



LWALA
COMMUNITY ALLIANCE
2020 STRATEGY



LETTER FROM THE BOARD CHAIR

Dear Friends and Partners,

Nine years ago, Milton and Fred Ochieng' embarked on an audacious plan to bring quality healthcare to the people of Lwala, Kenya. What began as a dream discussed around a kitchen table has exploded into a pioneering organization that is delivering life-changing – and life-saving – programming to 20,000 people in western Kenya.

Today, the Lwala Community Alliance is committed to delivering comprehensive, holistic, proven programming to those we serve. This approach, coupled with our belief in the importance of locally-rooted organizations and our commitment to delivering targeted, measurable programming, has transformed the Lwala community. At the same time it is allowing us to share what we are learning with the wider development community, thus extending our impact far beyond our geographic borders.

In 2014 alone, we assisted in the safe delivery of 429 babies, provided HIV care and treatment to nearly 1,000 individuals, provided employment to 180 Kenyan nationals in our various programs, enrolled more than 2,200 families in our Thrive thru 5 program (an all-out effort to reduce under-5 mortality by the end of 2016), provided access to safe water to 5,155 student at 13 local schools, and much more.

As we continue to deepen our efforts to deliver meaningful programming to the people of Lwala, we are excited to share our 2020 Strategy – a set of five goals that will shape our work in the coming years. Building on all that has been accomplished, this next season of growth will see us strengthen our internal organizational capacity while ensuring we are maximizing our impact in Lwala and within the global development community as a whole.

MORE SPECIFICALLY, OUR 2020 STRATEGY FOCUSES OUR EFFORTS ON THE FOLLOWING KEY AREAS:

- **Continuing** our efforts to provide holistic support to the people of North Kamagambo, Kenya, through our public health, clinical care, economic empowerment, and education programs.
- **Strengthening** the monitoring and evaluation of our programs to best capture the definitive improvements that result from our work.
- **Maturing** the leadership and governance structures within our organization, while continuing to solidify the relationship between our U.S. and Kenya offices.
- **Advancing** our fundraising efforts to best position our organization for long-term viability via diverse funding streams, meaningful partner relations, and transparent reporting practices.
- **Utilizing** the best practices that emerge from our work to advocate for locally-driven, holistic programming throughout the global development sector while engaging in thought leadership and a formal evaluation of expanding our work beyond the Lwala region.

Please read on to learn more about what our future holds. With your support, we are confident our best work – and our greatest impact – is to come.

With gratitude,



Elizabeth Carr
Board Chair, Lwala Community Alliance



Lwala Community Alliance Board of Directors

Back row (l to r): Chris Hobday (*Treasurer*), Dr. Cole Barfield, Dr. Fred Ochieng', Craig Parker, Dave Eilers (*Vice Chair*), Dr. Milton Ochieng', Jon Andereck (*Board Fellow*), Dr. Richard Wamai. Front row (l to r): Joel Stanton, Dr. Susan Douglas, Elizabeth Carr (*Chair*), Caitlin Glover (*Secretary*), James Nardella (*Ex Officio*). Not pictured: Lindsey Toomey

MISSION

To build the capacity of the people of Lwala, Kenya to advance their own comprehensive well-being.

VISION

Wholeness of life in Lwala and beyond.



WHO WE ARE

Lwala Community Alliance is a Kenyan health, education and development agency.

The organization was founded by Kenyan brothers Milton and Fred Ochieng', subjects of the documentary film "Sons of Lwala." While the brothers were in college in the United States, they lost both of their parents to AIDS. Milton and Fred took this as a call to action to provide access to primary care in their home village and opened the Lwala Community Hospital, where more than 30,000 patient visits are provided each year. The hospital now sits at the center of **a multi-dimensional program**, which includes ongoing **public health outreach to 3,800 homes**, auxiliary **education projects reaching 6,000 students** at government schools, and **micro-enterprise activities** training hundreds of local people. This body of work has grown significantly since 2007 to serve a population of more than 20,000 people and employ 180 Kenyans. Lwala Community Alliance is geographically focused in the Lake Victoria region because the location is known for its challenges. The HIV prevalence rates along the lake are triple the national average for Kenya. Though the project is locally focused, the lessons have importance well beyond rural Kenya. Lwala documents evidence and processes and purposefully shares these lessons with peer organizations to foster transferability to other similar settings. In short, **Lwala aims to be a Kenyan innovator, focused on community-based change** in a region with acute development needs and promoting this type of grassroots change in other parts of rural Africa.

2030 VISION

- 1. PROMOTE** physical health through the provision of wellness, preventative, and medical care.
- 2. PREPARE** the next generation of local leaders through universal quality education.
- 3. BUILD** self-reliance by growing the local economy.
- 4. ADVANCE** equal rights and opportunities for women and men.
- 5. FOSTER** sustainable and ethical use of natural resources.
- 6. ENGAGE** the local faith community as a partner in strengthening individuals and families.
- 7. CREATE** and share a replicable model in community-led development.
- 8. COLLABORATE** with Kenyan and international partners to move from dependency to ownership.



2020 STRATEGY

WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Reduction in preventable sickness (e.g. malaria, HIV, diarrhea)
- Reduction in under-5 mortality
- An increase in the use of methods for spacing, limiting and timing births
- Completion of childhood vaccinations
- Engagement in early pre natal care and completion of pre-natal care
- Enrollment in HIV care and treatment
- Adherence to HIV care and treatment
- Reduction in teenage pregnancy and adolescent HIV vulnerability
- Local youth and adults mobilized as community health workers
- Ever growing number of households compliant with WASH (Water, Sanitation and Hygiene) behaviors

GOAL 1

WE AIM TO DELIVER HOLISTIC PROGRAMS THAT CREATE IMPACTFUL CHANGE IN PEOPLE'S LIVES

1.1

WE BELIEVE THAT OUR PUBLIC HEALTH PROGRAMS WILL motivate all 3,800 families in North Kamagambo, Kenya to be actively engaged in the pursuit of their own good health

WE WILL ACCOMPLISH THIS BY

- **Conducting** extensive health education and community-based services that enable families to make responsible decisions about family planning and take timely action for their children's health
- **Conducting** programs that inspire healthy hygiene and sanitation at all homes and schools in North Kamagambo
- **Conducting** HIV outreach that assists every member of the community to know their status and that ensures that those on care remain on care
- **Engaging** adolescents to be agents of their own good health
- **Actively** engaging community members as community health workers

1.2

WE BELIEVE THAT OUR CLINICAL CARE PROGRAMS WILL reduce preventable sickness and early death for the 20,000 people living in North Kamagambo, Kenya

WE WILL ACCOMPLISH THIS BY

providing complete and comprehensive access to quality primary care at the Lwala Community Hospital, including:

- **High quality** outpatient and inpatient care equivalent to a Ministry of Health Level 3 Facility that is accessible and follows proven methods of care
- **Comprehensive** pre- and post-natal care, safe deliveries, child health services including immunizations, and accessible family planning options
- **Best practices** for screening for HIV, initiating patients and keeping them on care, and addressing opportunistic infections
- **Comprehensive** on-site patient education so that people understand their illnesses, the prescribed treatments and how to prevent sicknesses in the future

WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Reduction in preventable morbidity and mortality in children and adults (e.g. malaria, HIV, diarrhea)
- Elimination of pediatric HIV
- Equitable utilization of health services by men, women and children
- Health providers consistently using proven methods
- Client satisfaction with health services

INTEGRITY



WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Increase in the number of community members responsibly utilizing micro-lending and savings
- Utilization of knowledge and skills trainings (e.g. using new farming techniques)
- Increase and sustained monthly income among income-generating activities project participants

1.3

WE BELIEVE THAT OUR ECONOMIC EMPOWERMENT PROGRAM WILL

build skills and reduce financial insecurity for 500 families in North Kamagambo, Kenya

WE WILL ACCOMPLISH THIS BY

- **Providing** education on and links to micro-lending and savings options
- **Providing** skills training that has measurable effect on both farming and non-farming economic knowledge and behaviors
- **Connecting** microenterprise projects with international and local markets



DETERMINATION



1.4

WE BELIEVE THAT OUR EDUCATION

PROGRAMS WILL propel 5,000 students to continue their education by reducing barriers to school completion

WE WILL ACCOMPLISH THIS BY

- **Conducting** programs that promote gender equity, agency and protection of all primary school children and adolescents
- **Conducting** programs that enable children and adolescents to make responsible decisions for their lives and health
- **Encouraging** a focus on academic achievement and connecting successful primary school students with opportunities to access secondary school

WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Girls and boys finish primary school at the same rate
- Adolescent pregnancy rates reduce and youth utilization of contraception increases
- Schools are WASH equipped and compliant
- More girls and boys have Kenya Certificate for Primary Education scores that qualify them for secondary school scholarships
- Increase in the number of parents attending school meetings and events

GOAL 2

WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Improvements in key performance indicators linked to program quality and beneficiary impact.
- Data that is routinely analyzed and utilized for management and strategic decisions
- A continuous quality improvement process instituted
- Return on investment of programs used to inform programmatic investment

WE AIM TO MEASURE THE DEFINITIVE IMPROVEMENTS IN THE LIVES OF OUR BENEFICIARIES TO ENSURE QUALITY AND IMPACT

WE WILL ACCOMPLISH THIS BY

- **Strengthening** ongoing monitoring of individual program data and cross-sectoral indicators of impact
- **Developing** a culture of data usage at all levels and functions of the organization
- **Instituting** a continuous quality improvement process for key programs within two years and maintaining this process over time
- **Using** cost-benefit measurements on current and future programs to ensure efficient investment of donor funds
- **Transparently** sharing our programmatic and financial results
- **Strengthening** staff capacity in Monitoring & Evaluation



FLEXIBILITY

NEIGHBORLINESS



GOAL 3

WE AIM TO UNIFY OUR KENYAN AND U.S. EFFORTS AND MATURE THE LEADERSHIP AND GOVERNANCE CAPACITY OF THE ORGANIZATION AS A WHOLE

WE WILL ACCOMPLISH THIS BY

- **Bringing** all components of the organization under the most appropriate governance and legal structure
- **Improving** the recruitment, retention and development of LCA human resources
- **Developing** management capacity of Kenyan team and progressively shifting decision authority to Kenya
- **Building** a pipeline of talent and planning for succession of key leaders
- **Aligning** the board toward strategy, policy and fundraising
- **Strengthening** Kenyan staff capacity to manage strategic funding relationships

WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Kenyan and U.S. entities are unified under an appropriate legal and board structure
- Key leadership roles exist and decisions are made in Kenya
- Professional staff are retained for 3 years or more
- Succession plans on key leaders have been created

GOAL 4

WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Restricted funding makes up no more than 60% of our overall revenue
- No single source of funds makes up more than 30% of revenue
- 3-year revenue projections that are realistic and dependable
- Kenyan organization has the ability to receive and manage significant funding in Kenya directly
- Renewed funding from current partners and donors grows year over year
- Accurately tracking and reporting all financials to guarantee appropriate use
- Financial audits and reports that demonstrate compliance

WE AIM TO BUILD A DURABLE ORGANIZATION WITH DIVERSE FUNDING

WE WILL ACCOMPLISH THIS BY

- **Balancing** funding streams to ensure diversity of funding
- **Pursuing** stable and multi-year funding options
- **Strengthening** the fundraising capacity of our teams in the U.S. and Kenya
- **Strengthening** the financials systems in Kenya to manage greater amounts of direct funding
- **Ensuring** a culture of respect for the funding provided by donors and a commitment to responsible and cost-effective use of funds





GOAL 5

WE AIM TO DEMONSTRATE THAT QUALITY COMMUNITY DEVELOPMENT CAN BE ACHIEVED IN A RURAL SETTING AND TO SHARE PRACTICAL INSIGHTS FOR THE ADVANCEMENT OF GLOBAL DEVELOPMENT

WE WILL ACCOMPLISH THIS BY

- **Utilizing** best practices and documenting our results
- **Inviting** collaboration and co-learning from funders, nonprofit peers, the Kenyan government, and research institutions
- **Communicating** the legitimacy of locally-driven, holistic programs in the larger global development context
- **Utilizing** our metrics and publish our results in a proving environment
- **Evaluating** the costs and impacts associated with replicating LCA model

WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN WE SEE...

- Links to best practice justification in our core programs
- Lwala representatives are engaged in high quality thought leadership, networks, speaking engagements, publications and conferences
- Lwala has conducted evaluations of 3 core programs and disseminated results
- Lwala has conducted a feasibility study on purposeful replication of programs by LCA or external organizations
- Other organizations refer to us as a training site/ center of excellence



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GOAL 1

DELIVER HOLISTIC PROGRAMS THAT CREATE IMPACTFUL CHANGE IN PEOPLE'S LIVES

Motivate all 3,800 families in North Kamagambo, Kenya to be actively engaged in the pursuit of their own, good health

Reduce preventable sickness and early death for the 20,000 people living in North Kamagambo, Kenya

Build skills and reduce financial insecurity for 500 families in North Kamagambo, Kenya

Propel 5,000 students to continue their education by reducing barriers to school completion

GOAL 2

MEASURE THE DEFINITIVE IMPROVEMENTS IN THE LIVES OF OUR BENEFICIARIES TO ENSURE QUALITY AND IMPACT

Strengthen ongoing monitoring of individual program data and cross-sectoral indicators of impact

Develop a culture of data usage at all levels and functions of the organization

Institute a continuous quality improvement process for key programs within two years and maintain this process over time

Use cost-benefit measurements on current and future programs to ensure efficient investment of donor funds

Transparently share our programmatic and financial results

Strengthen staff capacity in monitoring & evaluation

GOAL 3

UNIFY OUR KENYAN AND U.S. EFFORTS AND MATURE THE LEADERSHIP AND GOVERNANCE CAPACITY OF THE ORGANIZATION AS A WHOLE

Bring all components of the organization under the most appropriate governance and legal structure

Improve the recruitment, retention and development of LCA human resources

Develop management capacity of the Kenyan team and progressively shift decision authority to Kenya

Build a pipeline of talent and plan for succession of key leaders

Align the board toward strategy, policy, and fundraising

Strengthen Kenyan staff capacity to manage strategic funding relationships

GOAL 4

BUILD A DURABLE ORGANIZATION WITH DIVERSE FUNDING

Balance funding streams to ensure diversity of funding

Pursue stable and multi-year funding options

Strengthen the fundraising capacity of our teams in the U.S. and Kenya

Strengthen the financials systems in Kenya to manage greater amounts of direct funding

Ensure a culture of respect for the funding provided by donors and a commitment to responsible and cost-effective use of funds

GOAL 5

DEMONSTRATE THAT QUALITY COMMUNITY DEVELOPMENT CAN BE ACHIEVED IN A RURAL SETTING AND SHARE PRACTICAL INSIGHTS FOR THE ADVANCEMENT OF GLOBAL DEVELOPMENT

Utilize best practices and document our results

Invite collaboration and co-learning from funders, nonprofit peers, the Kenyan government, and research institutions

Communicate the legitimacy of locally-driven, holistic programs in the larger global development context

Utilize our metrics and publish our results in a proving environment

Evaluate the costs and impacts associated with replicating the LCA model