

# SWAP STRATEGIC PLAN 2023-2025



Safe Water and AIDS Project (SWAP)  
P.O. Box 3323-40100 Kisumu, Kenya, Tel +254(0)202030712/714761268  
Email: [info@swapkenya.org](mailto:info@swapkenya.org) Website: [www.swapkenya.org](http://www.swapkenya.org)  
Main office: Off Aga Khan Road, Behind Royal City Garden Hotel, Milimani Estate, Kisumu

## Table of Contents

|   |    |
|---|----|
| List of table.....  | 3  |
| List of figures.....  | 3  |
| Abbreviations.....  | 4  |
| Foreword.....   | 5  |
| Acknowledgement.....  | 6  |
| Vision.....   | 6  |
| Mission.....  | 6  |
| Core values:.....   | 6  |
| Achievements between 2020 and 2022.....   | 7  |
| Challenges between 2020 and 2022.....   | 9  |
| Health, environmental, political and economic situation in Kenya.....                       | 9  |
| Current state: organizational performance.....  | 11 |
| Employee Engagement Survey Results.....   | 12 |
| Employee Information.....   | 12 |
| Response by departments.....  | 12 |
| Career Development.....   | 13 |
| Work Engagement.....  | 13 |
| Compensation and benefits.....  | 14 |
| Relationship management.....  | 15 |
| Work Environment.....   | 17 |
| Strengths, Weaknesses, Threats & Opportunities (SWOT) Analysis.....                         | 18 |
| STRATEGIC FOCUS AREAS.....  | 20 |
| 1. Strategic Direction 1 – Partnerships.....  | 20 |
| 2. Strategic Direction 2 – Research and Development.....                                    | 20 |
| 3. Strategic Direction 3 – Social Marketing and Social Behavioral Change Communication..... | 21 |
| 4. Strategic Direction 4 – OVC, Vulnerable Families Support.....                            | 21 |
| 5. Strategic Direction 5 – Emergency preparedness and response.....                         | 22 |
| 6. Strategic Direction 6 - Laboratory Services.....   | 22 |
| 7. Strategic Direction 7 – System strengthening and governance structures.....              | 23 |
| 8. Strategic Direction 8 – Resource mobilization, accountability and sustainability.....    | 24 |
| ANNEX 1: Staff Satisfaction Survey Questionnaire.....                                       | 25 |
| ANNEX 2: SWAP Staff Organizational Structure.....   | 27 |

## List of table

Table 1: SWOT Analysis..... 19

## List of figures

Figure 1: Some SWAP Staff members ..... 11  
Figure 2: Employee Information ..... 12  
Figure 3: Proportion of response by department ..... 13  
Figure 4: Career growth development..... 13  
Figure 5: Work engagement ..... 14  
Figure 6: Compensation benefit ..... 15  
Figure 7: Relation Management ..... 16  
Figure 8: Work Environment..... 17

## Abbreviations

|          |  |
|----------|--|
| ABHR     | Alcohol based Hand Rub   |
| BoD      | Board of Directors   |
| CDC      | Centers for Diseases Control and Prevention                        |
| CHV      | Community Health Volunteer   |
| CKD      | Chronic Kidney Disease   |
| COVID-19 | Corona Virus Disease 2019  |
| ECD      | Early Childhood Development  |
| EOC      | Emergency Operation Centre   |
| HENNET   | Health NGO's Network   |
| IPC      | Infection Prevention and Control                                   |
| KEBS     | Kenya Bureau of Standards  |
| KEWASNET | Kenya Water and Sanitation Civil Society Network                   |
| LREB     | Lake Region Economic Block   |
| MCH      | Maternal and Child Health  |
| MHM      | Menstrual Hygiene Management                                       |
| MORBID   | Morbidity Operation Research for Bilharzia Implementation Decision |
| NTD      | Neglected Tropical Disease   |
| OVC      | Orphaned and Vulnerable Children                                   |
| PATH     | Program for Appropriate Technology in Health                       |
| PSK      | Population Services Kenya  |
| RAND     | Research and Development   |
| SBCC     | Social Behaviour Change and Communication                          |
| SDGs     | Sustainable Development Goals                                      |
| SEI      | Stockholm Environment Institute                                    |
| SWAP     | Safe Water and AIDS Project  |
| TFGH     | Task Force on Global Health  |
| TWG      | Technical Working Group  |
| UHC      | Universal Health Coverage  |
| UIC      | University of Illinois at Chicago                                  |
| UNC      | University of North Carolina at Chapel Hill                        |
| USAID    | United States Agency for International Development                 |
| WASH     | Water Sanitation and Hygiene                                       |
| WHO      | World Health Organization  |
| WinS     | WASH in Schools  |
| WSU      | Washington State University  |

## Foreword

It is my pleasure to present to you the eighth strategic plan for SWAP since inception in 2005. During the previous strategic period of 2020 -2022, we experienced erratic weather which resulted in severe flood and back flow of Lake Victoria. SWAP became one of the first responders in collaboration with other partners providing support for the affected families in evacuation camp with food and non-food items as well as rebuilding some homes. On 30<sup>th</sup> January 2020, the World Health Organization (WHO) declared the Corona Virus Disease 2019 (COVID-19) outbreak a public health emergency of International concern.

On 11<sup>th</sup> March 2020, WHO characterized COVID-19 as a pandemic. SWAP adopted 3 schools in the flood prone area to help them comply with COVID-19 protocol and guidelines. The COVID-19 pandemic continued to strain the health sector, but became an opportunity for SWAP. We were able to attract new donors to fund COVID-19 response and continued to offer essential services. We started the production, distribution and monitoring of alcohol based hand rub (ABHR) and hand washing stations to health care facilities and hot spot areas. SWAP supported several COVID-19 vaccination outreaches. We undertook research activities on maternal and child health (MCH), menstrual hygiene management (MHM), Water, Sanitation and Hygiene (WASH) in schools and health facilities, Early Childhood Development (ECD), Neglected Tropical Diseases (NTD), Chronic Kidney Disease (CKD) and Building Blocks for positive Community Health among others. We now have cumulative published 60 studies in peer reviewed international journals. We handed over to the community the Sondu Safe Water Enterprise and established two new community scale solar powered water disinfection units. The water lab was an essential asset attracting new partners for water quality testing and it became the production unit for alcohol based hand rub and test run for STREAM Disinfectant Generator used for production of 0.5 sodium hypochlorite (chlorine). We started COVID-19 waste water based epidemiology research. We entered into new agreements with CDC, Washington State University, STEMA, University of Illinois at Chicago, Elascor, OXFAM, UNC, PATH, Ama Vantastic among others. SWAP was able to receive new grants as fund manager for research implemented by Kisumu County Department of Health. Social marketing of health products continued by community health volunteers (CHVs), at the SWAP model village and at local markets. Due to COVID-19 and floods, there was increased demand for some health products. Selected orphans and vulnerable families received support through loyal donor support and crowd funding. Apart from Global Giving who supported the COVID-19 response and vaccination outreaches, SWAP started fundraising through Donor See for community projects. In addition, we continued to fundraise through Global Giving who awarded SWAP funds to support COVID-19 vaccination outreaches for marginalized communities.

SWAP was registered in the Netherlands as a foundation to help with the fund raising efforts. We became members of the global networks such as Hand Hygiene Advisory board, Chlorine generation community of Practice, WASH in Healthcare Facilities Community of Practice, Global Waste Water Cleaning Network, and WASH in Schools (WinS). At the National level we are

members of the ECD Network and continued membership with KEWASNET, HENNET, Western Kenya Humanitarian Hub as well as other WASH IPC forums and technical working groups (TWG).

## Acknowledgement

Development of this strategic plan was made possible through team work, collaboration and dedication of the following organization and individuals;

- SWAP Management and other staffs who displayed great team work during the strategic planning.
- Alie Eleveld, Technical Advisor and Penina Oendo, Monitoring and Evaluation Coordinator, who took the leadership in the preparation and documentation of the strategic plan.
- CDC for providing financial support.
- The Board of Directors for continued support and approval.

## Vision

A healthy and empowered community where everyone enjoys high quality of life.

## Mission

To provide innovative solutions for improved health and economic status of communities

## Core values:

- **Dynamic:** We progressively look back, and use those experiences to determine our future direction.
- **Resilient:** We are resilient, and adapt to positive and negative changes and needs in society.
- **Integrity:** We ensure integrity in staff, by having controls, systems, processes in place and practice zero tolerance to corruption.
- **Efficiency:** We strive for better results & high productivity in products and services, and excellent execution of our duties.
- **Professionalism:** We believe in maximizing the skills and expertise of our human resource in the delivery of health interventions and research, providing quality, efficient and effective services.
- **Result Oriented:** We strive to provide result-oriented health services, minimizing costs and maximizing outputs.
- **Innovative:** We are innovative, and change is our constant. We embrace the unknown and are willing to go the extra mile to achieve our goals.

- **Diversity:** We embrace diversity among staff, partners, and stakeholders. We always ensure there is a positive spirit which underpins the way we interact with others.

**Where we operate:**

We currently operate in Western Kenya with field operations in Kisumu, Vihiga, Siaya, and Homabay Counties. Our headquarters is in Kisumu, off Aga Khan road in Milimani Estate.

**Products and services:**

- i. Research in evaluating the health and economic impact of public health interventions, products and technologies. Collecting qualitative and quantitative data.
- ii. Social Marketing, Hygiene Promotion and Social Behavioral Change Communication.
- iii. WASH Social Enterprises
- iv. Water Lab analyses for Bacteriological and Full Chemical testing of water and waste water based epidemiological test for COVID-19.
- v. Production of alcohol based hand rub (ABHR) and Liquid Soap
- vi. Diagnostic lab analyses for urine and stool microscopy for diagnosis of bilharzia and worms
- vii. Orphans and vulnerable families support
- viii. Emergency response (Floods and COVID-19 response)
- ix. Income generating activities
- x. Fund Management

**Achievements between 2020 and 2022**

- 60 publications in international peer reviewed journals, where SWAP staff participated as principal investigator, co-investigators, co-authors and local implementing partner.
- Technical Advisor was appointed as Member of the Lake Region Economic Bloc COVID-19 Advisory Committee of Eminent Persons providing advisory services to the Governors of 14 Counties
- SWAP signed 4 new agreements as Fund Manager which increased revenue as follows;
  - Bill and Melinda Gates Foundation
  - International Union for Scientific Study on Population
  - Emory University
  - University of North Carolina at Chapel hill
- Increase in human resource fluctuating between 75 and 90 employees
- Registration for SWAP as Foundation in the Netherlands which will support fund raising efforts.
- SWAP received KEBS Approval for the production of Alcohol Based Hand Rub and was in process to get approval for Liquid Soap Making

- SWAP has an extensive international, National and County network of meaningful partnerships
- Sales and promotion of health products ranging from water treatment and storage, sanitation, hygiene, nutrition, lighting, malaria prevention, reproductive health and cook stoves.
- Water quality monitoring services and testing of chlorine generators devices (STREAM Disinfectant Generators)
- Finalist for the Global Water Prize to be awarded in Dubai in September 2022
- Secured funding and partnerships during the past three years with the following donors:
  - RAND Corporation with funding from NIH on Early Childhood Development Study
  - VOX Impuls on WASH and Waste Management in Health Care Facilities
  - VOX Impuls on Chlorine Generation at Health Care Facilities
  - VOX Impuls on COVID-19 response for 133 public health facilities in Kisumu County
  - CDC Atlanta on Evaluation of Sato Pan at health care facilities
  - CDC Kenya on Production, Distribution and monitoring of Alcohol Based Hand Rub
  - CDC Atlanta on Point of Care Circulating Cathodic Antigen Study (bilharzia)
  - CDC Atlanta on Markers for Monitoring and Evaluation of Schistosomiasis Control Program
  - USAID through the TFGH on MORBID Study
  - WSU on Enhanced Preparedness and Response to Communicable diseases in Kenya
  - Global Giving Crowd Funding on COVID-19 response and Vaccination outreach
  - Donor See Crowd Funding on Community Projects
  - Harber Charitable Foundation on OVC and Flood Response
  - USAID via PSK Health Communication and Marketing Program
  - Liverpool School of Tropical Medicine on Cups or Cash for Girls Trial (MHM study)
  - Gates Foundation through UIC on Community Scale Solar Powered Water Disinfection Units
  - Gates Foundation through SEI on Afya Credit for improved maternal and child health
  - Elascon on Evaluation of Purosan ORS +
  - STEMA on Building blocks for positive community health
  - Oxfam on Risk Communication and Community Engagement
  - UIC on Chronic Kidney disease study, Waste Water based epidemiological for COVID-19 research, household stored water quality research around at Mugruk
  - Siemens Stiftung on Water quality testing of sky hydrant filters in Western Kenya
  - AMA Vantastic on Qualitative research for the Solar Soaker Project
  - PATH on Evaluation of prototype handwashing station at Dunga Primary School
  - Fund Management from Gates Foundation, International Union for Scientific Study of population and University of North Carolina at Chapel Hill.



## **Challenges between 2020 and 2022**

- Funding constraints and ongoing struggle on how to become and stay financial stable. The donor trend has been expecting more with less funds. Some donors delay funding, restrict funding and others pay on refund. Donors will not cover 100% level of effort. Very few donors allow overhead or indirect costs, which could support unrestricted and unforeseen expenditures.
- Many Projects are small and numerous. Due to the lack of funding, SWAP has taken on multiple projects which are significant in scope but small in budget.
- Transport constraints and with all the projects and research running parallel, there is high demand for vehicles but so far no donor was willing to support the procurement of new vehicles. SWAP is relying on rather old vehicles which are expensive in maintenance.
- COVID-19 pandemic caused anxiety, death, strain on the health sector, restrictions and loss of economic opportunities and increased poverty.
- High cost of living, fuel price increase, rationing and taxations
- Erratic weather, backflow of Lake Victoria and severe flood causing damage of infrastructure of houses and roads. Loss of crops and livestock and unemployment
- Frequent industrial strikes of the health care workers.
- School closures for prolonged period during COVID-19 containment measure leading to many drop outs and teenage pregnancies
- Increased insecurity
- Elections and political mood in the country with massive crowds attending campaigns.
- Lack of ability to offer medical insurance cover to some employees

## **Health, environmental, political and economic situation in Kenya**

Kenya has made significant political and economic reforms that have contributed to sustained economic growth, social development, and political stability gains over the past decade. However, its key development challenges still include poverty, housing, malnutrition, inequality, transparency and accountability, climate change, continued weak private sector investment and the vulnerability of the economy to internal and external shocks. Kenya ushered in a new political and economic governance system with the passage of a new constitution in 2010 that introduced a bicameral legislative house, devolved county government, a constitutionally tenured judiciary and electoral body. The first election under this new system was held in 2013. The next presidential election was held in August 2022.

From 2015 to 2019, Kenya's economy achieved broad-based growth averaging 4.7% per year, significantly reducing poverty. In 2020, the COVID-19 shock hit the economy hard, disrupting

international trade and transport, tourism, and urban services activity, and the health sector in particular. Fortunately, the agricultural sector, a cornerstone of the economy, remained resilient.

Moving into 2021 a significant economic recovery has been underway, although it remains highly uneven across sectors with some, such as tourism, remaining under pressure. This has been supported by adequate agricultural harvests, the recovery in global demand, a partial resumption of international travel, and a broad-based recovery in manufacturing.

The Kenya Health Policy, 2014–2030, which was developed by the Health Sector, outlines the direction that the Ministry is taking to ensure significant improvements are made in the overall status of health in Kenya in line with the Constitution of Kenya 2010, the country’s long-term development agenda, Vision 2030 and global commitments such as the Sustainable Development Goals (SDGs). The Kenya Health Policy 2014-2030 demonstrates the health sector’s commitment, under the government’s stewardship, to ensuring that the country attains the highest possible standards of health, in a manner responsive to the needs of the population.

In addition to aligning the country’s long-term development agenda to Vision 2030, the President in 2017 outlined the “Big Four” development priority areas for his final term ending in 2022 as President prioritizing manufacturing, universal healthcare, affordable housing, and food security.

The key priorities for the health sector are geared towards delivery of the Big Four Agenda. First on the list is scaling up Universal Health Coverage (UHC). Universal Health coverage will ensure that all Kenyans receive quality preventive, curative and rehabilitative health services without suffering financial hardship. The initiatives under this include the Linda Mama (free maternity health services), subsidies for the poor, elderly and vulnerable groups, persons with mental illness, secondary school children and the informal sector and reducing out of pocket/catastrophic health expenditures through reforming the provider payment mechanisms and ensuring efficiency and equity in use and distribution of resources. To support delivery of UHC, the sector prioritizes improving quality of healthcare through continued revamping and expansion of health infrastructure. Critical to these is building capacity in human resources for health at all levels of the healthcare system.



*Figure 1: Some SWAP Staff members*

## **Current state: organizational performance**

To inform strategic initiatives for the 2023 – 2025 period, an organizational assessment was carried out. This involved an online SWAP employee engagement survey.

The main objective was to establish the employee’s views and opinions about their individual engagement in the organization. This information was useful for strategic management planning.

Various components were covered on the online survey which included;

- Employee’s information
- Career development
- Work engagement
- Compensation offered
- Relationship management
- Benefits
- Working environment.

## Employee Engagement Survey Results.

### ***Employee Information***

A total of 40 staffs participated in the survey. 28% (n10) of respondents were staffs and 72%(n30) were non-management staffs.

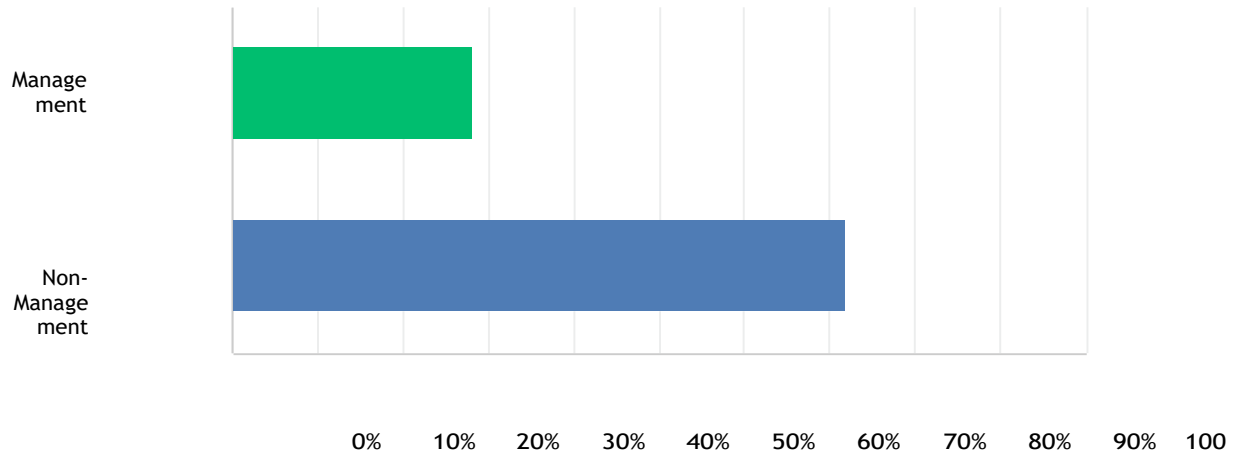


Figure 2: Employee Information

### ***Response by departments***

The chart below indicates the proportions of SWAP employees who participated in the online survey by each department. Majority of employees who participated constituted research department 43% (n=17). Other participating departments included; Programs 13% (n5), M&E/Data Management 10% (n=4), Human Resource 10% (n=4), Admin 10% (n=4), Governance 7% (n=3), Finance 5% (n=2) and Emergency Response 2% (n=1)

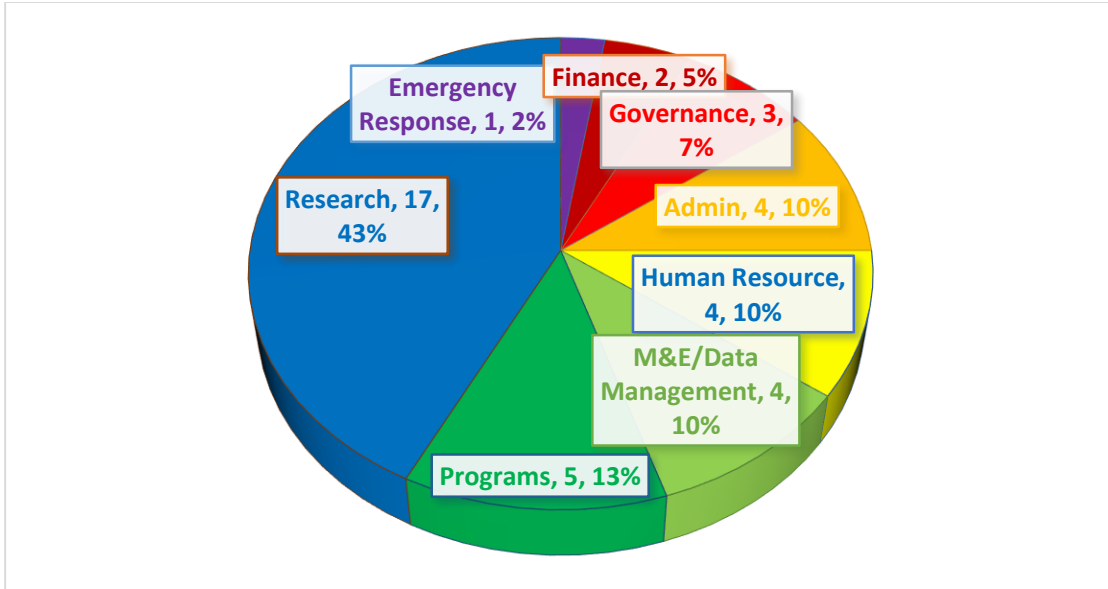


Figure 3: Proportion of response by department

### Career Development

Overall, employees were satisfied with the professional growth. Three quarters of employees were either in agreement or strongly agreed that the organization has provided a good environment for career development.



Figure 4: Career growth development

### Work Engagement

Over 50% of staffs either agreed or strongly agreed that they are excited about going to work each day 97.43% (n=38), involved in work that the day goes very fast 89.75 (n=35), determined to give the best effort at work each day 97.43% (n=38), feels completely focused on job duties (n=37), new staffs adapt easy to the culture 84.61% (n=33), staffs proactively identify challenges

and find solutions 68.42% (n=26), employees at SWAP take the initiative to help others 89.75 (n=35) and are willing to accept change 76.92% (n=30).

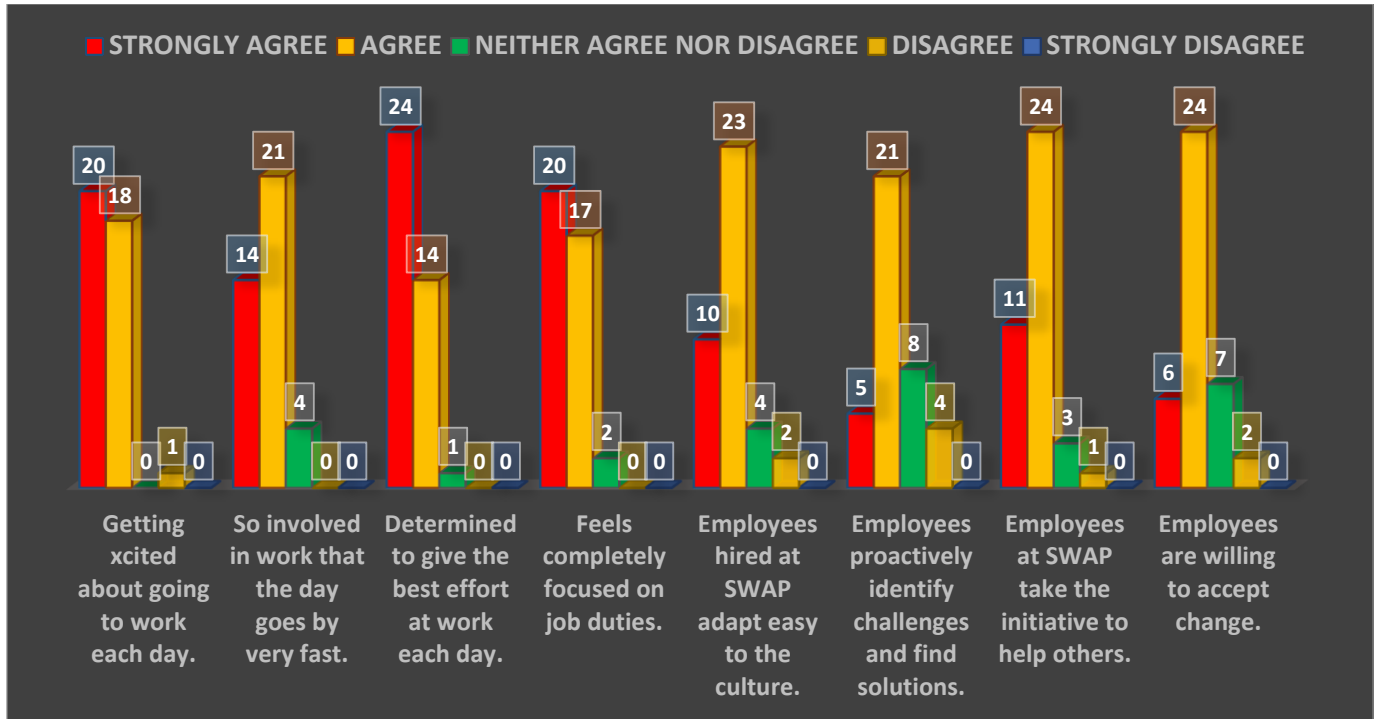


Figure 5: Work engagement

### Compensation and benefits

Over 50% of staffs either agreed or strongly agreed with the current compensation and benefits arrangement in the following areas; organization rewards good job service 51.28% (n=20), compensation is reasonable and at the same level as on the job market 51.28% (n=20), satisfied with overall compensation 56.41% (n=21). However, staffs registered low satisfaction (agreed/strongly agreed) in the following areas; satisfied with the retirement benefits package 28.94 (n=11), satisfied with health related benefit package 23.07% (n=9), satisfied with the total benefits package 31.58% (n=12). This has been demonstrated in the figure below.

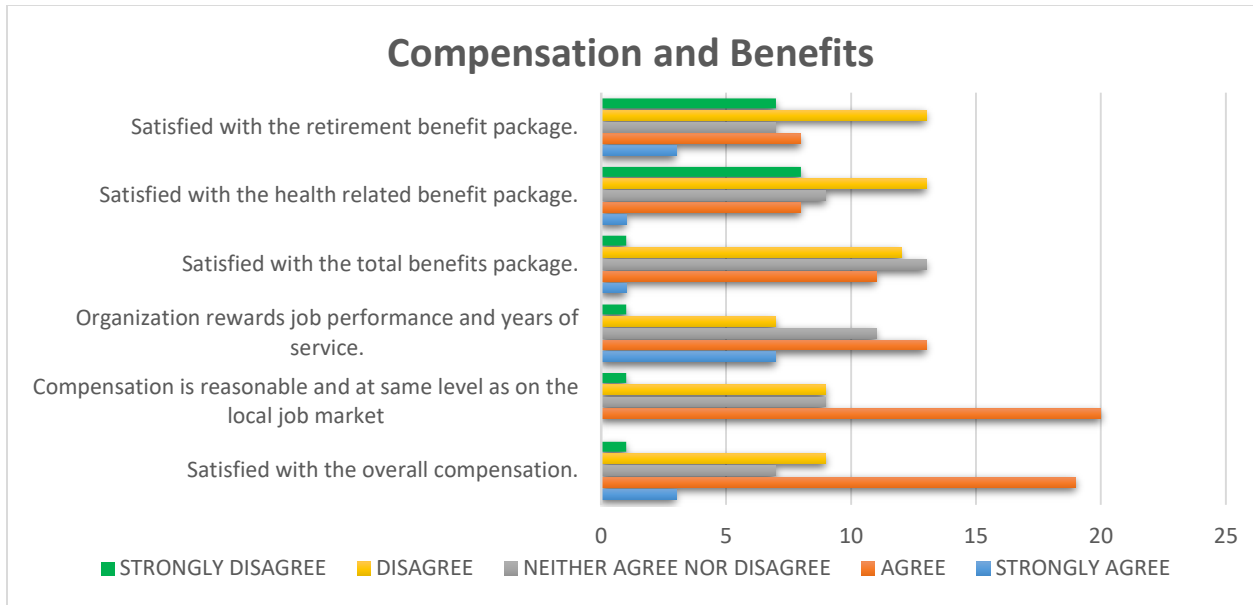


Figure 6: Compensation benefit

### Relationship management

Over 50% of staffs were satisfied (agreed/strongly agreed) with relationship management within the organization. This was demonstrated as follows; I feel free and comfortable to be critical and vocal about concerns and decisions made 76.92% (n=30), I feel SWAP values my opinion and ideas and provides feedback 87.17% (n=34), I feel valued at SWAP for my contributions to the organizations mission and vision 84.61% (n=33), the organization recognizes and accepts my weaknesses 74.36% (n=29), the organization recognizes and accepts my strengths 87.18% (n=34), there is confidentiality and compliance with SWAP’s values 74.36% (n=29), there is efficient team work at SWAP 84.61% (n=33), Satisfied with opportunities given to represent SWAP in stakeholder forums 74.36% (n=29), there is active engagement and recognition skills and expertise among employees 79.49% (n=31), employees are able to share ideas and be part of decision making 79.49% (n=31), communication channels are clear on how to address issues 92.31% (n=36), communication between senior leaders and employees is good 84.61 (n=33), employees are able to make decisions affecting individual work 79.49% (n=31), employees treat each other with respect 92.31% (n=36) The figure below shows scores on relationship management.

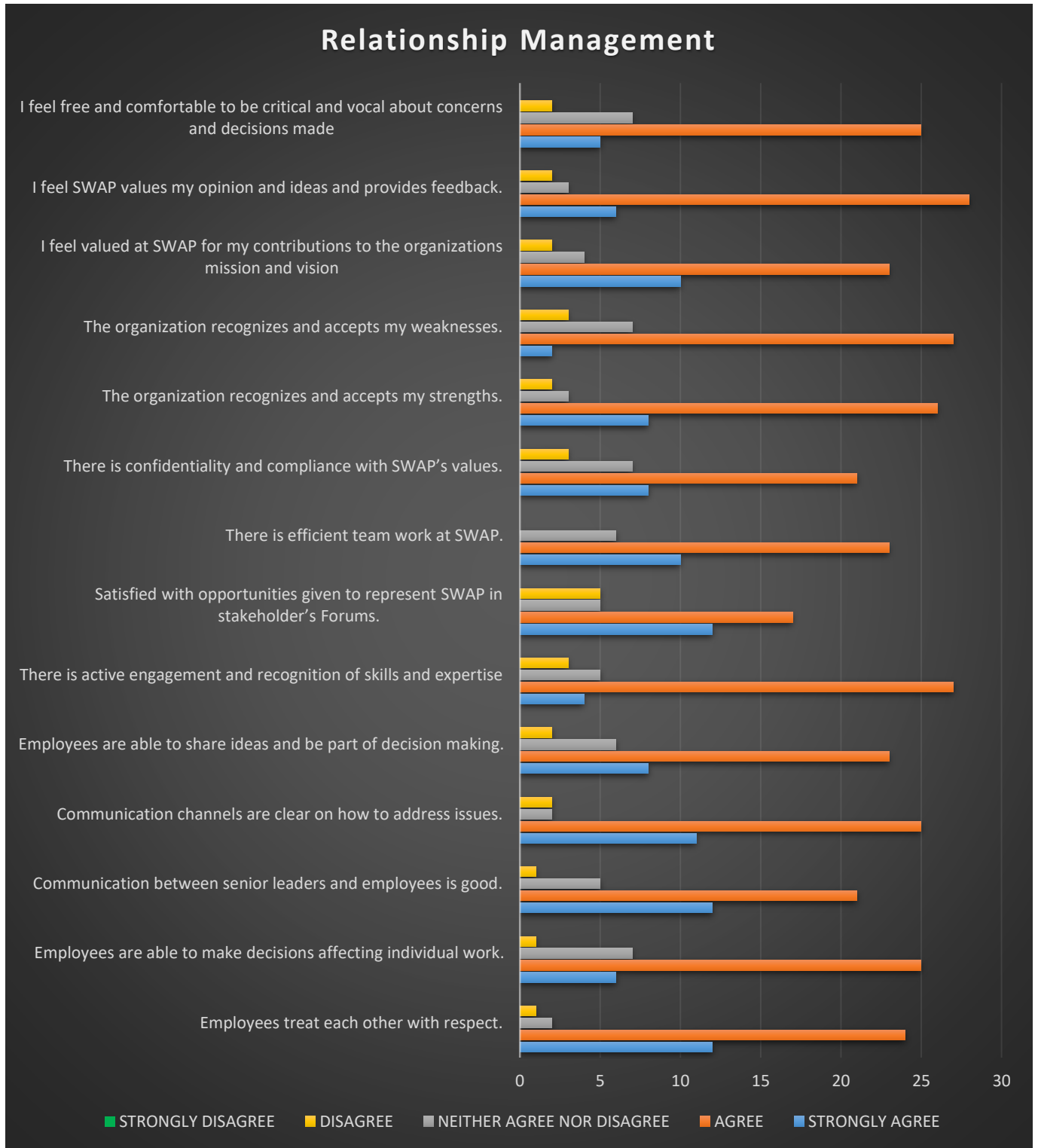


Figure 7: Relation Management



### Work Environment

Majority of SWAP employees were satisfied with their work environment. This was demonstrated by a good number agreeing or strongly agreeing as follows; the organization has a safe working environment 90% (n=36), the organization positively impacts people’s lives 100% (n=40), the organization operates in a socially responsible manner 85% (n=34), the organization is dedicated to diversity and inclusiveness 85% (n=34), I am satisfied with the culture of my workplace 92.50%(n=37).

However, job security and financial stability scored a little lower as follows; I am satisfied with the job security 42.5% (n=17), the organization is financially stable 37.50% (n=15),

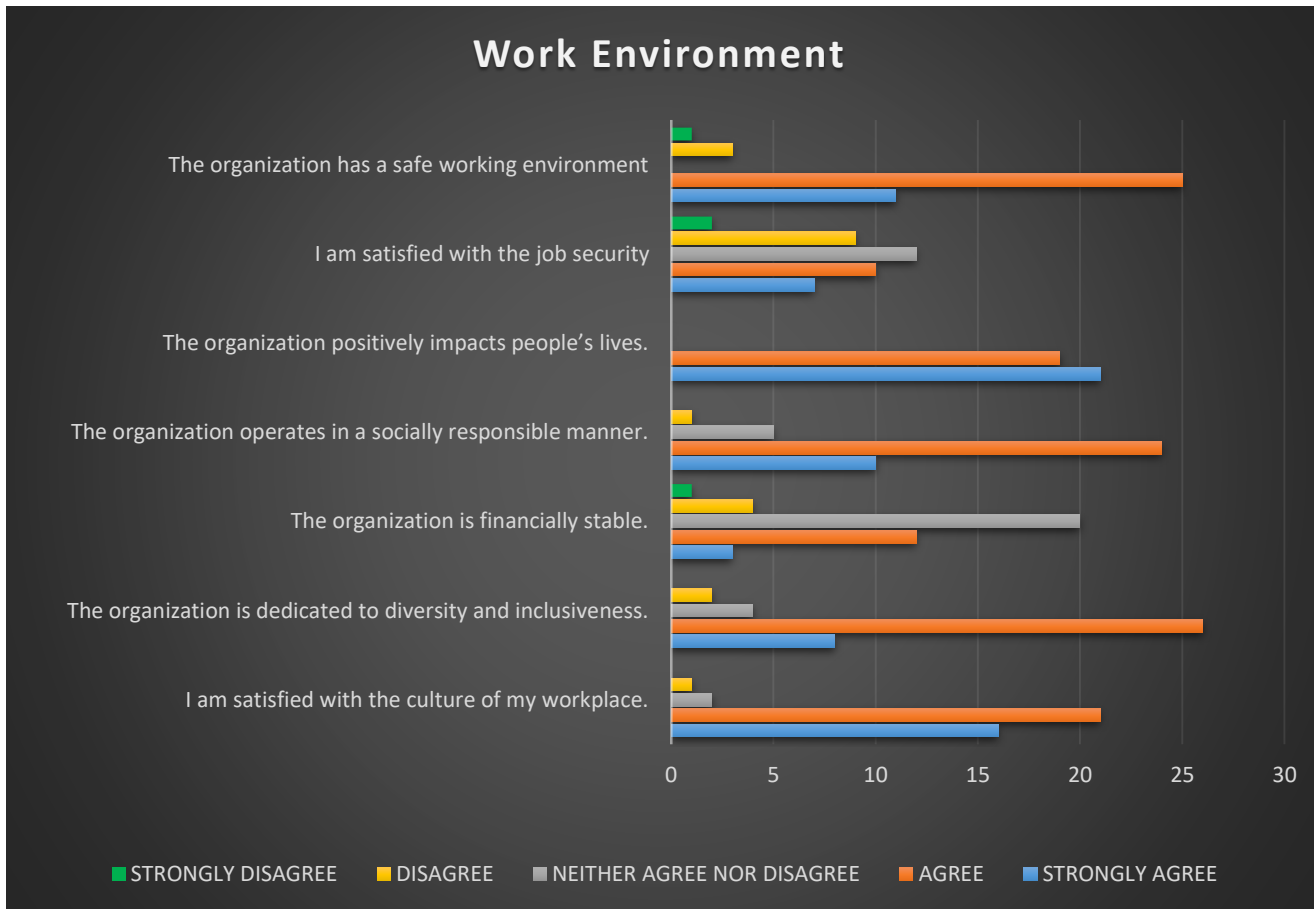


Figure 8: Work Environment

## Strengths, Weaknesses, Threats & Opportunities (SWOT) Analysis

SWAP staffs conducted a SWOT analysis during one of the monthly meetings held on the 6<sup>th</sup> June 2022. The activity was an interactive process where team members were divided into 2 groups. The outcome was summarized as follows;

| STRENGTHS   | WEAKNESSES   |
|---|--|
| <ul style="list-style-type: none"> <li>• Local, National and Global Partnerships and Memberships</li> <li>• Excellent rapport with GOK at National and County Levels</li> <li>• Community Goodwill</li> <li>• Loyal donors</li> <li>• Targeting vulnerable and marginalized communities</li> <li>• OVC support</li> <li>• Lead NGO in the WASH sector</li> <li>• Water lab doing water quality analysis and testing WASH products, technologies and interventions</li> <li>• Parasitology lab</li> <li>• Production unit for Alcohol Based Hand Rub</li> <li>• COVID 19 response and Vaccination Outreach</li> <li>• Flood and Emergency response as members of the Western Humanitarian Hub</li> <li>• Pioneers in the Social Marketing of Health Products and social behavioral change communication</li> <li>• Diversification of public health programs, research and emergency response</li> <li>• Human resource of over 80 employees with wealth of experience and diverse skills</li> <li>• Registered and compliant with Kenya Law, rules and regulations</li> <li>• Good governance with sound systems, structures and policies</li> <li>• Fund Management</li> <li>• Crowd funding platforms – Global Giving, Donor See</li> <li>• Award winning organization</li> </ul> | <ul style="list-style-type: none"> <li>• Not yet financial stable – Budgets not fully covering all operational costs</li> <li>• Poor remuneration and lack of benefits</li> <li>• Still relying on rented property</li> <li>• Lacking key positions (Communication, Deputy Director, Internal Auditor, Marketing, Resource Mobilizer) and as a result everyone multitasking</li> <li>• Capacity gap in writing of scientific proposals instead relying on international partners</li> <li>• Lack of capacity building for professional career development</li> <li>• Lack of proper orientation on policies and sometimes non compliance</li> <li>• Use of vernacular language</li> <li>• Not always maximizing on opportunities</li> <li>• Dress code not observed – too casual</li> <li>• Competition from well- funded partners who create community expectations</li> <li>• Some focus on isolated programs and not understanding all SWAP’s activities</li> <li>• Lack of ownership and marketing of SWAP</li> <li>• Not always embracing team work</li> <li>• Security lapses</li> </ul> |

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Visibility – over 60 research publications, annual reports, website and social media handles</li> <li>• Remained relevant, flexible and resilient offering essential services in health sector</li> <li>• Efficient and not bureaucratic</li> </ul>  |   |
| <p><b>OPPORTUNITIES</b></p>   | <p><b>THREATS</b></p>   |
| <ul style="list-style-type: none"> <li>• Local and Global Partnerships and Memberships</li> <li>• Excellent rapport with GOK at National and County Level</li> <li>• Loyal donors</li> <li>• Visibility – annual reports, website and social media handles</li> <li>• Crowdfunding</li> <li>• Fund Management</li> <li>• Accountability, transparency and zero tolerance to corruption</li> <li>• Registered Foundation in the Netherlands</li> <li>• Diverse expertise trained on advanced and modern technologies</li> <li>• Resources such as labs attracting research partners and stakeholders</li> <li>• Open door policy</li> <li>• Income generating activities</li> <li>• Social marketing of health products</li> <li>• Climate change, pandemics and flood</li> <li>• Center of excellence / learning hub</li> </ul> | <ul style="list-style-type: none"> <li>• Insufficient donor funds and short term funded projects</li> <li>• Sustainability – donor dependency</li> <li>• Competitiveness of bidding for donor funds</li> <li>• Global and National Political Instability</li> <li>• Corruption and lack of social accountability</li> <li>• Global Pandemics</li> <li>• Climate Change</li> <li>• Price increase of basic commodities</li> <li>• Inflation and economic losses</li> <li>• Insecurity and increased crimes</li> <li>• Technical failures of different technologies</li> <li>• Changes in government policies and taxation</li> <li>• Industrial actions of healthcare workers</li> <li>• Poor health systems, supply chain and infrastructure</li> <li>• Bureaucratic process and delays in protocol approval</li> <li>• Change of donor’s way of funding – journey to self-reliance – cost sharing</li> <li>• Community Dynamics</li> </ul> |

Table 1: SWOT Analysis

## **STRATEGIC FOCUS AREAS**

### ***1. Strategic Direction 1 – Partnerships***

SWAP will continue to maintain and establish new effective partnerships with the Ministry of Health, Education, water, Sanitation and Irrigation and other GOK departments, Private Sector, Academia and Health NGOs. This will be through membership of HENNET, the Health NGO Network, Innovations in Health Care, KEWASNET and the ECD Network. Further active participation in National and County Technical Working Groups on WASH, Emergency Operation Center, WASH in Health Care Facilities, WASH in Schools Global Hand washing advisory board, Western Kenya Humanitarian Hub, Global Waste Water Cleaning Network, Chlorine Generation Community of Practice, COVID-19 Stakeholders forums, Global Waste Water Cleaning Network, Lake Region Economic Bloc COVID-19 advisory committee among others.

SWAP will utilize opportunities to attend, present and participate during County, National and International Forums. SWAP will continue to partner and offer internships to international and national students and receive researchers and Principal Investigators of studies for technical support.

#### **Strategic Main Objective:**

To grow and sustain effective and robust networks for sharing of best practices, expertise and resources and a collective voice for advocacy.

#### **Specific Objectives:**

- Provide expertise, advisory and disseminate research findings and best practices
- Coordinate activities, share and mobilize resources
- Influence policy formulation and strategies
- Develop and test training curriculum
- Strengthen advocacy efforts through the networks and technical working groups.

### ***2. Strategic Direction 2 – Research and Development***

SWAP will continue to leverage on its research expertise and work with local and International Universities, research partners, Ministries of health, education, water, Sanitation and irrigation and other stakeholders as implementing partner during public health research. SWAP evaluates the health and economic impact of public health interventions, innovations, products and technologies. The research will focus on WASH, Menstrual Hygiene Management, COVID-19, Maternal and Child Health, Early Childhood Development, Neglected Tropical Diseases among others. SWAP will contribute to publications in peer reviewed international journals and influencing policies through dissemination of research findings.

#### **Strategic Main Objective:**

To provide evidence of health and economic impact of public health interventions, products and technologies for policy influencing and strategic change of programs.

#### **Specific objectives:**

- Evaluate new products, technologies and innovations
- Provide evidence based results to partners and GOK departments for planning and budgeting

- Strengthen capacity of health workers and WASH organizations
- Improve WASH standards to Health Care workers, WASH organizations and communities.
- Provide a learning hub for local and International students and research partners
- Mitigate the impact of disease outbreaks through predictive analysis and interventions
- Disseminate and publish internationally peer reviewed research findings to partners.

### ***3. Strategic Direction 3 – Social Marketing and Social Behavioral Change Communication***

SWAP will continue collaborating with local partners and the Ministry of Health on disease prevention, health and hygiene promotion by engaging community health volunteers in social marketing and behavioral change communication. Focus will be on the prevention of malaria, diarrhea, respiratory tract infections, malnutrition, HIV and COVID-19. Through these interventions, SWAP will empower community health volunteers to become useful members of society improving health through creating access to life saving health products while generating income to become self-reliant.

#### **Strategic Main Objective:**

To build the capacity of health care workers and key stakeholders as delivery agents to change health behaviors and prevent illness in the community.

#### **Specific Objectives:**

- To empower the community health volunteers to generate income and become self-reliant.
- To promote and increase access to life saving health products
- To facilitate risk communication and community engagement
- To prevent diseases through use of Social Behavioral Change Communication strategy

### ***4. Strategic Direction 4 – OVC, Vulnerable Families Support***

SWAP has a wealth of experience in orphan and vulnerable children (OVC) and vulnerable families support. SWAP will continue to work with the community to identify and support the most desperate and vulnerable cases with school fees and requirements, medical fees, wheel chairs for People Living with disability and small business start-up costs, through cost sharing with family and community. SWAP has been able to provide support through loyal donors, well-wishers and crowd funding.

#### **Strategic Objective:**

To improve the quality of life, educational, social and economic status of the most vulnerable towards self-reliance.

#### **Specific Objectives:**

- To improve physical wellness and mobility of those marginalized community members with special needs.
- To provide medical support for vulnerable community members
- To provide scholarships and school requirement and upkeep for OVC
- To provide life skills mentorship and counseling of OVC
- To improve houses and provide small scale business opportunities

To conduct Fundraising through crowdfunding platforms e.g. Donor See and global giving.

## **5. Strategic Direction 5 – Emergency preparedness and response**

SWAP has through support of loyal donors and crowd funding become one of the first responders during Emergency Situations such as Flood and disease outbreaks including cholera and COVID-19. Families affected by flood have been supported with food and non-food items, building of shelters. Schools in flood prone area have been adopted to help them comply with COVID-19 rules. COVID-19 response have been provided to health care facilities by distribution of Hand Washing Stations, Soaps, Alcohol Based Hand Rub and replacements of water-tanks and training on hygiene promotion and social behavioral change communication. STREAM disinfection generators were installed at health care facilities for infection prevention and control. COVID-19 vaccination outreaches have been supported for the most vulnerable communities such as people living with disability, elderly, Street families from low income and flood prone areas.

### **Strategic Objective:**

To prevent the risk and spread of epidemics, morbidity and mortality during outbreaks and natural disaster.

#### **Specific Objectives**

- To mitigate the impact of disease outbreaks.
- To provide WASH and basic commodities as well as food supplies to families affected by floods
- To build houses and support evacuation to temporary shelters of families affected by floods
- To build the capacity of local disaster management committees and other stakeholders to respond and prepare for future calamities
- To collaborate with MOH and humanitarian stakeholders to respond to emergency outbreak and other health outreaches.
- To advocate for disease prevention and infection control through innovations and healthcare commodities.

## **6. Strategic Direction 6 - Laboratory Services**

SWAP has a state of the art water laboratory which will continue to be used during research of WASH products, innovations, technologies and interventions. The lab supports the County Department of Health for surveillance during waterborne disease outbreaks and flood and for walk-ins and partner organizations. The services in the lab has been extended by a production unit for Alcohol Based Hand Rub, for which we received Kenya Bureau of Standards approval. SWAP aspires to have a sustainable lab, which can offer international quality service. Other lab services we will continue to offer is for diagnosis of neglected tropical diseases in particular Schistosomiasis and soil transmitted helminth. SWAP will ensure to offer quality services up to Kenya Bureau and World Health Organization standards. The has become a learning hub for various students from Universities and Research Institutions.

## **Strategic Main Objective:**

To provide a sustainable quality water lab and parasitology lab as a resource for research activities in the western Kenya region.

### **Specific Objectives:**

- To provide evidence prior to treatment of helminths, schistosomiasis, malaria and other diseases in stool, urine and blood through microscopy parasitology testing.
- To test water for bacteriological and chemical analysis
- To test an array of various pathogens using PCR.
- To produce Alcohol Based Hand Rub and soap following KEBS and WHO formulation standards
- To test WASH products, technologies, innovations and interventions
- To offer lab services to external partners and generate income.
- To do internal and external quality assurance and proficiency testing and training
- To provide a learning hub for National and International Students
- To offer consulting and capacity building for other labs and partners
- To adapt to international standards and modernizing by adapting to latest technologies and equipment.
- To test for COVID-19 in waste water

## **7. Strategic Direction 7 – System strengthening and governance structures**

The growth and development of SWAP will require improved human and systematic capacity. SWAP will invest in attracting, developing, motivating and retaining competent human capacity. Management and employees will be encouraged to continue learning and will be exposed to international and national forums as well as online and on the job training. Policies, such as governance, HR, procurement, transport and finance will be regularly reviewed and approved by the board of directors and staff will be oriented on them. SWAP thrives to remain efficient but have solid systems to reduce risks and increase donor confidence. SWAP will learn and improve following ongoing regular financial audits by external auditors and risk and compliance teams. SWAP will continue offering fund management for various International donor which generates income for the organizations.

### **Strategic Objective:**

To build a self-motivated competent staff and solid systems for effective operations offering quality services, and increased donor confidence and funding.

#### **Strategic Objectives:**

- To build the capacity of staff in their field of expertise and projects.
- To providing strategic directions, staffing and engaging staff in decision making and planning
- To develop, review and implement organizational policies.
- To provide equal opportunities to staff attending networking forums relevant to their area of expertise.
- To provide mentorship on the job learning.
- To remain flexible and efficient in the implementation of research and program projects.
- To comply with organizational policies and GOK regulations and practice zero tolerance to corruption.

- To explore ongoing opportunities for fund management.

## **8. Strategic Direction 8 – Resource mobilization, accountability and sustainability**

SWAP will continue with active resource mobilization responding to proposals that are relevant to its vision and mission. SWAP will diversify its donors and improve on donor negotiations for overhead costs and to ensure all costs are covered. SWAP will work with budget holders, to do budget projections and tracking to ensure we work within the donor approved budgets. SWAP will continue to explore and expand on other income generating activities. SWAP will improve its procurement systems to avoid wastage and demand quality service and products at an affordable and reasonable cost from prequalified vendors. SWAP will reduce risks by using mobile money and wire transfers and enhancing internal controls. SWAP will encourage staffs to multitask and participate in various projects and enhance team work in order to reduce on personnel costs. SWAP will increase its visibility through networking, dissemination meetings, publications, participating and presenting during national and international forums, social media and the website. Marketing efforts will be made with the aim to have a sustainable lab, increased sales revenue and ongoing fund management. SWAP will restrict use of the funds from the IGA account in order to build up some reserves and buffer.

### **Strategic Objective:**

To become financially stable and on the road towards long term sustainability.

### **Specific Objectives:**

- To improve on staff retention and career growth development.
- To collaborate with local and international research institutions in the development of proposals and protocols
- To strengthen partnerships and collaboration with relevant departments at County and National government.
- To continue sharing of quality reports, publications and updates on the website for increased visibility and marketing
- To expand on income generating activities including product sales, rental services, office based services, lab, fund management and consultancies
- To analyze donor budgets and timelines and revenue projections to support decision making
- To strengthen marketing efforts through stakeholder’s network forums and events, exhibitions and dissemination meetings
- To fundraise through crowdfunding platforms such as Donor see and Global giving.
- To respond to requests for funding application relevant to SWAP’S vision and Mission.
- To develop resource mobilization strategy.



## **ANNEX 1: Staff Satisfaction Survey Questionnaire**

Are you working as management member of non-management member?

- Management
- Non-Management

1) Which department are you working in?

- Governance
- Finance
- Admin
- Sales
- HR
- M and E /Data Management
- Programs
- Emergency Response
- Research
- Other

**Rating strongly agree, agree, neutral, disagree, strongly disagree in the following sections**

### **Career Development**

- Satisfied with the opportunities for professional growth
- The organization is dedicated to professional development
- Satisfaction with on the job training and exposure the organization is offering me
- Satisfaction to have the opportunity to apply my talents and expertise

### **Work Engagement**

- Getting excited about going to work each day
- So involved in work that the day goes by very fast
- Determined to give the best effort at work each day
- Feels completely focused on job duties
- Employees hired at SWAP adapt easy to the culture
- Employees proactively identify challenges and find solutions
- Employees at SWAP take the initiative to help others
- Employees are willing to accept change

### **Compensation and benefits**

- Satisfied with the overall compensation
- Compensation is reasonable and at same level as on the local job market
- Organization rewards job performance and years of service
- Satisfied with the total benefits package

- Satisfied with the health related benefit package
- Satisfied with the retirement benefit package

### **Relationship management**

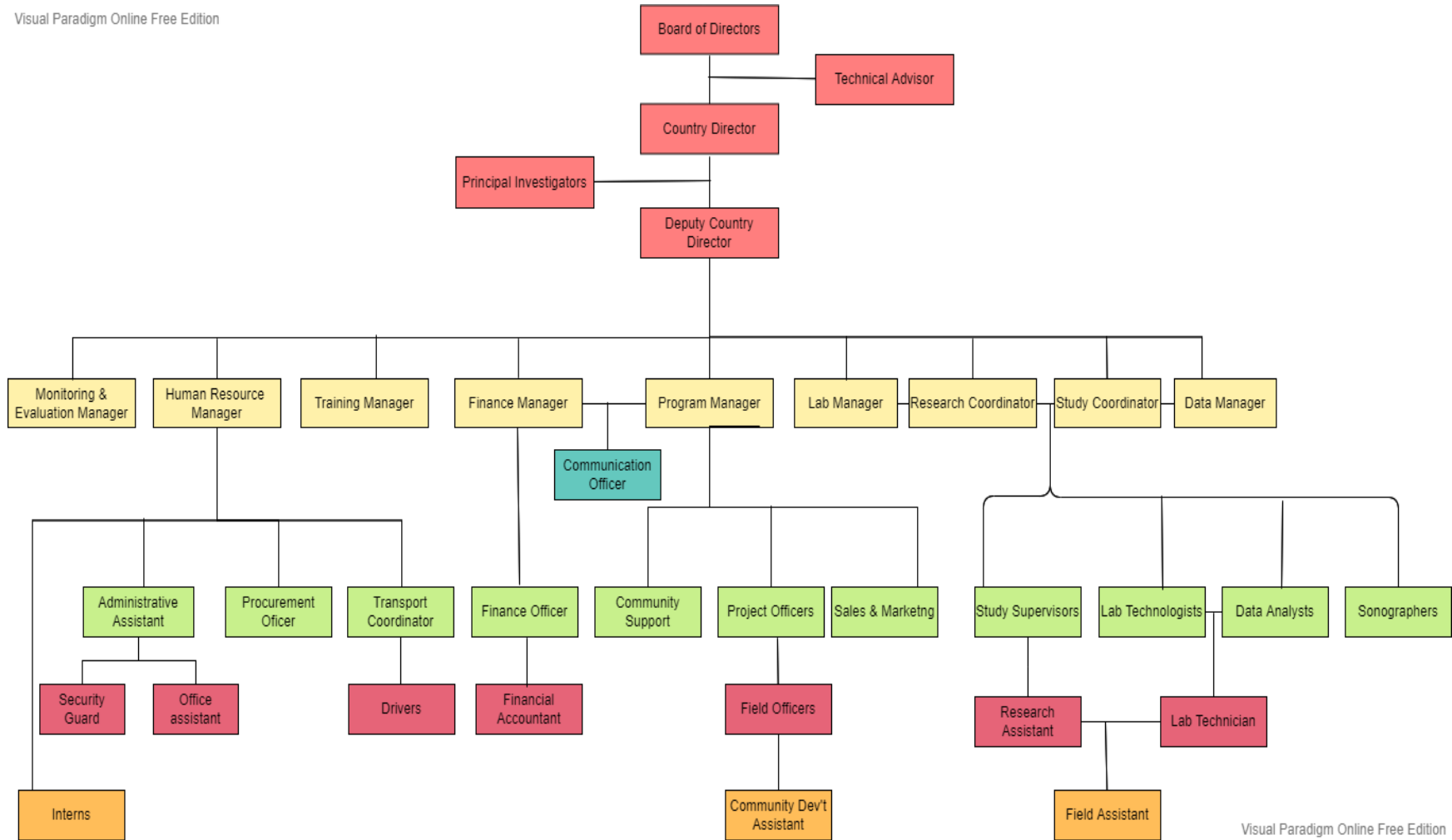
- Employees treat each other with respect
- Employees are able to make decisions affecting individual work
- Communication between senior leaders and employees is good
- Communication channels are clear on how to address issues
- Employees are able to share ideas and be part of decision making
- There is active engagement and recognition of skills and expertise among employees
- Satisfied with opportunities given to represent SWAP in stakeholder's forums
- There is efficient team work at SWAP
- There is confidentiality and compliance with SWAP's values
- The organization recognizes and accepts my strengths
- The organization recognizes and accepts my weaknesses.
- I feel valued at SWAP for my contributions to the organizations mission and vision
- I feel SWAP values my opinion and ideas and provides feedback
- I feel free and comfortable to be critical and vocal about concerns and decisions made

### **Work Environment**

- I am satisfied with the culture of my workplace
- The organization is dedicated to diversity and inclusiveness
- The organization is financially stable
- The organization operates in a socially responsible manner
- The organization positively impacts people's lives
- I am satisfied with the job security
- The organization has a safe working environment

## ANNEX 2: SWAP Staff Organizational Structure

Visual Paradigm Online Free Edition



Visual Paradigm Online Free Edition



**ON BEHALF OF THE MANAGEMENT MANY THANKS FOR YOUR CONTRIBUTIONS AND SUPPORT**