

Executive Summary **HealthProm Organisational Strategy 2017-2022**

1. Introduction

HealthProm has agreed a new strategy for 2017-22 to replace its existing strategy that started in 2012. This was developed through a year-long consultation process with the participation of staff, consultants, trustees and international partners. This involved taking stock of progress made over the previous strategy period, reviewing results and impact, reflecting upon lessons learnt, identifying opportunities and challenges and informing our organisational priorities for the next five years. We achieved most of the Key Performance Indicators outlined in our former strategy (2012-2017). HealthProm successfully expanded its work into additional countries, acquired several large grants from institutional donors, forged new partnerships with UNICEF and others and laid the groundwork for developing regional networks. HealthProm's annual budget has almost doubled since 2012. We plan to build on this success.

2. Our Vision

We strive to ensure that vulnerable children have the best start in life.

3. Our Mission

Our mission is to support vulnerable children and their families in Eastern Europe, Central Asia and Afghanistan and enable them to overcome the barriers of poverty, social exclusion or disability in order to have their rights realised.

As set out in our **Theory of Change** (attached), we do this through

- Strengthening families and communities;
- Increasing access to health and social services;
- Promoting education for all, and
- Supporting and strengthening policy.

4. Our Values

- Commitment to local engagement and partnership;
- Respect for human rights;
- Empowering individuals and communities;
- Commitment to learning, innovation and exchange, and
- Promoting inclusion and equality across sectors.

5. Strategic Priorities

Our strategic review process highlighted six strategic priorities for the next five years:

- Programme Development: strengthening and enriching our existing programmes of work, partnerships and practice.
- Geographical Expansion: exploring strategic geographic expansion.
- Human Resources: ensuring HealthProm has the internal organisation and capacity needed to deliver this strategy.
- External Engagement and Knowledge Management: capturing and sharing models developed in our projects and growing a wider pool of expertise.

- Monitoring and Evaluation: strengthening M&E across the organisation and both evaluating and consolidating current practice.
- Financial Development: securing a financially stable future.

6. Operational Priorities

In line with these strategic priorities, our approach will focus on the following operational priorities:

Programme Development

- Improving the exchange of policies, practices and ideas between existing projects
- Further prioritising the capacity development of our partners

Geographical Expansion

- Exploring strategic geographic expansion into countries within existing target regions of Eastern Europe, Central Asia and Afghanistan
- Exploring strategic expansion into UK-based work

Human Resources

- Strengthening internal exchange and communication
- Increasing capacity

External Engagement and Knowledge Management

- Improving communication and dissemination of our activities, models and outcomes
- Developing intra-regional projects and stakeholder networks to share learning and best practice in our areas of expertise.
- Hosting regular events to promote knowledge exchange and collaboration between UK stakeholders, to facilitate learning across HealthProm's projects and to engage a larger community of professionals and experts in HealthProm's work.

Monitoring and Evaluation

- Updating and strengthening our Monitoring, Evaluation and Learning Framework
- Strengthening the capture of monitoring and evaluation data at organisational level
- Improving documentation of project outcomes and case studies

Financial Development

- Developing a new fundraising strategy
- Exploring new opportunities to diversify our funding
- Increasing unrestricted income

7. Implementation

Key Performance indicators will be developed to guide the implementation of this new strategy. Progress will be monitored by HealthProm's Board and will be reviewed annually.