

Workshop Report for the Development of the PHE Strategic Plan 2023-2027

Venue: Naivasha, KALRO Date: 12th-17th August 2024

Introduction.

From August 12th to August 17th, 2024, the National Council for Population and Development (NCPD) convened a workshop for the development of the second PHE Strategic Plan 2023-2027 at the Kenya Agricultural & Livestock Research Organization (KALRO) facility in Naivasha, Kenya. The primary purpose of this six-day gathering was to engage state and non-state actors in the development of the Strategic Plan. The workshop was attended by a diverse group of stakeholders, all united in their commitment to addressing the complex intersections of population dynamics, health concerns, and environmental challenges in Kenya. The timing of this workshop was significant, coming at the conclusion of the previous PHE Strategic Plan (2018-2022) and amid evolving national and global priorities.

Workshop Objectives and Rationale.

The predominant objective of the workshop was to craft a comprehensive and responsive Kenya PHE Strategic Plan for the upcoming five-year period (2023-2027). This goal was underpinned by several specific objectives:

- i. To build consensus on the draft outline of the Plan
- ii. To develop the strategic framework of the Plan
- iii. To create a detailed implementation plan
- iv. To establish a robust Monitoring, Evaluation, and Learning (MEL) framework
- v. To develop effective communication materials for the Plan

The rationale behind developing a new strategic plan was guided by the following dynamic:

- a) The conclusion of the previous PHE Strategic Plan (2018-2022) necessitated a fresh approach responsive to the current PHE landscape.
- b) There was a pressing need to align the new plan with existing national, regional, and global development frameworks. Of particular importance was the requirement to harmonize the strategy with the Bottom-Up Economic Transformation Agenda (BETA), a key pillar of Kenya's current development approach.
- c) The new plan needed to incorporate and address emerging population and development concerns. These included the impacts of climate change, the 'triple threat' of new HIV infections, gender-based violence, and teenage pregnancies, as well as challenges related to epidemics, food insecurity, and human settlement issues.
- d) The workshop aimed to ensure alignment with other interlinkages such as Population, Environment, and Development (PED) strategies.

Participants

The workshop was attended by a carefully selected group of participants representing a cross-section of government departments, non-governmental organizations, and research institutions. It included representatives from:

1. State Department for Economic Planning
2. State Department for Environment and Climate Change
3. State Department for Forestry

4. State Department for East African Community Affairs
5. National Environment Management Authority (NEMA)
6. Ministry of Health (MOH).
7. CSA (Center for the Study of Adolescence.
8. Pathfinder
9. African Institute for Development Policy (AFIDEP)
10. FHI360
11. Kenya PHE Youth Coalition
12. National Council for Population and Development (NCPD)
13. Critical Conversations Association

This mix of participants ensured a comprehensive approach to PHE issues, bringing together expertise in policy-making, environmental management, research, health services, youth perspectives, and regional cooperation.

Workshop Structure and Daily Activities

The workshop was structured over six days, with five full working days from August 13th to August 17th, 2024. Each day ran from 8:30 am to 5:00 pm, with scheduled breaks for refreshments and lunch. The first and last days, August 12th and 17th were set aside for participants' travel to and from Naivasha.

Day 1 (August 13, 2024)

The workshop started with opening remarks and introductions, allowing the present stakeholders to introduce themselves and establish a collaborative atmosphere. The day's primary focus was on building a shared understanding of the workshop's objectives and the rationale behind developing a new PHE Strategic Plan. Participants engaged in discussions to reach a consensus on the draft outline of the Plan. The afternoon session was dedicated to beginning the situation analysis, which would form Chapter Two of the Strategic Plan. This was facilitated through group-work where teams were assigned specific areas to conduct situational analyses and consolidate into a central document. At the end of day one, the first and second chapters of the Plan had been initiated, with some sections completed and others under development.

Day 2 (August 14, 2024)

The second day saw the continuation of the situation analysis, with participants deeply assessing the current PHE landscape in Kenya. This process involved examining demographic trends, health indicators, and environmental challenges. In the afternoon, work began on developing the strategic framework (Chapter Three of the Plan). A significant part of this chapter was dedicated to highlighting present and ongoing PHE projects in Kenya. During this session, representatives from various organizations, including AFIDEP, had the opportunity to showcase their work. I presented information about *BUILD PHED Leadership Program* project, demonstrating AFIDEP's active contribution to addressing PHE issues in Kenya. Attendees then broke into groups to identify key strategic areas and objectives, ensuring that all aspects of population, health, and environment were adequately addressed. The insights from the project showcases, including AFIDEP's *BUILD PHED Leadership Program* project, informed these discussions and helped shape the strategic objectives.

Day 3 (August 15, 2024).

The morning of the third day was dedicated to finalizing the strategic framework, incorporating inputs from all stakeholders. The afternoon focused on developing the implementation plan (Chapter Four). This critical component outlined how the strategic objectives would be translated into actionable steps, including timelines, outcomes, tentative budgets, responsible parties, and resource requirements.

Day 4 (August 16, 2024).

The fourth day started with the team thinking through the Monitoring, Evaluation, and Learning (MEL) framework (Chapter Five) with the goal of the day being initiation of the development of MEL framework and development of the risk management strategies (Chapter Six). These two tasks were to ensure that progress towards the Plan's objectives could be effectively tracked and evaluated as well as identification of the potential challenges to the Plan's implementation and proposing mitigation measures. This carried on until the afternoon where progress of the four days was assessed and way forward was discussed as to how the Strategic Plan development process was going to be finalized post the workshop and who will be overseeing which elements.

The following next steps were outlined.

Next Steps

A clear roadmap for finalizing the Strategic Plan was established. The following next steps were identified to ensure the completion and approval of a comprehensive and well-vetted PHE Strategic Plan for 2023-2027:

1. **Finalization of the M&E Matrix:** A smaller team was designated to complete the Monitoring and Evaluation matrix, which is a critical component of the Plan's implementation and assessment strategy.
2. **Incorporation of Plenary Feedback:** All teams were tasked with incorporating feedback received during the plenary sessions into their respective Implementation Matrices. This step was to be completed and shared by the end of day (August 19th, 2024).
3. **Consolidation of the Zero Draft:** The consolidated zero draft of the Strategic Plan was scheduled to be finalized and shared online by the end of day (August 19th, 2024) for further input and refinement by the authors.
4. **Review by Larger Network and Technical Working Group:** The zero draft will be subjected to further input from the broader PHE Network and Technical Working Group. Two meetings have been scheduled for August 21st and 22nd, 2024, to facilitate this review process.
5. **Policy Steering Committee Review:** Following the input from the Network and TWG, the refined draft will be presented to the PHE Policy Steering Committee for their review and recommendations.
6. **Finalization and Approval:** After incorporating all feedback, the draft will be finalized and submitted to the Principal Secretary for Economic Planning for approval.
7. **Dissemination:** Once approved, the final PHE Strategic Plan 2023-2027 will be disseminated to relevant stakeholders and the public.

Key Workshop Deliverables

The workshop was to successfully produce three main deliverables:

- i. A comprehensive draft of the Kenya PHE Strategic Plan 2023-2027 (Attached).
- ii. Dissemination materials, including PowerPoint slides, to aid in communicating the Plan to various audiences (To be developed).
- iii. A detailed workshop report documenting the process of developing the Strategic Plan (will be shared).

Reference Materials

Throughout the workshop, the team made extensive use of various reference materials to inform the development of the new Strategic Plan. These documents provided the necessary context and ensured that the new Strategic Plan was well-aligned with existing national and regional frameworks. They included:

- The previous PHE Strategic Plan (2018-2022)
- Kenya PHE Policy Guidelines
- PHE Guidelines - Minimum Package of Services for Kenya
- PHE Operational Plan 2015-2020 from the Lake Victoria Basin Commission
- East African Commission PHE Strategic Plan 2016
- Various sector-specific strategic plans
- Existing policy and legal frameworks relevant to PHE
- The Bottom-Up Economic Transformation Agenda (BETA)
- Kenya's Medium-Term Plan IV (MTPIV)

AFIDEP's Contributions and Value Addition

As a representative of the African Institute for Development Policy (AFIDEP), attending this workshop under its BUILD PHED Leadership Program, my participation brought significant value to both the workshop and AFIDEP itself:

1. Youth Perspective: As one of the young people supported by AFIDEP, I provided a crucial youth perspective to the strategic planning process, ensuring that the needs and views of younger generations were incorporated into the PHE Strategic Plan.
2. Global PHE Initiatives Representation: During the development of Chapter 3, which highlighted present and ongoing PHE projects in Kenya, I had the opportunity to showcase AFIDEP's BUILD PHED Leadership Program. This allowed for the inclusion of a global perspective on PHE initiatives within the national strategic plan.
3. Knowledge Sharing: I shared information about how the BUILD PHED Leadership Program is being implemented globally, emphasizing its reach across four regions:
 - i. East Africa (Kenya as the hub country)
 - ii. Southern Africa (Malawi as the hub country)
 - iii. West Africa (Côte d'Ivoire as the hub country)
 - iv. Asia Pacific (Philippines as the hub country)

This information highlighted the program's efforts in recruiting participants from these regions and conducting training for various cohorts, demonstrating AFIDEP's commitment to building PHE leadership capacity across multiple continents.

4. **Network Building:** My participation allowed AFIDEP to strengthen its networks within the Kenyan PHE community, potentially opening doors for future collaborations and partnerships.
5. **Strategic Alignment:** By contributing to the development of the national PHE Strategic Plan, AFIDEP, through my participation, ensured that its BUILD PHED Leadership Program aligns with national priorities and strategies in Kenya.
6. **Visibility:** The inclusion of the BUILD PHED Leadership Program in the strategic plan draft increases AFIDEP's visibility within the PHE sector in Kenya and potentially in the East African region.
7. **Capacity Building:** My involvement in this high-level strategic planning process served as a practical learning experience, further developing my skills as a young leader in the PHE field, which aligns with AFIDEP's goal of nurturing future PHE leaders.
8. **Cross-Pollination of Ideas:** The workshop provided an opportunity to share insights from AFIDEP's global program with national stakeholders, potentially influencing the strategic direction of PHE work in Kenya.

The inclusion of AFIDEP's BUILD PHED Leadership Program in the zero draft of the Plan, particularly within Chapter 3, underscores the program's relevance and importance to the PHE landscape in Kenya and beyond. It demonstrates how global initiatives can inform and strengthen national strategies, creating a more comprehensive and interconnected approach to addressing Population, Health, and Environment challenges. This contribution not only added value to the workshop and the resulting strategic plan but also positioned AFIDEP as a key player in developing PHE leadership capacity across multiple regions. The experience gained and connections made during this workshop will contribute to the ongoing success and impact of AFIDEP's BUILD PHED Leadership Program especially in Kenya and East Africa.

Conclusion and Way Forward

This PHE Strategic Plan Development Workshop marked a significant milestone in Kenya's efforts to address the complex interplay between population dynamics, health challenges, and environmental concerns. Over the course of the four intensive days, stakeholders from diverse backgrounds collaborated to craft a comprehensive strategy for the next five years. The workshop's success was evident in the production of a draft Strategic Plan that builds on past achievements while addressing emerging challenges and aligning with current national and global development priorities. The collaborative nature of the process ensured that the Plan reflects a wide range of perspectives and expertise. However, while substantial progress was made, some elements of the Plan required further development and refinement beyond the workshop's conclusion as highlighted in the next steps. The comprehensive review and approval process that following the workshop will ensure that the final Strategic Plan will be a robust, well-vetted document that reflects the collective expertise and priorities of Kenya's PHE community. It also demonstrates a commitment to inclusive policy-making and thorough quality assurance. The workshop attendees left with a sense of accomplishment for the work completed and a clear understanding of the path forward. The collaborative spirit established during the workshop is expected to continue through the subsequent review and finalization stages, ultimately resulting in a Strategic Plan that will effectively guide Kenya's integrated approach to population, health, and environmental issues for the next five years.