



Communities Health Africa Trust (CHAT)

Healthy People for a Healthy Environment

Strategic Plan 2019 – 2023







LETTER FROM THE FOUNDER

I am excited to present the next Strategic Plan for CHAT - a guide for CHAT as it navigates through the next 5 years. The plan highlights the importance of including a strong Population Health and Environment (PHE) approach and continuing to provide underserved communities options and solutions to accessing family planning.

As we move through this next stage of CHAT's growth, we continue to focus on helping the most vulnerable communities in Kenya understand the link between environmental sustainability and addressing their reproductive well-being needs. The approach described in this strategy emphasizes our holistic solutions to addressing fragility of people and ecosystems. Our strategy brings into sharper articulation three overarching themes.

1. Behaviour change work is essential to the success of the CHAT model. We will continue to focus our work on changing the attitudes and behaviour which underpin the barriers to accessing family planning. Through our behaviour change work CHAT will focus on increasing the sustainability of our interventions and providing more opportunities for self-determination within individuals and communities.
2. In this strategy we defined our work as being within focal ecosystems. Bounding our work within ecosystems brings a stronger link to the environmental improvements we hope to see through helping individuals, families and communities improve their family planning and overall well-being.
3. Lastly, we are excited to endeavour on a stronger path of partnership where we help to spread the CHAT model through mentorship, skills development and implementation over-site with other organizations. This will help us to scale up our impact and reach more underserved communities across Kenya and Africa.

CHAT strives to remain an intimate organization where we can do our work with the compassion and sensitivity our partner communities deserve. Having started with 4 staff, in 2019 we have grown to 13 core staff and 32 grass root community individuals we deliver our work through. When I founded MCT, which became CHAT in 2007, I only really understood the importance of family planning from a conservation and population perspective. Since then, I have come to understand just how much contraception can and will mitigate horrendous suffering.

One story that highlights for me the importance of our work is the journey of one of our Community Own Resource Person (CORPs), Susan. When we first met her, she had 4 children, was bare foot, and unable to think past finding her children their next meal. However she was determined to build a better life and through her partnership with CHAT she has become a champion of family planning in her community. Susan took her work further and started working with women to move away from charcoal production and find alternative income generating activities that are kinder to the environment. She has shown us the depth of despair and poverty large, unspaced families can bring to women and how this narrows the choices and concerns one can have for the environment. By elevating women out of this suffering, these women have become leaders in protecting their community and environment for generations to come.

CHAT focuses on getting as much contraception out to underserved communities as possible. In order to accomplish this goal, this strategic plan focuses on increasing our fundraising capacity to meet the ever-increasing needs of the communities we serve. This will include establishing long term relationship with donors who can support our core operations and believe in our unique approach.

Thank you for your passion and commitment to helping CHAT 'go the extra mile'.




Sincerely,
Sharon Wreford-Smith (CHAT Founder, Program Coordinator and on behalf for CHAT Trustees)



EXECUTIVE SUMMARY

In 2000 – the year that CHAT (formerly known as Mpala Community Trust) was founded – Kenya’s population was approximately 31.5 million people; by the end of 2018 the population was more than 51.5 million people. Population growth in Kenya has had significant impacts on rural communities dependent on natural resources for their health and livelihoods. As populations in these areas increase so has land degradation, deforestation, overgrazing, and conflict. The combination of these factors has led to poverty cycles for many communities, creating significant barriers for individuals to improve their lives.

CHAT works to strengthen communities and reduce suffering of individuals through enabling access and information to family planning with a holistic health and environment approach. At the center of CHAT’s approach is the concept of environmental well-being – that people and nature need to be in balance for both to prosper. CHAT’s model focuses on three approaches grounded in environmental well-being:

-  **Access to family planning services,**
-  **Strengthening community structures,**
-  **Quiet, inclusive advocacy.**

CHAT focuses their work at the nexus of where ecosystems are fragile and communities are the most underserved. Over the next 5 years CHAT will focus on the following goals:

1. **Increase access** and use of family planning.
2. **Enable positive behavior change** for increased family planning uptake and environmental sustainability.
3. **Increase empowerment and resilience** of communities through self-sustaining governance structures.

Demand for CHAT’s work is growing. To meet this need CHAT will launch a new type of partnership that focuses on including a mentorship program to help other organizations build skills and gain new knowledge to understand how to implement CHAT’s proven family planning model. At the same time CHAT will also focus on their own internal development, making sure fundraising and communications capacity can scale to meet the needs of this strategy.

This strategy marks an exciting transition for CHAT. With 20 years of knowledge and expertise CHAT is focusing its learning into strategic internal growth and external scaling of their approach that will have long term health and environmental impacts for the communities they serve.





HOW CHAT WORKS – IT’S BELIEFS, APPROACH, AND STRATEGIES

Communities Health Africa Trust (CHAT) is a Kenyan based organization that provides family planning services as a way of ensuring long-term community well-being and environmental sustainability.

CHAT utilizes a variety of integrated and mobile health interventions to deliver family planning information and services to underserved communities in ways that are adapted to local cultures and realities. Through almost 20 years of work, CHAT has refined its model to deliver holistic and grassroots health strategies using diverse entry points in order to engage all members of a community. CHAT’s long-term goal is to help communities organize and advocate for their own health services, as a way to reduce poverty and improve environmental sustainability. Their unique approach utilizes the tenants of a Population, Health and Environment (PHE) framework to improve the well-being of people and their environment.

The foundation of CHAT’s model is working in partnership with the communities they serve. This partnership begins by identifying a local representative, a Community Own Resource Person (CORP) who is then engaged, having consulted local opinion leaders. CORPs are trained as Community Health Workers (CHWs) and receive additional training from the Government of Kenya via CHAT, on the PHE approach, including techniques to integrate ecological sensitization into their work. The CORPs becomes the link between CHAT and the communities they support, and are involved in each of CHAT’s core activities and outreach strategies, which are described in more detail below.



Community-Owned Resource Person

CHAT works with communities through a partnership approach. The partnership with the community is formalized by working with local elders and leaders to identify a “community-own resource person” (CORPs). CORPs must be good mobilisers, trusted by community, and able to respect individual’s confidentiality. There is no formal requirement for CORPs to hold any accreditation or education before they join. All the training they need they receive through CHAT’s support.

CORPs work in their home communities to mobile the services and support the community needs. CORPs focus on health and family planning but may also participate in finding solutions to issues around development, environment, livelihood projects, and many other needs of the community. CORPs are supported by CHAT through a performance-based MOU as well as ongoing mentoring, training (facilitated with the Government of Kenya), support and oversight. Each CORPs supports their community in a customized way to the needs and challenges of that region.

CHAT’s Core Approach

CHAT’s implementation model encompasses three core types of interventions, supported by a holistic approach to environmental awareness. These core interventions each respond to a specific set of needs or challenges for delivering family planning, and CHAT believes they must be delivered together to ensure sustainability and impact.

Providing access to family planning information and services, using a holistic health approach

The unmet need for family planning in Kenya currently sits at 18% overall – although it varies greatly by region and is much higher among young people and women living with HIV. CHAT therefore works in areas that are the most underserved in terms of access to family planning information and services, and integrates ecological awareness into its approach. CHAT also offers a suite of health services (TB, HIV testing and support, as well as basic curatives) that are relevant to women, men, girls and boys, as a way of offering people a variety of entry points to access family planning. This integrated health services approach has proven successful in addressing the variety of barriers faced by underserved communities.

Strengthening community structures

Many communities across Kenya have limited access to well-resourced local health facilities, and in many instances, have not been supported to set up community structures to self-advocate for the services they need in their areas.

In the ecosystems where CHAT provides family planning and broader health services, if they identify a community with no local health facility or a functioning community health committee (CHCs), then the CORPs in the area will help to strengthen CHCs, or else establish Village Development Committee (VDCs) if no CHC exists. CHCs are government initiated. The CORPs, with CHAT’s support, will connect the CHC or VDC members to local government agencies to enable the community to build up a relationship with these agencies and to access training and funding opportunities. While these committees are often initially set up

to address health needs, CHCs and VDCs also offer leadership on issues such as gender violence, security, environmental conservation, water, and other development issues. This work builds sustainability into CHAT’s approach, as communities are supported to take charge of their own health and development.



Underserved

CHAT targets its support to underserved people and communities. It determines ‘underserved’ by assessing a range of factors that can create barriers for individuals and communities to access and use family planning (FP). These include:

1. Poverty can create an economic barrier to accessing FP.
2. Lack of education and poor literacy can create information and knowledge gaps around understanding and accessing FP.
3. Remote areas or regions with no functioning health facility create physical barriers for FP access.
4. Cultural and religious barriers can exist, creating myths and misconceptions about FP.

Within an underserved community, CHAT directs support to the entire community including men, women and youth. CHAT also recognizes the most vulnerable and at-risk members of a community as part of the underserved individuals they support. This often includes people who are HIV-positive, sex workers, LGBTQ2S+, and people with disabilities.



Engaging in 'quiet' advocacy

Additional challenges to people accessing family planning information and services include limited government funding and weak supply chain management (ex. unreliable availability of family planning supplies, such as medication, IUDs, etc.).

To address these challenges, CHAT engages in some direct advocacy work. For instance, CHAT currently sits on three planning committees – for Laikipia, Samburu and Isiolo Counties – to advocate for increased funding for family planning within the broader health portfolio, and to lobby for integration of CHAT's strategy into the overall workplan of the County government. To date, this work has been tremendously successful in Laikipia and Samburu Counties, where the amount of funding allocated for family planning has increased significantly in recent years.

At the core of CHAT's work is a commitment to strong, ongoing relationships with government officials and the Ministry of Health is one of CHAT's longest standing partners. CHAT's approach is intentionally relationship-base, building collaboration and negotiation with government to achieve common goals and improve health outcomes for high need communities. Family planning can be a sensitive issue and CHAT must continue to be thoughtful and strategic about how it presents its work publicly.

Cross-Cutting: Environmental Well-Being

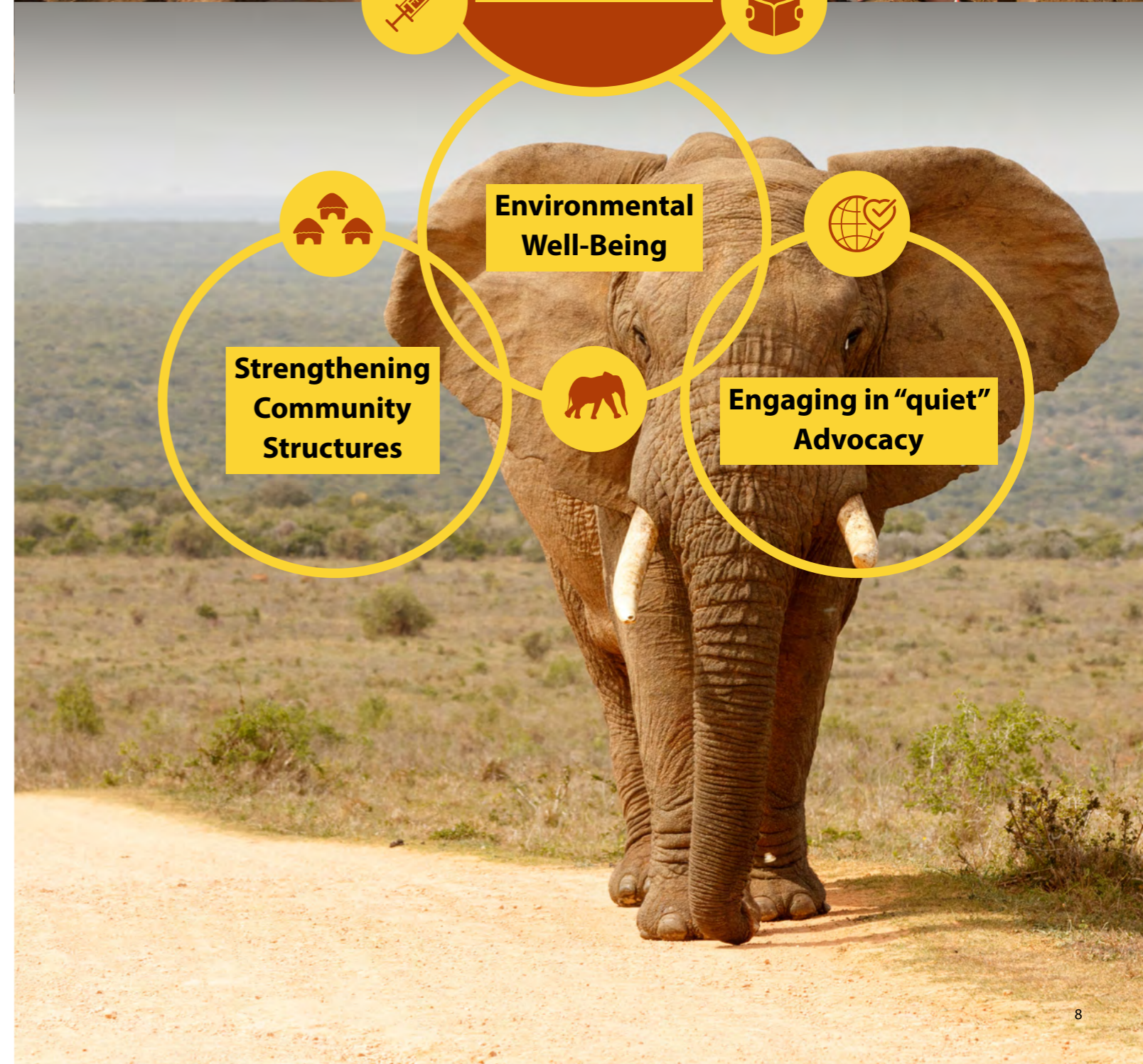
CHAT believes that empowering individuals to have control over their health and family size is key to the sustainable management of natural resources, which is essential for rural development and poverty reduction. In this way, CHAT's work is guided by the Population, Health and Environment (PHE) approach.

In practice, CHAT integrates PHE and environmental behaviour change into its family planning approach, alongside basic curative health support. In some instances, PHE initiatives may also include a focus on biodiversity conservation, alternative livelihoods, measures to improve water, sanitation and hygiene (WASH) and/or nutrition. This approach is most relevant when working with rural communities that are highly dependent on natural resources and/or living in areas with high biodiversity, to empower communities themselves to successfully manage their environment and population to support each other.

CHAT has successfully used this approach as an effective way to engaging men and boys to participate in family planning. Most communities CHAT reaches are culturally paternalistic, and PHE has offered a successful entry point for men to be involved in positive family planning decisions.

Population, Health and Environment

A PHE approach recognizes the complex interconnection between people, their health, and the natural resources on which they depend. It provides a framework for understanding and addressing these issues holistically, on the assumption that the outcomes for both human welfare and the environment will be greater than if these issues are addressed separately. CHAT together with the Government of Kenya, especially designed a unique PHE training course to provide a forum to enable men & boys to participate in the family planning conversation.



CHAT's Outreach Strategies

The core activities outlined above are delivered by CHAT and CORPs through a variety of outreach strategies, reaching people by foot, in vehicles or on camels.



Backpack Outreach Strategy

CHAT's primary outreach strategy is the backpack strategy which engages CORPs to go door-to-door in their own and surrounding communities and provide information and counseling on family planning using a population, health and environment (PHE) approach. Working with men, women and other people present in the privacy of their own home allows people to feel at ease and make informed decisions in a confidential and low-pressure environment. The CORPs provides referrals to local health facilities and assists individuals to access the family planning and basic health service they may need.. The CORPs also engage with people about broader ecological and social issues that impact the community's overall well-being.



Motor Mobile Outreach Strategy

CORPs work with CHAT alongside local opinion leaders and local government representatives to identify areas where communities have limited access to health facilities, significant unmet family planning and health needs and where the cost of accessing medical facilities is a barrier. In these areas, initially a motor mobile clinic can be organized to provide integrated health services including family planning, immunizations, antenatal care, child welfare clinics, basic curatives and referrals.



Camel Outreach Strategy

In the more remote and difficult to reach areas, CHAT employs the unique strategy of a camel mobile program, which offers integrated health services with a focus on family planning. The Camel mobile can also include antenatal care, HIV testing and counseling, basic curatives and referrals for other health and social issues. This strategy is particularly effective in terms of engaging men, who get involved in helping care for the camels, which provides CHAT with an opportunity to informally share information about family planning.



Kenya's Population growth

In 2000 – the year CHAT was founded – Kenya's population was approximately 31.5 million people. By the end of 2018 the population increased to just over 51.5 million people. Despite a consistent decrease in the fertility rate over this period (from 5.35 to 4.03 lifetime births per woman), projections estimate that the population will continue to increase by an average of over 1.2 million people per year, and will reach 60 million by 2025.

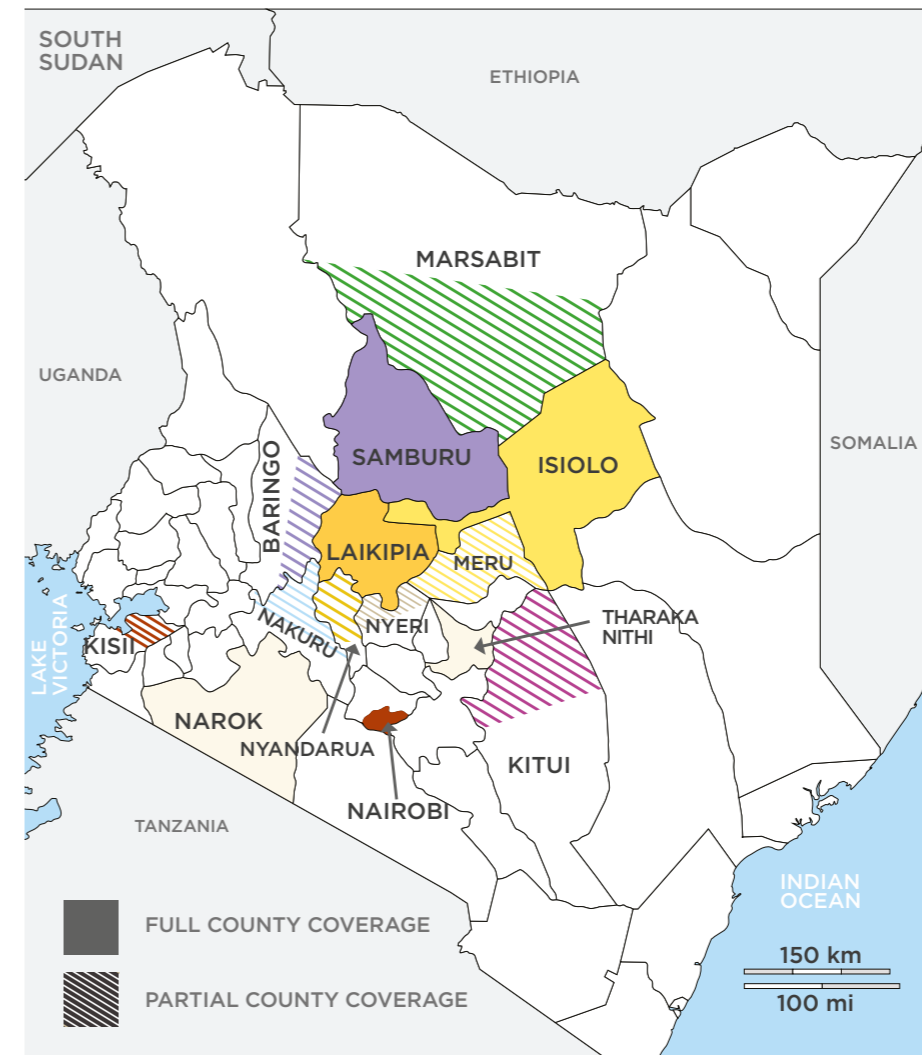
This indicates that the Kenyan population will almost double in a 25-year period.

CONTEXT AND CHAT'S ECOSYSTEM APPROACH

Kenya has one of the fastest growing economies in sub-Saharan Africa, and in recent years the Government of Kenya has increased interventions and spending on health and education. Yet still, almost half of Kenya's people live in poverty and there are significant wealth disparities between rural and urban populations.

About 73% of Kenya's population lives in rural areas and many depend on natural resources for their health and livelihoods. The rapidly increasing population is putting more pressure on natural resources and leading to environmental degradation, increased conflict, and amplified community-wildlife conflicts. Some of the key environmental issues affecting Kenya's rural communities and ecosystems include deforestation, overgrazing, and land degradation. Population increase and depleting resources can lead to poverty cycles for many communities, creating significant barriers for individuals to exit poverty on their own.

CHAT focuses their work where people and nature co-exist within fragile ecosystems. These areas include a variety of ecosystems from mountains to acacia woodland to dryland savannah to riverine areas, and include regions bordering conserved areas, or within community conservancies. Within these ecosystems, population growth and density are unsustainable for the health of communities and the environment. As the natural resources people rely on for their livelihoods become degraded, these communities experience a deepening cycle of poverty and suffering.



CHAT CURRENTLY OPERATES WITHIN 5 ECOSYSTEMS

- 1 -** North Kenya Rangelands Ecosystem Samburu, Isiolo, Laikipia & Marsabit
- 2 -** Tana River Ecosystem Northern Kitui, Meru & Tharaka
- 3 -** North Rift Ecosystem Baringo (East Pokot) & Nakuru (Mau Forest)
- 4 -** Lake Victoria Basin Ecosystem Kisii.
- 5 -** The Mara Ecosystem Narok South



A Historical Review: This time-line provides a summary of CHAT's progress and achievements since it was founded in 1999

CHAT'S DEVELOPMENT AND ACHIEVEMENTS:

Mpala Community Trust (MCT) (which is later re-named CHAT) was founded to provide family planning services to poor, underserved and marginalized communities as a way of contributing to community well-being and environmental conservation. Initial funding was provided by four private individuals including the Acacia Foundation and Mpala Ranch via the Mpala Wildlife Foundation. MCT was based at Mpala Ranch in Laikipia County and manages the Mpala Ranch health dispensary.



1999

MCT initiates a monthly motor mobile strategy to provide integrated health services, including basic curative treatment, as well as family planning services and information, to underserved communities in Laikipia County. Most of the communities they serve are located 15-30 km away from the nearest health facility.

2000



MCT starts to engage with local community members - referred to as Community Own Resource Persons (CORPs) – as key external partners in their outreach strategy. In the year 2002, CHAT has a partnership with 2 CORPs.



2002

MCT was granted support for a 5-year HIV/AIDS program to run alongside its integrated family planning model, from the Global Fund. MCT begins to form a working partnership with the Ministry of Health (MOH) which continues up to today.

MCT implemented their 1st innovative camel mobile providing integrated health services in Laikipia

2003

Nomadic Communities Trust (NCT) was founded to promote the MCT model in further, more hard to reach areas of northern Kenya.

ART CENTRE in California USA, partnered MCT for 3 + years assisting CHAT with designing IEC materials & logo.



2005

The 'Communities Health Africa Trust' (CHAT) was formed and begins the slow amalgamation with MCT. CHAT starts to design a PHE approach to their work, providing a holistic family planning intervention. CHAT accepted an invitation to Washington DC USA to participate in the Development Marketplace Innovations Show. CHAT was also featured in a WWF/USAID/Johnson & Johnson manual publication called 'Health People, Healthy Ecosystems' about integrating health and family planning in conservation projects.



2007



2008

CHAT was granted PEPFAR funds for Laikipia and Samburu Districts in partnership with CHF/CDC for 5 years.

CHAT partnered with Borana Conservancy to initiate a motor mobile intervention with a focus on family planning.



2009

CHAT receives its first grant from the Kenya Wildlife Trust (KWT), which gives CHAT funds to provide family planning services through their Motor Mobile and Backpack outreach strategies.

2010

CHAT's camel mobile intervention featured in an ABC year long program shown in the USA.

2011

NCT was amalgamated into CHAT to reduce administrative costs. CHAT continues to provide integrated health services with a focus on family planning to underserved communities in Laikipia, Isiolo and Samburu Counties.



2012

CHAT wins the "Most Outstanding Health Market Innovation" Award in the categories of "Enhancing Processes" as well as in "Mobile Health" from the Centre for Health Market Innovations (CHMI), which was supported by the Bill & Melinda Gates Foundation, the Rockefeller Foundation and UK Aid.

CHAT was invited and participated in the Diamond Jubilee celebrations for Queen Elizabeth II to represent the northern pastoral communities of Kenya.



2014

CHAT, partnering with the Government of Kenya, Environment Ministries, and the Ministry of Health, design a family planning training curriculum with an integrated component of ecological awareness. This training enabled CHAT to implement a holistic family planning intervention using a PHE approach.

2015

CHAT starts to engage in advocacy at the County level.

2017

CHAT receives the highest amount of funding to date: it has an annual budget of USD\$400,000, a ten-fold increase from the year 2000. This includes grants from The Nature Conservancy (TNC) and USAID,

2018

CHAT reaches 128,278 individuals through their work and 41,651 women chose a contraceptive family planning method – the highest number of people ever reached in one year since the organization was founded.



In 2019:

CHAT has a staff of 13 and an active partnership with 32 CORPs, who together support the provision of family planning access and integrated mobile health services in 5 critical ecosystems across Kenya.

Throughout CHAT's history, there has been a focus on maintaining long-term partnerships with a variety of local, national and global donors and partners, many of which continue to support CHAT to this day.

More recently CHAT has started to develop additional new partnerships with conservation-focused organizations and enterprises, which has allowed it to further implement its core PHE approach.

SITUATIONAL ANALYSIS: UNDERSTANDING THE FUTURE CONTEXT OF CHAT'S WORK

In order for CHAT to remain an effective organization it must adapt to the changing challenges and threats of the people and environment they serve. The following section provides an overview of the threats and opportunities CHAT has accounted for in developing this strategy and focusing its work over the next 5 years.

External Threats and Risks

Shrinking natural resource base and increased fragility of the environment

Many of the communities CHAT works with depend on livelihoods which rely on local natural resources. As climate change, land degradation and an overall decline in ecosystem health impacts the productivity of the land, communities are struggling to support themselves. CHAT's work helps to address poverty and suffering by helping people to make the link between family size, quality of life and sustainable livelihoods.

Insecurity

The security situation, particularly in northern Kenya, can be unstable, in particular with regards to racial and ethnic tensions and violence in some of the counties where CHAT works. This means that CHAT has to constantly manage a certain level of risk when making decisions about where to work and doing its outreach. CHAT has earned a strong reputation for developing outreach strategies that allow them to successfully work in areas that have conflict and security issues.

Unpredictable government engagement

Currently, CHAT receives family planning commodities free from county governments. There is a risk that in the future commodities supplies and availability will be inadequate for the needs of the communities. Commodity supply can become unpredictable because of global funding and supply, national government priorities, county government budgets, and dispensary management. CHAT works alongside the government, and as such may encounter challenges when policies and political environments change.



Funding opportunities

All organizations struggle to work in an unpredictable funding environment. However, due to the nature of family planning, this unpredictability is more acute for CHAT, especially when there are changes in political leadership in countries where some of CHAT's donors are based (ex. USA). Additionally, for a long time, CHAT was one of the only organizations providing family planning services using a mobile clinic model in the counties that they work in. However, recently other organizations have emerged offering these types of services, although they may not use the same model or strategies as CHAT. This could lead to a situation where there is increased competition for funding in a context where funding is already limited. While CHAT is clear that they aim to work in a spirit of complementarity rather than one of competition – and believe that having more organizations delivering health and family planning services to communities can only be a good thing – donor opportunities may be impacted.

Opportunities

Increased political will

Political will to support family planning education and access has been increasing in Kenya. Kenya is part of a regional PHE strategy recently launched by the East African Community, with the vision of advancing sustainable development through mainstreaming population, health and environment interventions. The national development strategy – Kenya Vision 2030 – also recognizes the need to address population increase in order to achieve a high quality of life for all Kenyans that is sustainable with available resources. Kenya's 2012 Population Policy also reflects a PHE approach and one of the aims is to reduce fertility rates from 5 children per woman in 2009 to 3 children per woman by 2030. The policy also includes targets for multiple reproductive health improvements.

Increased partnership opportunities

Outside of the government there is also growing interest and support in developing innovative partnerships to support PHE approaches in Kenya. Conservation organizations, as well as private and community conservancies, are increasingly open to partnering with organizations to implement PHE approaches. This provides CHAT with a significant opportunity to strengthen the success of its interventions. In addition, there is a national network for organizations in Kenya that use the PHE framework. CHAT could benefit from joining this network and promoting its unique integration of PHE into its implementation model; it could connect them with new collaborators and/or potential donors.

Organizational Challenges

Demand for CHAT's service delivery model and scaling impact

The unmet need for family planning remains high, and the demand for CHAT's services is growing. While on-going support is required in areas where CHAT currently works, there are also requests for CHAT to expand into new ecosystems. This surfaces two significant challenges for CHAT: the first is about finding a balance between investing in longer term change, such as supporting communities to lobby for increased access to public health services, and the immediate needs that people have in terms of access to family planning services. Secondly, in order to serve the growing need for its services, CHAT has to find ways to effectively scale up their work to meet higher demand, while still maintaining their grassroots, community-based approach and making sure not to put too much stress on their organizational and operational systems. Over the next five years, CHAT will need to invest in developing their training and mentoring skills and operational systems to manage the increasing demand for collaborations and knowledge sharing of their work.

Fundraising

At the moment, CHAT is completely reliant on short-term project funding from donors, which is unpredictable and tends to be limited in terms of funding CHAT's core staff and operating costs. This affects CHAT's ability to plan and make longer-term strategic decisions. Additionally, the task of fundraising falls on a limited set of over-burdened individuals, which in turn impacts the overall effectiveness of their fundraising efforts. CHAT's needs to increase its base of institutional donors that offer unrestricted and long-term funding, including support to core operational costs.



Organizational Strengths

Clear focus

Throughout CHAT's growth, it has never lost sight of its core focus and purpose: to provide family planning services as a way of ensuring long-term community well-being, and environmental conservation. It has remained flexible and innovative, developing and adapting its mobile outreach strategies and integrated health services to ensure that it continues to reach underserved populations in ways that are adapted to local cultures and realities.

Inclusive approach

By offering integrated health services – with a focus on, but not limited to, family planning – CHAT offers an inclusive approach that is relevant to women, men and youth and does not leave any group feeling excluded. Also, CHAT's approach of linking environmental awareness with family planning is an important and effective strategy for engaging men and delivering more holistic family planning support to communities.

Local ownership and empowerment

CHAT is also known for its participatory and community-based approach. By collaborating closely with local leaders and government agencies, and by engaging community members as key partners through the CORPs model, CHAT is ensuring local ownership from the beginning. By supporting the establishment or strengthening of local health and village development committees, CHAT is working to ensure that communities have a voice and choose their own health and development outcomes. In these ways, CHAT's approach inherently builds sustainability at the local level.

Government Partnerships

Family planning work is culturally sensitive and often politicized. This has often undermined the ability of family planning organizations to work constructively with governments and government service providers. However, since the beginning, CHAT has developed and maintained strong partnerships with government agencies at all levels, from the community clinics up to the national Ministry of Health, based on mutual trust and respect. The government currently provides CHAT with some medical supplies and family planning commodities, and works closely with CHAT to develop appropriate training curricula for CHWs and CORPs and to deliver local development strategies at the community level.

Vision: CHAT envisions a future where individuals, communities and ecosystems across Africa are healthy and thriving.

THE CORE ELEMENTS OF CHAT'S STRATEGY

Problem Statement:

A lack of access to family planning information and services contributes to poverty, suffering, and environmental degradation, which negatively impacts communities and their surrounding ecosystems

Vision:

CHAT envisions a future where individuals, communities and ecosystems across Africa are healthy and thriving.

Mission:

CHAT's mission is to support underserved individuals and communities in fragile ecosystems across Kenya to access family planning information and services.

Values:

Committed: CHAT expresses a deep sense of dedication in all aspects of their work. CHAT's team is committed to go the extra mile to provide support and services to the communities they serve with an attitude of respect, care and compassion.

Inclusive: CHAT endeavours to include everyone – men, women and youth – in family planning decisions. CHAT also believes that partnership with government, religious organizations, and community groups are integral to quality implementation of their work.

Works with integrity: CHAT is primarily accountable to its beneficiaries, but also to its partners and donors. CHAT works hard to build and maintain trust with all stakeholders by being honest and transparent, and following through on plans and promises made.

Grassroots innovation: CHAT adapts its approach and interventions by learning and growing with the communities they serve, emphasizing culturally-appropriate and locally-embedded solutions.

Value Proposition:



CHAT is a truly grassroots organization that is deeply committed to the communities that it serves, and offers an innovative approach to family planning that overcomes cultural, religious, and logistical barriers to reach some of the most underserved communities in Kenya. CHAT has been successfully changing attitudes and behaviours towards family planning for almost 20 years.

Core Purpose:

To improve health, well-being and environmental sustainability for the communities they serve.



CHAT BELIEVES...

Underpinning CHAT's theory of change is a set of core beliefs informed by decades of family planning work in Kenya. These beliefs guide the philosophy of CHAT's approach.

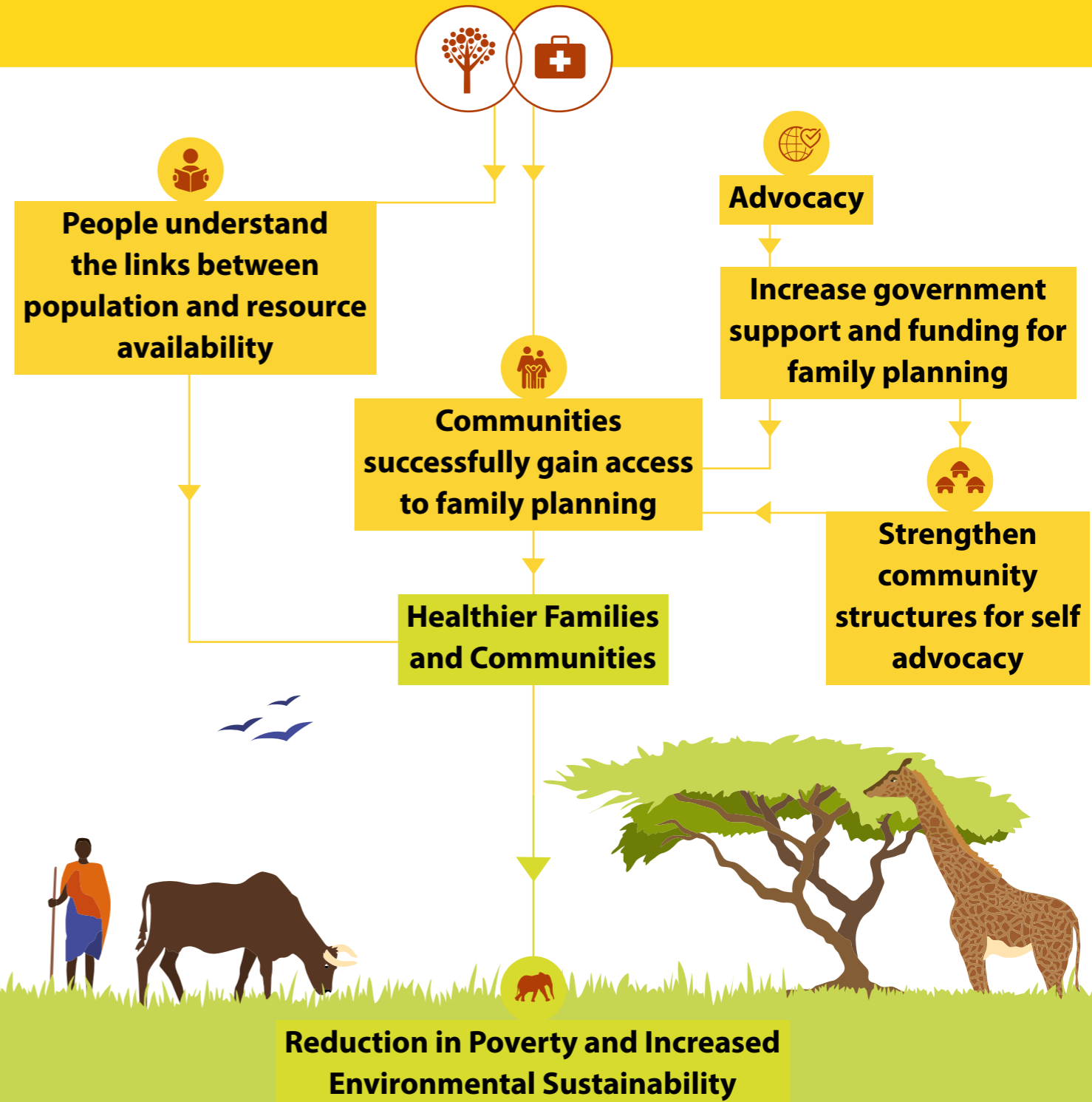
1. With the reduction of family size, populations reduce pressures on the environment.
2. CHAT believes increased family planning use reduces suffering of everyone, but in particular women.
3. When suffering and struggles are reduced individuals and communities can stop making choices out of desperation that are often costly for the environment.
4. When you increase the spacing between children both mother and child have better health outcomes.
5. Individuals can contribute more towards livelihood and economic opportunities when family size is manageable. This includes social opportunities, education and economic outcomes for all individuals in the community.
6. CHAT works with many partners, but believes government is the most sustainable long-term partner for family planning, health, and environment needs of the community.



THEORY OF CHANGE



Provide access to FP information and services, using an integrated health and environment approach



5 YEAR GOALS AND OBJECTIVES

Over the next 5 years CHAT will focus its work and effort within the strategic framework outlined by the following goals and objectives.

GOAL 1: Increase access and use of family planning

In 2019 CHAT supports 38 CORPs. To achieve the following objectives the number of CORPs is expected to increase to approximately 50 fully supported CORPs. The target is to maintain an average of 80% of all CORPs to each reach an average of 60 new family planning uptakes per month.

Objective 1.1: Enhanced capacity building of the CORPs to address myths, misconceptions and knowledge gaps related to family planning within their communities.

- Ensure all CORPs receive the required government of Kenya training, regular updates, refreshers, and capacity building opportunities.
- Optimize the CORPs mentorship exchanges to improve the performance of new CORPs or CORPs struggling with challenges within their area.
- Continue to improve supervision and support mechanisms to the CORPs through monitoring and evaluations activities, quarterly reviews to identify needs, areas of emerging issues, and performance challenges.

Objective 1.2: Improve community access to government provision of family planning commodities.

- Continue advocacy work with the Ministry of Health through regional stakeholder meetings.
- CHAT nurses mentor health workers at MoH health facility to be confident in providing family planning clients with contraception methods of the clients choice.
- Engage in improving county government budget allocations and support for family planning in Tharaka, Samburu, Isiolo and Laikipia county in 2019 and expand to Kitui, Baringo, and Narok by 2023

Objective 1.3: Strengthen referral systems between CORPs and local health facilities.

CORPs work directly with individual community members to identify their health and family planning needs and then refer them to the relevant health facilities for treatment. This referral system is the most important tool CORPs have to assist individuals to successfully access the health and family planning services they seek. CHAT will work on strengthening this system in the following ways:

- Introduce and ensure CORPs have a close relationship with all accessibly health facilities and social support services.
- Ensure CORPs are equipped with adequate information and supply of referral tools.
- Emphasize the importance and function of the relationship between the CORP and the health facility to ensure accurate reporting.
- Monitor health facilities through referral reports to ensure adequate facility services.

Objective 1.4: Implement mobile health service interventions in populations that are highly underserved and inaccessible within CHAT's focal ecosystems.

- Identify CORPs with strong geographical reach to mentor other CORPs.
- Regular ongoing assessment of need to deploy CHAT's camel and motor mobile health services when CORPs on their own cannot reach an underserved community.
- Work to expand the reach of CORPs to additional communities through a travel allowance system

GOAL 2: Enable positive behaviour change for increased family planning uptake and environmental sustainability

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In target areas, past evaluations have show 68% of those interviewed have increased their knowledge on family planning and 38% can connected family planning to environmental protection. CHAT will continue to use past and future evaluations to establish appropriate growth of knowledge uptake based on effort, reach and population.

Objective 2.1: Enhance communities understanding of how family planning and a healthy environment are interconnected.

- CORPs focus on a door-to-door approach to have personal conversations, engaging especially men on the interdependence of future resource availability and the benefits of family planning.
- CORPs attend social gathering places including markets, religious events, traditional gatherings, and others to discuss supporting sustainable community resource use through support for family planning.

Objective 2.2: Increase knowledge and awareness of family planning among youth.

- Through CORPs, engaging youth in social spaces such as schools, events and sporting tournaments, ceremonies, door-to-door opportunities and informal gatherings, focused on two behaviours changes:
 - Increased reproductive knowledge, creating youth who are empowered, self-determining and can make healthy decisions for their future and the environment.
 - Increase the number of students who can complete school by mitigating unwanted pregnancies.

Objective 2.3: Increase male participation in family planning to address cultural and traditional norms and practices.

- Through one to one conversations initiated by the CORPs, CHAT works to address male dominance within the social and cultural systems they work. Conversations around natural resource management and the connection to family planning is proving a good entry point for engaging men.
- CORPs also utilize social spaces of discussion where influential individuals in the community lead by example and help to spread knowledge.



GOAL 3: Increase empowerment and resilience of communities through self-sustaining governance structures

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Objective 3.1: Ensure CORPs identify key health, environment, and social needs within their communities, and promote avenues to advocate for improvement.

- CORPs work to form and support VDCs, CHCs, or similar community structures within communities with unmet needs.
- CORPs work to link communities with local government and other stakeholders in the region through CHAT's support and advocacy work.
- CHAT supports and mentors individual CORPs to address specific challenges that arises within communities' contexts.

Objective 3.2: Link VDCs, CHCs, and other community organized structures to partner with institutions (CBOs, NGOs, training institutions, and others) and government of Kenya to bring capacity building opportunities.

- Ensure communities are aware and can access local government training opportunities. These trainings may include book keeping, conflict management, advocacy, and other areas.
- Each CORPs has a community structure for which they are supporting. Usually the CORPs will initiate and/or sit as a patron on the community council, providing support to connect to outside services.

Objective 3.3: Increase grassroots knowledge of individual and community rights to health and development services.

- CORPs provide information on government support services for the disabled, domestic abuse, child protection, and other social concerns which may arise.
- CORPs identify key opportunities for community sensitization and gaps in knowledge as to target and tailor their support.

Objective 3.4: Through government partnerships, create an enabling environment for community-led advocacy.

In order for community-led advocacy to have influence at the county level, CHAT will focus on the following activities:

- Continue participation in county planning committees in Tharaka, Samburu, Isiolo, and Laikipia counties. Expand by 2023 to county planning committees in Kitui, Baringo and Narok.
- Ensure that CHATs activities are aligned with government annual workplan priorities.
- Involving government officials in CHATs work to build and strengthen relationships.

GOAL 4: Scale CHAT's model through skills development, knowledge transfer and mentoring with other organizations

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This strategy is an articulation of the family planning model CHAT has been developing for 20 years. There is increasing interest in CHAT's grassroots implementation model, and new opportunities for CHAT to expand its reach and impact. To scale CHAT's impact beyond the ecosystems they work in, CHAT will initiate a new form of partnership which will involve building the technical capacity of other organizations to implement CHAT's model. This is a way for CHAT to expand its reach and impact without scaling up its organizational structure and staffing. CHAT will begin to develop this partnership approach through the following objectives.

Objective 4.1: Develop the details of an initial service offer centred around sharing the CORPs model.

Objective 4.2: Determine costs and a financial model for establishing partnerships including skills offerings, model development, and implementation oversight.

Objective 4.3: Develop the necessary tools, staff, and skills to pilot test initial partnerships.



GOAL 5: Develop CHAT's internal operation to support the execution of its mission

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Objective 5.1: Fundraising

To scale impact within CHAT's core ecosystems, fundraising for adequate implementation of CHAT's model will be a core focus of the next 5 years.

- Increase core funding for staff
- Develop internal fundraising skills.
- Increase fundraising network and diversify donor options.

Objective 5.2: Communications

With this new strategy CHAT would like to increase the presence of its organization in the following ways:

- Improve external communications including website, social media, and email campaigns.
- Improve CHAT's annual reports.
- Expand CHAT's video and photography base to better showcase their work.



THE IMPLEMENTATION OF CHAT'S STRATEGY

This new strategy brings a clear focus to the work CHAT will achieve over the next 5 years. In order to implement this ambitious strategy CHAT will continue to grow and evolve as an organization. The following areas will assist CHAT in making the most of this strategy:

1. The right organizational capability to execute the strategy.

CHAT will continue to strengthen their team including skills development, maintaining up-to date training and expanding the team where additional support and expertise are required.

2. Organization work plan.

In order to connect daily work to the objectives of the strategy CHAT will track their work through work plans that are aligned with the strategy to ensure progress is assessed against the stated goals.

3. Use the strategy to build momentum in communications and fundraising.

CHAT has identified communications and fundraising as a priority for their organizational development.

4. Continue strengthening M&E programs.

CHAT currently has a very effective M&E system for their programs. As this strategy guides new work in a more focused manner, CHAT's M&E program will need to continue to measure efforts and track progress to demonstrate achievements against the outlined strategy

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