

BEYOND ZERO
STRATEGIC PLAN
2023-2027





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Acronyms and Abbreviations

AIDS	Acquired Immunodeficiency Syndrome
ANC	Antenatal Care
ART	Antiretroviral Therapy
BETA	Bottom-up Economic Transformation Agenda
CBOs	Community-Based Organizations
CHV	Community Health Volunteers
EMPOWER	Enabling and Motivating Partnerships Owned by Women who Engage and Reclaim their lives
eMTCT	Elimination of Mother-to-Child Transmission of HIV, Syphilis and Hepatitis B
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
HIV	Human Immunodeficiency Virus
KDHS	Kenya Demographic and Health Survey
KMTC	Kenya Medical Training College
MNH	Maternal and Neonatal Health
NCPWD	National Council for Persons with Disability
NHIF	National Health Insurance Fund
OAFIAD	Organization of African First Ladies for Development
SDGs	Sustainable Development Goals
UHC	Universal Health Care
WHO	World Health Organization



Foreword



In 2013, Beyond Zero took on an ambitious challenge to deliver on the promise that “*no woman shall die while giving life*”. A decade later, this clarion call continues to be my mission of hope. It was a bold statement that required innovation, resources and partnerships, to provide solutions and solve some of the most difficult problems imaginable in maternal and child health. Now a decade later, we have learnt much; we have gained knowledge from

shared experiences, we have gathered information through analysis of data from different sources and harnessed the views of beneficiaries, our partners and stakeholders.

The Beyond Zero journey has taught us that we could not hope to do this on our own. The diversity of partners we have worked with is a true testament to the incredible work and commitment we have

experienced. The partnerships Beyond Zero has built at home and abroad is defined and remains one of my greatest joys.

We will continue to embrace new ideas and innovation, and learn from each other in order to apply local and sustainable solutions to avert the risks our women and children face.

The past two Beyond Zero Strategic Frameworks on *HIV Control and Promotion of Maternal and Child Health 2013–2017*; and *Promotion of Healthy lives and Well-being of Women, Children, and Adolescents 2018–2022*, have provided time for reflection and context for evolving priorities as the world continues to grapple with new challenges. This third Strategy outlines our future work, deepens the advances we have made, and is decisively shaped by the lessons its predecessors taught us.

This Strategic Plan is anchored on our vision “ZERO preventable deaths of mothers and children in Kenya” which integrates the Sustainable Development Goals and Vision 2030, Kenya’s developmental blueprint specifically health, under its social pillar.

The strategy will prioritize six focus areas, namely: *Maternal and Newborn*

Care; Elimination of Mother-to-Child Transmission of HIV, Syphilis and Hepatitis B, Obstetric Fistula; Breast and Cervical Cancer and Gender-Based Violence. Each one is important; and neither will take precedence over the other as they are mutually complementary and, therefore, must be implemented concurrently.

We will continue to co-create responsive strategies and new ways of collectively delivering on our promise through advocacy and strengthening primary healthcare systems. I remain optimistic that through our collaboration and joint action, we shall continue to keep alive Beyond Zero’s motto “*Inspiring action. Changing lives*”.

Margaret Kenyatta, EGH

**Founder and Patron Beyond Zero,
and Former First Lady of Kenya**

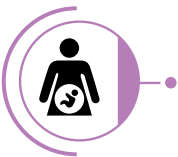


*Our vision
is anchored
on zero
preventable
deaths of
mothers and
children in
Kenya.*

Executive Summary

Beyond Zero’s 2023-2027 Strategic Plan draws upon the Initiative’s decade of experience in catalyzing action for equitable provision and access to healthcare services, building strategic partnerships and convening multi-disciplinary stakeholders for results. This Strategic Plan leverages on the comprehensive analysis of lessons learned, stakeholder consultations and achievements, including the Initiative’s contribution to transformational advancement in maternal, child, and newborn health in Kenya.

This Strategic Plan focuses on the promotion of the health and wellness of women and girls. It is premised on the understanding that preventable deaths of women, girls and newborns can be averted through key multisectoral collaborative interventions. For the next five years, the Plan will prioritize:



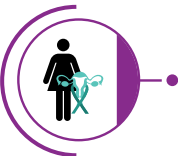
Maternal Care – promoting quality maternal care to ensure better health outcomes for mother and child, addressing antenatal care, and skilled delivery.



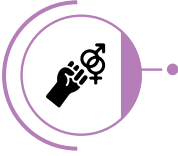
Newborn Care – targeting community sensitization, as well as improved infrastructural and human resources capacity to contribute towards the reduction in neonatal deaths.



Elimination of Mother-to-Child Transmission of HIV, Syphilis and Hepatitis B – raising the profile of eMTCT and promoting optimization of HIV care in women in the childbearing age bracket of 15-49 years through timely identification, linkage, and retention to care.



Obstetric Fistula – raising awareness on obstetric fistula, prevention, and partnerships to promote repair and reintegration of women.





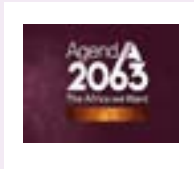
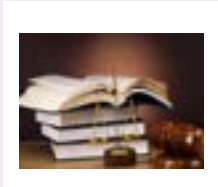

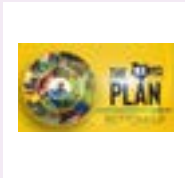


Gender-Based Violence (GBV) – focusing on strengthening the country’s response to GBV through community-based engagements and monitoring.



Breast and Cervical Cancer – enhancing capacity for prevention and early detection for better health outcomes.

These focus areas are inspired by global, regional and national strategies and commitments.

<p>SUSTAINABLE DEVELOPMENT GOAL 3</p>  <p>To ensure healthy lives and promote well-being for all at all ages</p>	 <p>SUSTAINABLE DEVELOPMENT GOAL 5</p>  <p>To achieve gender equality and empower all women and girls</p>	<p>GENERATION EQUALITY FORUM</p>  <p>To ensure that the bold ambitions of the 1995 Beijing Plaform for Action on women's rights are finally implemented, and that the SDGs are achieved</p>
<p>CARMMA</p>  <p>To trigger concerted and increased action towards improving maternal and newborn health and survival across the African continent</p>	<p>AFRICA AGENDA 2063</p>  <p>Africa's development blueprint to achieve inclusive and sustainable socio-economic development over a 50-year period</p>	<p>MAPUTO PROTOCOL</p>  <p>The Protocol guarantees extensive rights to African women and girls and includes progressive provisions on harmful traditional practices</p>
<p>THE CONSTITUTION OF KENYA, 2010</p>  <p>It enshrines equality in law and the establishment of key institutions to promote and protect minorities particularly women</p>	<p>KENYA VISION 2030</p>  <p>A Kenyan development program, aiming to raise the average standard of living in Kenya to middle income by 2030</p>	<p>BOTTOM-UP ECONOMIC TRANSFORMATION AGENDA (BETA)</p>  <p>The manifesto of Kenya Kwanza administration that is geared towards economic turnaround and inclusive growth</p>

Beyond Zero will implement the Strategic Plan through the following;



Advocacy

The Initiative will continue to advocate for improved health outcomes for women and girls and apply evidence-based approaches to transform communities. Under this program, Beyond Zero will focus on:

- **Policy advocacy to influence practice** - promote enforcement of policies and laws to protect the rights of women and girls.
- **Research** - work with universities and think tanks to generate new knowledge and ideas for sustainable and inclusive solutions.

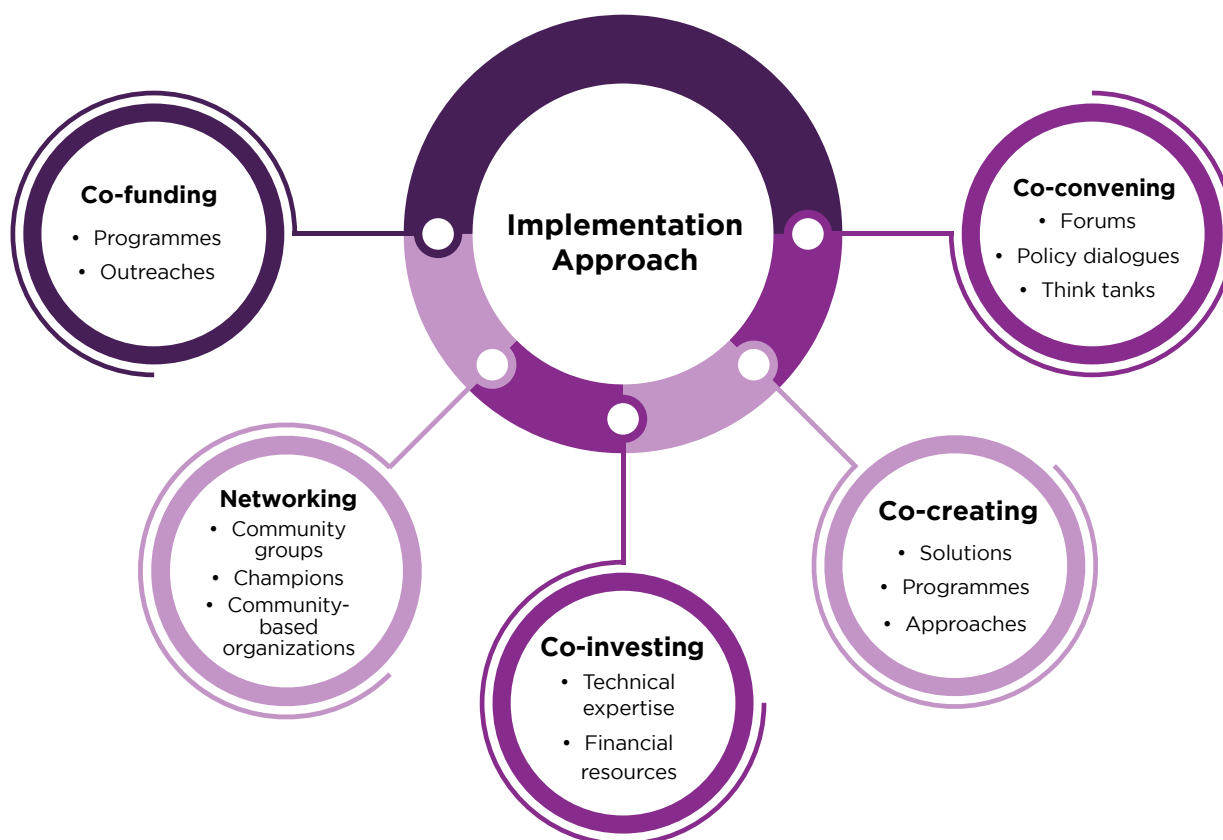


Strengthening primary healthcare systems

The Initiative will sustain its approach of complementing existing Government efforts towards attaining Universal Health Care by reducing barriers to access and bringing services closer to the most vulnerable through medical safaris and supporting the County Mobile Clinics. Under this program, Beyond Zero will focus on:

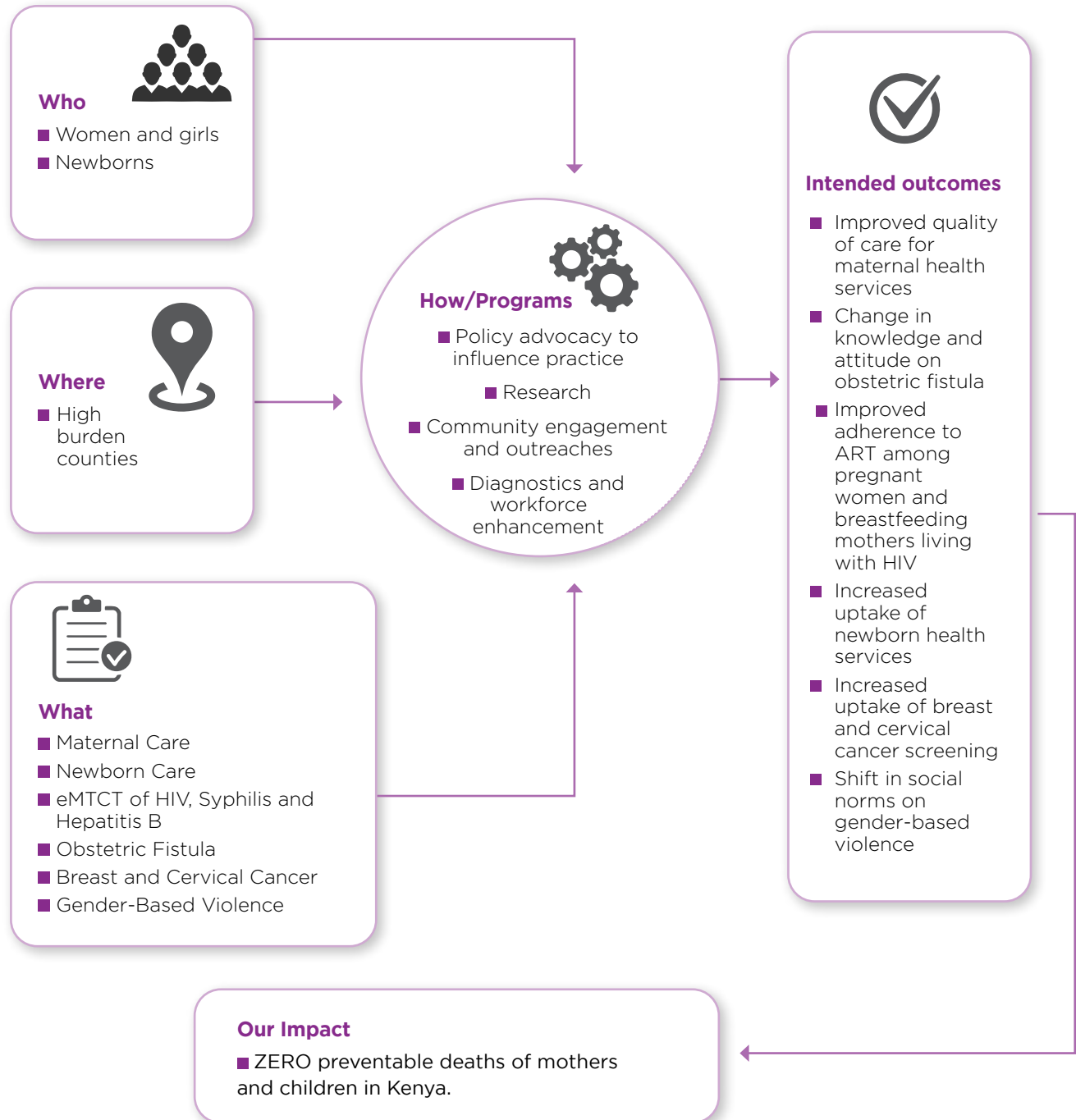
- **Community engagement and outreaches** - communities will benefit from health education information to make better-informed decisions and adopt positive health-seeking behavior for good health and wellness.
- **Diagnostics and workforce enhancement** - health facilities will benefit from skills training, knowledge transfer and appropriate technology to better respond to delivering healthcare.

To effectively achieve our mission, Beyond Zero will continue to apply lessons and experience for impact through our partnership model. We will work collaboratively with like-minded partners, support networks to scale up where we can make the greatest contribution and implement specific programmes to drive positive change.





Theory of Change



1

Introduction



Background

Beyond Zero is an advocacy platform that works to inspire action and change the lives of mothers and children through catalyzing action, promoting policy dialogue, and mobilization of resources through partnerships. The Initiative inspired political leaders, partners, and communities to prioritize preventive and inclusive approaches to healthcare.



The idea of Beyond Zero was conceived in June 2013 when Margaret Kenyatta committed to heighten advocacy efforts aimed at reducing preventable maternal and child deaths, as well as elimination of mother-to-child transmission of HIV (eMTCT) and Syphilis. This defining moment was during her inaugural participation as the fourth First Lady of the Republic of Kenya at the Organization of African First Ladies for Development (OAFLAD) conference. In January 2014, the Beyond Zero Campaign was launched with Her Excellency Margaret Kenyatta as its founder and patron. Beyond Zero's ambitious mission was to give every pregnant woman and her unborn child the hope of living and saving children from new HIV infection.

The inaugural Strategic Framework (2013-2017) focused on **HIV Control and Promotion of Maternal and Child Health**, which aimed to tackle the high numbers of maternal and child deaths. The second Strategic Framework (2018-2022) was reoriented to prioritize the **Promotion of Healthy Lives and Well-being of Women, Children, and Adolescents**. It had a clear focus on the principle of “leave no one behind” and adopted a lifecycle approach.

Beyond Zero Achievements

Beyond Zero adopted a campaign-style approach to heighten awareness and sustain momentum on maternal, child and newborn health. This resulted in strengthened alliances, policy influence, increased access to health services and mobilization of communities for positive shifts in cultural norms.

a) Enhanced profile and increased access to maternal, child and newborn health

High-level championship of maternal-related morbidities, such as Obstetric Fistula, gained national traction through:

- The “National Strategic Framework on Female Genital Fistula; Towards a Free Fistula Nation” that guides the integration of surgical repairs into routine services and accompanying documents: “Female Genital Fistula Training Manual for Health Workers”; National Female Genital Fistula Training Manual for Community Health Volunteers (CHV); and Female Genital Fistula CHV training participant guide.
- Inclusion of surgical fistula repair within National Health Insurance Fund (NHIF).

Advocated for increased inclusion of children with disabilities for equal access to health care services through:

- Progressive and incremental assessment and enrolment of children with disabilities in partnership with the National Council of Persons with Disabilities (NCPWD).
- Inclusion of disaggregated data capturing different disabilities in the Kenya Population Census 2019.

Influenced investments for cervical cancer prevention and treatment through:

- Inclusion of chemotherapy and radiology as a benefit package for cervical cancer within NHIF.
- Development of a national advocacy guide for the elimination of cervical cancer to train community champions in partnership with the National Cancer Control Program.



Influenced resource allocation for maternity services, treatment of cervical cancer and surgical repair for obstetric fistula within National Health Insurance Fund

Contributed to Kenya's commitment to the World Health Organization (WHO) validation path of <5% HIV transmission from mother to child through:

- Advocating and mobilizing counties and partners to develop county-specific elimination of mother-to-child transmission of HIV and syphilis business plans.
- Advocacy for partners' commitments to re-energize and fast-track the pathway to elimination.



***At least 36
Beyond Zero
mobile clinics are
accredited by
National Health
Insurance Fund to
increase uptake of
maternity services***



b) Convened stakeholders for strengthened alliances and results

Mobilized actions towards the clarion call of “no woman should die while giving life” at international, regional, national, and county levels.

- Beyond Zero used an innovative strategy – First Lady’s Half Marathon later rebranded Beyond Zero Half Marathon to raise awareness of maternal and child health challenges.
- Galvanized Kenyans and local philanthropists to promote maternal health, catalyzed resources for maternal, newborn and child health, and purchased mobile clinics to promote the uptake of services.

Responsive community outreach models.

- Beyond Zero pioneered the “Medical Safaris”, a replicable partnership model for outreaches.
- The Medical Safaris were utilized as advocacy platforms for antenatal care, delivery by a skilled health worker, enrolment to Linda Mama, eMTCT, early and regular cervical cancer screening, registration of children with disabilities, and ending of obstetric fistula.
- The Medical Safaris created demand for specialized health services through mass mobilization and advocacy.
- The Beyond Zero mobile clinics donated to 47 counties across Kenya have sustained outreach services at the county level.

Convened private and public sectors to respond to health systems strengthening towards ending preventable deaths for mothers and children.

- Advocated for pulling together domestic resources and investment in primary health care through joint private-public partnerships to attain health-related SDG goals.
- Provided scholarships for enrolled community health nursing certificate to beneficiaries drawn from Arid and Semi-Arid Lands Counties to bridge the gap in human resources for health.
- Sensitized healthcare workers on fistula screening and surgical management care using the Ministry of Health’s “Female Genital Fistula Training Manual for Health Workers”.
- Provided medical supplies and equipment for timely access to correct diagnosis.
- Designed a replicable award system for nurses as frontline workers in delivering universal health coverage and primary healthcare.
- Cascaded and built a movement by influencing the establishment of EMPOWER (Enabling and Motivating Partnerships Owned by Women who Engage and Reclaim their Lives Clinics).



Beyond Zero modeled a public-private partnership to scale up investment to transform the health sector

c) Mobilized communities for positive shifts in norms

“Beyond Zero” utilized its multiple communication platforms to advocate health awareness messages on improving health outcomes.

- Promoted awareness of free fistula screening and treatment through social media messages and fliers.
- Beyond Zero Enrolled Nurses program was featured on national television media during the graduation ceremony of Kenya Medical Training College (April 2021) and MyGov.
- Designed and produced a mini-documentary containing advocacy messages shared at high-level engagements and on social media.

Simulated social dialogues and action for the abandonment of harmful practices, such as Female Genital Mutilation (FGM) and child marriage.

- Developed and disseminated feature stories for sustained health awareness messages through multiple communications platforms.

317 ‘Beyond Zero’ sponsored nurses graduate from KMTTC as first phase of programme ends

By IPSCU

The Kenya Medical Training College (KMTTC) held its 69th graduation, a virtual ceremony, whereby 7,509 graduates were awarded diplomas and certificates.

Among the graduates were 317 Beyond Zero Scholarship beneficiaries who were awarded certificates in Enrolled Community Health Nursing.

The graduation of the sponsored nurses concludes the first phase of the Beyond Zero Scholarship Programme funded by the World Bank that benefitted 1,200 students from vulnerable and marginalized communities across the country.

Roche, a Swiss multinational healthcare company, funded the second phase of the scholarship programme that fully sponsored 124 beneficiaries who reported to various KMTTCs in January this year.

Speaking at the graduation last week, KMTTC Chairman Prof Philip Kalinda said:



29-year old Isacko Godana, an enrolled community health nurse at Boji Dispensary in Malkona, Marsabit County, carries out manyatta outreach in Boji village of North Horr sub-county.

nurses through the World Bank.
“Our partners included Beyond Zero headed by Her Excellency the P

Sh 1.2 billion to support learning for our students and we are very appreciative of this,” Prof Kalinda said.

especially reproductive, maternal, newborn, child and adolescent health.

primary in Boji village on the edge of Chalbi desert in Malkona ward of North Horr Sub County, Marsabit County.

While living conditions in most marginalized areas are generally difficult, life is even harder in the dry Boji.

Apart from the daily struggles occasioned by lack of water and pasture for livestock and the perennial scarcity of food facing the predominantly pastoralist Gabra community, this village also has to contend with other unique life-threatening challenges, top among them poisonous snakes and scorpion bites.

These are some of the common ailments that Godana has to deal with, in addition to his core role of promoting maternal and child health.

“I am grateful that the specialized training I received at KMTTC through the Beyond Zero Scholarship Programme has enabled me to first and

Godana’s fellow Beyond Zero Scholarship beneficiaries are posted in various health facilities in the vast Marsabit County. One of them, 25-year-old Nardos Malicha Dada, works at the newly launched Empower Cancer Clinic at the Marsabit Referral Hospital.

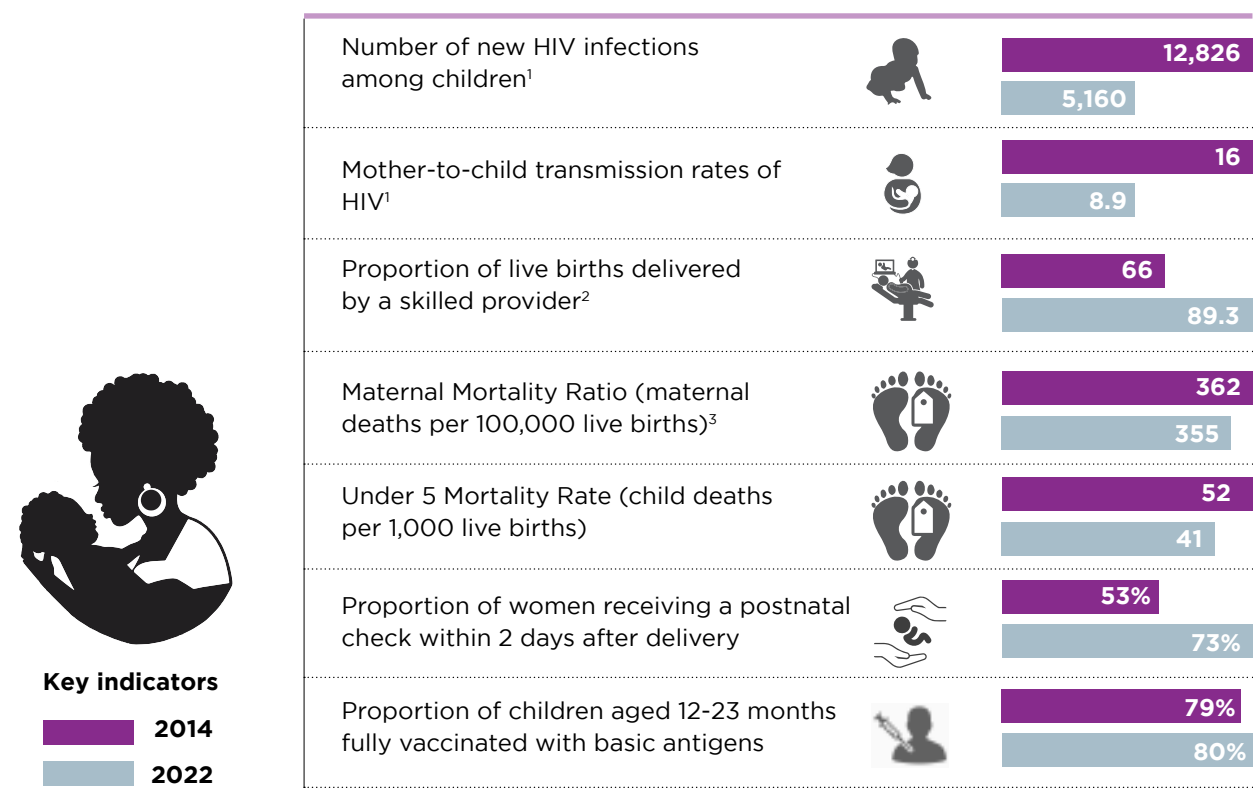
The establishment of the Empower Clinics that promote prevention, screening, early diagnosis and timely treatment of cancer in the counties is an initiative of the County First Ladies Association in partnership with Roche, International Cancer Institute, Women4Cancer and Africa Cancer Foundation.

Dada is grateful that the Beyond Zero Scholarship Programme enabled her to overcome the financial challenges that were preventing her from pursuing her dream of becoming a nurse.

“I had always dreamt of becoming a nurse since I completed my secondary education. The problem was college fees. When I had lost all hope of ever joining KMTTC, Beyond Zero came to my aid. I got a full scholarship and



d) Impact Level 2014 and 2022



¹ World AIDS Day Progress Report 2022, National Syndemic Diseases Control Council

² KDHS 2014 & 2022

³ <https://kenya.unfpa.org/en/topics/maternal-health-16>



First, First Lady globally to pioneer running marathons for a cause. The choice and commitment to run marathons “I will run” shows that passion, despite strain and effort, can bring positive change.



The replication of the Beyond Zero model of private and public engagement resulting in the ideation of the United Nations sustainable development goals partnership platform in Kenya.



Through her leadership, she rallied the country in raising attention to the needs of women, children and people living with HIV.



Influenced the establishment of the Governors Spouses’ caucus - County First Ladies Association.



For the first time, scaled-up partnerships between the private and public sectors to respond to a national challenge of ending preventable deaths of mothers and children.



Triggered an expanded infrastructure and staffing at County level for delivery and provision of free maternity program.



Modelled a home-grown resource solution for health by bringing in the private sector to participate and engage in strengthening the health systems.



She has been recognized for her exemplary leadership, and a Gender and Social Development Institute has been established in her name at the Kenya School of Government.



Within the Executive Office of the President, the Office of the First Lady was recognized as best performing department, 2019.

Accomplishments of the Patron and Founder of Beyond Zero (2014-2022)

Marsabit County Government has two Beyond Zero mobile clinics. The first mobile clinic was donated on 3rd November 2014. Her Excellency Margaret Kenyatta acknowledged the geographical vastness of Marsabit County and the challenges encountered by mothers by donating another Beyond Zero mobile vehicle. One of the mobile clinics serves Laïsamis and North Horr Sub-Counties, while the other serves Saku and Moyale Sub-Counties. Outreach activities are conducted under the direct supervision of the sub-county health management teams. They identify the critical sites that require outreaches and plan for outreaches depending on need, distance to the nearest health facilities or where the communities have settled, and near water points.

We have 16 outreach sites, 4 in each sub-county. Health facilities are far and wide apart, and the only solution to bring health services closer to the communities is through the outreaches. On any one visit there will be many health activities going on that include antenatal care, specialized care like mobile ultrasound where a risk pregnancy can be detected and referred early, immunization, growth monitoring, health education, treatment of minor ailments such as diarrhea, upper respiratory tract infection and dispensing of drugs. It's a comprehensive and multi-departmental approach, which ensures maximum use of outreaches. Marsabit

Dr. Wolde Jama, Former County Executive Committee Member (Health), Marsabit County



County needs outreaches because it is vast, and the communities are predominantly pastoralists. They move and leave behind the static health facilities. The outreaches are the best way to go. Without that, we wouldn't have achieved the indicators that we have now of reduced maternal mortality, improved immunization coverage, and improved ANC visits. We are grateful to Her Excellency for donating two mobile clinics, given the vastness of the County.

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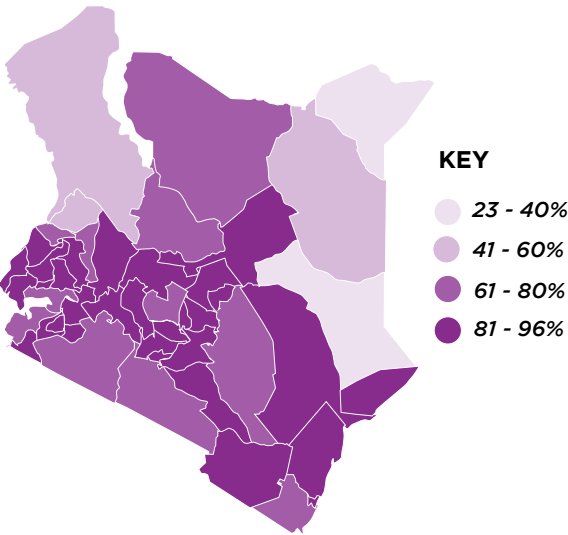
Current Status





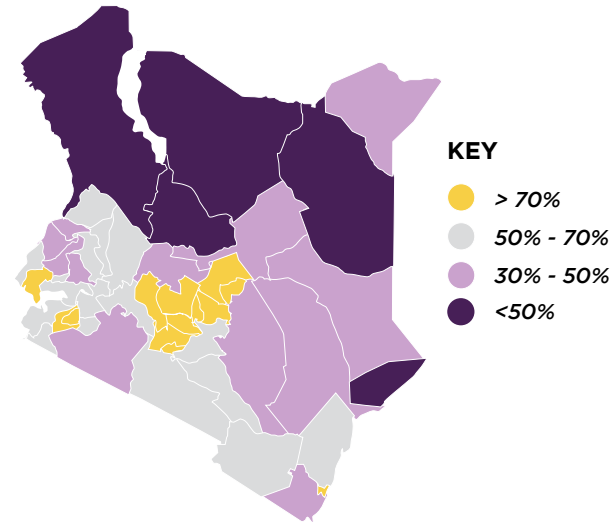
a) Maternal Care

Delivery by a skilled provider by county (2022)



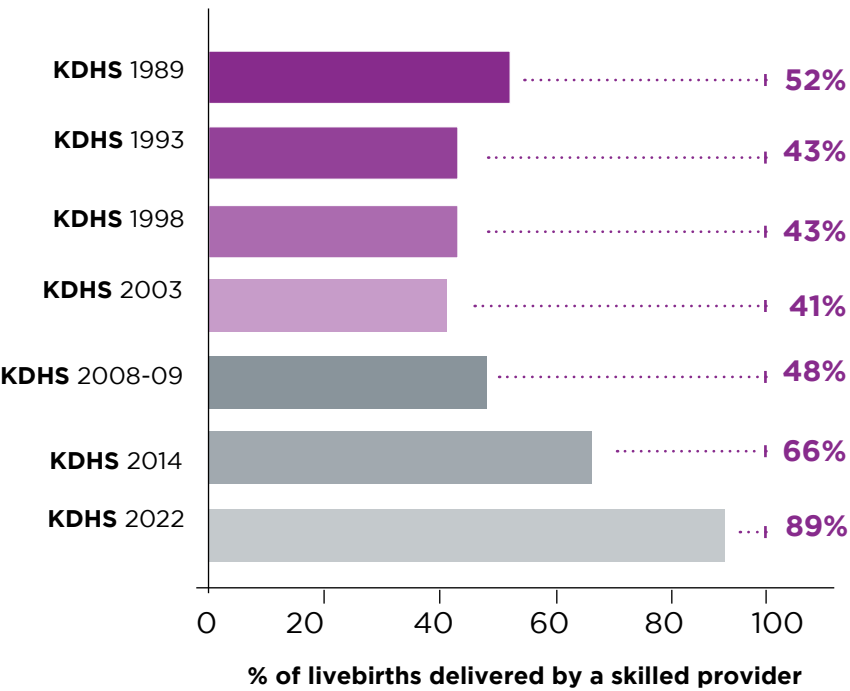
Source: KDHS 2022

Delivery by a skilled provider by county (2014)



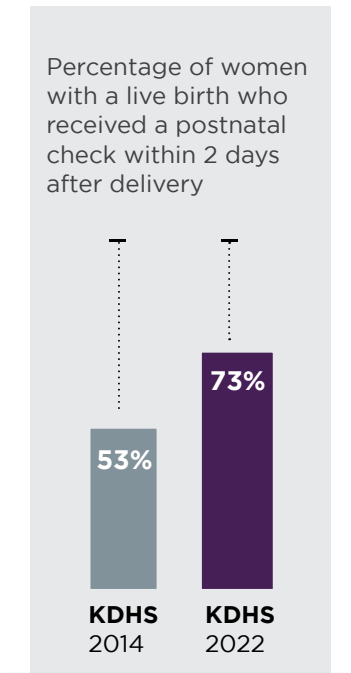
Source: KDHS 2014

Trends in delivery assistance (1989 - 2022)



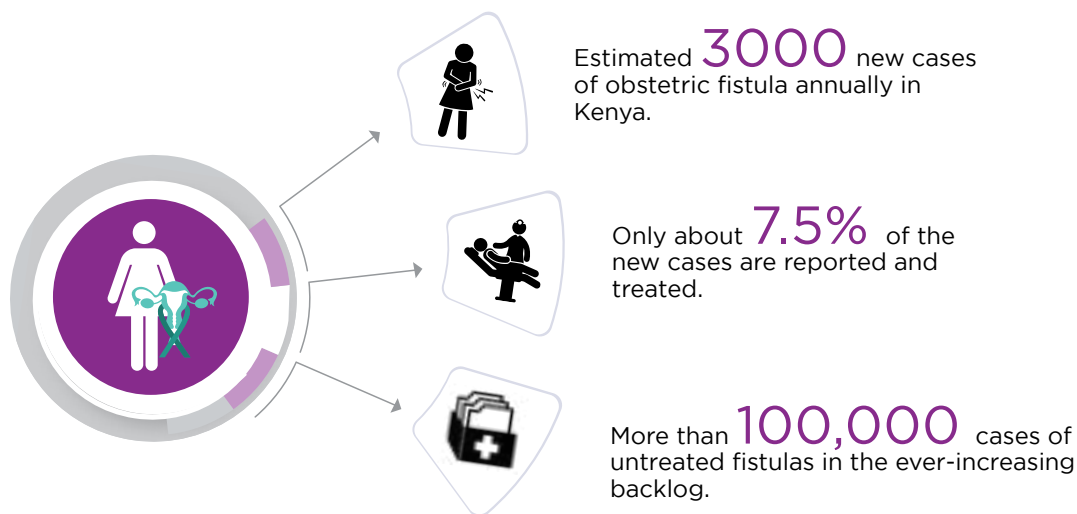
Source: KDHS 2022

Postnatal Care



Source: KDHS 2022

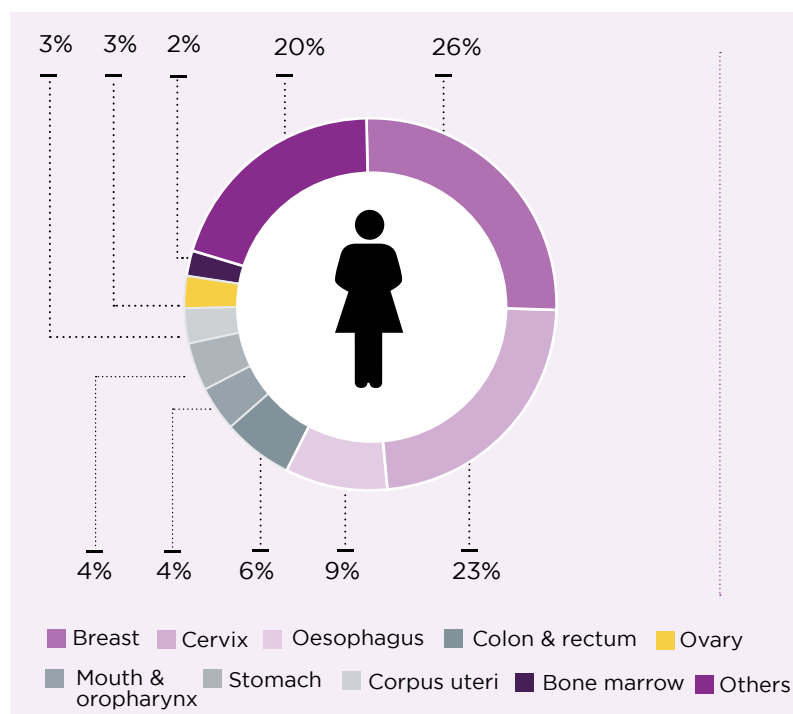
b) Obstetric Fistula



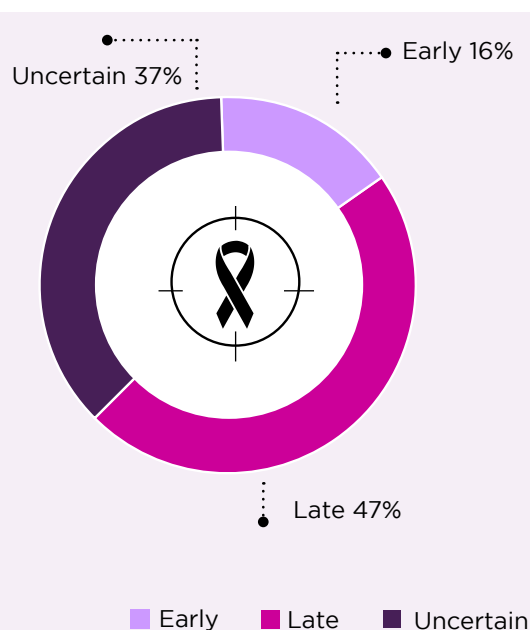
Source: UNFPA

c) Breast and Cervical Cancer

Distribution of cancer among women all ages



Stages of cancer detection among women



Source: Status of Cancer in Kenya Report (2022), National Cancer Institute-Kenya

d) Gender-Based Violence

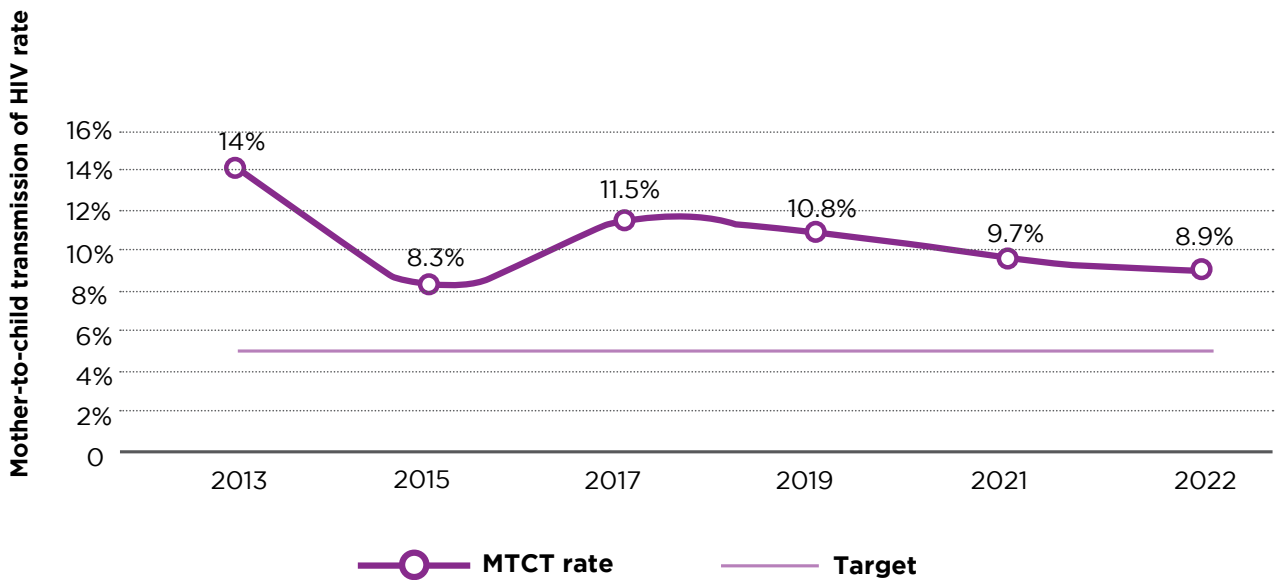


Form of violence against women	KDHS 2014	KDHS 2022
Prevalence of physical violence	20%	16%
Prevalence of sexual violence	13%	7%
Female Genital Mutilation	21%	15%

Source: Kenya Demographic Health Survey 2014 & 2022

e) Newborn Care

eMTCT Trends 2013-2022



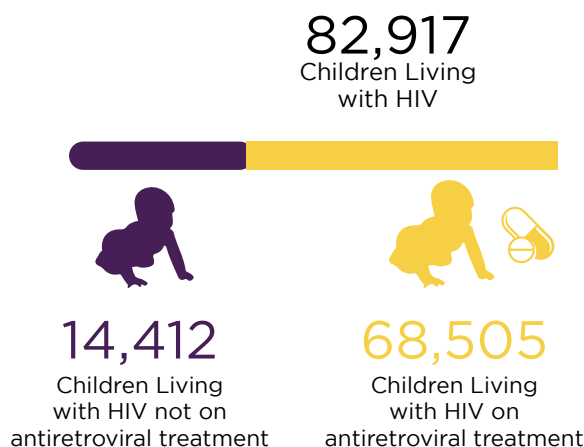
Transmission rates

Interruption of ART during pregnancy and breastfeeding contributes to **64.13%** of all new HIV infections among children aged 0-14 years

5,160 New HIV infections among children

Source: World AIDS Day Progress Report 2022, National Syndemic Diseases Control Council

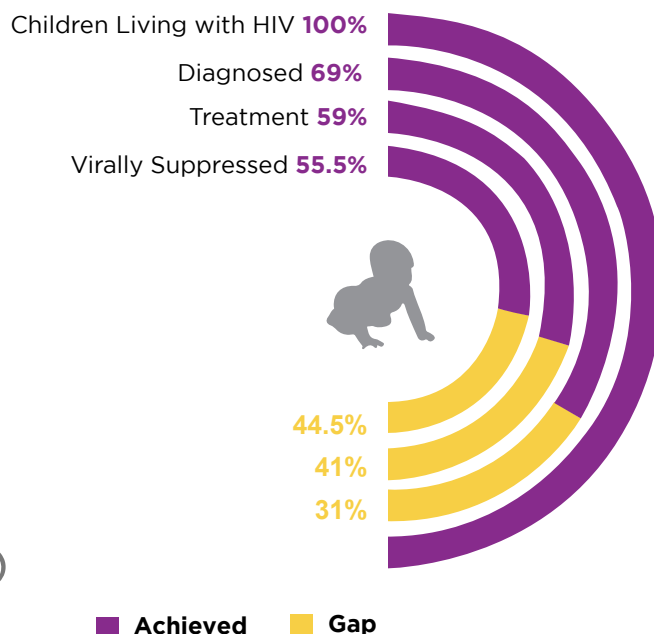
Access to HIV treatment for children



► Access to HIV treatment for children remains a challenge. In 2021, about 3,138 children aged 0-14 died from AIDS-related deaths. Majority (60%) of these children are below 5 years.

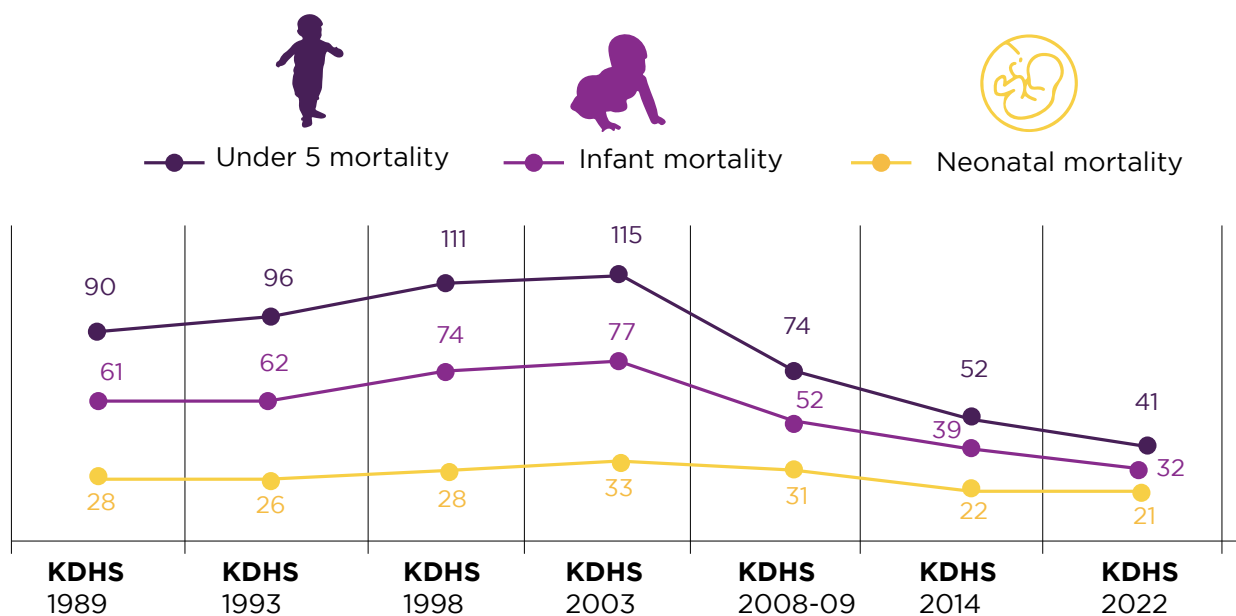


Children 95-95-95 Cascade



Source: World AIDS Day Progress Report 2022, national Syndemic Diseases Control Council

Trends in early childhood mortality rates



Source: KDHS 2022

3

The Strategic Plan 2023-2027



Vision, Mission, Principles and Focus Areas

Our Vision

ZERO preventable deaths of mothers and children in Kenya.

Our Mission

To inspire action and change the lives of mothers and children through policy dialogue, public education, partnerships, and collaboration.

Our Guiding Principles



Catalytic - We engage with communities and partners to trigger positive change.



Dignity - We believe in interventions that make people feel respected and cared for.



Integrity - We value and promote transparency and accountability in all our work.



Social Equity - We work to promote fairness, impartiality, and justice for all.



Sustainability - We engage with stakeholders and communities to participate effectively in identifying and co-creating feasible solutions that drive lasting change.

Focus Areas

This Strategic Plan will prioritize six focus areas.

- **Maternal Care**
- **Obstetric Fistula**
- **Newborn Care**
- **Elimination of Mother-to-Child Transmission of HIV, Syphilis and Hepatitis B**
- **Breast and Cervical Cancer**
- **Gender-Based Violence**

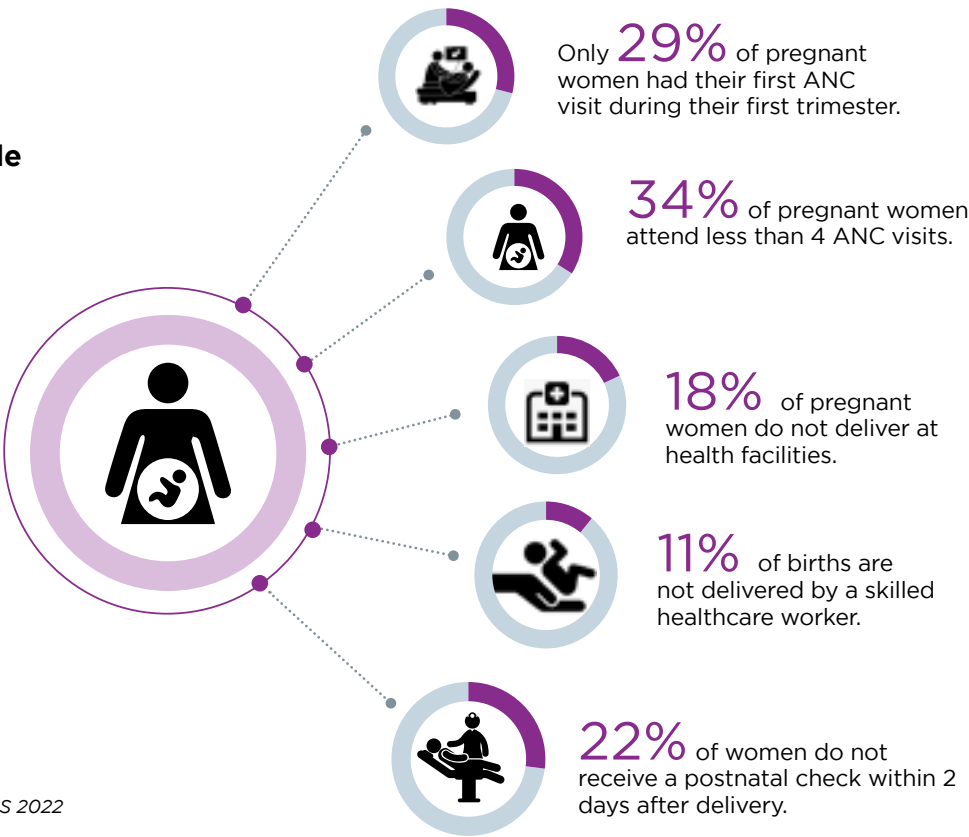




Maternal Care

While noting that progress has been made in maternal care, interventions under this focus area will emphasize on promoting quality maternal care. These interventions aims to ensure better health outcomes for mother and child, addressing antenatal care and skilled delivery.

Rationale



Source: KDHS 2022

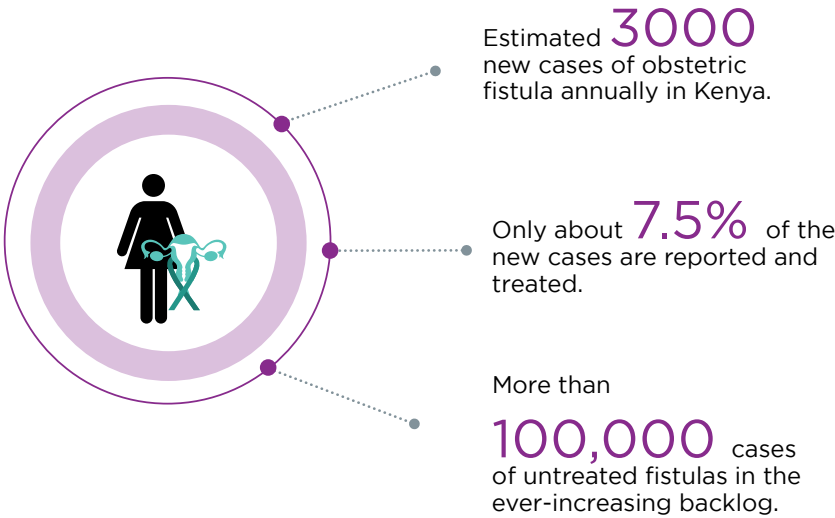
Strategic Objectives	Strategic Interventions	Outcomes
To promote access to quality maternal care	<ul style="list-style-type: none"> Advocate for midwifery training and practice to improve community-based maternal and newborn care. Advocate for comprehensive pre-service training on Maternal and Neonatal Health (MNH) to improve the quality of training. Advocate for community-based MNH approaches to improve community-based care. Support investment in quality maternal care to improve service delivery and care. Support strategies to increase demand for maternal health services. 	Improved quality of care for maternal health services



Obstetric Fistula

Low awareness of obstetric fistula, high rates of stigma, and misconceptions hinder women’s ability to access treatment. This intervention will focus on raising awareness of obstetric fistula, prevention, repair and reintegration of women.

Rationale



Source: UNFPA

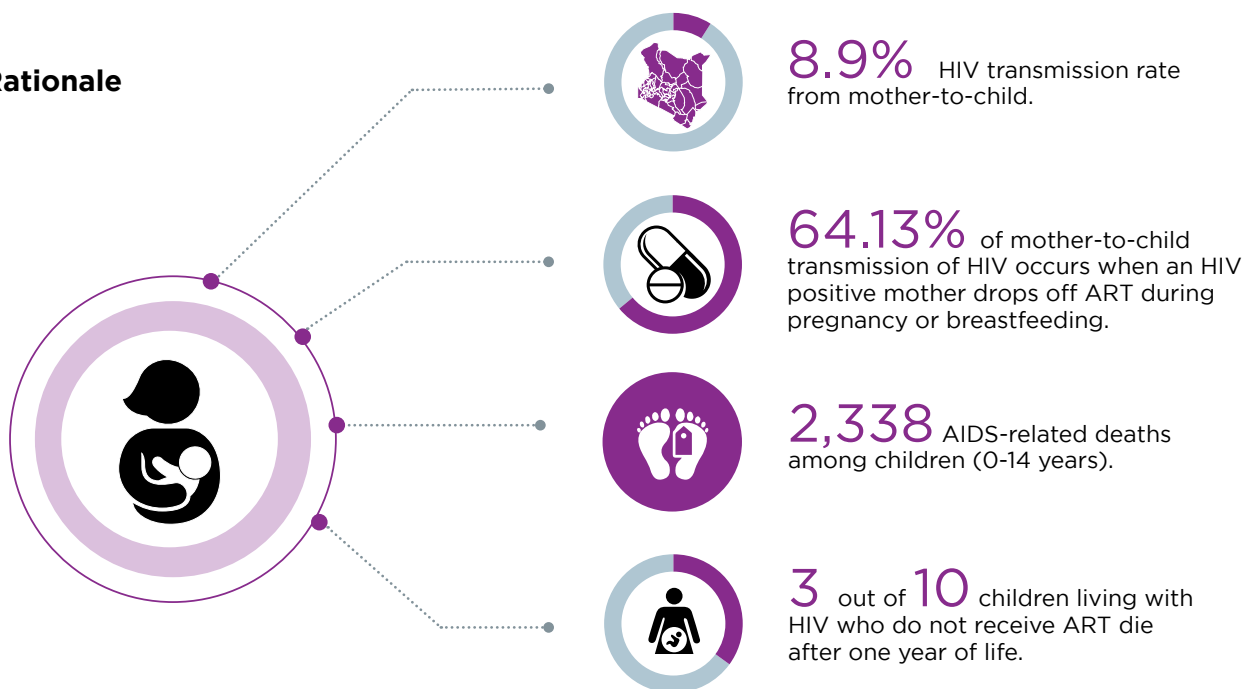
Strategic Objectives	Strategic Interventions	Outcomes
To create awareness of prevention, repair and reintegration of women with obstetric fistula	<ul style="list-style-type: none">• Raise awareness of obstetric fistula prevention, causes, symptoms and treatment availability within communities.• Support capacity enhancement of healthcare workers on fistula management.• Promote reintegration of women with obstetric fistula back to the communities.	Change in knowledge and attitudes on obstetric fistula



Elimination of Mother-to-Child Transmission of HIV, Syphilis and Hepatitis B

To contribute towards ending AIDS in children by 2030, interventions will focus on raising the profile of eMTCT and promoting optimization of HIV care among women of reproductive health age (15-49) years through timely identification, linkage, and retention to care.

Rationale



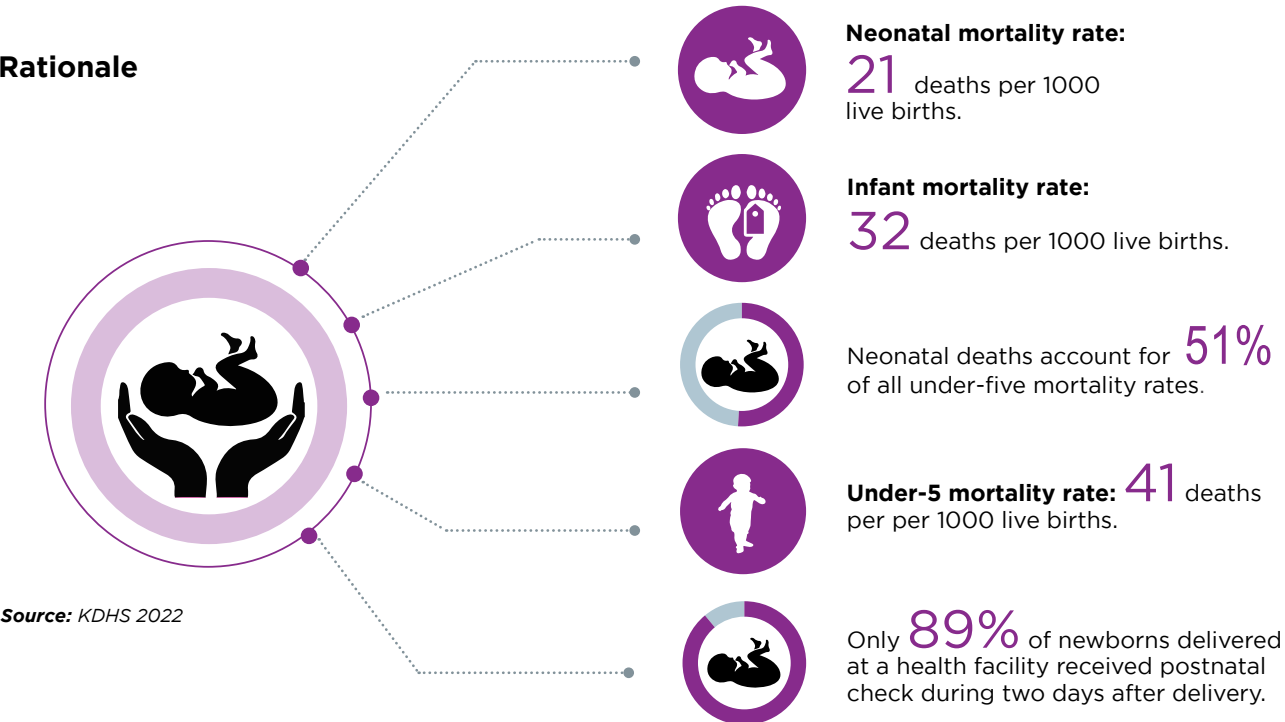
Source: World AIDS Day Progress Report 2022, National Syndemic Diseases Control Council

Strategic Objectives	Strategic Interventions	Outcomes
To advocate for the triple elimination of mother-to-child transmission of HIV, Syphilis and Hepatitis B	<ul style="list-style-type: none">Advocate for psychosocial support programs for treatment adherence.Advocate for pediatric-focused HIV research to improve treatment outcomes for children.Advocate for dissemination of accurate information on HIV/AIDs, Syphilis and Hepatitis B.Advocate for budget allocations to bolster HIV/AIDs, Syphilis and Hepatitis B treatment for mothers and children.	Improved adherence to ART among pregnant women and breastfeeding mothers living with HIV



Newborn Care

Common causes of neonatal mortality include pre-term birth complications, intrapartum growth restrictions, infections such as tetanus, low birth weight, congenital malformations, and neonatal sepsis, among other factors. Kenya has recorded slow progress in the decline in childhood mortality rates. Interventions will largely target community sensitization, as well as improved infrastructural and human resources capacity to contribute to the reduction in neonatal deaths.

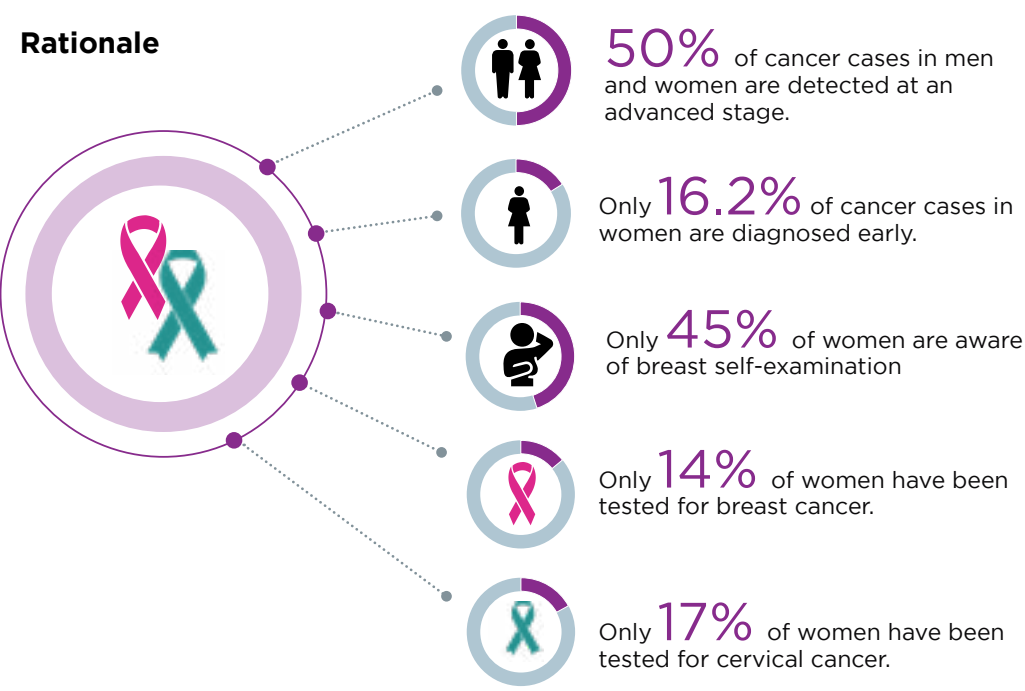


Strategic Objectives	Strategic Interventions	Outcomes
To promote access to quality neonatal health services	<ul style="list-style-type: none"> Advocate for the wide dissemination of community-based intervention packages to prevent neo-natal mortality, e.g., basic post-natal; preventive essential newborn care including warmth, immediate skin-to-skin, early breastfeeding, umbilical cord, eye care, vitamin K administration, and immunization; breastfeeding counselling; management and referral of sick newborns. Promote the development of community-based intervention aids to improve community-based care. Support the training of community champions to promote exclusive breastfeeding, thermal protection, infection prevention, care of a small baby, recognition of problems, illness and timely care-seeking, routine care visits, and birth registration. 	Increased uptake of newborn health services



Breast and Cervical Cancer

The huge burden of cancer is compounded by a severely limited capacity for diagnosis, low awareness and uptake of cancer screening, and delays in seeking health services. These factors contribute to late-stage diagnosis and poor treatment outcomes. Interventions will focus on enhancing the capacity for prevention and early detection for better health outcomes.



Source: Status of Cancer in Kenya Report (2022). National Cancer Institute-Kenya

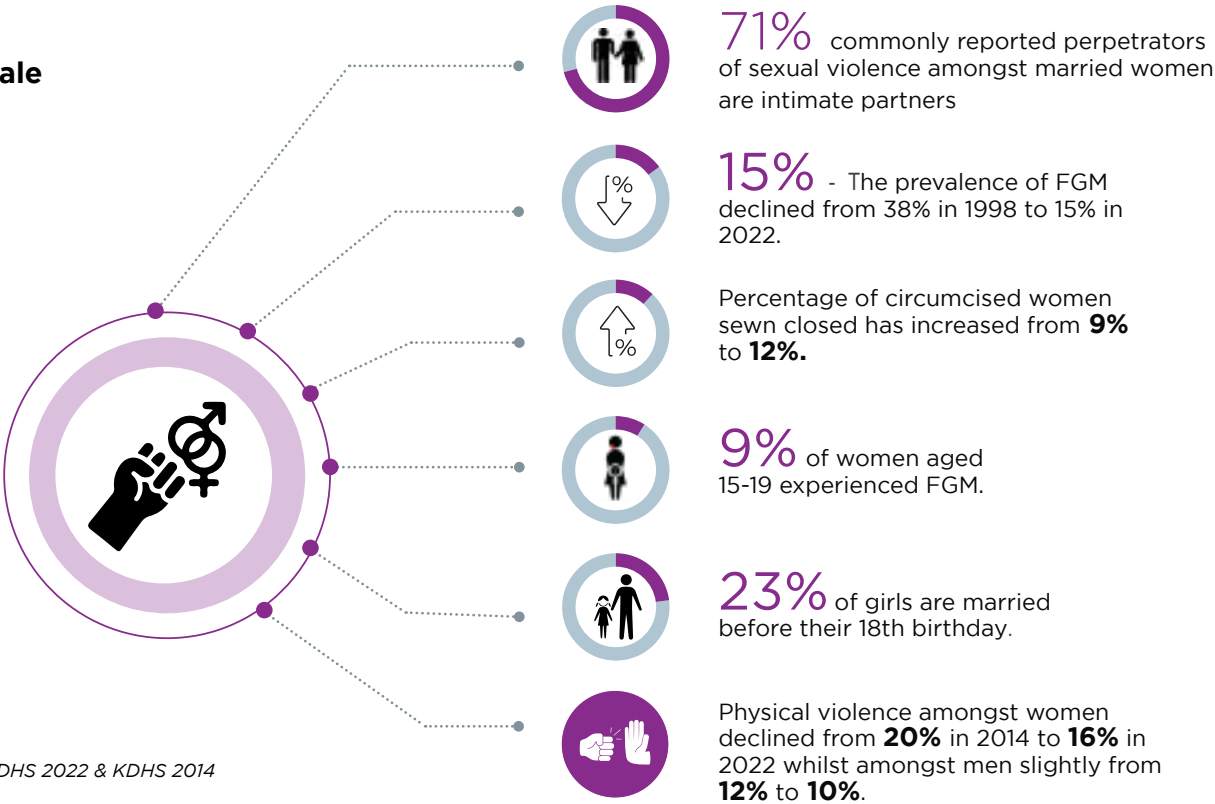
Strategic Objectives	Strategic Interventions	Outcomes
To create awareness and demand for cervical and breast cancer screening	<ul style="list-style-type: none">Raise the profile and visibility of breast, cervical and prostate cancers (cancer awareness, prevention, detection, and treatment) for better health outcomes.Promote screening and early detection of breast and cervical cancer through the Medical Safaris and Mobile Clinics.	Increased uptake of breast and cervical cancer screening



Gender-Based Violence

While this Strategy recognizes the progress in the fight against female genital mutilation (FGM) and child marriages, there is still work to be done in further reducing its prevalence. The interventions will focus on strengthening the country’s response to GBV through community-based engagements and monitoring.

Rationale



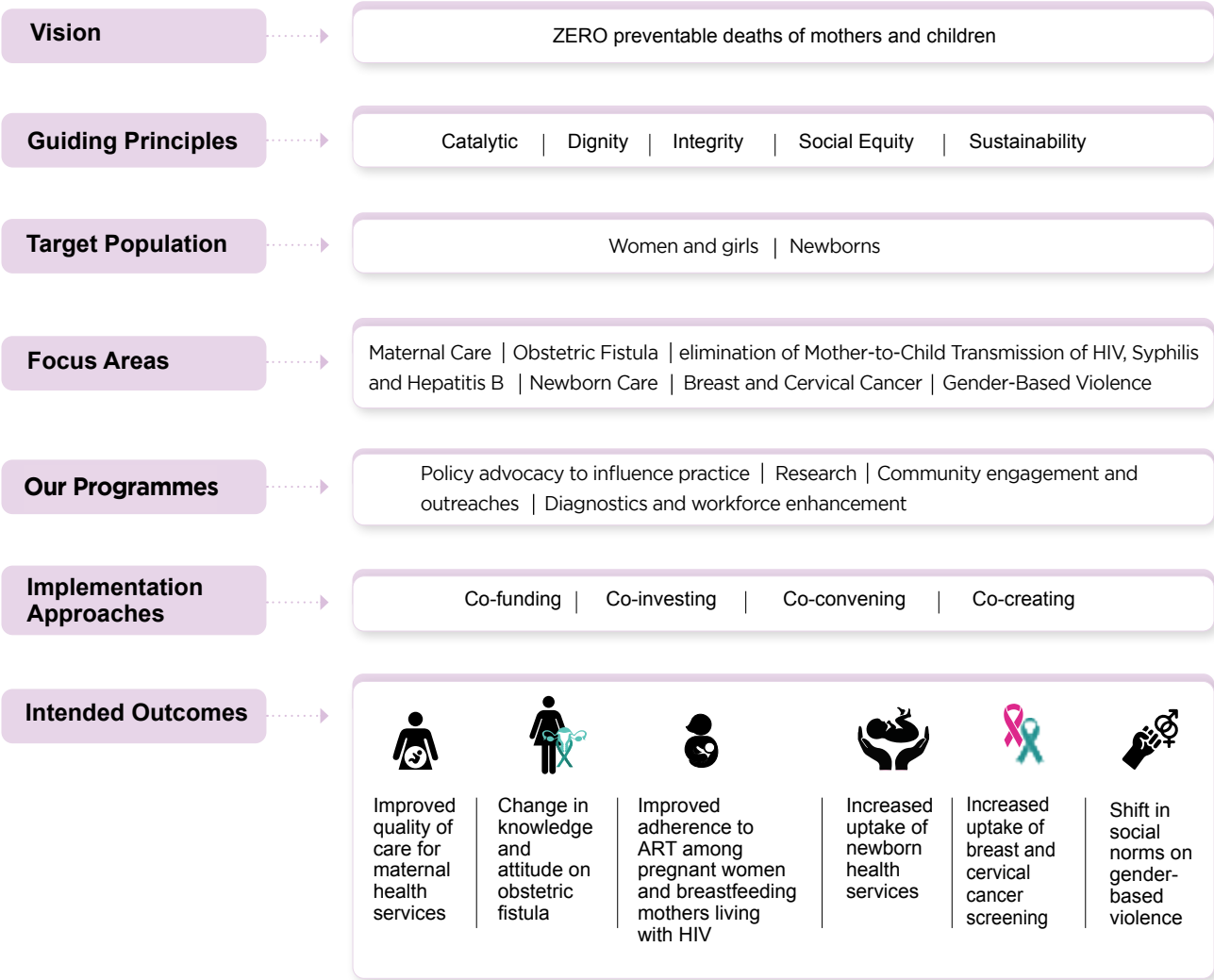
Source: KDHS 2022 & KDHS 2014

Strategic Objectives	Strategic Interventions	Outcomes
<p>To advocate for the elimination of gender-based violence and harmful cultural practices such as female genital mutilation and child marriages</p>	<ul style="list-style-type: none"> Support measurement and methodologies for data collation on violence against women and girls. Support capacity strengthening of grassroots organizations and community-based organizations in FGM -affected communities to promote awareness of gender inequalities. Advocate for a multi-sectoral approach to eradicate FGM and child marriages. Support menstrual health management in target counties. 	<p>Shift in social norms on gender-based violence</p>

⁴ Girls not brides – Child marriage atlas

5 Annexes

Annex I: Overview of the Strategic Plan 2023-2027



Annex II: Progress Monitoring Matrix

Strategic Objective	Strategic Interventions	Key Actions/ Activities	Key Performance Indicator	Data Source
To promote access to quality maternal care	Advocate for midwifery training and practice to improve community-based maternal and newborn care	Provide scholarships for healthcare workers continuous training	Number of healthcare workers trained	Activity /Project reports
	Advocate for comprehensive pre-service training on Maternal and Neonatal Health (MNH) to improve the quality of training	Support the review of training curriculums / manuals / policies	Number of review meetings held	Activity /Project reports
	Advocate for community-based MNH approaches to improve community-based care	Host conferences to disseminate key learnings for policy uptake to improve maternal and perinatal health outcomes	Number of conferences hosted	Activity /Project reports
	Support investment in quality maternal care to improve service delivery and care	Donate medical supplies and equipment to selected health facilities	Number of facilities supported with medical supplies and equipment	Activity /Project reports
	Support strategies to increase demand for maternal health services	Support dissemination of appropriate health promotion messages e.g., birth preparedness and facility delivery	Birth preparedness, promoting facility delivery, transportation access	Activity /Project reports

Strategic Objective	Strategic Interventions	Key Actions/ Activities	Key Performance Indicator	Data Source
To create awareness on prevention, repair and reintegration of women with obstetric fistula	Raise awareness on obstetric fistulae prevention, causes, symptoms and treatment availability within communities	Train community health volunteers & champions to create awareness on obstetric fistula	Number of community health volunteers trained	Activity / project reports
		Engage local radio stations to disseminate information on causes, prevention, and treatment availability	Number of people reached with awareness messaging	Activity / project reports
	Support capacity enhancement on fistula management	Train healthcare workers on identification, screening & pre/post management of fistula patients	Number of healthcare workers trained on fistula management	Activity / project reports
		Support continued mentorship and skills transfers for identification screening pre and post fistula	Proportion of healthcare workers supported for continued mentorship	Activity / project reports
		Support targeted health facilities to integrate obstetric fistula repairs into routine services; provide necessary essential supplies and equipment for fistula surgeries including free surgeries	Number of health facilities supported for fistula management	Activity / project reports
		Support outreaches for obstetric fistula repairs	Number of women who receive surgical repairs	Activity / project reports
	Promote reintegration of women with obstetric fistula to the communities	Support community-based organizations to improve patient identification, referral, follow-up and reintegration	Number of women supported to start income generating activities	Activity / project reports

Strategic Objective	Strategic Interventions	Key Actions/ Activities	Key Performance Indicator	Data Source
To advocate for the triple elimination of mother-to-child transmission of HIV, Syphilis and Hepatitis B	Advocate for psychosocial support programs for treatment adherence	Mobilize partners and resources for psychosocial support programs for treatment adherence	Number of support groups supported	Activity / Project reports
	Advocate for pediatric-focused HIV research to improve treatment outcomes for children	Host conferences to generate knowledge to characterize barriers to adherence	Number of conferences held	Activity / Project reports
	Advocate for dissemination of accurate information on HIV/AIDs	Support community sensitization events to provide accurate knowledge of HIV	Number of people reached with accurate information on HIV	Activity / Project reports
		Support digital platforms that provide accurate knowledge of HIV		
	Advocate for budget allocations to bolster HIV treatment for mothers and children	Mobilize partners and resources to bolster HIV treatment for mothers and children	Increased budget allocation for eMTCT	Activity / Project reports

Strategic Objective	Strategic Interventions	Key Actions/ Activities	Key Performance Indicator	Data Source
To promote access to quality neonatal health services	Advocate for wide dissemination of community-based intervention package to prevent neo-natal mortality	Support the development of community-based intervention aids to improve community-based care	Availability of community-based intervention aids to improve community-based care	Activity /Project reports
		Support the training of community champions to promote health exclusive breastfeeding, thermal protection, infection prevention, care of a small baby, recognition of problems, illness and timely care-seeking, routine care visits, and birth registration	Number of community champions trained	Activity /Project reports
		Support the dissemination of the awareness messaging to prevent neo-natal mortality	Number of people reached with awareness messaging	Activity /Project reports

Strategic Objective	Strategic Interventions	Key Actions/ Activities	Key Performance Indicator	Data Source
To increase awareness and demand for cervical and breast cancer screening	Raise the profile and visibility of breast, cervical and prostate cancers (cancer awareness, prevention, detection, and treatment) for better health outcomes	Support cancer walk/treks to commemorate international days	Number of walks/treks held	Activity / Project reports
		Leverage on community health system and community structures to sensitize women on screening for breast and cervical cancer	Number of women screened for breast and cervical cancer	Activity / Project reports
		Convene community barazas to discuss barriers hindering access and uptake of services	Number of communities barazas held	Activity / Project reports
		Train opinion leaders using the advocacy guide to eliminate cervical cancer as community champions	Number of opinion leaders trained	Activity / Project reports
	Promote screening and early detection of breast and cervical cancer	Conduct 'screen and treat' outreaches in targeted counties	Number of women screened for breast and cervical cancer	Activity / Project reports
		Support training of healthcare workers on 'screen and treat'	Number of healthcare workers trained	Activity / Project reports
		Support the purchase of thermocoagulation machines for treatment of pre-cancerous cells	Number of thermocoagulation machines purchased	Activity / Project reports

Strategic Objective	Strategic Interventions	Key Actions/ Activities	Key Performance Indicator	Data Source
To advocate for the elimination of harmful cultural practices such as female genital mutilation and child marriages	Support measurement and methodologies for violence against women and girl's data collation	Support research on violence against women	Number of papers published on violence against women	Activity /Project Reports
	Support capacity strengthening of grassroots organizations and community-based organizations in FGM/C-affected communities to promote awareness of gender inequalities	Train anti-FGM champions on advocacy skills Support community dialogues to promote awareness on FGM and gender-based violence	Number of anti-FGM champions trained on advocacy Number of community dialogues supported Number of people reached with awareness messaging	Activity /Project Reports
	Advocate for a multi-sectoral approach to eradicate FGM/C and child marriages	Mobilize partners and resources for eradication of FGM and child marriages	Number of partners mobilized in support of eradication of FGM	Activity /Project Reports

Annex III: Organizational Structure





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