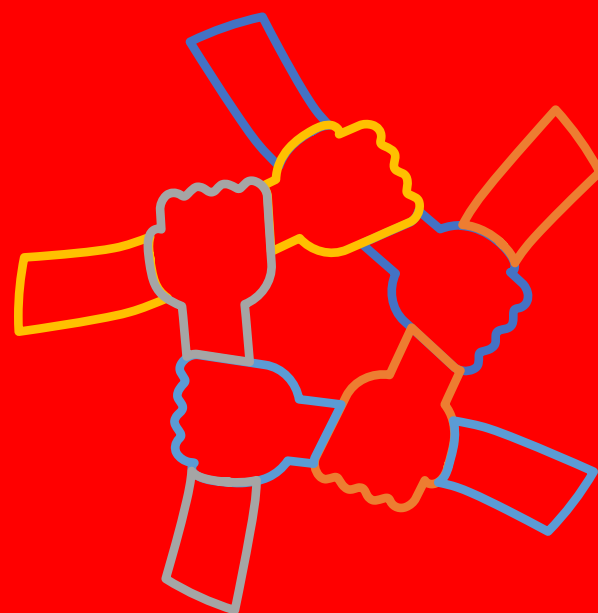


# EANNASO

Collective action  
healthier communities



Strategic plan  
2023-2027



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## Abbreviations

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<b>CG</b>	Community Groups
<b>CS</b>	Civil Society
<b>CSO</b>	Civil Society Organization
<b>EANNASO</b>	Eastern Africa National Networks of AIDS & Health Service Organizations
<b>HIC</b>	High Income Country
<b>LGBTI</b>	Lesbian Gay Bisexual Transgender and
<b>LIC</b>	Low Income Country
<b>LMIC</b>	Low Middle-Income Countries
<b>OVCs</b>	orphans and Vulnerable Children
<b>PEPFAR</b>	President' s Emergency Plan for AIDS Relief
<b>PMI</b>	President' s Malaria Initiative
<b>RA</b>	Results Area
<b>SDG</b>	Sustainable Development Goals
<b>SO</b>	Strategic Objectives
<b>SP</b>	Strategic Priorities
<b>SWOT</b>	Strengths, Weakness, Opportunities and Threats

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## Foreword

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More than twenty years ago, as the HIV/AIDS pandemic rapidly spread across the world, the international community for the first time collectively set an ambitious target to halt and reverse the spread of HIV/AIDS by 2015. Soon it was imminent that the HIV pandemic was not a solitary pandemic but was intertwined with other health related concerns such as TB, SRH, and the entire health system. As such the international community quickly realized that to end AIDS, there is need to focus on addressing health inequalities.

Civil society has been part of the health response for every epidemic, often becoming engaged before national governments. Furthermore, the experiences of pioneer CSOs have been extended and translated to countries across the globe as part of the scale-up of Health programs. Key responses by partners and host governments could not have happened at the same pace and intensity without the involvement of civil society and communities. In the process of scale-up, some CSOs grew and were transformed from organizations largely focusing on advocacy, activism, and community care to become large-scale providers of HIV, TB and Malaria prevention, care, and treatment and other health programs, contributing significantly to overall health systems strengthening.

As communities came together to respond to the spread of HIV. The Eastern Africa National Networks of AIDS & Health Service Organizations (EANNASO), formed in 1994, formally known as AIDS national Networks of Eastern Africa (ANNEA) a regional umbrella body bringing together civil society (CS) and community group (CG) voices from Kenya, Uganda and Tanzania to inform policies and improve the programming of HIV, TB, Malaria and other health issues. By 2002, ANNEA broadened its scope and expanded to cover the larger eastern Africa region and changed its name and registration to EANNASO. The Global solidarity and community resilience compounded by efforts of such regional networks like EANNASO has saved millions of lives.

EANNASO has tapped into regional and international expertise to empower the Civil Society in effectively contributing to the reduction of new HIV, TB and Malaria

infections, through strengthening institutional and programmatic capacities, promoting sharing of experiences, best practices and identifying priorities of CSOs. Though EANNASO is an east Africa membership organization, she works with CS and communities in the broader Anglophone Africa as she remains the only surviving sub-regional HIV, TB and Health network. EANNASO is known for coordinating civil society and community expertise as its strongest niche and building on existing capacities to strengthen the voice of Civil Society and Community Groups.

In view of the above, EANNASO works with community, community groups, national and regional governments, global and regional partners and other stakeholders with a view of ending HIV, TB, Malaria and other associated diseases. In so doing, the EANNASO' s strategic plan 2023-2027 has been aligned to the priorities of its communities and community groups, partners and other stakeholders and has taken into consideration emerging and evolving issues including human rights on access to health, pandemics and climate change, among others.

As countries and partners rally behind their bold targets and commitments to end HIV, TB and Malaria by 2030, EANNASO is committed providing leadership, technical support and capacity building to the member CSOs and community Groups as they play their role in ending HIV, TB and Malaria. Let us re-dedicate ourselves to ensure that we put all our collective might towards ending HIV, TB and Malaria and realizing the human right on access to health services for all!

This Strategy is the result of extensive situation analysis and inclusive process of consultations with member CSOs, communities and partners. I am deeply grateful to the participants who contributed to its development.

**CHAIRPERSON, EANNASO**



## Preface

I am delighted to present to you the EANNASO Strategic Plan 2023-2027, which outlines the strategic vision, mission, priorities and objectives we have identified to help EANNASO realize its full potential and better fulfil its mission of *“Driving a regional Health agenda that empowers national networks to effectively contribute to reducing Health inequalities and new pandemics, by enhancing the voice of CSO’ s and Communities”* .

EANNASO’ s Strategic Plan 2023-2028 is anchored within the national, regional and global health challenges, opportunities and commitments in ending the three diseases namely HIV, TB and Malaria amongst other emerging health challenges such as the COVID-19 and promoting human rights in access to health. The commitments acknowledge the importance of meaningful community engagement in ending diseases and epidemics, and collaboration between the communities, local and national governments, development and technical partners. Further, the Plan has taken into consideration emerging issues including pandemic preparedness, social contracting and climate change.

The process of formulating a new Strategic Plan at EANNASO has given us the opportunities to take stock on past successes and failures to determine our vision and future goals in the light of challenges ahead and to put forward strategies for our developments not only in response to changing needs but also as an agent to drive intellectual, legal, social and economic changes. In addition, the lessons learnt from COVID-19 pandemic, which exposed the Key and Vulnerable Populations and impacted on access to health services, have been considered.

The EANNASO Strategic Plan 2023-2025 focuses on four key Priorities which attest to our commitment to achieve excellence through our core functions of creation, dissemination and exchange of knowledge, as well as our duty to engage stakeholders and the community.

The achievement of the Strategic Priorities and Results will be made a reality through the **key enablers** including community engagement and leadership,

innovative approaches and building strong partnerships with development and technical partners and governments. In addition, we need to develop an enabling environment in which our human, financial, ICT and physical resources are appropriately allocated and deployed to help us achieve the Strategic Priorities and endeavours an information age.

The EANNASO Strategic Plan 2023-2027 represents concentrated efforts of EANNASO Board, Stakeholders, Partners and Staff, whose valuable inputs made this strategic plan a reality. Let me take this opportunity to thank all of them for their contributions during the process of consultation and drafting the Strategic Plan. I would like to thank, in particular the EANNASO Strategic Plan Committee of the Board for approving the Strategic Plan and taking up the responsibility of overseeing and monitoring its implementation.

I am sure that, with the collaboration of Board, Partners, staff and stakeholders, the priorities we aspire to accomplish will translate into milestones and impacts that we can be proud of. By investing in this Strategic Plan, we are investing to build a better future for regional and global communities as well as the future of EANNASO. May I thank you heartily for taking interest in the future of EANNASO, the communities we serve and in ending the three diseases, HIV, TB and Malaria and in promoting human rights on access to health.

*Onesmus Kalama*

**ACTING EXECUTIVE DIRECTOR,**  
**EANNASO**

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## Acknowledgement

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The successful development of the Five-Year EANNASO Strategic Plan 2023-2027 has been a result of enormous contribution and active participation of multiple stakeholders. EANNASO Strategic Plan draws from experiences, epidemic analyses and lessons learnt and challenges from previous Strategy implementation.

EANNASO would like to thank its staff, communities and community groups, partners and stakeholders who contributed to the development of this Strategic Plan. They include the leadership from regional state actors including East African Community and non-state partners. We convey our sincere gratitude to the Civil societies and community-based organizations representatives, whose enormous contribution has been captured in the development of this Strategic Plan. Gratitude is expressed to the peer review teams drawn from civil society and community-led organizations.

Incredible appreciation goes to members of the Strategic Plan Committee of the Board and members of the Board for clocking many extra hours needed to coordinate and provide strategic direction into the strategy development process and for approving the Strategic Plan.

We wish to acknowledge with gratitude the financial and technical contribution of various partners during the development, review and printing of this Strategic Plan. Specifically, we thank the UNAIDS for Financial, technical and advisory support that made this strategy plan possible, the Global Fund to Fight AIDS and Stop TB Partnership for the valuable contributions, among other agencies.

EANNASO remains committed to working with all stakeholders in implementing this Five-Year EANNASO Strategic Plan 2023-2027.



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## Executive Summary

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This Strategic Plan is an articulation of EANNASO intentions and aspirations for the next 5 years i.e. 2023 to 2027. The plan details the rationale upon which the goals aspirations and goals are premised. The Plan has retained the mission, vision and values of EANNASO but emphasizes the strategic role of EANNASO' s members as the main drives of the organization. The plan will be implemented through a series of annual operational plans. This provides for end of year reviews of the strategic plan and the development of aligned work plans for subsequent years. The Year 2023 Action Plan states the objectives and key activities to be undertaken, with the indicators that will show whether these objectives are being achieved.

The strategic planning process was initiated in 2022. The SP development process included consultative interviews with various stakeholders of EANNASO such as the member organizations, Board, Secretariat, Development Partners, the East Africa Community, national and regional CS Networks and representatives of community groups. The strategy conceptualization and planning process was undertaken in participatory workshops whereby situation analysis and forward action planning was done with the Board and members of the Secretariat. The workshop was followed by detailed review of the outputs and discussion.

Using the stated approach, EANNASO identified five strategic priorities (SP) with corresponding strategic objectives and results areas to pursue for the next five years as follows:

STRATEGIC PRIORITIES AND CORRESPONDING OBJECTIVES

Strategic Priority	Strategic Objective
<b>1. Health Policy Advocacy</b>	1.1. Increase understanding of policy process 1.2. Enhance use of better evidence 1.3. Support pilot policy projects 1.4. Support advocacy campaign 1.5. Scale up communicating for policy influence
<b>2. Partnership, Collaboration and Alliance Building</b>	2.1. Enhance knowledge transfer and learning 2.2. Enhance community mobilisation and increase community reach 2.3. Support resource mobilisation 2.4. Establish a unified national and regional advocacy approach
<b>3. Capacity Strengthening and Technical Support</b>	3.1. Strengthen communities' response to challenges and emerging issues 3.2. Support resilient and sustainable community structures and systems 3.3. Support access to tools, resources, and best practices 3.4. Support access to quality and affordable technical support
<b>4. Research and Knowledge Management</b>	4.1. Strengthening knowledge sharing and learning processes 4.2. Equipping EANNASO with supportive knowledge-sharing and learning infrastructure 4.3. Fostering partnerships for broader knowledge-sharing and learning 4.4. Support research
<b>5. EANNASO Institutional Strengthening</b>	5.1. Enhance collective and effective governance and leadership 5.2. Strengthened capacity as a fiscal agent to communities 5.3. Enhanced coordination and operations management 5.4. Resource mobilisation for financial viability and sustainability

There will be a shift in EANNASO' s funding status where currently over 99% of the funning comes from external restricted funding sources. The goal is to diversify funding streams and increasingly grow the membership fees, and other non-restricted sources of funding (internal and external) targeting to achieve a ratio of 80% restricted funding and 20% non-restricted funding by 2027.

Increasing EANNASO' s visibility and engagement at global, regional and country level is a critical priority in this planning period. EANNASO targets to intensify engagement, strategic partnership, and collaborations with partners and stakeholders in the health and related sectors across all engagement levels.

The 2023-2027 Strategic Plan is a resounding call for EANNASO to be exactly what it ought to be: a communities' driven network. Its realization therefore calls for enhanced strategic partnerships from its current and potential members. The EANNASO Board and Management team will bear the overall responsibility for the operational success of this strategy.

## Situational Analysis

The context in which EANNASO operates is complex and changing rapidly and is therefore important input for the EANNASO strategic Priorities of the coming years. EANNASO conducted a comprehensive analysis of Global and contexts as well as sector (civil society) context to inform the content and structure of this plan.

### Global Context

It was critical to consider and carefully analyze the Global health because the world has become interconnected, and health of individuals in Africa is influenced by global health issues. The increase in global trade and travel in recent decades has provided benefits, but there are also related problems. These take the form of infectious diseases and pandemics, such as COVID-19, but also other trends, such as non-communicable diseases in wealthier countries related to obesity. EANNASO analyzed the following five trends to inform its Strategic Priorities for the next planning period:

**Infectious disease and pandemics:** Infectious diseases do not respect regional and national borders, as was illustrated during the COVID-19 pandemic. However, politics, development policies, and damage to the environment also play a role. Pandemics can also show gaps in preparation and containment. Many other infectious diseases have been killers for decades, including HIV/AIDS, malaria, Ebola, and influenza. EANNASO in this planning period will target to support integration of pandemic preparedness into members CSOs and Community Grouping and new programs, to allow for effective emergency response and mitigate the impact of pandemics on CSOs and communities groups.

**Noncommunicable diseases:** As deaths from infectious diseases have fallen, non-communicable diseases have become leading causes of death in the region. Cancer, heart disease, and conditions related to obesity have proven difficult challenges even to the best health systems. Meanwhile, cancer has become a leading cause of death in countries with high levels of pollution and relatively long life expectancy. EANNASO, in this

planning period, will enhance capacities of national and regional CSOs to respond to and mitigate the impact of noncommunicable diseases on HIV , TB and sexual and reproductive health burdens.

**Food supplies:** Hunger and starvation remain a global health problem, despite significant improvement in food security over recent decades. Even in wealthier countries, natural disasters can expose political and economic inequalities, and infrastructure is strained by growth and environmental change. Threats to food security include diseases that infect livestock, invasive pests, loss of genetic diversity, and climate change. Nutrition will continue to be EANNASO membership' s key priority area, and the network seeks to scale up interventions around nutrition as one of the determinants of health, especially in HIV and TB programs.

**Environmental factors:** Environmental pollution impacts human health, and pollution released by one country can spread across regional and national borders. Polluted air causes illness and millions of early deaths each year, especially in urban areas of Asia. Polluted water can poison people and animal life alike. As temperatures grow warmer, tropical diseases are reaching new areas, impacting the health of patients in areas once free of the disease.

EANNASO and its membership will seek to integrate and mainstream climate change into the members oCSOs and Community Groupings and new programs, to build CSO' s competencies in responding to climate change and mitigate the impacts of climate change on communities affected by HIV and TB challenges.

**Inequality:** Some countries have advanced healthcare systems that are affordable and available to all patients. Other parts of the world, especially less wealthy countries, have less developed healthcare systems, and millions of people struggle to access care. Lack of access to healthcare, whether for financial or other reasons, contributes to millions of premature deaths each year. EANNASO will continue to advocate for fast tracking universal health

coverage as a strategy to reduce inequality in access to health care, by breaking structural and social barriers to access.

### Health and Human Rights in Africa

The right to health in Africa is recognized and guaranteed under Article 16 of the African Charter on Human and Peoples' Rights (Banjul Charter) which states that 1) *"Every individual shall have the right to enjoy the best attainable state of physical and mental health"* ; and 2) *"State Parties to the present Charter shall take the necessary measures to protect the health of their people and to ensure that they receive medical attention when they are sick"*

As per the African Union treaty ratification, 54 out of 55 member states have ratified the Banjul Charter. All governments in Africa therefore, through their ratification of the ICESCR or the Banjul, Charter, recognize health as a right. Recognition of this right to health implies that every member state is obliged to ensure access to timely, acceptable, and affordable health care of appropriate quality within the limitations of their resources, as well as to provide for the underlying determinants of health such as safe water, sanitation, food, housing, health-related information, and education, and gender equality.

Human-rights based approaches have evolved to address inequalities and to progressively permit full participation of all individuals in social, economic and cultural aspects of life. Specific vulnerable groups highlighted in United Nations and WHO documents on the right to health include women, children and adolescents, the elderly, people with disabilities, indigenous peoples, migrants and people living with HIV/AIDS, however many other vulnerable groups and individuals exist.

Although the right to health is recognized as a fundamental human right indispensable for the exercise of other human rights, the obligation on African governments when it comes to its realization has been slow. Policy reforms, relevant legislative framework and resources are required to comply with obligations that come with recognizing health as a human right, and not all African

governments have met these obligations. Financial constraints are a reality for most countries in Africa: 24 countries in African are categorized as low income countries (LIC), 22 are categorized as lower middle income countries (LMIC), 7 countries are categorized as upper middle income countries (UMIC) and one, Seychelles, is categorized as a high income country (HIC).

### **Discrimination and marginalization**

While financial constraints in Africa, have limited the capacity of African countries to deliver health for all as a human right obligation, most countries have made very little progress towards enacting favorable legal and policy frameworks that facilitate access to health services to all. Several African countries still implement discriminatory laws that marginalize some communities and sub populations, making it difficult for them to access health services. Such communities include sex workers, people who inject drugs, and sexual minorities. Criminalization of these groups has increased the prevalence of HIV, hepatitis C, TB and other sexual transmitted infections among these populations.

#### **Women' s and girls' rights**

While legislative proposals to address specific forms of gender discrimination were introduced in the region, gender discrimination and inequality remained entrenched in African countries. Major concerns documented in the region included spikes in gender-based violence, limited access to sexual and reproductive health services and information, the persistence of early and forced marriage, and the exclusion of pregnant girls from schools. While gender-based violence spiked, access to protection and support services for survivors, as well as to sexual and reproductive health services and information, remained limited across the region. Early and forced marriages persisted in many countries.

#### **Key and Vulnerable Populations' rights**

KVPs continued to face harassment, arrest, and prosecution for their real or perceived sexual orientation or gender identity. Attacks on KVPs by law enforcement and conservative communities are also common in the region

where consensual same-sexual relations are criminalized. Access to health service by the KVP community is limited, because of stigma, discrimination and fear of harassment and arrests by law enforcement. Stigma towards KVP community is perpetuated by community, health workers, law enforcement officers and in some cases, anchored in national legal framework.

### **Rights of refugees, migrants and internally displaced people**

Conflicts that raged across the region continued to displace millions from their homes. Most of the region's refugees were hosted by a handful of countries, including Cameroon, Chad, DRC, Ethiopia, Kenya, Niger, Rwanda and Sudan while Uganda had the largest refugee population in Africa. Paradoxically, some host countries, such as DRC and Ethiopia, also produced large numbers of refugees. The humanitarian and security situations in nearly all the region's refugee and IDP camps remained precarious. Lack of adequate access to food, water, education, health and housing, sometimes because of blockades and restrictions of humanitarian access, is common.

## **Sector Context**

The sector analysis was conducted to enhance knowledge and provide insights on the operational environment in which the no-state actors (civil society) operate while supporting health and human rights interventions.

## **CSOs in Health and Related Sectors**

EANNASO have played a key role in national and regional health system in Africa, by providing health services at community level, and by engaging in health advocacy.

**Health Service Provision:** CSOs and Community Groups have provide medical, social and psychological services as well as care and nursing, material and financial support, educational and information services and training.



**Health Promotion:** In addition to provision of health services, CSOs and Community Groups have been instrumental in mobilizing communities for health service uptake. Building communities awareness of the importance and availability of health services, as well as providing material support for communities to access services.





**Health Advocacy:** CSOs and Community Groups have engaged in individual and collective actions designed to gain political commitment, policy support, social acceptance and systems support for health interventions and program. An important task carried out by CSOs and Community Groups in the region is participation in the formation of health policy. This has resulted to development and rollout of health policies and programs that reflect community needs and realities at grassroots level.

### CSOs Challenges

While CSOs and Community Groups in the region have been proactive in supporting health services, especially for most vulnerable communities, majority on CSOs and Community Groups, including community-based organizations, are barely surviving, with most closing shop, while some scaling down on their activities. This is occasioned by: 1) Limited access to funding; 2) Lack of long-term sustainability mechanisms; 3) Limiting policy and programming environment; 4) shifts in global and national priorities; 5) limited capacities to respond to pandemics and emergencies; and 6) gaps in sector coordination mechanisms.

The covid-19 pandemic resulted to most CSOs and Community Groups closing or scaling down on their activities. This has highlighted the need for CSOs and Community Groups to strength their resilience and response to emergencies. EANNASO has prioritized pandemic preparedness priority area for intervention.


## Organizational Analysis


 Strengths	 Weaknesses	 Opportunities	 Threats
<ul style="list-style-type: none"><li>• Diverse membership</li><li>• Good corporate image</li><li>• Functional and active Board of Governors</li><li>• Dedicated and experienced secretariat staff</li></ul>	<ul style="list-style-type: none"><li>• Limited staffing compliment</li><li>• Overreliance on donor funding</li><li>• Limited financial reserves</li></ul>	<ul style="list-style-type: none"><li>• Support from development and technical partners</li><li>• Existing partnership with EAC.</li><li>• Grass root acceptance</li><li>• Existence of regional and global health strategies.</li></ul>	<ul style="list-style-type: none"><li>• Unpredictable regional policy reform process.</li><li>• Impact of epidemics and emergencies on CSOs.</li><li>• Rapid changes in technology</li><li>• Change in Govt. policies.</li></ul>

**Goal:** Increased Prevention and Mitigation of HIV, TB and amongst other health epidemics and related health concerns in the Eastern Africa Region by 2030

## Strategic Framework

**Vision:** Africa where everyone has access to health

 <p>Sustained attainment of human rights</p>	 <p>Improved health outcomes</p>	 <p>Stronger civil society movement</p>	 <p>Strategic partnerships and collaboration</p>
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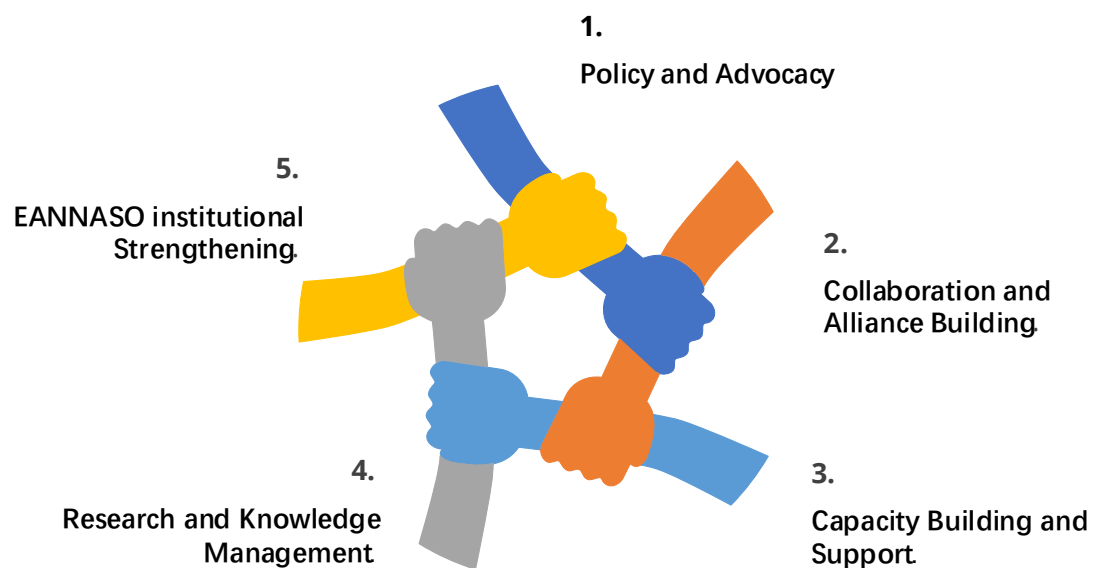
<b>Mission</b> Driving a regional health agenda that empowers CSO's and communities to effectively contribute to ending epidemics	<b>Strategic Priority 1:</b> Targeted evidence-based health policy advocacy and engagement	<b>Strategic Approach 1:</b> Partnership and networking
	<b>Strategic Priority 2:</b> Partnership, Collaboration and Alliance building	<b>Strategic Approach 2:</b> Generating, dissemination and utilization of Strategic information
	<b>Strategic Priority 3:</b> Capacity Strengthening and Technical Support	<b>Strategic approach 3:</b> Adaptability and sustainability
	<b>Strategic Priority 4:</b> Research and Knowledge management	<b>Strategic Approach 4:</b> Scalability and Innovation
	<b>Strategic Priority 5:</b> EANNASO Institutional Strengthening	 across the region.

**Purpose:** Increased contribution of Civil Society and Community Groups in prevention and mitigation of HIV, TB, Malaria amongst other epidemics and health concerns Africa

## Strategic Priorities

EANNASO, through comprehensive situational analysis, stakeholder consultations and examination of global, regional and country trends, has identified and five (5) priority areas of focus in the next five years, targeting to support the civil society and community groups respond to health and human rights challenges. These priorities areas of focus target policy reforms, capacity building, and strategic partnerships.

Figure 1 below outline the five (5) strategic priorities.



Each of the five (5) strategic priorities include corresponding strategic objectives and results areas. The strategic objectives are designed to guide in development of key implementation activities, that are further broken down into specific activities implemented through the annual operational plans.

The results areas (RA) under each strategic objective are inform the EANNASO performance management framework and guide the development of key performance indicators under each strategic objective to allow for effective monitoring of implementation progress and measure success.

The costing structure of this strategic plan reflects the organization of the strategic priorities, with each strategic priority assigned costs.

The strategic priorities are described in detail under the follow-up sessions.

### **SP1 Health Policy and Advocacy**

The operating environment for civil society is improving in a number of countries. The number of CSOs is growing and the nature of civil society is changing, as is their engagement in policy processes. Many CSOs have become aware that policy engagement can lead to greater impacts than contestation. Many CSOs are moving beyond service delivery and engaging more in informed advocacy as an important route to social change and a means of holding governments to account. For EANNASO and its members, policy influence is a part of their organisation' s agenda.

EANNASO has employed a range of different approaches to influence policy at country and regional level: 1) network with other strategic partners, 2) provide training, 3) work with policy makers on policy development, 4) drafting of policy documents, 5) organise policy seminars and workshops, and 6) publication of policy issues.

While CSOs, including EANNASO and its members, have contributed to policy development processes, their impact is surprisingly limited on policy and translation of these policies into action and benefits to communities. Despite evidence of more open and accessible policy contexts, recent assessments highlight that CSOs are often failing to influence policy processes in the region, where governments continue to set the policy agenda much on their own.

Main barriers to CSO policy engagement that have directly resulted to limited CSOs' influence on policy despite increasingly open political context, related to political factors and some related to CSOs. These barriers include: 1) CSO staff do not have sufficient capacity and knowledge on policy process; 2) CSOs do not have enough funds to influence policy; 3) Policy processes are not open to CSOs; 4) Policymakers do not see CSO evidence as credible; 5) Policymakers are not used to drawing on research and evidence; 6) Policymakers have limited capacity to use and adapt evidence in policy processes; 7) CSOs have limited capacity to use adapt research results; and 8) Insufficient research capacity at country and regional levels.

### **Strategic Objectives**

EANNASO targets, in this planning period, to enhance CSOs engagement in policy process by addressing identified barriers, targeted advocacy and establish effective partnership between CSOs and policy makers for policy for policy change. This goal will be achieved through the following strategic objectives:

#### **SO1.1. Increase understanding of policy process**

EANNASO targets to enhance CSOs capacities in policy formulation. One of the persistent challenge is that CSOs often have a surprisingly limited understanding of policy processes – and the incentives and constraints on key actors and institutions. As a result, they fail to engage policy processes in a strategic manner or use evidence in an effective way. EANNASO targets to address this challenge by supporting capacity building initiatives to enhance the knowledge and understanding of policy processes by CSOs. EANNASO will support development and rollout of training programs for EANNASO across the region on policy formulation processes. EANNASO also seeks to support CSOs to build a portfolio of information to better understand the policy process and opportunities for policy entrepreneurship. This will include support generating rigorous assessments of political contexts on policy processes, such as:

**Macro political assessment:** Examining the extent of political space and willingness of policy makers to engage with CSOs on public health and human rights issues. This will increase understanding of critical issues that CSOs should look out for and how the CSOs can engage.

**Specific policy context analysis:** examining the climate surrounding the relevant stage of the policy process, including agenda setting, policy formulation, implementation, monitoring and evaluation. This will help CSOs to establish entry points for human rights and health policy advocacy.

**Analysis of policy implementation at country and regional levels:** EANNASO will seek to establish the nature of bureaucratic processes (transparency, accountability, participation); incentives, capacity and flexibility of organisations to implement policy; degree of contestation; and feasibility of a specific policy reform. EANNASO will continuously assess the policy capacity and information needs of EANNASO and support development or appropriate capacity building responses.

#### **SO1.2. Enhance use of better evidence**

While many CSOs have the potential to generate and use evidence much more effectively than they do, they are not doing so. Many policymakers are frustrated with the nature of the evidence they receive to inform policy processes. EANNASO in this planning period will support generation and utilisation of community strategic information and evidence more effectively to influence policy and practice in the health and related sectors. EANNASO will seek to support:

**Availability of strategic information and evidence:** This will include establishment of a body of (good) evidence and information on priority health and human rights issues. EANNASO will also support generation of strategic information through community led research, harvesting program implementation data, development of case studies and best practices, as well as commissioning of studies and research projects.

**Enhance quality of community generated information and evidence:**

EANNASO, working with relevant stakeholders will seek to support enhancing the quality of community generated data and evidence to ensure that the data is accurate, objective, credible and relevant.

**Establish strategic linkages and partnerships on data and evidence:**

EANNASO will seek to link communities with institutions that support generation of data and evidence including research institutions, and technical partners who collect and collate data in on health and human rights.

**Development of investment cases;** EANNASO will support development of investment cases that demonstrate potential economic benefits of investing in priorities identified by communities, around health and human rights areas.

EANNASO will, under this planning period, seek to ensure communities and civil society scale up collection and use of data as an enable in achieving policy reforms.

**SO1.3. Support pilot policy projects**

In most cases government agencies are risk adverse to try new ideas or approaches. CSOs can bridge the divide by implementing pilot projects as policy experiments. Doing so provides a way for CSOs to demonstrate operational solutions to policy problems. EANNASO will work with partners in the region to support pilot projects as ways to try new approaches and help make governments and other stakeholders more learning-oriented and help with policy development, through identification of what works. EANNASO seeks to ensure that new approaches are tested and allow for phased introduction of better informed and more effective programmes.

**SO1.4. Support advocacy campaign**

EANNASO will continue to support campaigns at country and regional level as critical instruments for mobilising political will necessary to improve health policy and practice. EANNASO will support campaigns that reflect community, political and economic contexts, by identifying problems, target political barriers and stay



engaged throughout the policy reforms process. EANNASO will also development of effective camping approaches and tools, that reflect community needs and application capacities.

**Policy advocacy priorities:** EANNASO, working with communities will identify and prioritise issues for policy campaign, reflecting community interests, challenges and public health and human rights trends. Some of the priorities will include; universal health coverage, domestic resource mobilisation, implementation of TRIPS agreement flexibilities, human rights, removing barriers to accessing health care.

#### **SO1.5. Scale up communicating for policy influence**

Policymakers are often frustrated by the inability of many CSOs to communicate effectively in policy processes. To have greater influence, CSOs will need to make their points accessible, digestible and in time for policy discussions. A key challenge for CSOs is one of communicating better – packaging and translating evidence generated into targeted products with clear messages. To address this gap, EANNASO will support the civil society and community groups to establish why their evidence is not used in policy processes and what it takes to reach and inspire policy makers to use community generated data. EANNASO will support building the capacities of communities to better communicate their innovations, ideas and solutions of public health and human rights importance. This will include enhancing the capacities of communities to better package their data and information in a technical manner appreciated by stakeholders.

#### **Result Areas**

**RA1a.** Increased coverage of essential health services (SDG 3.8.1)

**RA1b.** Increase access to social justice

**RA1.c.** Increased participation of civil society and community groups in national and regional policy processes.

**SP2 Partnership, Collaboration and Alliance Building**

Collaboration is key – now more than ever due to occurrence of pandemics and emergencies that have resulted to shifts in priorities by stakeholders in the health and development sectors. It is a necessary to strengthen the efficiencies and effectiveness of CSOs to address the health and human rights challenges at country and regional levels and generate better outcomes for the communities that CSOs serve. Should CSOs collaborate and partner together, organisations will inevitably be able to ensure financial sustainability, strengthened programmes and services to communities, improve organisational efficiency and effectiveness as well as improve awareness about the issue CSOs seek to address.

EANNASO, in this planning period will support initiatives towards enhancing collaborations and building alliances among CSOs. EANNASO brings together CSOs with diverse ideological approaches and interests, and at different organisational development levels. Collaborations and alliance building will establish complementarity approach as a critical strategy in addressing community challenges that require multisectoral approaches.

Collaboration and alliance building is targeted as a way to leverage collective CSOs efforts to achieve broader change and allows the collaborating organizations to experiment with different solutions to community challenges, and to position CSO' s activities and efforts relative to and in conjunction with other players.

**Strategic Objectives**

To enhance strategic partnerships and collaborations, EANNASO will seek to support attainment of the following strategic objectives:

**SO2.1. Enhance knowledge transfer and learning**

EANNASO will support collaboration initiatives that facilitate learning and transfer of knowledge between CSOs. This includes establishing learning ICT that allow CSOs to interact, access information, resources and tools. EANNASO will

strengthen its information repository systems that facilitated storage of best practises, research findings, tools and guidelines. EANNASO targets to ensure the repository systems in easily accessible by EANNASO from the EANNASO portal.

EANNASO also plans to establish and strengthen linkages between CSOs to allow smaller EANNASO learn from national and regional networks. This includes establishment of communities of practice, and moderated regional platforms that bring together CSOs to discuss and share lessons learnt and experiences.

#### **SO2.2. Enhance community mobilisation and increase community reach**

While the big and well established CSOs and networks have skills, experiences and well resourced, they have limited access to communities at grassroots level. To address this challenge and gap, EANNASO will support partnerships between networks and community groups that facilitate community mobilisation and enhance community reach by networks through partnerships with local community groups. This will also allow effective dissemination of information to communities and enhance community sensitisation and awareness creation on public health and human rights issues.

#### **SO2.3. Support resource mobilisation**

Resource mobilisation is important for CSOs. Some organisations are highly successful in this, whereas others struggle significantly. EANNASO, targets to establish a partnership among CSOs at country and regional level that allow for joint efforts in resource mobilisation. This includes joint resource mobilisation activities, training of smaller CSOs by established organisation of resource mobilisation and sustainability. EANNASO will strengthen its existing civil society and community groups platform to ensure effective support between CSOs in resource mobilisation.

#### **SO2.4. Establish a unified national and regional advocacy approach**

Advocacy for policy change around health and human rights issues require multistakeholder approach, and effective coordination among partners. EANNASO targets to scale up collaborative advocacy approach to facilitate building of a stronger community voice and ensure EANNASO combine efforts in advocacy for challenges in health and human rights sub-sectors. This will include supporting development of a common advocacy strategy that captures prioritised issues for advocacy and corresponding advocacy approaches.

**Result Areas**

**RA2a** Improved and effective cooperation among EANNASO.

**RA2b** Functional platforms for EANNASO collaboration, networking, and partnerships.

**SP3 Capacity Strengthening and Technical Support**

The effectiveness of the civil society organisations to achieve their mandate and effectively influence policy, depends on the capacities of civil society organisation to coordinate, secure resources, generate evidence, and implement programs that respond to community needs. EANNASO in this planning period, will seek to initiate and support programs that target to respond to civil society and community capacity building needs and gaps.

EANNASO will target to ensure that civil society and community groups are equipped with competencies to respond to emerging needs, emergencies and pandemics. The capacity building program will target to ensure civil society organisations and networks are play a leadership role in priority setting and policy making processes. The capacity building program will target to:

- **Strengthens the institutional capacity** of civil society organizations to effectively deliver on their mandate and secure financial viability and sustainability.

- **Enhance networking capacities** among civil society organizations at local, national, regional and global levels.

- **Enhances communication and advocacy capacities** of civil society organizations towards increased access to health and protection of vulnerable groups' interests, related to key social and economic issues of importance to them

- **Supports civil society to deliver quality services** in the absence of state actors, for example in contexts of conflict or fragile states

**Strategic Objectives**

**SO3.1. Strengthen communities' response to challenges and emerging issues.**

EANNASO will, in this planning period, support the capacity building initiatives that target to enhance the capacities of communities to respond to pandemics, and emergencies. EANNASO seeks to ensure that civil society and community groups are well prepared to respond to and mitigate the impact of pandemics and emergencies, through trainings, awareness creation, access to resources and enhancing community representation in decision and policy making platforms.

EANNASO will support initiatives towards learning and adaptation for civil society organisation and community groups, in programme design and delivery to enable civil society and community groups to shape their work to local contexts and the changing needs of communities.

#### **SO3.2. Support resilient and sustainable community structures and systems**

Communities and community groups are at the forefront of any response to public health challenges, including health emergencies and pandemics. The HIV and Ebola pandemic have proven that, in the absence of medical treatment, all cases are pushed back to communities for homebased care. This has made communities a critical health care structure and a unit that is in the forefront to address pandemics and health emergencies.

EANNASO will support the interventions that seek to build resilient and suitable community systems and structures that allow communities to effectively respond to emergencies and pandemics. This includes; 1) development of suitable community structures, 2) support establishment of relevant community structures with capacities to evolve and adapt to new realities, 3) support initiatives towards enacting policies that support direct budgetary support to civil society and community groups, and develop and adapt tools and strategies that facilitated adaptation of innovation.

#### **SO3.3. Support access to tools, resources, and best practices**

EANNASO will continue to support access to programming tools and resources including best practices and guidelines to support programming by civil society and community groups.

#### **SO3.4. Support access to quality and affordable technical support**

It is evident that civil society and community groups do not access technical support to enhance programming and engagement in policy processes, mainly due to the high cost of technical support and limited knowledge and appreciation of how technical support can enhance programming.

EANNASO will, in this planning period, work toward increasing access to technical support by communities and civil society organisations. This includes ensuring technical support is affordable and of expected quality. Towards this end, EANNASO will build a database and roster of local consultants, available to provide technical support in the region.

#### **Result Areas**

**RA3.a.** More communities are organised and are agile to respond to health crises

**RA3.b.** Strong national and regional networks to support policy formulation, removing barriers to access to health and increased attainment of human rights.

**RA3.c.** More communities establish meaningful links and increased influence with decision-making bodies

**SP4 Research and Knowledge Management**

The Dramatic changes in the global economy and the threats of pandemics and health emergencies present both new opportunities and new threats to the prospects for universal health coverage (UHC) and attainment of human rights in Africa, that require new approaches and new learning. These shifts present uncertainties for the civil society and community groups in the steady access to resources and the rising demands for their services, making knowledge a vital asset to EANNASO and its members.

EANNASO' s development effectiveness depends on improved knowledge capabilities. EANNASO is not primarily a knowledge organization and has few of the defining organizational characteristics of a research institution. Its principal features are those of a technical agency and its core activities, as stipulated in its charter, are to address the needs of civil society and community groups.

In the conduct of its core activities, however, EANNASO, like other technical agencies, deals with many types of knowledge. It learns from its members and partners, and the programmes and projects it supports often generate new knowledge. Moreover, since inception, EANNASO and its members have evolved from simply HIV and AIDS programming to supporting the broader health and related sectors, which are much more knowledge-intensive and innovation-based programmes, aimed at national and regional policy transformations. This has generated a greatly increased need for new types of knowledge in order to address an expanded range, diversity and complexity of factors that will determine EANNASO' s development effectiveness.

**Strategic Objectives**

To respond to the emerging information and knowledge needs, EANNASO has designed and will implement a research and knowledge management framework in this planned period, with the following strategic objectives.



**SO4.1. Strengthening knowledge sharing and learning processes**

ENNASO, in this planned period, will streamline and institutionalise knowledge management and sharing processes, this will include:

**Establishment of thematic networks:** EANNASO will develop thematic networks, choosing from among the themes of HIV, TB, sexual and reproductive health and rights (SRHR), health care financing, human rights and public health policy. The thematic networks will serve as laboratories for systematic learning by EANNASO and its members on the linking of knowledge development at the national and regional levels.

They thematic networks will also better position EANNASO to distil knowledge and experience through such processes as best-practice reviews and share knowledge through Learning Notes and informal knowledge-sharing for use in policy dialogue, programme development and implementation activities.

**Regional networks;** At the regional level, EANNASO intends to invest in learning from the experience of existing regional networks including APCASO in Asia-Pacific and EHRA in the Eastern European and Central Asian countries (EECA), Via Libre in Latin America and Caribbean region, ITPC in Middle East and North Africa, and RAME in Francophone Africa.

The goal will be to harvest, distil and share regional knowledge, including knowledge related to programmes (for example, strategies/approaches, research and development programmes). The networks will provide a foundation for learning, for the measurement and evaluation of the knowledge value and potential of the networks, and for informed judgements on future replications. Linkages with the thematic networks will be strengthened.

**Learning events and publications:** Building on existing events, such as policy seminars, round-table conferences and many other intermittent and informal seminars and workshops, EANNASO will launch a cycle of seminars in order to provide opportunities to discuss and debate global and regional development issues and their relevance to the health sector. The proceedings and outcomes will be disseminated through the regional networks and the EANNASO website.

Learning events at country and regional levels will be better and more strategically planned and managed. Their outcomes will be systematically recorded and disseminated through the regional networks and the EANNASO website. EANNASO will also develop a coherent approach to publications. A simple typology of knowledge papers will be prepared outlining the various publication lines and their processing and dissemination status. Learning Notes will be regularly updated and published. Joint publications with knowledge centres and other partner organizations.

#### **SO4.2. Equipping EANNASO with supportive knowledge-sharing and learning infrastructure**

EANNASO will put in place a more supportive infrastructure to achieve its knowledge management objectives in three areas: (i) a stronger information technology platform including the civil society and community groups portal; (ii) better information management; and (iii) specific knowledge management tools for collaboration.

EANNASO will develop a stronger information technology platform to enable better information management, communication, and knowledge-sharing, building on its existing Web-based information, communication and knowledge management tools (Intranet, Internet, the civil society and community groups portal, Web enabled workspaces and shared drives). This platform will consist of an

integrated set of knowledge-sharing and collaboration tools coupled with open, standards-based, Web content management and portal technology.

#### **SO4.3. Fostering partnerships for broader knowledge-sharing and learning**

Building on its many existing partnerships, EANNASO will adopt a much more focused and selective approach to partnerships in knowledge management. With a view to systematic learning, EANNASO will begin by developing three (3) quite different strategic partnerships in knowledge management with selected partners: 1) with research and training institutions, 2) with development partners including UN agencies, bilateral and multilateral institutions, and regional and global technical partners; 3) with a network of stakeholder institutions (for example, CSOs, CSOs and Community Groups, CBOs). The partnerships will specify the thematic areas under consideration, which should be aligned with the knowledge issues EANNASO gives priority to as derived from the strategic plan.

#### **SO4.4. Support research**

Better use of research-based knowledge by EANNASO and its members can increase the policy influence and pro-communities' impact of their work in several ways: First, it can help improve the impact of EANNASO' s service delivery work. Rigorous evidence can help EANNASO and its members understand problems more clearly, design better interventions, make practice more effective and monitor their results. Second, better use of research-based knowledge can increase the legitimacy of EANNASO' s policy engagement efforts. Also, use of rigorous evidence can increase the technical legitimacy of EANNASO and its members. Being seen as a source of expertise can help EANNASO create space in policy processes and give its members a greater weight in relating to other policy actors.

EANNASO will, in this planning period, support:

**Development of a regional research agenda;** mobilise regional stakeholders, including communities, to identify and prioritise areas for research and develop a common regional research agenda. The research will reflect the civil society and communities' research needs.

**Support community-based research;** EANNASO will support and promote the design and implementation of community-led research. This includes 1) development of guidelines on community led research; 2) support training and capacity building of communities of community-based research, and 3) support communities implement community-based research projects. EANNASO will establishment of linkages between communities and research institutions to facilitate effective collaborations in research including dissemination of community-based research findings.

### Result Areas

**RA4a.** Systematic knowledge-sharing and learning among the EANNASO members.

**RA4b.** Initiatives to value and stimulate communities' knowledge are consolidated and scaled up to inform country programmes

**RA4c.** Increased use of evidence for programme effectiveness and policy influence.

**SP5 EANNASO Institutional Strengthening**

As a regional organisation bringing together national networks and CSOs, EANNASO work best when leadership, governance and management are relatively collaborative, relying on collective leadership, representative governance and coordinating management.

Collaborative systems for governance and management functions like planning, monitoring, and reporting, risk management, communication, fund-raising, financial management are important to EANNASO' s success, which must account to many members and donors.

**Strategic Objectives**

EANNASO will implement the following strategic objectives that target to strengthen EANNASO as a network and its secretariat.

**SO5.1. Enhance collective and effective governance and leadership**

Leaders hold the vision of collective as well as their individual organizational interests. EANNASO targets to strengthen its leadership skills to ensure effective consensus building, conflict resolution, and facilitating joint action. To achieve this EANNASO will implement; 1) training and capacity building for the Board of Directors on leadership and governance, 2) support develop and implement Board of Directors performance management framework, 3) support Board annual planning.

**SO5.2. Strengthen representative governance**

EANNASO will work to ensure that the Board of Directors that reflect its membership constituencies – most affected communities, and civil society leadership, and geographical coverage. This will include strengthening its representative norms and guidelines.

**SO5.3. Enhance coordinating management**

EANNASO policies, programs and activities are implemented and coordinated by the EANNASO secretariat. EANNASO targets to strengthen the secretarial inkling: 1) attain full staffing capacities in terms of number skills mix, to ensure that EANNASO has in place adequate staff with relevant skills to support program implementation and membership coordination; 2) strengthen management policies and systems, including financial, human resources, procurement and risk management; 3) strengthen program monitoring and reporting; 4) strengthen membership support and coordination and 5) strengthen strategic partnerships; 6) strengthen communication mechanisms.

#### **SO5.4. Resource mobilisation for financial viability and sustainability**

The CSOs and Community Grouping global and regional economic challenges have resulted to limited access to financial resources to support network coordination, operations, program implementation and organisational sustainability. To achieve this objective, EANNASO will implement the following measures:

**Develop a resource mobilisation strategy:** EANNASO will develop and implement a comprehensive resource mobilisation strategy that is informed by a financial gap analysis and projected financial requirements for organisational growth.

**Capacity building on resource mobilisation for sustainability;** EANNASO will support training and capacity building for staff and board members to enhance their effectiveness in resource mobilisation.

**Diversification of funding streams;** as part of the resource' s mobilisation strategy, EANNASO will seek to diversify funding streams to include new sources of funding, while strengthening the current revenue streams.

**Strengthen strategic partnerships;** EANNASO will explore, establish, and strengthen strategic partnerships to scale up joint programming with

strategic partners. This will include joint program design, and joint resource mobilisation.

**Result Areas**

**RA5a.** Greater participation and representation of all regional where EANNASO is present.

**RA5b.** A more effective Board of Directors in supporting the secretariat and engaging with strategic partners.

**RA5c.** A well-coordinated membership network that delivers on its mandate

**RA5d.** A fully functional and adequately resourced EANNASO secretariat

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## Implementing the Plan

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The EANNASO strategy will be implemented, monitored, and evaluated at different levels by various structures within EANNASO. These structures have specific roles and responsibilities in the implementation of this Five-Year Strategic Plan as detailed below.

### **EANNASO Board of Directors**

The EANNASO Board of Directors, which draws its membership from the network membership, and is charged with the overall responsibility of providing strategic and policy direction as well as oversight over the strategic, financial, operational and program matters. The Board will receive and review Semi-annual performance reports on the implementation of the Five-Year Strategic Plan and provide guidance on emerging issues and challenges.

### **EANNASO Secretariat**

The EANNASO Secretariat implements decisions of Board and carries out activities in the EANNASO Five-Year Strategic Plan. The Secretariat will translate the key activities under this Five-Year Strategic Plan into specific operational action items. The Secretariat will implement the monitoring and evaluation framework to support measuring performance against the set targets under the 2023-2027 Strategic Plan. Through the scheduled evaluations, the secretariat will monitor and assess the impact of the Strategic Plan.

The Secretariat will also support in resource mobilization activities to meet the financial gaps and work towards organizational financial viability and sustainability. The Resource mobilization strategy will be based on the financial gap analysis conducted under this strategic planning period, as well as on the need to attain financial independence.



The Secretariat will also ensure quality of its processes and outputs of the SP implementation, through standardizing process and tools, utilization of best practices and ensure peer review of EANNASO outputs. The Secretariate will conduct –

**Monthly technical review meetings:** Each week on Mondays, program/project managers will meet to review implementation progress and agree on actions to be taken to address issues raised.

**Quarterly programme reviews:** every three months, formal program reviews will be held to review progress towards the achievement of quarterly, bi-annual and annual targets. Possible appropriate actions to overcome implementation challenges will be recommended.

**Annual program review meeting:** Each year, an evidence-informed review meeting will be held to assess progress against the 2023-2027 Strategic Plan results framework. A comprehensive review of each strategy and an overall assessment of resource needs will be done to address implementation challenges and identify priority areas for the coming year.

**Mid-Term Review:** In 2025 EANNASO will conduct a Mid-Term Review to examine the accomplishments and gains made over the first two years against expected results. The Mid-Term Review will provide an indication of the areas of EANNASO Strategic Plan that need to be adjusted in line with the Sustainable Development Goals, Development and Technical Partner Priorities and the changing business environment.

**End of Term Evaluation:** EANNASO will conduct a comprehensive End of Term Evaluation of its strategies to measure results against goals and objectives. It will also identify any unintended impact and provide a fresh

strategic review for the planning of the 2028-2032 Strategic Plan. Other evaluation/reviews may be conducted as required by donors/supporting institutions.

### **EANNASO Members**

The EANNASO members, individually and collectively, play a key role in realizing the overall goal and objectives of the network. Members will support implementation of the Five-Year Strategic Plan, either as implementing entities or targeted recipients of interventions. EANNASO Secretariat will utilize the vast experience and technical expertise on the members to support advocacy and policy engagement interventions under this Strategic Plan.

EANNASO members will play a key role in dissemination and cascading the Five-Year Strategic Plan to their individual organizational levels.

### **Annual Operational Plan**

The EANNASO strategic plan will be implemented through five (5) annual operational plans, that translate the key activities into actionable workplans. Implementation of the annual operational plans will be evaluated to inform the development of successive work plans, as well as provide an opportunity to evaluate the implementation progress of the overall Five-Year Strategic Plan.

## **Performance Management Framework**

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A comprehensive M&E framework will be implemented to assess the implementation progress as well as assess the effects and immediate outcomes of the strategic plans, against set targets. This will include ensuring activities are undertaken, short term objectives are being achieved in the most optimal way.

The M&E framework provide guidance on monitoring tools and processes and outline key areas and levels of performance management and corresponding performance indicators. The framework will also include M&E needs and requirements for effecting performance management.

### **Evaluating the plan**

The immediate results and outcomes of the 2023-2027 Strategic Plan will be measured through scheduled periodic evaluations. EANNASO will conduct an annual evaluation of the operational plans to allow for assess implementation progress and capture immediate outcomes and results. The Annual evaluations will allow EANNASO to identify implementation bottlenecks for action. The periodic evaluation will also allow EANNASO to make necessary changes to the Five-Year Strategic Plan to ensure it reflects current realities and allow for learning from implementation experiences.

EANNASO will conduct Mid-Term Evaluation of the Five-Year Strategic Plan to measure implementation progress and allow for adjustments to the plan to ensure EANNASO realize the intended goal and objectives. The Mid-Term Evaluation will provide an opportunity to gauge the extent of achievement of intermediate objectives, learn lessons and take appropriate steps to increase the chances of attaining the overall goal. Lessons learnt will be used to inform future programming.

An End-Term Evaluation of the Five-Year Strategic Plan will be conducted, at the end of the implementation period. The results of the endline evaluation will inform the content and structure of the next generation EANNASO Strategic Plan.

The Five-Year Strategic Plan M&E activities will be led by the Fundraising and Programmes Committee, as per the EANNASO Governance Manual or any other Committee tasked with the responsibility of review and approval Five-Year Strategic Plan Implementation Reports, composed of Board members and representatives from the network members.

The EANNASO Secretariate will prepare both detailed perioding financial and non-financial reports to the Committee of the Board, The Board, and its members on the implementation of the Five-Year Strategic Plan 2023-2027.

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## Risks and Assumptions

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The main risks and assumptions tied to this Five-Year Strategic Plan originate from the following main sources:

The first risk arises from the Plan' s assumption of **resource availability** mobilized internally within EANNASO, especially from membership fees in cash and in kind (time and level of effort) and from donations. The assumption made is that members will continue to contribute their annual subscription fees and potential members will join the Network leading to an increase in the amount of collection thus funding for the strategy.

However, there is a risk posed by the current economic crisis that may limit the ability of members, potential EANNASO partners and collaborators in their currently conceived contribution in the implementation of the strategy.

It is also assumed that there will be a **multi-year grant commitment** within the first 2 years of the plan period which will relieve internally generated resources. The internally generated resources will be directed towards the establishment of sustainability initiatives (income generated activities and assets) such that by the end of the 5 years' period, EANNASO will independently support at least 65% of its budget using self-generated income and membership fees.

Another assumption made is the **buy in of the strategy** by all members of EANNASO, Staff, Development & Technical Partners and other stakeholders. The approach used ensured participation and adequate equipping of the implementing EANNASO members and staff to successfully carry out the plan and the current and potential Development and Technical Partners. As with all strategic planning processes, the plan' s ownership among the strategy planning team, staff, members and partners is decisive in successful implementation. The overall challenge now lies in maintaining the Board' s oversight to ensure that

implementation is being consistently pursued as intended and that practical issues which arise are quickly and competently addressed.

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## Financing the Plan

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The successful implementation of the Five-Year Strategic Plan requires a sustainable flow of resources to allow for effective and sustainable implementation of the prioritized strategic objectives and activities.

In costing for Five-Year Strategic Plan 2023-2027 various considerations have been made including the global changing priorities during and post Covid-19, the shrinking global economies and the new emerging issues which include and are not limited to pandemic preparedness, climate change and social contracting, the market price of goods and services among others.

### Funding Requirements

This Strategy is ambitious, realistic and achievable. To implement it and realize our potential, EANNASO forecasts an annual need of USD 19.5 million for the five year period. An average of 3.5 million This is consistent with the funding levels across the previous Strategy and would allow to achieve the optimized results envisioned by the Strategy. This investment will maintain an activity level that will ensure continued momentum for the next Strategy period from 2028 onwards.

The cost proposal and summarized budget for the 5-year Strategic Plan 2023-2027 is presented in table A:

Table A: EANNASO Strategic Plan Cost Proposal

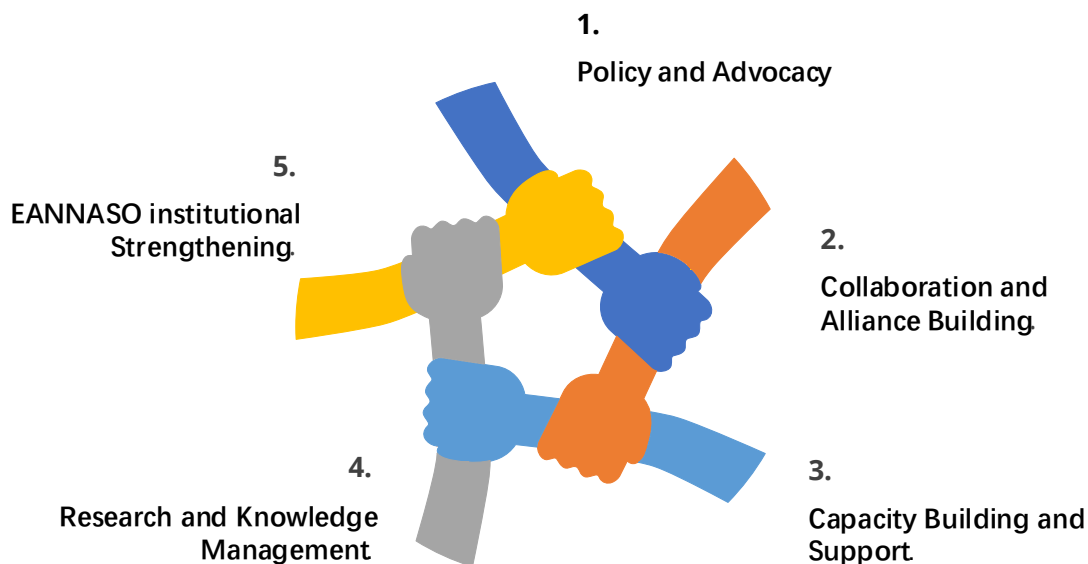
Strategic Priority	Financial Resource Requirements Estimate (USD)					
	Year 1: 2023	Year 2: 2024	Year 3: 2025	Year 4: 2026	Year 5: 2027	Total (USD)
Health Policy Advocacy	700,000	1,000,000	1,100,000	1,200,000	1,300,000	5,300,000
Partnership, Collaboration and Alliance Building	500,000	600,000	700,000	800,000	900,000	3,500,000
Capacity Strengthening and Technical Support	900,000	1,500,000	1,600,000	1,700,000	1,800,000	7,500,000
Research and Knowledge Management	250,00	350,00	450,00	550,00	650,00	2,250,000
EANNASO Institutional Strengthening	150,00	250,00	350,00	450,00	550,00	950,000
GRAND TOTAL (USD)	2,500,000	3,500,000	4,000,000	4,500,000	5,000,000	19,500,000

The following assumptions have been made in arriving at the funding requirements:

1. The economic, political and regulatory conditions will be favourable during plan period.
2. There will be sustained EANNASO' s Membership through continuous member engagement.
3. There will be a sustained and well-motivated human capital through staff development strategy, change management and leadership, well structure and updated human resource instruments and welfare programs.
4. Business Continuity risks and reputational risks will be mitigated through disaster management strategy, risk management strategies, improved



access to EANNASO ' s services and information, and continuous engagement with stakeholders.



### Financing Gap and Strategies

EANNASO relies solely on income from donor funds which is estimated to contribute approximately 85% of the total annual receipts. The donor funds are mainly restricted as they are only permissible to be expended on the specific donor programs. Further, donor funding has been earmarked for program activities, which leaves the operational, development and personnel related costs largely unfunded or underfunded.

Other existing sources of revenue include membership contributions, accounting for approximately 15% of EANNASO' s total annual receipts. Over reliance on grants and donor funding for programs exposes EANNASO to financial and sustainability risk.

The funding land scape for CSOS AND COMMUNITY GROUPSs in the health sector has drastically shifted, as a result on oCSOs and Community Grouping economic challenges most donors are enduring, as well as shifts in funding priorities occasioned by Covid-19 pandemic. The implications of this for cash flow and liquidity are critical and acutely time sensitive for both international and local organizations across the CSOS AND COMMUNITY GROUPS community. Therefore, during the Five-Year Strategic Plan period 2023-2025, EANNASO will scale up and diversify its resource mobilization strategies and will pay more effort to business development activities over the coming five-year period to sucre adequate levels of commitments to maintain the aspired funding level.

In view of the above financing gap for the 2023-2027, Strategic Plan, EANNASO needs to: -

**Diversify its funding streams** and develop an Endowment Fund and Unrestricted Reserve Fund. During the strategy period, EANNASO will generate its own income or income which is neither restricted nor designated for any special purpose. The revenue generating ventures will include charging fees for consultancy services, sponsorships and events, fund raising and building adequate unrestricted income reserves, among others.

**EANNASO proposes to establish an Endowment Fund** that will enable it to become sustainable. The Endowment Fund will be sourced from donors and private funds and from its revenue generating activities listed above.

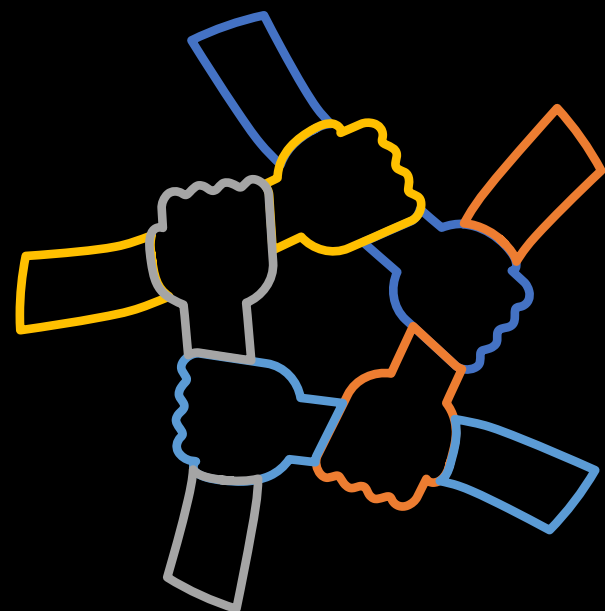
**Scale up traditional funding streams** including reviewing the membership annual subscriptions and implementing strategies for retention and growth of membership, and revenue collection strategies to increase paid-up membership and hence grow subscription income. This requires

demonstrating value proposition and implementing the expanded roles for EANNASO as described in the Five-Year Strategic Plan.

**Foster and strengthen new strategic partnerships, linkages and collaborations** with Governmental donors and bilateral agencies, International Non-Government Organizations, corporate and private charitable foundation contributions, Regional Networks for **Technical and Financial assistance** including The RBM Partnership, The Stop TB Partnership and the TB's Global Drug Facility, PAHO, The UNAIDS, WHO, UNDP, UNITAID, The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and the U.S. President's Malaria Initiative (PMI), GAVI, BMG, among others.

**Explore new and emerging funding streams** including opportunities under PPP arrangements, Social Contracting, Payment by Results social impact bonds, Climate Funds, Pandemic Preparedness for itself and its members.

EANNASO commits itself to uphold the highest standards for efficient and effective use of resources in every activity that will be undertaken. Successful implementation of the 2023-2027 Strategic Plan will not only depend on the commitment of the stakeholders, but also on the availability and efficient utilization of resources required to undertake the various activities. Resource mobilization for assured financial sustainability is a fundamental concern during this Five-Year Strategic Plan period therefore EANNASO will: 1) Build own financial strategy and assess financial sustainability and risks; 2) Strengthened delivery capabilities; 3) Strengthen resource mobilization efforts.



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