invest in research to generate evidence that informs programme design and advocacy.

c) **Innovation:** We will leverage technology to enhance programme delivery, streamline operations, and improve access to services. By adopting innovative tools and approaches, CMMB Kenya will stay at the forefront of effective and efficient programme implementation.

e) **Programme Sustainability:** We will prioritise community engagement to build strong partnerships and foster local ownership of our programmes. Advocacy efforts will be strengthened to influence policies and secure support for CMMB Kenya's initiatives. Additionally, domestic resource mobilisation will be pursued to diversify funding sources and reduce dependency on external support, ensuring the financial sustainability of CMMB Kenya's programmes.



Through these initiatives, CMMB Kenya aims to achieve technical excellence, delivering impactful, sustainable, and innovative programmes that meet the needs of the communities it serves.

3. Operational Excellence: CMMB Kenya will implement a comprehensive set of strategic priorities and initiatives focused on strengthening finance, people and culture, administration, and information and ICT systems, to enhance efficiency, accountability, and organisational performance.

a) **Finance Strengthening:** We will devolve the finance reporting system to field offices to improve local accountability and streamline reporting processes. An efficient payment system will be adopted to facilitate timely and accurate transactions. A review of financial policies will be conducted to ensure alignment with best practices and regulatory requirements.

b) **Strengthening People and Culture:** We will automate HR processes to enhance efficiency and minimise manual workload. Staff retention and capacity development programmes will be implemented to nurture talent, enhance skills, and promote long-term commitment. Occupational safety and health measures will be prioritised to ensure a safe workplace. We will conduct assessments of staff welfare, health risks, and wellness to support employee wellbeing and resilience.

c) **Administration Strengthening:** We will automate the procurement and logistical



processes to streamline operations and reduce delays. Tools, processes, and systems will be developed to track and measure operational excellence, ensuring continuous improvement. Procurement will be devolved to regional offices to improve responsiveness and local decision-making. Asset management and vigilance will be strengthened to safeguard resources, and an acquisition and disposal policy will be established to guide responsible resource management.

d) **Strengthen ICT infrastructure:** CMMB Kenya will adopt a cloud-based system for efficient and scalable data storage. An in-country ICT policy will be developed to guide technology use and ensure compliance with local regulations. Systems security and preventive maintenance will be prioritised to protect data and ensure operational continuity. We will implement capacity development initiatives to equip staff with the skills needed to effectively utilise ICT systems.

4. Trusted Partnerships: CMMB Kenya will pursue strategic priorities and initiatives focused on enhancing marketing and visibility, developing strategic alliances, strengthening community engagement, and actively participating in national and global communities of practice.

a) **Marketing and Visibility:** We will showcase our impact and strengthen our reputation by effectively communicating about our projects to highlight achievements and engage stakeholders. We will capture all CMMB Kenya projects across the counties where we operate on our website to ensure transparency and accessibility of information. We will emphasise the CMMB Kenya brand at events, within institutions, and among staff to promote a cohesive and recognisable identity.

b) **Developing Strategic Alliances to Advance Our Mission and Vision:** CMMB Kenya will identify potential partners whose goals align with its objectives. By forging winning alliances, we will build collaborative relationships that enhance our capacity to deliver impactful programmes.

c) **Engaging Community:** To ensure programmes are responsive to local needs, CMMB Kenya will map out areas of implementation with the highest potential for community impact. We will target our efforts where they are needed most to maximise benefits and foster sustainable development.

d) **Engaging in National and Global Communities of Practice to Strengthen Our Influence and Learning:** CMMB Kenya will participate in international and national-level engagements, such as technical working groups (TWGs) and task forces, to contribute to and learn from broader development efforts. We will engage with county governments, community-based organisations (CBOs), and faith-based organisations (FBOs) as long-term local actors to build enduring partnerships that support our mission.

Through these initiatives, CMMB Kenya aims to cultivate trusted partnerships that amplify its impact, enhance its visibility, and foster sustainable collaboration with communities, donors, and global stakeholders.

5. Financial Sustainability: CMMB Kenya will implement strategic priorities and initiatives focused on innovative fundraising approaches, strengthening financial management and accountability systems, and enhancing compliance and risk management to secure long-term financial stability and operational integrity.

a) **Innovative Fundraising:** To diversify and expand our funding base, we will explore alternative funding sources, such as research, training, and partnerships. We will develop a comprehensive fundraising plan to guide our efforts of identifying potential opportunities for growth and expansion to broaden CMMB Kenya's impact and financial resources. Additionally, we will leverage technology and social media to reach new donors and increase online giving, enhancing its ability to attract and retain supporters.

b) **Strengthening the Financial Management and Accountability Systems:** We will conduct a thorough assessment of the current financial management and accountability system to identify areas for improvement. Enhanced policies and procedures will improve financial controls, transparency, and accountability, while strengthened internal financial reporting and analysis will support informed decision-making and optimise resource





allocation. We will train and support staff and partners in financial management best practices to build capacity and ensure consistency. We will also conduct regular audit and review processes to monitor financial performance and maintain accountability.

e) **Enhancing Compliance and Risk Management:** We will develop and operationalise a risk register, systematically identify and manage potential risks. Regular compliance assessments will be conducted to ensure adherence to legal and regulatory requirements. We will train staff in compliance and risk management to foster a culture of accountability. Policies and procedures related to conflict of interest, data protection, and anti-bribery and corruption will be reinforced to uphold ethical standards. We will regularly review and update these policies and procedures will to ensure they remain current and effective in managing compliance and risk.

Through these initiatives, CMMB Kenya aims to achieve financial sustainability by diversifying funding, strengthening financial management, and ensuring robust compliance and risk management practices, positioning the organisation for long-term success and impact.



IMPLEMENTATION OF THE 2023-2027 STRATEGIC PLAN

Operationalisation of the strategic plan will be supported by an implementation plan, a MERL framework, and a resource mobilisation strategy.

The following implementation matrix (Table 3) provides details of activities and sub-activities that will be implemented under each strategic initiative for the successful implementation of the strategic plan. The period for implementing these activities is also indicated

Table 3: Implementation Matrix

Strategic Pillar 1: Local Governance and Leadership							
Strategic Priorities	**Strategic Initiatives/Key activities-**	**Implementation**					**Indicators & Milestone**
		2023	**2024**	**2025**	**2026**	**2027**	
1.1 Establishment of local Board	a) Board and subcommittee members recruitment	✓					- Local Board constituted
	b) Develop board charter	✓					
	c) Develop ToRs and board performance matrix	✓					
	d) Board training and orientation	✓					
1.2 Local registration	a) Define the required registration status	✓					- Local entity registered
	b) Develop constitution and policies	✓					
	c) Register the local entity	✓					
1.3 Change management	a) Organisation capacity assessment	✓					- Organisation capacity assessment completed
	b) Define and develop skills and competencies to deliver the new SP	✓					
	c) Development of compliance and risk management framework	✓					
	d) Organisation structuring in line with the SP pillars	✓					

1.4 Knowledge Management	a) Formulate knowledge management strategy for the organisation	✓					- Knowledge Management Strategy developed - Staff trained on Knowledge management
	b) Staff capacity building on knowledge management	✓					
	c) Documentation of product and services	✓					
1.5 Strategic Communication	a) Develop communication strategy	✓					- Communication strategy developed
	b) Establish and operationalise communication office at high level	✓					
	c) Monitoring and evaluation of the implementation of the communication strategy	✓					

Strategic Pillar2: Technical Excellence

Strategic Priorities	Strategic Initiatives/Key activities	Implementation					Indicators & Milestone
		2023	2024	2025	2026	2027	
2.1 Program strengthening and diversification	a) Coordination	✓	✓	✓	✓	✓	- Staff capacity strengthening conducted
	b) Capacity strengthening	✓	✓	✓	✓	✓	
	c) Cross programme learning	✓	✓	✓	✓	✓	
	d) New programme scoping	✓	✓	✓	✓	✓	
2.2 MERL	a) Operational M&E Unit	✓	✓	✓	✓	✓	- Quality assurance and control plan implemented
	b) Quality assurance and control	✓	✓	✓	✓	✓	
	c) Documentation	✓	✓	✓	✓	✓	
	d) Research	✓	✓	✓	✓	✓	
2.3 Innovations	a) Leverage on technology	✓	✓	✓	✓	✓	

2.4 Program sustainability	a) Advocacy	✓	✓	✓	✓	✓	- Mobilisation of domestic resource - Community engagement
	b) Community engagement	✓	✓	✓	✓	✓	
	c) Domestic resource mobilisation	✓	✓	✓	✓	✓	

Strategic Pillar3: Operational excellence

Strategic Priorities	Strategic Initiatives/Key activities	Implementation					Indicators & Milestone
		2023	2024	2025	2026	2027	
3.1 Finance strengthening	a) Devolve finance reporting system to field offices	✓					- Finance reporting system developed - Finance policies reviewed
	b) Adopt efficient payment system	✓					
	c) Policy review	✓					
3.2 People and culture strengthening	a) Automation of HR processes	✓					- Automation of HR completed - Staff welfare and health risk assessed
	b) Staff retention and capacity development	✓	✓	✓	✓	✓	
	c) Occupation safety and health	✓	✓	✓	✓	✓	
	d) Staff welfare/health risk and wellness assessment	✓	✓	✓	✓	✓	
3.3 Administration strengthening	a) Automation of procurement and logistical processes	✓					- ICT, Acquisition, and Disposal Policies developed
	b) Develop tools processes and systems to track the operational excellence	✓					
	c) Devolve procurement to regional offices	✓					
	d) Asset management and vigilance	✓	✓	✓	✓	✓	
	e) Acquisition and disposal policy	✓					

3.4 ICT strengthening	a) Adapt cloud-based systems for storage						
	b) Adapt in-country ICT policy	✓					
	c) Systems security and preventive maintenance	✓	✓	✓	✓	✓	
	d) Capacity development	✓	✓	✓	✓	✓	

Strategic Pillar 4: Trusted Partnerships

Strategic Priorities	Strategic Initiatives/Key activities	Implementation					Indicators & Milestone
		2023	2024	2025	2026	2027	
4.1 Marketing and visibility	a) Communicating ongoing and completed projects	✓	✓	✓	✓	✓	- Project activities posted on the website - Branding and materials developed and procured
	b) Capture through the website all CMMB projects in the different counties where we work	✓	✓	✓	✓	✓	
	c) Branding during events, institutions, and staff	✓	✓	✓	✓	✓	
4.2 Development of strategic alliances	a) Donor mapping – identifying donors that CMMB can work with to achieve our mission and vision	✓					
	b) Forging winning alliances	✓	✓				
4.3 Community engagement	a) Mapping out areas of implementation with the highest impact on the community	✓					- Active participation in regional, national and international conferences - Engagement of counties, CBOs, and FBOs
4.4 Engagement in national and global community of practice	a) International and national level engagements including TWGs and Task Forces	✓	✓	✓	✓	✓	
	b) Engaging the count govern, CBOs, and FBOs (long-term local actors	✓	✓	✓	✓	✓	

Strategic Pillar 5: Financial Sustainability

Strategic Priorities	Strategic Initiatives/Key activities	Implementation					Indicators & Milestone
		2023	2024	2025	2026	2027	
5.1 Innovative fundraising approaches	a) Alternative funding (research/ trainings/partnerships)	✓	✓	✓	✓	✓	- Fundraising plan developed - Active reporting on social media
	b) Identify potential opportunities for growth and expansion	✓					
	c) Leverage technology and social media to reach new donors and increase online giving	✓	✓	✓	✓	✓	
5.2 Strengthening financial management and accountability system	a) Conduct a thorough assessment of the current financial management and accountability system to identify areas of improvement	✓					- Training of staff and partners in financial management - Annual audit conducted
	b) Enhance implementation of policies and procedures to improve financial controls, transparency and accountability	✓	✓	✓	✓	✓	
	c) Strengthen internal financial reporting and analysis to improve decision-making and resource allocation	✓					
	d) Provide training support to staff and partners on financial management best practices	✓	✓	✓	✓	✓	
	e) Establish a regular audit and review process to monitor financial performance	✓	✓	✓	✓	✓	

Strategic Priorities	Strategic Initiatives/Key activities	Implementation					Indicators & Milestone
		2023	2024	2025	2026	2027	
5.3 Enhanced compliance and risk management	a) Develop and operationalise a risk register	✓	✓	✓	✓	✓	Compliance assessment completed
	b) Conduct regular compliance assessments	✓	✓	✓	✓	✓	
	c) Provide staff training on compliance and risk management	✓	✓	✓	✓	✓	
	d) Reinforce policies and procedures on conflict of interest, data protection, and anti-bribery and corruption	✓	✓	✓	✓	✓	
	e) Regularly review and update policies and procedures to ensure they remain current and effective in managing compliance and risk	✓	✓	✓	✓	✓	

cmmb
Healthier Lives Worldwide

CMMB Kenya
Jumuia Place, Lenana Road | Block B, Ground Floor | Nairobi
Tel: +254710607354

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