



Utafiti Wellness
Research Association



STRATEGIC PLAN

2026 – 2030

— *From Evidence to Action* —



Transforming Evidence.
Strengthening Communities.
Building a Healthier Future.

FOREWORD FROM THE ***Utafiti Team***

The story of Utafiti Wellness Research Association is rooted in a simple but urgent observation: research alone does not improve lives. Across Africa, significant investments have been made in generating health evidence, yet many communities continue to face preventable illnesses, inequitable access to healthcare, and limited opportunities to benefit from scientific advancements. Too often, valuable knowledge remains confined to academic journals, policy documents, and conference proceedings rather than being translated into practical action.

Since its establishment in 2025, UWRA has sought to address this challenge by creating pathways through which evidence can inform decisions, shape programs, strengthen health systems, and improve community outcomes. In a relatively short period, the organization has developed a reputation for promoting evidence-informed practice, strengthening research capacity, and building meaningful relationships with communities, institutions, and development partners.

This Strategic Plan for 2026–2030 represents an important milestone in our institutional journey. It is the result of extensive consultation involving staff, partners, community representatives, researchers, health professionals, and governance structures. Through these engagements, we reflected on our achievements, assessed emerging opportunities, and identified areas where UWRA can create the greatest value over the next five years.

The plan recognizes that Africa's health challenges are becoming increasingly complex. Rising rates of non-communicable diseases, persistent infectious disease burdens, mental health challenges, climate-related health risks, and widening inequalities demand innovative responses that are grounded in evidence and responsive to community realities. These challenges cannot be addressed by any single institution acting alone. They require collaboration across sectors, disciplines, and geographies.

The UWRA team is confident that this strategy positions UWRA to play a transformative role in bridging the gap between evidence generation and practical implementation. The plan provides a clear roadmap for strengthening research translation, building leadership capacity, expanding community impact, advancing innovation, and securing sustainable partnerships.

On behalf of the Utafiti, we extend sincere appreciation to our staff, fellows, partners, supporters, and communities whose contributions have shaped this strategy. We also thank the many individuals and institutions that continue to believe in our mission and invest in our vision.

As we embark on this next chapter, we remain fully committed to providing strategic oversight, promoting accountability, and ensuring that UWRA remains true to its purpose. Together, we can build a future in which evidence consistently informs action and every community has the opportunity to benefit from knowledge that improves health and well-being.

Utafiti Wellness Research Association

MESSAGE FROM THE EXECUTIVE DIRECTOR

Mr. Haroun Shiundu

Founder | Executive Director

The distance between evidence and action remains one of the most significant barriers to achieving better health outcomes across Africa.

Every year, thousands of studies are conducted across the continent. New knowledge emerges on maternal health, mental health, infectious diseases, nutrition, health systems strengthening, and countless other areas. Yet communities often experience little benefit from these discoveries because evidence is not translated into accessible, practical, and scalable solutions.

At UWRA, we believe that research achieves its greatest value when it influences decisions, informs programs, strengthens systems, and improves lives. This belief has guided our work since the organization's founding and continues to define our future direction.

The Strategic Plan 2026–2030 provides a bold but achievable framework for expanding our contribution to public health and development. It recognizes that research translation is not a single activity. It is a continuous process that involves generating evidence, communicating findings, building capacity, fostering partnerships, engaging communities, and supporting implementation.

Over the next five years, UWRA will invest in five strategic priorities. We will strengthen our role as a leader in research translation, expand opportunities for capacity development, deepen community engagement, support innovative solutions, and build sustainable partnerships that enhance long-term impact.

By 2030, we aim to directly reach more than 100,000 community members through evidence-informed health programs, train 250+ research translation leaders, establish a recognized knowledge hub for research translation, and contribute meaningfully to health policy and practice across Africa.

The success of this strategy will depend on collaboration. Governments, academic institutions, civil society organizations, development partners, private sector actors, and communities all have critical roles to play. We therefore view this document not merely as an organizational roadmap but as an invitation to collective action.

I am grateful to the Utafiti staff, fellows, partners, and community stakeholders whose insights and commitment shaped this strategy. Their contributions reflect the collaborative spirit that defines UWRA.

As Executive Director, I am committed to ensuring that this plan is implemented with integrity, accountability, innovation, and a relentless focus on impact. Together, we will continue transforming evidence into action and action into lasting change.

Mr. Haroun Shiundu

Executive Director

Utafiti Wellness Research Association

ACKNOWLEDGEMENTS

The development of this Strategic Plan was made possible through the collective contributions of numerous individuals and institutions who share UWRA's commitment to improving health outcomes through evidence-informed action.

We extend our sincere appreciation to community representatives from across Kenya who participated in consultations and provided valuable insights into local health priorities and implementation realities. Their experiences and perspectives ensured that this strategy remains grounded in community needs and aspirations.

We acknowledge the contributions of UWRA staff members, fellows, volunteers, and departmental leadership teams whose reflections on organizational performance and future opportunities informed the strategic direction presented in this document.

Special recognition is extended to members of the Committee and Advisory Council for providing governance oversight, strategic guidance, and constructive feedback throughout the planning process.

We are equally grateful to our academic partners, health institutions, civil society organizations, government stakeholders, and development partners whose perspectives enriched the analysis and strengthened the relevance of this strategy.

Most importantly, we thank the communities we serve. Their trust, resilience, and partnership continue to inspire our work and reaffirm our commitment to translating evidence into meaningful action.

EXECUTIVE SUMMARY

Introduction

The Utafiti Wellness Research Association (UWRA) Strategic Plan 2026–2030 provides a comprehensive roadmap for strengthening the translation of research evidence into practical health solutions across Kenya and Africa. Developed through an inclusive and consultative process, the strategy reflects the organization's commitment to ensuring that knowledge generated through research contributes directly to improved health outcomes, stronger systems, and empowered communities.

Since its establishment in 2025, UWRA has positioned itself at the intersection of research, implementation, and community engagement. The organization was founded in response to a persistent challenge within the health sector: the disconnect between evidence generation and practical application. While substantial investments continue to be made in health research, many findings fail to influence policy, practice, or community-level interventions. UWRA was created to bridge this gap by translating evidence into accessible knowledge, actionable programs, innovative solutions, and sustainable partnerships.

This Strategic Plan builds upon the organization's early achievements while setting ambitious targets for institutional growth and societal impact over the next five years.

Strategic Context

The period between 2026 and 2030 presents both significant opportunities and emerging challenges for public health across Africa. Countries continue to address longstanding burdens associated with infectious diseases while simultaneously confronting rising rates of non-communicable diseases, mental health conditions, climate-related health risks, antimicrobial resistance, and demographic transitions.

At the same time, advances in digital technology, growing investments in health innovation, expanding research ecosystems, and increasing demand for evidence-informed decision-making create opportunities for organizations capable of bridging the gap between knowledge and action.

UWRA recognizes that achieving sustainable health improvements requires more than generating evidence. It requires strengthening the systems, institutions, and individuals responsible for translating knowledge into practice. This strategic plan therefore emphasizes capacity building, partnership development, innovation, community participation, and implementation science as essential pathways to impact.

<p>Vision</p> <ul style="list-style-type: none">- A future where every community in Kenya and beyond benefits from evidence-informed data. <p>Mission</p> <ul style="list-style-type: none">- To translate research evidence into actionable health solutions through capacity building, community engagement, innovation, and strategic partnerships. <p>Long-Term Goal</p> <ul style="list-style-type: none">- By 2030, UWRA will be recognized as Africa's leading research translation organization, having directly improved the health and well-being of more than 100,000 community members and trained at least 250 research translation leaders.
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Strategic Pillars

The Strategic Plan is organized around five mutually reinforcing pillars.

Pillar One: Research Translation Excellence

UWRA will strengthen its role as a leading producer and translator of health evidence. The organization will generate policy briefs, evidence summaries, implementation guides, and community-friendly knowledge products that support decision-making across multiple levels of the health system.

By 2030, UWRA will have produced fifty policy briefs, established an open-access digital knowledge repository, launched a peer-reviewed research translation journal, and completed twenty community-led participatory research projects.

Pillar Two: Capacity Building and Leadership Development

UWRA will invest in developing a new generation of research translation leaders equipped to bridge the gap between evidence generation and practical implementation.

The organization will expand its Research Translation Fellowship Programme, strengthen mentorship opportunities, establish a continental alumni network, and offer specialized masterclasses in research methodology, proposal development, data analysis, scientific writing, research ethics, and knowledge translation.

Pillar Three: Community Engagement and Health Programs

UWRA will work alongside communities to co-design, implement, and evaluate health interventions informed by evidence and responsive to local needs.

The organization will scale community programs to reach more than 100,000 individuals across multiple health priority areas while strengthening mechanisms for community participation, accountability, and feedback.

Pillar Four: Innovation and Scalable Solutions

UWRA will develop and support innovative approaches that improve access to healthcare, strengthen service delivery, and address implementation challenges in low-resource settings.

This pillar includes investments in digital health technologies, implementation research, innovation incubation, and strategic collaborations with technology hubs and academic institutions.

Pillar Five: Partnerships and Resource Mobilization

UWRA will cultivate partnerships that enhance institutional capacity, increase reach, and strengthen sustainability.

The organization will pursue diversified funding sources, strengthen government engagement, establish long-term strategic alliances, and build a sustainable financial base capable of supporting continued growth beyond 2030.

Expected Results by 2030

The successful implementation of this Strategic Plan is expected to achieve the following outcomes:

Area	Target by 2030
Community Members Reached	100,000+
Research Translation Fellows Trained	250+
Policy Briefs Produced	50+
Participatory Research Projects	20
Community Advisory Boards Established	10
Health Innovations Supported	15
Digital Health Tools Developed	10
Active Strategic Partnerships	50
Countries Reached Through Programs	20
Endowment Fund Value	USD 200,000

Budget Overview

UWRA projects a total investment requirement of **USD 1M** over the implementation period. Resources will support program implementation, research activities, fellowship expansion, innovation initiatives, community engagement, institutional strengthening, monitoring and evaluation, and organizational sustainability. Funding will be secured through institutional grants, philanthropic foundations, bilateral and multilateral partners, corporate partnerships, consultancy services, training programs, and individual giving initiatives.

Monitoring, Evaluation, and Learning: The Strategic Plan will be supported by a robust Monitoring, Evaluation, and Learning (MEL) framework designed to track progress, measure outcomes, facilitate accountability, and promote continuous improvement. Annual operational plans will be developed to align with strategic objectives and key performance indicators. Quarterly performance reviews, annual organizational assessments, independent evaluations, and stakeholder consultations will inform adaptive management throughout implementation. The framework emphasizes learning as a core organizational function, ensuring that evidence generated through implementation continuously informs future decisions and strengthens impact.

Conclusion: This Strategic Plan represents a bold commitment to advancing evidence-informed health and wellness across Kenya & beyond. It recognizes that the greatest value of research lies not in its publication but in its application. Through strategic investment in knowledge translation, leadership development, community engagement, innovation, and partnerships, UWRA seeks to transform evidence into action and action into lasting improvements in people's lives.

The next five years will be critical in shaping the organization's future trajectory. Through collaboration, accountability, and a relentless focus on impact, UWRA is positioned to become a leading force in advancing research translation and improving health outcomes across the continent.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Organizational Background

The Utafiti Wellness Research Association (UWRA) was founded in 2025 in response to a growing concern within Kenya's health, research and development sectors: despite increasing investments in research, the translation of evidence into practical action remained limited. Across universities, research institutions, government agencies, and development organizations, valuable knowledge was being generated on a wide range of health issues. Yet many findings struggled to influence policy decisions, program design, service delivery, or community practice. As a result, opportunities to improve health outcomes were frequently lost despite the availability of credible evidence.

UWRA was founded to address this challenge by creating a platform dedicated to bridging the gap between evidence generation and practical implementation. The organization adopted the guiding philosophy of "**Evidence to Action**", reflecting its belief that research should serve as a catalyst for meaningful change rather than an end in itself. From its inception, UWRA positioned itself as a research translation and community health organization committed to ensuring that evidence informs policies, programs, innovations, and community interventions. Operating from Nairobi, Kenya, the organization has steadily expanded its scope and influence while maintaining a strong focus on community-centered approaches and collaborative partnerships.

1.2 Evolution and Growth

During its formative years, UWRA focused on establishing the institutional foundations necessary for long-term sustainability and impact.

The organization developed six core departments that now serve as the primary vehicles for strategy implementation:

- Research and Evidence
- Community Engagement
- Health Programs
- Innovations and Solutions
- Communications and Knowledge
- Partnerships and Mobilization

Together, these departments provide the organizational capacity required to support research translation across multiple contexts and thematic areas. Recognizing the importance of human capital development, UWRA also launched the Research Translation Fellowship Programme. The fellowship was designed to equip emerging researchers, practitioners, and leaders with the skills needed to bridge the divide between scientific evidence and practical application.

In addition to the fellowship, the organization established a series of professional development masterclasses covering research methodology, proposal writing, literature review, data analysis, scientific writing, research ethics, implementation science, and research communication. These initiatives have contributed to the development of a growing network of professionals committed to advancing evidence-informed decision-making across the health sector.

1.3 Achievements to Date

Despite being a relatively young organization, UWRA has achieved significant progress in laying the groundwork for future growth.

Key accomplishments include the *establishment of a multidisciplinary organizational structure, the successful implementation of research capacity-building initiatives, the development of strategic partnerships across sectors, and the expansion of community engagement activities.*

The Research Translation Fellowship Programme has trained multiple cohorts of emerging leaders who now contribute to research and implementation efforts within academic institutions, civil society organizations, and health programs.

UWRA has also supported the production and dissemination of research outputs aimed at improving accessibility and utilization of evidence among practitioners, policymakers, and community stakeholders.

The organization has further strengthened its visibility through stakeholder engagement activities, technical collaborations, and participation in national and regional health dialogues.

These achievements provide a strong foundation upon which the 2026–2030 Strategic Plan is built.

1.4 Purpose of the Strategic Plan

The purpose of this Strategic Plan is to provide a clear framework for guiding UWRA's growth, investments, and impact between 2026 and 2030.

The plan establishes organizational priorities, defines strategic objectives, identifies expected outcomes, and outlines mechanisms for implementation and accountability.

It serves several important functions.

First, it provides strategic direction for governance and management structures. Second, it guides resource allocation and institutional decision-making. Third, it communicates UWRA's priorities and ambitions to external stakeholders. Finally, it establishes a basis for monitoring performance and evaluating progress over time.

The plan is intended to be both aspirational and practical, balancing long-term vision with realistic implementation pathways.

1.5 Scope of the Strategic Plan

The Strategic Plan covers all organizational functions and programmatic activities undertaken by UWRA between January 2026 and December 2030.

Its scope includes research translation, leadership development, community health programming, innovation, knowledge management, partnerships, institutional strengthening, resource mobilization, monitoring and evaluation, and sustainability planning.

Although Kenya remains the primary operational focus, the strategy anticipates progressive expansion into broader East African and continental contexts through partnerships, fellowships, knowledge-sharing initiatives, and regional collaborations.

1.6 Strategic Planning Process

The development of this Strategic Plan followed a participatory and evidence-informed process designed to ensure relevance, ownership, and feasibility.

The process began with an organizational review examining achievements, challenges, lessons learned, and emerging opportunities since UWRA's establishment.

This was followed by stakeholder consultations involving staff members, board representatives, fellows, community stakeholders, technical advisors, academic partners, development organizations, and public sector actors.

Workshops and strategy sessions were conducted to identify priority areas, emerging trends, institutional strengths, and potential risks. These discussions were complemented by environmental scanning exercises examining developments within the health, research, and development sectors.

A Board Strategy Retreat subsequently reviewed draft priorities and refined the strategic direction presented in this document.

The final strategy reflects a shared vision developed through dialogue, evidence, and collective commitment to advancing evidence-informed health and wellness across Africa.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

The effectiveness of this Strategic Plan depends on a clear understanding of the external environment in which UWRA operates. The health and research landscape across Kenya and East Africa is evolving rapidly, influenced by political, economic, social, technological, legal, and environmental forces.

The following analysis examines these dynamics and their implications for UWRA's future direction.

2.2 PESTLE Analysis

Political Environment

The political environment in Kenya and the wider African region presents both opportunities and challenges for organizations working at the intersection of health, research, and development.

Governments across the region have increasingly recognized the importance of evidence-informed policymaking. National development frameworks, including Kenya Vision 2030, the Universal Health Coverage agenda, and successive Medium-Term Plans, emphasize the role of research and innovation in improving public service delivery. Similarly, regional institutions such as the East African Community have strengthened commitments to health system resilience, disease surveillance, and knowledge sharing.

These developments create favorable conditions for research translation organizations capable of connecting scientific evidence with decision-makers.

However, political transitions, shifting policy priorities, and changing administrative structures can affect continuity in implementation. Public sector institutions frequently experience leadership changes that may influence resource allocation and policy adoption. Organizations therefore need strong engagement mechanisms capable of maintaining momentum across electoral cycles and administrative transitions.

For UWRA, this environment reinforces the importance of maintaining non-partisan relationships, strengthening technical credibility, and positioning itself as a trusted source of evidence for policymakers at national and county levels.

Economic Environment

Economic conditions significantly influence health investments, research funding, and community well-being.

While many African economies continue to demonstrate resilience and growth potential, governments face increasing fiscal pressures associated with debt servicing, inflationary trends, unemployment, and rising healthcare costs. These pressures often constrain public investment in health systems and research infrastructure.

At the same time, international donors are increasingly emphasizing value for money, measurable impact, sustainability, and local leadership. Competition for development financing has intensified as organizations seek support from a finite pool of funding sources.

For UWRA, these dynamics underscore the need for diversified funding models that reduce dependence on a limited number of donors. Building multiple revenue streams through grants, consultancy services, training programs, strategic partnerships, and philanthropic giving will be essential for long-term sustainability.

The growing recognition of implementation science and evidence-informed programming also creates opportunities for organizations capable of demonstrating measurable impact and strong accountability systems.

Social Environment

Africa's rapidly changing demographic and social landscape presents both significant opportunities and complex challenges.

The continent remains home to one of the youngest populations globally, creating demand for innovative approaches to health promotion, education, employment, and leadership development. Urbanization continues to accelerate, transforming patterns of disease, service utilization, and community engagement.

At the same time, many communities continue to face substantial health disparities linked to poverty, geographic isolation, gender inequality, stigma, and limited access to quality healthcare.

Mental health challenges are becoming increasingly visible, particularly among young people. Non-communicable diseases such as diabetes, hypertension, and cancer are rising alongside persistent burdens associated with infectious diseases including HIV, tuberculosis, and malaria.

Communities are also becoming more informed and increasingly expect to participate in decisions affecting their health and development.

These trends align closely with UWRA's commitment to community-centered research translation and participatory engagement. They reinforce the need for approaches that recognize communities not merely as beneficiaries but as active partners in generating and applying evidence.

Technological Environment

Technology is transforming the ways in which evidence is generated, communicated, and utilized.

The widespread adoption of mobile technologies, increased internet penetration, digital health platforms, artificial intelligence, data analytics tools, and virtual learning systems has created unprecedented opportunities for knowledge dissemination and health service delivery.

Researchers, practitioners, policymakers, and community members now have greater access to information than at any other time in history. Digital platforms enable rapid communication, real-time data collection, remote learning, telemedicine, and community engagement across geographic boundaries.

However, digital inequalities remain significant. Rural populations, marginalized communities, and low-resource settings often face barriers related to connectivity, affordability, infrastructure, and digital literacy.

UWRA recognizes both the opportunities and limitations of technology. The organization will leverage digital tools to enhance reach, efficiency, and innovation while ensuring that solutions remain accessible and responsive to local realities.

Legal and Regulatory Environment

Health research and program implementation operate within increasingly complex regulatory frameworks.

Kenya has established robust mechanisms governing research ethics, data protection, institutional accountability, and nonprofit operations. Legislation such as the Data Protection Act has strengthened requirements regarding the collection, storage, and use of personal information.

Similarly, ethical oversight bodies continue to emphasize participant protection, informed consent, and responsible conduct of research.

These frameworks contribute positively to quality and accountability but also require organizations to maintain strong compliance systems.

For UWRA, maintaining high standards of ethical practice, governance, transparency, and regulatory compliance will remain fundamental to institutional credibility and stakeholder trust.

Environmental Environment

Environmental factors are becoming increasingly important determinants of health outcomes across Africa.

Climate change contributes to changing disease patterns, food insecurity, displacement, water scarcity, and increased vulnerability among already marginalized populations. Extreme weather events such as floods and droughts have direct implications for health service delivery and community well-being.

Environmental sustainability is therefore no longer a separate concern but an essential component of public health planning.

UWRA recognizes the growing intersection between environmental conditions and health outcomes. Future programming will incorporate climate-sensitive approaches and contribute to evidence generation around environmental determinants of health.

2.3 SWOT Analysis

A review of UWRA's internal and external environment reveals several strengths, weaknesses, opportunities, and threats that will shape implementation of this Strategic Plan.

Strengths

UWRA's greatest strength lies in its clearly defined niche as a **research translation organization**. While many institutions focus primarily on evidence generation or service delivery, UWRA occupies a unique position connecting knowledge production with practical implementation.

The organization benefits from a multidisciplinary structure that integrates research, community engagement, innovation, communications, and partnership development. This enables comprehensive approaches to addressing complex health challenges.

UWRA also possesses a growing reputation for technical quality, youth leadership, adaptability, and collaboration. Its fellowship and masterclass programs provide a strong platform for capacity development and institutional visibility.

Weaknesses

As a relatively young organization, UWRA continues to face capacity constraints common to emerging institutions.

Financial resources remain limited compared to larger international organizations. Systems for monitoring, evaluation, knowledge management, and organizational learning require further strengthening as programs expand.

The organization also remains highly dependent on a small number of funding streams and strategic relationships. Diversification will be necessary to reduce vulnerability and enhance sustainability.

Geographic reach remains concentrated primarily within Kenya for the community programs, limiting broader regional influence.

Opportunities

Growing recognition of evidence-informed policymaking creates significant opportunities for UWRA's model of research translation.

Increasing investments in implementation science, digital health, community engagement, and health systems strengthening align closely with the organization's expertise and strategic priorities.

The expansion of regional research networks, growing demand for leadership development, and rising interest in locally led development provide additional opportunities for growth.

Emerging technologies also offer new pathways for knowledge dissemination, capacity building, and community engagement.

Threats

Competition for donor funding continues to intensify across the development sector.

Economic instability, political uncertainty, changing donor priorities, and global health emergencies may affect resource availability and implementation capacity.

The rapid spread of misinformation poses additional challenges to evidence-informed decision-making. Organizations working in knowledge translation must increasingly compete with inaccurate information circulating through digital platforms.

Staff retention may also become more challenging as demand for skilled professionals increases across the sector.

2.4 The Evidence-to-Action Gap

The existence of a substantial gap between research production and practical implementation remains one of the defining challenges within global health.

Despite substantial growth in research output across Africa, evidence frequently fails to influence policy, programming, or community practice. Studies often remain inaccessible to frontline practitioners, policymakers, and community stakeholders due to technical language, publication barriers, or inadequate dissemination mechanisms.

Research findings may take years to influence routine practice even when strong evidence exists. In some cases, proven interventions are never adopted at scale despite demonstrating effectiveness.

This disconnect results in lost opportunities to improve health outcomes, optimize resource allocation, and strengthen health systems.

UWRA was established specifically to address this challenge.

The organization's role extends beyond research communication. It seeks to create systems through which evidence can be understood, adapted, implemented, evaluated, and sustained within real-world contexts.

By strengthening the link between knowledge generation and practical application, UWRA contributes to more effective health programs, stronger policies, and improved community outcomes.

2.5 Competitive and Partnership Landscape

The health research ecosystem in Kenya includes universities, think tanks, government agencies, research institutes, development organizations, professional associations, and civil society actors.

Major institutions continue to play important roles in evidence generation and policy engagement. However, relatively few organizations focus explicitly on research translation as a distinct institutional function.

This creates a strategic opportunity for UWRA to establish itself as a leading specialist organization within this space.

Rather than viewing other actors as competitors, UWRA recognizes the value of partnership-based approaches that leverage complementary strengths and expertise.

The organization will therefore prioritize collaborative relationships with academic institutions, government agencies, development partners, community organizations, technology innovators, and professional networks.

2.6 Key Health Priorities in Kenya

Analysis of disease burden, national policy frameworks, and stakeholder consultations identified several priority areas that will guide UWRA's work over the strategic period.

These priorities include maternal, newborn, and child health; mental health; non-communicable diseases; antimicrobial resistance; infectious diseases; nutrition; adolescent and youth health; reproductive health; elderly care; disability inclusion; climate and health; health systems strengthening; and digital health innovation.

These thematic areas reflect both current public health needs and emerging challenges likely to influence population health outcomes over the coming decade.

The selection of these priorities provides a strategic foundation for UWRA's future programming, research translation activities, and partnership development efforts.

CHAPTER THREE

STRATEGIC DIRECTION

3.1 Introduction

The strategic direction of UWRA provides the foundation upon which all organizational decisions, investments, and activities will be based during the 2026–2030 period. It articulates the future the organization seeks to create, the mission it will pursue, and the values that will guide implementation.

The following chapter defines the institutional identity and long-term aspirations that underpin this Strategic Plan.

3.2 Vision Statement

A future where every community in Kenya & beyond benefits from evidence-informed data

This vision reflects UWRA's belief that access to evidence-based solutions should not be limited by geography, income, education level, or institutional capacity. Every community deserves the opportunity to benefit from scientific knowledge that improves health outcomes, strengthens resilience, and enhances quality of life.

The vision recognizes that sustainable development requires more than generating knowledge. It requires ensuring that knowledge reaches the people, institutions, and systems capable of transforming it into meaningful action.

UWRA envisions a future in which research findings routinely inform public policy, shape healthcare delivery, guide community interventions, and empower individuals to make informed decisions regarding their health and well-being.

The organization further envisions an Africa where researchers, practitioners, policymakers, and communities collaborate effectively to address health challenges through evidence-informed solutions.

3.3 Mission Statement

To translate research evidence into actionable health solutions through capacity building, community engagement, innovation, and strategic partnerships.

The mission defines UWRA's unique contribution within the health and development ecosystem.

While numerous organizations focus on research production or service delivery, UWRA occupies a distinct space connecting knowledge generation with implementation.

The mission emphasizes action as the ultimate purpose of evidence. It recognizes that knowledge achieves its greatest value when it contributes to improved policies, stronger programs, more effective services, and healthier communities.

The mission also reflects the organization's commitment to collaborative approaches that engage multiple stakeholders in the process of translating evidence into practice.

3.4 Core Values

UWRA's values define the principles that guide institutional behavior, decision-making, partnerships, and interactions with communities.

Integrity

Integrity forms the foundation of UWRA's work. The organization is committed to honesty, transparency, accountability, and ethical conduct in all activities.

Research translation requires trust. Communities, partners, policymakers, and funders must have confidence in the evidence being presented and the motivations behind its use. UWRA therefore upholds rigorous standards of scientific integrity, responsible stewardship of resources, and transparent reporting.

The organization believes that credibility is earned through consistent adherence to ethical principles and professional standards.

Equity

UWRA recognizes that health outcomes are shaped by social, economic, geographic, and structural factors that create disparities between populations.

The organization is committed to promoting equitable access to knowledge, services, opportunities, and resources. Particular attention will be given to underserved communities that often face barriers to healthcare, information, and participation in decision-making processes.

Equity will guide program design, partnership selection, resource allocation, and evaluation efforts throughout implementation of this Strategic Plan.

Collaboration

Complex health challenges require collective action.

UWRA believes that sustainable solutions emerge when diverse stakeholders contribute their expertise, perspectives, and experiences. The organization therefore prioritizes partnerships with communities, academic institutions, government agencies, development organizations, professional associations, and private sector actors.

Collaboration enhances innovation, improves effectiveness, and increases the likelihood of achieving lasting impact.

The organization will continue fostering environments where knowledge sharing and collective problem-solving can thrive.

Innovation

Innovation is essential for addressing emerging health challenges and overcoming persistent barriers to implementation.

UWRA embraces creativity, experimentation, and continuous improvement. The organization seeks to identify new approaches that increase the accessibility, relevance, and utilization of evidence.

Innovation within UWRA extends beyond technology. It includes novel partnerships, new learning models, creative communication strategies, community-driven solutions, and adaptive implementation approaches.

The organization encourages a culture where responsible risk-taking and learning are valued as pathways to progress.

Excellence

UWRA strives for excellence in every aspect of its work.

The organization is committed to producing high-quality outputs, delivering impactful programs, maintaining strong governance systems, and fostering professional growth among staff and partners.

Excellence requires continuous learning, reflection, and improvement. It demands rigorous standards and a willingness to challenge assumptions in pursuit of better outcomes.

By maintaining a commitment to quality, UWRA seeks to maximize its contribution to health and development across Africa.

Community-Centeredness

Communities are at the heart of UWRA's mission.

The organization recognizes that sustainable change occurs when communities actively participate in identifying challenges, designing solutions, implementing interventions, and evaluating outcomes.

UWRA views community members as partners rather than passive beneficiaries. Their knowledge, experiences, and perspectives are essential sources of evidence that complement formal research.

This value reinforces the organization's commitment to participation, inclusion, respect, and local ownership.

3.5 Long-Term Goal

UWRA is recognized as Africa's leading research translation organization, having directly improved the health and well-being of over 100,000 community members and trained 250 research translation leaders.

This long-term goal reflects the organization's ambition to achieve both institutional excellence and measurable societal impact.

Recognition as a leading research translation organization will be demonstrated through influence on policy and practice, strong partnerships, regional visibility, technical credibility, and sustained contributions to public health outcomes.

The target of reaching more than 100,000 community members reflects UWRA's commitment to ensuring that evidence translates into tangible benefits for individuals and populations.

Similarly, the goal of training 250 research translation leaders recognizes the importance of building human capacity as a catalyst for long-term systems change.

Together, these aspirations provide a unifying destination for all strategic investments and activities undertaken during the implementation period.

3.6 Strategic Themes

Analysis conducted during the strategic planning process identified several recurring themes that informed the design of this Strategic Plan.

First, stakeholders emphasized the need to strengthen research translation as a specialized field and institutional function. Evidence must become more accessible, relevant, and actionable for diverse audiences.

Second, participants highlighted the importance of leadership development and capacity strengthening to ensure that future generations possess the skills required to bridge the evidence-to-action gap.

Third, stakeholders consistently emphasized the importance of community engagement and local ownership in achieving sustainable health outcomes.

Fourth, the increasing importance of technology and innovation emerged as a key consideration for future programming and institutional growth.

Finally, sustainability was identified as a critical priority requiring stronger partnerships, diversified funding, and enhanced organizational resilience.

These themes directly informed the development of the five strategic pillars presented in the next chapter.

CHAPTER FOUR

STRATEGIC PILLARS AND OBJECTIVES

4.1 Introduction

The Strategic Plan 2026–2030 is organized around five strategic pillars that collectively define UWRA's approach to achieving its vision and mission.

Each pillar addresses a critical dimension of organizational impact while reinforcing and complementing the others. Together, they create an integrated framework through which evidence can be generated, translated, applied, and sustained.

The pillars are supported by strategic objectives, key initiatives, measurable indicators, and implementation responsibilities designed to ensure accountability and progress throughout the strategic period.

PILLAR ONE

RESEARCH TRANSLATION EXCELLENCE

Strategic Rationale

Research translation is the foundation upon which UWRA was established and remains the organization's defining area of expertise.

Although significant quantities of health research continue to be produced across Africa, many findings do not reach policymakers, practitioners, community leaders, or citizens in formats that support practical action. This gap reduces the potential value of research investments and slows progress toward improved health outcomes.

UWRA therefore seeks to strengthen systems, processes, and capacities that facilitate the translation of evidence into knowledge products, policies, programs, and community interventions.

By becoming a recognized center of excellence in research translation, the organization will contribute to a more responsive and evidence-informed health ecosystem.

Strategic Objective 1.1

To produce, synthesize, and translate high-quality research evidence into accessible and actionable formats.

This objective focuses on improving access to evidence among diverse audiences.

Research findings are often presented in highly technical formats that limit their usefulness for decision-makers and communities. UWRA will address this challenge by developing products tailored to specific audiences including policymakers, health practitioners, community leaders, researchers, civil society organizations, and development partners.

The organization will prioritize the production of policy briefs, evidence summaries, implementation guides, learning papers, infographics, multimedia content, and community-friendly knowledge products.

Special emphasis will be placed on ensuring that evidence products are relevant, timely, accessible, and responsive to priority health needs.

Strategic Objective 1.2

To establish UWRA as a recognized hub for research translation knowledge production.

Beyond producing individual knowledge products, UWRA seeks to contribute to the advancement of research translation as a field of practice.

The organization will generate new knowledge regarding effective approaches to evidence utilization, implementation science, community engagement, and health innovation.

Investments will also be made in creating platforms that facilitate knowledge sharing among researchers, practitioners, policymakers, and communities.

Through these efforts, UWRA aims to become a leading source of expertise on research translation within East Africa and beyond.

Key Initiatives (2026–2030)

One of the flagship initiatives under this pillar will be the systematic production of policy briefs addressing priority health challenges. By 2030, UWRA will have developed and disseminated fifty policy briefs targeted at government agencies, development partners, healthcare institutions, and civil society organizations.

The organization will establish a peer-reviewed Research Translation Journal by 2028. The journal will provide a dedicated platform for publishing implementation experiences, evidence translation methodologies, policy analyses, and lessons learned from community-based interventions.

UWRA will also develop evidence-based toolkits covering ten priority health areas. These toolkits will translate research findings into practical guidance for implementers working in diverse settings.

Twenty community-led participatory research projects will be conducted during the strategic period. These projects will strengthen community ownership of evidence generation while producing contextually relevant insights for program design and policy development.

In addition, UWRA will establish an open-access digital knowledge repository that houses research summaries, policy briefs, toolkits, training resources, case studies, and implementation guides.

The repository will serve as a public resource supporting knowledge sharing across Africa.

Key Performance Indicators

Indicator	Baseline 2025	2026	2027	2028	2029	2030
Policy Briefs Produced	5	10	20	30	40	50
Evidence Toolkits Developed	0	2	4	6	8	10
Participatory Research Projects Completed	2	5	8	12	16	20
Journal Issues Published	0	0	0	2	4	6
Knowledge Repository Users	0	1,000	3,000	6,000	10,000	15,000

Responsible Departments

Implementation of Pillar One will be led jointly by the Research and Evidence Department and the Communications and Knowledge Department.

These departments will collaborate closely with all other organizational units to ensure that evidence generated across programs is effectively translated into accessible and actionable formats.

PILLAR TWO

CAPACITY BUILDING AND LEADERSHIP DEVELOPMENT

Strategic Rationale

The sustainability of evidence-informed decision-making depends upon the availability of skilled individuals capable of translating knowledge into action.

Across Africa, many researchers receive extensive training in evidence generation but limited exposure to knowledge translation, implementation science, stakeholder engagement, policy communication, and systems thinking.

Addressing this gap requires deliberate investment in leadership development and professional capacity strengthening.

Strategic Rationale

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Across Africa, many researchers receive extensive training in evidence generation but limited exposure to knowledge translation, implementation science, stakeholder engagement, policy communication, and systems thinking.

Addressing this gap requires deliberate investment in leadership development and professional capacity strengthening.

UWRA recognizes that the future of research translation will be determined not only by institutions but also by individuals equipped to bridge the divide between scientific knowledge and real-world implementation. The organization therefore views capacity building as both a strategic investment and a long-term sustainability mechanism.

Through structured learning opportunities, mentorship, professional networks, and leadership development initiatives, UWRA will cultivate a generation of practitioners capable of advancing evidence-informed change across sectors and geographies.

Strategic Objective 2.1

To equip emerging researchers, health professionals, and community leaders with practical research translation skills.

This objective seeks to strengthen the competencies required to move evidence beyond academic settings and into practical application.

Training programs will focus on developing skills in knowledge translation, implementation science, stakeholder engagement, policy communication, research synthesis, community-based participatory research, program design, monitoring and evaluation, and scientific communication.

UWRA will prioritize experiential learning approaches that enable participants to apply acquired knowledge to real-world challenges.

The organization will also promote interdisciplinary learning environments where researchers, practitioners, policymakers, and community representatives can learn from one another and develop collaborative solutions.

Strategic Objective 2.2

To build a sustainable pipeline of research translation leaders across Africa.

Long-term impact requires more than isolated training activities. It requires the development of networks, mentorship systems, and leadership pathways that continue supporting participants long after formal learning experiences have concluded.

UWRA will therefore invest in creating structures that facilitate ongoing professional growth and peer learning.

Particular emphasis will be placed on nurturing early-career professionals, strengthening leadership among women and youth, and expanding opportunities for individuals from underserved regions and institutions.

The organization seeks to create a continent-wide community of practice that contributes to the advancement of evidence-informed health and development.

Key Initiatives (2026–2030)

The Research Translation Fellowship Programme will serve as the flagship initiative under this pillar.

During the implementation period, the fellowship will expand from a single annual cohort to three concurrent cohorts operating across multiple thematic and geographic areas. This expansion will enable UWRA to train a cumulative total of 250 fellows by 2030.

The fellowship curriculum will be continuously updated to reflect emerging developments in implementation science, health systems strengthening, digital health, policy engagement, and community-centered research approaches.

UWRA will also develop and deliver ten specialized masterclass modules addressing critical areas of professional development. These modules will be available through both online and in-person delivery formats to maximize accessibility.

Topics will include research methodology, proposal development, systematic reviews, implementation science, scientific writing, biostatistics, qualitative research methods, data visualization, research ethics, and strategic communication.

Recognizing the importance of mentorship, UWRA will establish a structured mentorship programme that pairs experienced researchers, policymakers, and practitioners with early-career professionals.

The organization will further create an alumni network that promotes continued engagement, networking, collaboration, and professional development opportunities among fellowship graduates.

By 2030, alumni chapters will be established across at least twenty African institutions.

UWRA will additionally develop a Train-the-Trainer model designed to strengthen the research literacy and evidence utilization capacity of community health workers and grassroots leaders.

This approach will support the decentralization of knowledge and increase the reach of evidence-informed practices at community level.

Key Performance Indicators

Indicator	Baseline 2026	2027	2028	2029	2030
Fellows Trained (Cumulative)	50	80	150	200	250
Masterclass Modules Available	5	7	9	10	15
Annual Masterclass Participants	60	80	150	200	250
Active Mentorship Pairs	30	50	60	70	80
Alumni Chapters Established	1	4	8	12	16
Community Trainers Certified	7	20	50	80	120

Responsible Departments

Implementation of Pillar Two will be led primarily by the Research and Evidence Department in collaboration with the Partnerships and Mobilization Department.

Additional support will be provided by the Communications and Knowledge Department to strengthen learning platforms, digital content development, and alumni engagement initiatives.

PILLAR THREE

COMMUNITY ENGAGEMENT AND HEALTH PROGRAMS

Strategic Rationale

Research achieves meaningful impact only when it contributes to improvements in people's lives.

While evidence generation and capacity building remain essential, sustainable change ultimately occurs within communities where health challenges are experienced and solutions are implemented.

Historically, many health interventions have been designed through top-down approaches that inadequately incorporate community perspectives, priorities, and lived experiences. Such approaches frequently result in limited ownership, reduced effectiveness, and diminished sustainability.

UWRA believes that communities possess valuable knowledge and insights that should inform every stage of program design, implementation, and evaluation.

The organization therefore adopts a community-centered approach that positions community members as active partners in identifying priorities, generating evidence, developing solutions, and assessing outcomes.

This pillar seeks to strengthen the connection between research translation and tangible improvements in health and well-being.

Strategic Objective 3.1

To co-design, implement, and evaluate evidence-informed health interventions with and for communities.

This objective recognizes the importance of participation and shared ownership in achieving sustainable outcomes.

UWRA will work alongside communities to identify health priorities, assess local contexts, design interventions, and evaluate results.

Evidence generated through research will be adapted to local realities and integrated into practical strategies that address community-defined needs.

The organization will ensure that community voices remain central throughout the implementation process.

Special attention will be given to approaches that strengthen local leadership, enhance accountability, and promote long-term sustainability.

Strategic Objective 3.2

To reach underserved populations with culturally appropriate, research-backed health solutions.

Many populations continue to face barriers that limit access to healthcare services, health information, and opportunities for meaningful participation in decision-making processes.

UWRA is committed to ensuring that evidence-informed interventions reach populations that are often excluded from mainstream development efforts.

Programs will be designed to address contextual realities while respecting cultural values, local knowledge systems, and community priorities.

The organization will actively seek opportunities to work with populations experiencing disproportionate health burdens, including rural communities, women, adolescents, older persons, persons with disabilities, and other marginalized groups.

Key Initiatives (2026–2030)

A major priority under this pillar will be the expansion of community health programs designed to improve health outcomes through evidence-informed interventions.

By 2030, UWRA aims to directly reach more than 100,000 individuals through health promotion activities, community-based programs, capacity strengthening initiatives, and targeted interventions addressing priority health challenges.

To strengthen community participation and governance, the organization will establish Community Advisory Boards in fifteen counties across Kenya.

These advisory structures will provide formal mechanisms through which community members can contribute to planning, implementation, monitoring, and learning processes.

UWRA will progressively expand its thematic portfolio to address twenty priority health areas identified through evidence reviews and stakeholder consultations.

These areas will include maternal health, newborn health, child health, adolescent health, youth development, sexual and reproductive health, mental health, nutrition, non-communicable diseases, cancer prevention, cardiovascular health, diabetes management, antimicrobial resistance, infectious diseases, climate and health, disability inclusion, elderly care, health systems strengthening, digital health, and community resilience.

The organization will further establish a comprehensive community feedback and participatory evaluation system.

This system will enable continuous collection and utilization of community perspectives, ensuring that programs remain responsive and adaptive throughout implementation.

UWRA will also document and disseminate thirty impact case studies highlighting lessons learned, successful interventions, community innovations, and evidence-informed approaches that can be replicated or adapted elsewhere.

Key Performance Indicators

Indicator	Baseline 2025	2026	2027	2028	2029	2030
Community Members Reached (Cumulative)	1,000	5,000	15,000	30,000	60,000	100,000
Counties with Community Advisory Boards	0	3	6	10	12	15
Priority Health Areas Covered	6	10	14	17	19	20
Community Feedback Reports Produced	0	4	8	12	16	20
Impact Case Studies Published	2	6	12	18	24	30

Responsible Departments

Implementation of Pillar Three will be led by the Community Engagement Department and the Health Programs Department.

These departments will collaborate closely with Research and Evidence, Communications and Knowledge, and Partnerships and Mobilization to ensure that interventions remain evidence-informed, well-documented, and scalable.

PILLAR FOUR

INNOVATION AND SCALABLE SOLUTIONS

Strategic Rationale

The complexity of contemporary health challenges demands solutions that are innovative, adaptable, and capable of reaching large populations efficiently.

Traditional approaches remain important, but they are often insufficient to address rapidly evolving health needs, resource constraints, and emerging technological opportunities.

Innovation enables organizations to identify more effective ways of delivering services, communicating evidence, engaging communities, and improving outcomes.

For UWRA, innovation extends beyond technological advancement. It encompasses new methods of implementation, novel partnership models, creative approaches to community engagement, and adaptive systems capable of responding to changing contexts.

The organization views innovation as an essential mechanism for accelerating the translation of evidence into practical impact.

Strategic Objective 4.1

To design, test, and scale innovative health technologies and service delivery models for low-resource settings.

This objective focuses on generating solutions that address real-world implementation challenges while remaining accessible, affordable, and contextually relevant.

UWRA will support the development and testing of innovations that improve access to health information, strengthen service delivery, enhance data utilization, and increase community participation.

Solutions will be informed by evidence, developed collaboratively, and evaluated rigorously to ensure effectiveness and scalability.

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UWRA will support the development and testing of innovations that improve access to health information, strengthen service delivery, enhance data utilization, and increase community participation.

Solutions will be informed by evidence, developed collaboratively, and evaluated rigorously to ensure effectiveness and scalability.

Strategic Objective 4.2

To foster a culture of continuous innovation within UWRA and among its partners.

Innovation flourishes within environments that encourage experimentation, learning, collaboration, and adaptability.

UWRA recognizes that transformative ideas often emerge through interaction between researchers, practitioners, technologists, policymakers, and communities. The organization therefore seeks to cultivate systems that facilitate knowledge exchange, collaborative problem-solving, and iterative learning.

This objective will focus on strengthening institutional capacities for innovation while creating opportunities for partners and stakeholders to contribute to solution development.

The organization will actively promote innovation as a shared responsibility rather than a specialized function limited to technical teams.

Learning from both successes and failures will be encouraged as an essential component of organizational growth and improvement.

Key Initiatives (2026–2030)

UWRA will establish an Innovation Incubation Pipeline designed to identify, nurture, test, and scale promising health innovations capable of addressing priority health challenges.

The incubation pipeline will provide technical support, mentorship, implementation research expertise, and partnership opportunities to innovators working in health and development.

By 2030, the organization aims to support at least twenty innovations through various stages of development and scale-up.

UWRA will also develop and launch five scalable digital health tools specifically designed for low-resource settings.

These tools may include mobile health applications, SMS-based health education and reminder systems, telemedicine platforms supporting remote consultations, digital data collection systems for community health workers, and interactive voice response technologies capable of reaching populations with limited literacy levels.

To strengthen innovation ecosystems, UWRA will establish formal partnerships with at least ten technology hubs, universities, innovation centers, and research institutions across Africa.

These partnerships will facilitate access to technical expertise, infrastructure, research capacity, and collaborative funding opportunities.

Recognizing the importance of evidence-informed innovation, UWRA will conduct implementation research for each major innovation initiative.

Research findings will be documented and disseminated openly to contribute to broader learning within the health and development sectors.

The organization will further host annual Innovation Challenges and Demo Days that bring together innovators, researchers, investors, policymakers, community representatives, and development partners.

These events will create opportunities to showcase emerging solutions, strengthen networks, and attract support for promising innovations.

Key Performance Indicators

Indicator	Baseline 2025	2026	2027	2028	2029	2030
Innovations Supported Through Incubation Pipeline	0	3	8	12	16	20
Digital Health Tools Developed	0	2	2	3	4	5
Innovation Partnerships Established	2	3	6	8	9	10
Innovation Challenges Conducted	0	1	2	3	4	5
Implementation Research Studies Completed	0	2	5	8	12	15
Individuals Reached Through Digital Solutions	0	5,000	15,000	30,000	50,000	75,000

Responsible Departments

The Innovations and Solutions Department will provide overall leadership for implementation of this pillar.

The department will work closely with the Research and Evidence Department to ensure that innovations are informed by robust evidence and accompanied by rigorous evaluation processes.

Collaboration with Community Engagement, Health Programs, Communications and Knowledge, and Partnerships and Mobilization will ensure that innovations remain responsive to community needs and positioned for sustainable growth.

PILLAR FIVE

PARTNERSHIPS AND RESOURCE MOBILIZATION

Strategic Rationale

No organization can achieve transformational impact in isolation.

The health challenges facing communities across Africa are complex, interconnected, and often influenced by factors extending beyond the capacity of any single institution. Sustainable progress therefore depends upon strategic partnerships that bring together diverse expertise, resources, perspectives, and capabilities.

Partnerships enable organizations to expand reach, strengthen implementation, access specialized knowledge, and increase efficiency. They also facilitate learning, innovation, and collective action around shared priorities.

At the same time, organizational sustainability requires reliable and diversified financial resources capable of supporting long-term growth and impact.

For UWRA, partnerships and resource mobilization are not merely support functions. They are strategic enablers that make the achievement of organizational goals possible.

This pillar seeks to strengthen the relationships, systems, and resources required to sustain UWRA's mission beyond the life of this Strategic Plan.

Strategic Objective 5.1

To build and sustain strategic partnerships that amplify UWRA's reach, deepen impact, and ensure long-term sustainability.

This objective focuses on developing high-value relationships that contribute meaningfully to organizational effectiveness and societal impact.

UWRA will prioritize partnerships that align with its mission, values, and strategic priorities. Particular attention will be given to collaborations capable of strengthening research translation, community engagement, innovation, leadership development, and policy influence.

The organization will seek partnerships across government, academia, civil society, private sector, philanthropic, and community-based sectors.

Partnership development will be guided by principles of mutual respect, transparency, shared value creation, and long-term commitment.

Strategic Objective 5.2

To diversify funding sources and build financial resilience.

Financial sustainability is essential for organizational independence, adaptability, and long-term effectiveness.

Overreliance on a small number of funding sources increases vulnerability to changing donor priorities, economic fluctuations, and external shocks.

UWRA therefore seeks to develop a balanced and diversified funding portfolio capable of supporting both programmatic activities and institutional development.

The organization will pursue a combination of institutional grants, philanthropic support, corporate partnerships, training revenues, consultancy services, individual giving initiatives, and long-term investment mechanisms.

A particular priority will be the establishment of an endowment fund capable of generating sustainable income beyond the strategic period.

Key Initiatives (2026–2030)

UWRA will establish a comprehensive partnership framework that defines standards, expectations, communication mechanisms, and performance monitoring processes for strategic collaborations.

The organization will progressively expand its partnership portfolio to include at least fifty active formal partnerships by 2030.

These partnerships will be distributed across government institutions, academic organizations, civil society organizations, private sector entities, development agencies, professional associations, and community-based organizations.

UWRA will strengthen engagement with county and national government institutions to support policy influence, evidence utilization, and collaborative implementation of health initiatives.

Annual stakeholder forums and partnership summits will be introduced to facilitate networking, knowledge exchange, and strategic dialogue among partners.

Resource mobilization efforts will focus on securing support from a diverse range of institutional donors, foundations, corporate partners, and philanthropic organizations.

By 2030, UWRA aims to maintain active funding relationships with at least fifteen major funding partners.

The organization will also establish a dedicated endowment fund designed to support long-term institutional sustainability.

Through phased capital accumulation and investment strategies, UWRA aims to build an endowment valued at approximately USD 2 million by the end of the strategic period.

Additional investments will be made in proposal development systems, donor stewardship mechanisms, fundraising campaigns, and revenue-generating services including training, technical assistance, and consultancy offerings.

Key Performance Indicators

Indicator	Baseline 2025	2026	2027	2028	2029	2030
Active Formal Partnerships	1	10	15	18	25	30
Government Partnerships	0	1	2	3	5	6
Academic Partnerships	0	2	3	6	8	10
Funding Partners Engaged	0	2	4	10	11	13

Responsible Departments

Implementation of Pillar Five will be led by the Partnerships and Mobilization Department under the strategic oversight of the Executive Director's Office.

Strong collaboration with all departments will be required to ensure that partnership development and resource mobilization efforts align with programmatic priorities and organizational objectives.

CHAPTER FIVE

IMPLEMENTATION FRAMEWORK

5.1 Introduction

The successful implementation of this Strategic Plan will depend on effective leadership, clear accountability structures, adequate resources, strong partnerships, and a culture of continuous learning.

While the preceding chapters define what UWRA intends to achieve, this chapter outlines how those ambitions will be translated into action.

The implementation framework provides guidance on governance arrangements, organizational responsibilities, phased implementation, resource requirements, risk management, and sustainability considerations.

It is designed to ensure that strategic priorities are systematically translated into operational plans, measurable activities, and tangible results.

5.2 Organizational Structure for Implementation

The implementation of the Strategic Plan will be guided by a governance and management structure that promotes accountability, transparency, collaboration, and performance.

The Board of Directors will provide strategic oversight, approve major policies, monitor organizational performance, and ensure alignment with the organization's mission and vision.

The Board will review progress annually and provide guidance regarding emerging opportunities and risks.

The Executive Director will serve as the chief executive responsible for overall implementation of the Strategic Plan.

This role will include organizational leadership, stakeholder engagement, resource mobilization, institutional representation, performance management, and reporting to the Board.

Department Heads will provide technical and operational leadership within their respective areas of responsibility.

They will translate strategic priorities into departmental plans, coordinate implementation activities, manage resources, and monitor performance.

Project Managers and Programme Officers will oversee day-to-day implementation of activities, ensuring that outputs and outcomes remain aligned with strategic objectives.

Cross-departmental coordination mechanisms will be established to promote integration, knowledge sharing, and collective problem-solving throughout the implementation period.

5.3 Implementation Principles

Implementation of this Strategic Plan will be guided by several overarching principles.

First, decisions will be informed by evidence and continuous learning.

Second, communities will remain central to planning, implementation, and evaluation processes.

Third, partnerships will be pursued as strategic assets capable of enhancing impact and sustainability.

Fourth, accountability and transparency will underpin organizational management and reporting systems.

Finally, innovation and adaptability will be encouraged to ensure responsiveness to changing contexts and emerging opportunities.

5.4 Phased Implementation Roadmap

Implementation will occur through a phased approach designed to balance ambition with organizational capacity and resource availability.

Phase I: Foundation and Expansion (2026)

The first year will focus on strengthening organizational systems, expanding core programmes, enhancing resource mobilization efforts, and establishing implementation structures required for long-term growth.

Key priorities will include fellowship expansion, partnership development, establishment of community advisory boards, and development of foundational innovation initiatives.

Phase II: Growth and Consolidation (2027)

The second phase will focus on strengthening program quality, increasing geographic reach, expanding knowledge products, and deepening stakeholder engagement.

Investments will also be made in monitoring systems, institutional learning processes, and innovation partnerships.

Phase III: Regional Influence and Scale (2028–2029)

The third phase will focus on scaling successful models, strengthening regional visibility, expanding strategic partnerships, and increasing policy influence.

The Research Translation Journal will be launched during this period, alongside several digital health innovations and expanded leadership development initiatives.

Phase IV: Sustainability and Legacy (2030)

The final phase will focus on evaluating impact, consolidating institutional achievements, strengthening sustainability mechanisms, and preparing for the next strategic planning cycle.

Particular emphasis will be placed on documenting lessons learned, strengthening long-term partnerships, and advancing institutional resilience.

5.5 Resource Requirements and Financing Approach

The successful implementation of this Strategic Plan will require adequate financial, technical, human, and institutional resources. While the strategic priorities outlined in this document establish the organization's long-term direction, detailed costing will be undertaken through annual operational planning processes and the development of a comprehensive Costed Implementation Plan.

UWRA recognizes that resource requirements are likely to evolve throughout the implementation period in response to organizational growth, emerging health priorities, partnership opportunities, and changing contextual realities. For this reason, the organization will adopt a flexible and adaptive financing approach that allows for periodic review and adjustment.

Resource requirements will include investments in programme implementation, research activities, fellowship delivery, innovation development, staff capacity strengthening, monitoring and evaluation systems, knowledge management, communications, governance, and institutional strengthening.

The organization will seek to balance programmatic investments with institutional development needs to ensure both immediate impact and long-term sustainability.

Annual budgets will be developed and approved through established governance processes and will be aligned with strategic priorities, performance targets, and available resources.

A detailed Costed Implementation Plan will be developed during the first year of implementation and will provide comprehensive estimates for each strategic objective, initiative, and expected outcome.

5.6 Strategic Investment Priorities

Resource allocation throughout the implementation period will be guided by the strategic priorities established within this plan.

Investments will prioritize activities that directly contribute to evidence translation, community impact, leadership development, innovation, and organizational sustainability.

Particular attention will be given to interventions that demonstrate strong potential for scalability, measurable impact, and long-term value creation.

The organization will also maintain sufficient flexibility to respond to emerging opportunities, public health emergencies, and changing stakeholder needs without compromising strategic focus.

Strategic investments will be reviewed annually to ensure alignment with organizational priorities and external developments.

5.7 Resource Mobilization Strategy

The successful implementation of this Strategic Plan depends upon UWRA's ability to secure diverse and sustainable sources of support.

The organization will pursue a resource mobilization strategy built upon diversification, relationship development, institutional credibility, and demonstrated impact.

Rather than relying on a limited number of funding sources, UWRA will actively cultivate a balanced portfolio of partners and supporters.

This approach will strengthen organizational resilience while reducing vulnerability to fluctuations in donor priorities and funding cycles.

Institutional Grant Funding

Institutional grants will remain an important component of UWRA's financing strategy.

The organization will pursue funding opportunities from bilateral agencies, multilateral organizations, philanthropic foundations, research funding bodies, and international development partners whose priorities align with UWRA's mission and strategic objectives.

Proposal development efforts will be guided by a structured donor engagement plan that identifies opportunities, submission timelines, relationship-building activities, and strategic positioning approaches.

UWRA will maintain a strong focus on quality proposal development, evidence-based programming, and measurable impact to enhance competitiveness within the funding landscape.

Strategic Partnerships

Partnerships will serve as both implementation mechanisms and resource mobilization opportunities.

Collaborative initiatives with universities, government institutions, civil society organizations, private sector actors, and development partners will create opportunities for co-investment, shared learning, technical collaboration, and resource leveraging.

UWRA will prioritize partnerships that create mutual value and contribute to long-term sustainability.

Consultancy and Technical Services

The organization will progressively expand its provision of technical assistance and consultancy services.

UWRA's expertise in research methodology, implementation science, monitoring and evaluation, proposal development, knowledge translation, capacity strengthening, and community engagement represents a valuable asset that can generate both impact and revenue.

Consultancy services will be structured in a manner that supports organizational sustainability while remaining consistent with UWRA's mission and values.

Training and Professional Development

The Research Translation Fellowship Programme and associated masterclasses provide opportunities for both capacity strengthening and resource generation.

Over time, UWRA will develop blended financing models that combine scholarship support, sponsorships, institutional partnerships, and participant contributions where appropriate.

Revenue generated through professional development programmes will be reinvested into strengthening organizational capacity and expanding access to learning opportunities.

Philanthropic Giving

The organization will explore opportunities to engage individual philanthropists, high-net-worth individuals, alumni, and supporters interested in advancing evidence-informed health and development.

Targeted campaigns will be developed to communicate UWRA's mission, impact, and strategic ambitions to potential supporters.

Particular emphasis will be placed on cultivating long-term relationships rather than one-time contributions.

Endowment Development

Recognizing the importance of long-term sustainability, UWRA will initiate the establishment of an institutional endowment fund during the strategic period.

The purpose of the endowment will be to create a permanent financial asset capable of generating income that supports organizational priorities beyond project-based funding cycles.

The development of the endowment will occur progressively and will be guided by appropriate governance, investment, and accountability mechanisms.

The endowment initiative represents an investment in UWRA's future independence, resilience, and sustainability.

5.8 Risk Management Framework

Effective implementation requires proactive identification and management of risks that may affect organizational performance, program delivery, financial sustainability, or stakeholder confidence.

UWRA will maintain an enterprise-wide risk management framework that supports informed decision-making and organizational resilience.

Risk management will be integrated into planning, implementation, monitoring, and governance processes.

The framework will be reviewed regularly to ensure responsiveness to emerging challenges and opportunities.

Strategic Risk Register

Risk Category	Potential Risk	Likelihood	Potential Impact	Mitigation Strategy
Financial	Delays or shortfalls in donor funding	Medium	High	Diversify funding sources and maintain reserve funds
Human Resources	Loss of key staff and institutional knowledge	Medium	High	Succession planning, staff development, and retention strategies
Political	Policy shifts and changes in government priorities	Medium	Medium	Strengthen relationships across multiple institutions and levels of government
Operational	Delays in programme implementation	Medium	Medium	Strengthen project management systems and monitoring mechanisms
Technological	Failure or underperformance of digital platforms	Low	Medium	Invest in quality assurance, testing, and technical support
Reputational	Miscommunication or stakeholder dissatisfaction	Low	High	Maintain transparency, accountability, and proactive communication
Partnership	Breakdown of strategic collaborations	Low	Medium	Develop clear partnership agreements and communication frameworks
External Environment	Public health emergencies or natural disasters	Medium	High	Maintain contingency planning and adaptive implementation mechanisms

The risk register will be reviewed periodically by management and reported to the Board as part of organizational governance and oversight processes.

5.9 Accountability for Implementation

Successful implementation of this Strategic Plan requires shared responsibility across all levels of the organization.

The Committee will provide oversight and strategic guidance.

The Executive Director will provide leadership and ensure overall accountability for implementation.

Department Heads will be responsible for translating strategic priorities into operational plans and measurable results.

Staff members will contribute through effective execution of activities, performance management, learning, and continuous improvement.

Partners, communities, and stakeholders will also play important roles in supporting implementation, monitoring progress, and strengthening accountability.

Through collective commitment and coordinated action, UWRA will position itself to achieve the ambitious outcomes envisioned within this Strategic Plan.

CHAPTER SIX

MONITORING, EVALUATION, AND LEARNING

6.1 Introduction

The achievement of UWRA's strategic objectives depends not only on effective implementation but also on the organization's ability to measure progress, assess impact, generate learning, and adapt to changing circumstances.

Monitoring, Evaluation, and Learning (MEL) will therefore serve as a central pillar of organizational performance throughout the 2026–2030 strategic period.

The MEL framework will provide the systems, processes, and tools required to track results, strengthen accountability, support evidence-informed decision-making, and foster a culture of continuous improvement.

The framework is designed not merely to demonstrate results, but also to improve them.

6.2 Theory of Change

UWRA's Theory of Change is founded on the belief that when high-quality evidence is effectively translated into accessible knowledge, and when individuals, institutions, and communities possess the capacity and opportunity to apply that knowledge, more effective decisions and actions will occur, resulting in improved health and well-being.

The organization recognizes that the generation of evidence alone is insufficient to produce meaningful change. Evidence must be understood, trusted, adapted to local contexts, and integrated into policy, practice, and community action. Achieving this requires deliberate investment in capacity strengthening, community engagement, innovation, knowledge dissemination, and strategic partnerships.

Through implementation of the five strategic pillars outlined in this plan, UWRA will contribute to strengthening the systems and relationships necessary for evidence-informed action.

Research translation products will improve access to knowledge. Leadership development initiatives will strengthen the capacity of individuals to utilize evidence effectively. Community engagement programmes will ensure that interventions are grounded in local realities and priorities. Innovation initiatives will create practical solutions capable of expanding access and improving efficiency. Partnerships will facilitate scale, sustainability, and collective action.

Together, these investments are expected to contribute to stronger institutions, more effective health programmes, improved policy decisions, increased community participation, and ultimately better health outcomes for populations across Kenya and Africa.

Theory of Change Pathway

The Theory of Change can be summarized as follows:

Inputs → Financial resources, technical expertise, partnerships, staff, fellows, technology, and institutional systems.

Activities → Research translation, capacity building, community engagement, innovation development, partnership strengthening, and knowledge dissemination.

Outputs → Policy briefs, toolkits, training programmes, fellowships, community interventions, digital solutions, research projects, and strategic partnerships.

Outcomes → Increased evidence utilization, stronger leadership capacity, improved programme effectiveness, enhanced community participation, strengthened institutional collaboration, and greater innovation adoption.

Impact → Improved health and well-being, stronger health systems, evidence-informed decision-making, and healthier, more resilient communities across Africa.

6.3 Monitoring and Evaluation Framework

UWRA will establish a comprehensive Monitoring and Evaluation Framework designed to measure progress at output, outcome, and impact levels.

The framework will ensure that performance information is routinely collected, analyzed, reported, and utilized to strengthen decision-making and organizational learning.

Monitoring systems will be integrated into programme implementation from the outset, enabling real-time tracking of progress against targets and strategic objectives.

Evaluation activities will assess effectiveness, relevance, efficiency, sustainability, and impact across the strategic period.

Both quantitative and qualitative approaches will be utilized to generate a comprehensive understanding of performance and results.

Particular emphasis will be placed on learning-oriented evaluation approaches that support adaptation and continuous improvement.

6.4 Strategic Performance Measurement Framework

The following indicators will serve as the primary measures of organizational performance during the implementation period.

Strategic Objective	Indicator	Baseline (2026)	Target (2030)	Data Source	Reporting Frequency	Responsible Unit
Research Translation Excellence	Policy briefs produced	5	50	Publication records	Quarterly	Research & Evidence
Research Translation Excellence	Evidence toolkits developed	0	10	Programme records	Annual	Research & Evidence

Research Translation Excellence	Participatory research projects completed	2	20	Project reports	Annual	Research & Evidence
Capacity Building	Fellows trained	52	250	Fellowship records	Quarterly	Research & Evidence
Capacity Building	Masterclass participants reached	35	100 annually	Training reports	Quarterly	Research & Evidence
Capacity Building	Mentorship pairs established	0	100	Programme records	Annual	Partnerships & Mobilization
Community Engagement	Community members reached	5,000	100,000	Programme databases	Quarterly	Health Programs
Community Engagement	Community advisory boards established	0	15	County records	Annual	Community Engagement
Innovation	Innovations supported	0	20	Innovation programme records	Annual	Innovations & Solutions
Innovation	Digital tools developed	0	5	Project reports	Annual	Innovations & Solutions
Partnerships	Active strategic partnerships	12	50	Partnership database	Quarterly	Partnerships & Mobilization
Sustainability	Funding partners engaged	4	15	Donor database	Annual	Executive Director's Office

This framework represents the minimum set of organizational indicators. Additional programme-specific indicators will be developed within annual operational plans and project monitoring frameworks.

6.5 Data Management and Quality Assurance

The credibility of UWRA's monitoring and evaluation system depends upon the quality, accuracy, and integrity of collected data.

The organization will establish standardized procedures for data collection, verification, storage, analysis, and reporting.

Data quality assessments will be conducted periodically to evaluate completeness, consistency, accuracy, timeliness, and reliability.

Staff and programme teams will receive ongoing training to strengthen monitoring and evaluation competencies and ensure adherence to organizational standards.

Digital data management systems will be utilized where appropriate to improve efficiency and reduce reporting errors.

The organization will also maintain compliance with applicable ethical standards and data protection requirements.

6.6 Learning and Adaptive Management

Learning is a central component of UWRA's organizational identity.

As a research translation organization, UWRA recognizes that continuous learning is essential for maintaining relevance, improving effectiveness, and responding to evolving challenges.

The organization will establish structured mechanisms for capturing, sharing, and applying lessons learned throughout implementation.

Learning processes will include programme reflection sessions, after-action reviews, technical learning forums, peer exchanges, knowledge-sharing events, and documentation of best practices.

Findings generated through monitoring, evaluation, implementation research, and community feedback mechanisms will be actively utilized to improve programme design and implementation.

The organization will promote a culture in which learning is viewed as a shared responsibility and an essential component of organizational excellence.

6.7 Reporting Framework

Regular reporting will strengthen accountability, transparency, and evidence-informed decision-making.

UWRA will implement a structured reporting system that aligns operational performance with strategic objectives.

Quarterly Performance Reviews

Quarterly reviews will assess progress against annual work plans, identify implementation challenges, review financial performance, and support adaptive management.

These reviews will involve programme teams, departmental leadership, and senior management.

Semi-Annual Board Reports

Twice each year, management will submit strategic performance reports to the Board of Directors.

These reports will provide updates on implementation progress, emerging risks, resource mobilization efforts, partnership development, and institutional performance.

Annual Organizational Performance Reports

UWRA will publish an annual report summarizing achievements, lessons learned, financial performance, and strategic progress.

The report will be shared with partners, donors, government stakeholders, communities, and the broader public.

Annual reporting will strengthen organizational accountability and visibility while demonstrating progress toward strategic objectives.

6.8 Strategic Reviews and Independent Evaluations

To ensure continued relevance and effectiveness, the Strategic Plan will be subject to periodic review.

Annual strategic reflection retreats will provide opportunities to assess progress, examine emerging trends, and identify areas requiring adjustment.

A Mid-Term Review will be conducted in 2028 to assess implementation performance, evaluate assumptions, and recommend modifications where necessary.

An independent End-Term Evaluation will be conducted in 2030 to assess overall achievement of strategic objectives, organizational effectiveness, sustainability, and impact.

Findings from these reviews will inform future planning processes and organizational development efforts.

6.9 Community Accountability and Feedback

UWRA believes that accountability extends beyond donors, governance structures, and institutional stakeholders.

Communities have a right to participate in evaluating interventions that affect their lives and well-being.

The organization will therefore establish community-centered accountability mechanisms that facilitate participation, transparency, and continuous dialogue.

These mechanisms will include community feedback forums, participatory evaluations, suggestion systems, digital feedback platforms, and Community Advisory Boards.

Feedback received through these channels will be systematically reviewed and integrated into programme improvement efforts.

By strengthening accountability to communities, UWRA aims to ensure that its work remains responsive, relevant, and grounded in local realities.

CHAPTER SEVEN

SUSTAINABILITY AND EXIT STRATEGY

7.1 Introduction

Sustainability is a fundamental consideration within the UWRA Strategic Plan 2026–2030.

The organization recognizes that meaningful impact extends beyond the completion of individual projects, funding cycles, or strategic periods. Sustainable change requires investments that strengthen people, institutions, systems, and partnerships in ways that endure over time.

This chapter outlines UWRA's approach to ensuring that the benefits generated through its work continue beyond the implementation period and contribute to long-term improvements in health and well-being.

7.2 Institutional Sustainability

Institutional sustainability refers to UWRA's capacity to continue fulfilling its mission effectively and independently over the long term.

The organization will pursue sustainability through investments in governance, leadership development, financial resilience, organizational systems, staff capacity, and strategic partnerships.

Particular emphasis will be placed on strengthening institutional credibility, demonstrating measurable impact, and maintaining strong relationships with stakeholders.

These investments will enhance the organization's ability to adapt to changing environments while remaining focused on its core mission of translating evidence into action.

7.3 Financial Sustainability

Long-term sustainability requires reliable and diversified financial resources.

UWRA will pursue a balanced financing model that reduces dependence on any single funding source and strengthens organizational resilience.

The resource mobilization strategy outlined in Chapter Five provides the foundation for achieving this objective through diversified partnerships, grant funding, technical services, training programmes, philanthropic engagement, and endowment development.

The establishment of an institutional endowment fund represents an important long-term investment that will contribute to financial stability beyond the life of this Strategic Plan.

The organization will also continue strengthening internal financial management systems to ensure transparency, accountability, and effective stewardship of resources.

7.4 Sustainability of Programmatic Interventions

The sustainability of health programmes depends largely on local ownership, institutional integration, and capacity development.

UWRA will prioritize approaches that strengthen the ability of communities, local organizations, and public institutions to continue activities independently over time.

Capacity strengthening will therefore be integrated into programme design from the outset rather than treated as a separate or final-stage activity.

Community leaders, local organizations, health workers, and institutional partners will be actively involved in implementation processes to enhance ownership and long-term viability.

Programmes will also be designed with scalability and sustainability considerations in mind, ensuring that successful interventions can be maintained and expanded beyond initial implementation periods.

7.5 Sustainability Through Partnerships

Partnerships are central to UWRA's sustainability strategy.

The organization recognizes that long-term impact is most likely when interventions are embedded within broader systems and supported by multiple stakeholders. Strategic partnerships provide opportunities for resource sharing, technical collaboration, institutional strengthening, and collective ownership of outcomes.

Throughout the implementation period, UWRA will actively cultivate relationships with government agencies, academic institutions, civil society organizations, professional associations, private sector actors, and community-based organizations.

Partnerships will be structured to promote mutual learning, shared accountability, and long-term commitment to common goals.

Particular emphasis will be placed on strengthening partnerships that contribute to institutionalization of successful interventions and broader adoption of evidence-informed practices.

These relationships will help ensure that achievements realized during the strategic period continue generating value beyond individual projects and funding cycles.

7.6 Institutionalization of Programmes and Innovations

A core sustainability objective for UWRA is to ensure that effective programmes, innovations, and approaches become integrated within existing systems rather than remaining dependent on external support.

The organization will work closely with government institutions, health facilities, academic partners, and community structures to facilitate the adoption and integration of successful interventions.

Research translation tools, training curricula, digital solutions, and community engagement models developed through this Strategic Plan will be designed with institutionalization in mind.

Where appropriate, UWRA will support policy development, guideline revision, capacity strengthening, and systems integration efforts that facilitate long-term uptake.

Institutionalization not only increases sustainability but also expands the potential reach and impact of successful interventions.

7.7 Exit and Transition Strategy

UWRA acknowledges that sustainable development requires careful planning for transition and eventual withdrawal from direct support where appropriate.

The organization's approach to exit will be gradual, deliberate, and guided by clear criteria rather than predetermined timelines.

Transition planning will begin during programme design and implementation, ensuring that sustainability considerations are integrated from the outset.

Before reducing direct involvement in any initiative, UWRA will assess the readiness of local institutions, partners, and community structures to assume ownership and responsibility.

Transition processes may include capacity strengthening, mentorship, technical assistance, systems development, documentation of lessons learned, and formal transfer of responsibilities.

The organization will seek to ensure that communities and partners are equipped to maintain progress without creating dependency on external support.

7.8 Sustainability Beyond 2030

The Strategic Plan 2026–2030 is intended to serve as a foundation for long-term institutional growth and societal impact.

By the conclusion of the strategic period, UWRA aims to have established itself as a recognized leader in research translation, evidence-informed programming, leadership development, and innovation.

The systems, partnerships, networks, and capacities developed during implementation will provide a strong platform for future growth and influence.

Beyond 2030, the organization envisions expanding its regional footprint, strengthening continental collaborations, contributing to global knowledge on research translation, and supporting increasingly complex health and development challenges.

The ultimate measure of sustainability will not be the continued existence of programmes alone, but the extent to which communities, institutions, and systems are empowered to utilize evidence independently and effectively.

CALL TO ACTION

The period between 2026 and 2030 represents a defining chapter in the evolution of the Utafiti Wellness Research Association.

This Strategic Plan reflects both ambition and responsibility. It recognizes the immense opportunities presented by growing investments in research, innovation, and health systems strengthening while acknowledging the persistent challenges that continue to prevent evidence from reaching those who need it most.

At its core, this strategy is a commitment to action.

It is a commitment to ensuring that research findings influence policy decisions.

It is a commitment to equipping leaders with the skills required to bridge the gap between evidence and implementation.

It is a commitment to working alongside communities to develop solutions that are locally relevant, culturally appropriate, and sustainable.

It is a commitment to innovation, partnership, accountability, and excellence.

The vision outlined within this document cannot be achieved by UWRA alone.

Its success depends upon the collective efforts of governments, academic institutions, development partners, civil society organizations, private sector actors, professional associations, researchers, practitioners, and communities.

To our development partners and donors, we invite you to invest in a future where evidence consistently informs action and where knowledge translates into measurable improvements in health and well-being.

To government institutions, we invite continued collaboration in strengthening evidence-informed policy and programme implementation.

To universities and research institutions, we invite partnership in advancing the science and practice of research translation.

To community organizations and leaders, we reaffirm our commitment to participatory approaches that place communities at the center of change.

To our staff, fellows, volunteers, and supporters, we express our deepest appreciation and confidence in your ability to transform this vision into reality.

The challenges facing Africa's health systems are significant, but so too are the opportunities.

With commitment, collaboration, and courage, we can build stronger systems, healthier communities, and a future where evidence serves as a catalyst for meaningful and lasting change.

As we embark on this journey together, we remain guided by a simple but powerful belief:

Evidence must not stop at discovery.

Evidence must lead to action.

And action must lead to impact.

Utafiti Wellness Research Association

Strategic Plan 2026–2030

From Evidence to Action

APPENDICES

Appendix A: Strategic Plan Development Process

This appendix provides a detailed overview of the methodology used to develop the Strategic Plan 2026–2030.

The strategic planning process was conducted over a six-month period and involved multiple phases designed to ensure broad participation, technical rigor, and organizational ownership.

Objectives of the Process

The planning process sought to:

- Review organizational achievements and lessons learned since establishment.
- Assess the external operating environment.
- Identify strategic opportunities and emerging challenges.
- Strengthen stakeholder ownership of the strategic direction.
- Develop realistic and measurable strategic priorities.

Participants

The process involved representatives from:

- Utafiti Committee Panel.
- Advisory Council.
- Staff and Department Heads.

- Research Translation Fellows.
- Community representatives.
- Government stakeholders.
- Academic institutions.
- Civil society organizations.
- Development partners.
- Technical advisors.

Planning Timeline

Phase	Activity
Phase 1	Organizational review and document analysis
Phase 2	Stakeholder consultations
Phase 3	Environmental scanning and situational analysis
Phase 4	Strategy development workshops
Phase 5	Board strategy retreat
Phase 6	Drafting and validation
Phase 7	Approval and adoption

Methods Used

The planning process incorporated:

- Key informant interviews.
- Stakeholder workshops.
- Focus group discussions.
- Desk reviews.
- SWOT analysis.
- PESTLE analysis.
- Strategic planning retreats.
- Validation meetings.

Appendix B: Detailed Logical Framework (LogFrame)

Strategic Objective	Key Indicator	Means of Verification	Assumptions
Strengthen research translation	Policy briefs produced	Publications database	Continued demand for evidence products
Build leadership capacity	Fellows trained	Fellowship records	Sustained participant interest
Expand community engagement	Community members reached	Programme reports	Community participation remains strong
Promote innovation	Innovations supported	Innovation portfolio records	Adequate technical partnerships available
Strengthen sustainability	Strategic partnerships established	Partnership agreements	Continued stakeholder commitment

The detailed operational LogFrame will be expanded annually and aligned with operational plans, project frameworks, and monitoring systems.

Appendix C: Glossary of Terms

Term	Definition
Evidence Translation	The process of converting research findings into practical knowledge and actions
Implementation Science	The study of methods that promote the uptake of evidence into routine practice
Knowledge Product	A resource developed to communicate evidence to a target audience
Research Translation	Activities that bridge the gap between evidence generation and practical application
Community Engagement	Meaningful involvement of communities in planning, implementation, and evaluation
Innovation	Development of new or improved solutions that address identified challenges
Sustainability	The ability of programmes or institutions to continue generating benefits over time
MEL	Monitoring, Evaluation, and Learning
Policy Brief	A concise document that translates evidence into recommendations for decision-makers
Fellowship	A structured leadership and capacity development programme

END OF STRATEGIC PLAN
UTAFITI WELLNESS RESEARCH ASSOCIATION (UWRA)
STRATEGIC PLAN 2026–2030
"From Evidence to Action"
