



**STRATEGIC  
PLAN** **2026**  
**2030**



***A plan is a promise to  
the future, kept through  
disciplined action.***

**KENYA DENTAL ASSOCIATION STRATEGIC PLAN 2026 - 2030**



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- Dr. Mildred Mavindu Treasurer
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- Dr. Mugure Grace Assistant Treasurer
- Dr. Mwangi Njane Branch Representative
- Dr. Tim Theuri Immediate Past President
- Dr. Hussein Muchuka Council Member
- Dr. Scarlet Muhadia Council Member
- Dr. Ngoru Njuguna Council Member
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- Dr. Akali Lesley Council Member
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To everyone named and unnamed who contributed – thank you. This Strategic Plan is yours and together we will make it a reality.

# Foreword by The President

On behalf of the Kenya Dental Association (KDA), I am privileged to present the Association's Strategic Plan for 2026–2030.

This Strategic Plan is the fruit of the most extensive, candid, and inclusive consultations ever undertaken in the **60 years** history of our Association. It draws its authority from the mandate entrusted to KDA under the Societies Act and recognised by the Kenya Medical Practitioners and Dentists Council. It reflects the unfiltered voices of over one hundred members who told us, without fear or favour, what they expect from their Association.

The bold promise that KDA is making to the dental profession and to the people of Kenya is spelled out clearly in these pages. This Plan defines our strategy for achieving the vision of an elevated dental profession that champions oral health for a healthier nation. The patients we serve and the communities we reach expect nothing less than excellence, unity and leadership.

The essence of this renewed strategy is nothing short of a complete transformation of KDA – from a **traditional learned society** into **a modern, professionally governed, financially self-sustaining national institution that is indispensable to every dentist and authoritative in every conversation about oral health in Kenya**. This transformation will be achieved through relentless membership growth, uncompromising advocacy, transparent governance, innovative professional development, and strategic partnerships.

Guided by this Plan, our overarching priorities will be to make membership universal and valuable at every career stage, to position KDA as the undisputed voice of dentistry in policy, regulation and public awareness, to institutionalise accountable leadership and financial independence and to lead region in continuing professional development, research, and knowledge generation. This Strategic Plan therefore provides the clearest possible roadmap for addressing the profession's present challenges – quackery, cadre overreach, insurer Encroachment, leadership mistrust, and low membership – while seizing the historic opportunities presented by UHC, a growing young profession and rising public demand for oral healthcare.



Finally, I wish to emphasise that this Strategic Plan is far more than a statement of intent – it is a binding contract with every dentist in Kenya. The achievements we have committed to will demand the active involvement of members, students, partners, regulators, and friends of the profession. The National Governing Council looks forward to renewed collaboration and strengthened partnerships with the Ministry of Health, KMPDC, the Social Health Authority, dental schools, corporate partners and the media in this transformation journey.

Together, we will elevate the dental profession.

Together, we will champion oral health.

Together, we will build a Kenya Dental Association that every dentist is proud to belong to and that our nation instinctively trusts as the guardian of oral health.

A handwritten signature in blue ink that reads "Kahura Mundia".

**Dr Kahura Mundia**  
The President  
Kenya Dental Association

# Executive Summary

## 1960

Since its founding in 1960, KDA has been guided by periodic strategic initiatives. Previous cycles focused primarily on organising scientific conferences, delivering CPD, and maintaining basic welfare support.

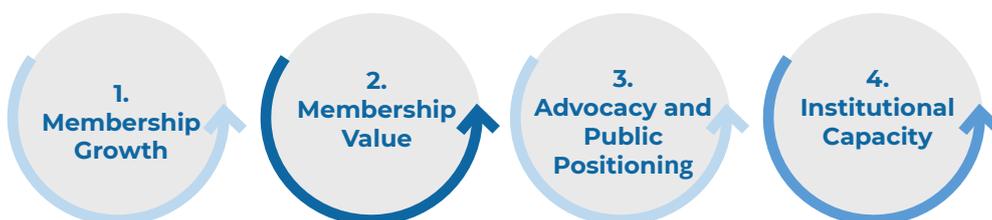
The Kenya Dental Association (KDA) is established under the Societies Act and is recognised by the Kenya Medical Practitioners and Dentists Council (KMPDC), the Ministry of Health, and the Fédération Dentaire Internationale (FDI) as the sole professional body representing all registered dentists in Kenya. KDA is the platform for: a) uniting dentists and advancing the science and art of dentistry; b) safeguarding the welfare and interests of members; c) promoting the highest ethical and professional standards; d) delivering continuous professional development; and e) championing oral health for the people of Kenya.

Since its founding in 1960, KDA has been guided by periodic strategic initiatives. Previous cycles focused primarily on organising scientific conferences, delivering CPD, and maintaining basic welfare support. While significant achievements were recorded in these areas, the Association has not kept pace with the rapid growth of the profession, the inclusion of oral health in Universal Health Coverage or the urgent threats of quackery, cadre and insurer overreach.

This Strategic Plan 2026–2030 marks a fundamental shift: from a conference-and-CPD-focused society to a professionally governed, financially self-sustaining, member-centred and policy-influencing national institution. It will operate from January 2026 until December 2030.

The development of this Strategic Plan was the most inclusive exercise in KDA's history. Between October and December 2025, the Association conducted a nationwide online survey, six focus-group discussions, young dentists, senior dentists, interviews with corporate partners, dental schools, dentist running clinic, dentists in employment both in private and government and a two-day strategic planning workshop. The draft underwent multiple validations.

This Strategic Plan identifies the four pillars, strategic objectives, and strategies that will drive the achievement of KDA's renewed vision and mission and deliver tangible value to members and the public. The pillars are:



The implementation of the 2026–2030 Strategic Plan aims at transforming KDA into a professionally governed, financially self-sustaining, digitally enabled national association that is indispensable to every dentist and recognised as the authoritative voice on oral health in Kenya. An implementation matrix, presented in Appendix 1, will guide execution and monitoring. The monitoring and evaluation framework, detailed in Chapter Five, establishes clear accountability mechanisms to ensure the Association delivers on every commitment made to its members and the nation.



## 1.1. Background

The Kenya Dental Association (KDA) was founded in 1960 and is registered under the Societies Act (Cap 108). It is recognised by the Kenya Medical Practitioners and Dentists Council (KMPDC), the Ministry of Health, and the Fédération Dentaire Internationale (FDI) as the sole professional body representing all registered dentists in Kenya. KDA has demonstrated its value as the unifying platform that enables dentists to speak with one voice on all matters affecting the profession and of national interest. It has established itself as the trusted link between dentists, the national government, regulatory bodies, and development partners. Moreover, it enjoys international visibility through active membership in FDI and the Commonwealth Dental Association.

KDA has experienced several leadership transitions since its inception, with the most recent constitutional reforms adopted in 2024 providing

a modern governance framework. Despite these transitions, the Association has maintained continuity in delivering annual scientific conferences and continuing professional development. The environment in which KDA operates is shaped by rapid growth in the number of dentists, the historic inclusion of oral health in Universal Health Coverage and the Social Health Authority framework, rising public demand for quality dental care, and persistent challenges such as quackery, cadre overreach, and insurer encroachment. External factors including technological disruption, inflation, and the fluorosis crisis have also influenced KDA's engagements. This Strategic Plan 2026–2030 will therefore guide the Association through an ever-changing professional, economic, and policy landscape, providing a clear and comprehensive blueprint for the next five years while incorporating lessons learnt from previous planning cycles.

## 1.2. Mandate of the KDA

As stipulated in the KDA Constitution 2024, the objectives of the Association shall be:

1. To maintain the honour of the profession of dentistry, dental practitioners, and professionals.
2. To advance the science and practice of dentistry and its allied professionals in Kenya.
3. To promote and safeguard the interests of the profession and the welfare of its members in Kenya.
4. To establish and promote active branches countrywide.

The Association will endeavour to achieve the foregoing objectives by:

1. Holding periodical meetings of members of the dental profession.
2. Publication of peer-reviewed scientific journals, articles, newsletters, and other publications.
3. Facilitating training through Continuous Professional Development (CPD), Annual Scientific Conferences, Oral Health Exhibitions, and Symposia in collaboration with branches and affiliate organisations worldwide and regionally.
4. Cooperating with other professional organisations and fostering public interest in the profession.
5. Taking any action deemed fit for the welfare of members and public oral health issues and programmes.
6. Monitoring unethical and unlawful practice of dentistry.
7. Generally doing all such acts and things as may be expected for the attainment of any of the above objectives and playing a leading role in the mentorship of students, interns, and peers.

## 1.3. Rationale for the 2026–2030 Strategic Plan

Over the past six decades, KDA has implemented successive strategic initiatives designed to fulfil its mandate and respond to the evolving needs of the profession. Recent situational analyses, including a comprehensive review of internal operations and the external operating environment, have highlighted both significant achievements and persistent gaps that must now be decisively addressed.

As the Association celebrates its sixtieth year since the founding of KDA, and with oral health finally recognised within Universal Health Coverage, the Association stands at a historic turning point. This Strategic Plan 2026–2030 is therefore an instrumental document that will steer KDA's efforts and resources by:

1. Clarifying the renewed vision, mission and core values of the Association.
2. Identifying clear goals, objectives and programmes for the next five years.
3. Aligning KDA's mandate with the current and emerging needs of members and the public.
4. Amplifying advocacy and policy influence to secure better practice conditions and patient access.
5. Guiding investment in professional development, research, and public oral health programmes.
6. Strengthening KDA institutionally for optimal, sustainable delivery of its mandate.

## 1.4. Approach and Methodology

The development of this Strategic Plan adopted a rigorous, participatory and phased approach. An initial inception phase reviewed past performance and conducted environmental scans. This was followed by extensive stakeholder consultations including an online survey of members, six focus-group discussions, young dentists, senior dentists, interviews with corporate partners, dental schools, dentist running clinic, dentists in employment both in private and government and a two-day strategic planning workshop. The outputs of each phase directly informed the next, culminating in a draft that underwent multiple validations before final adoption. This inclusive methodology has produced a plan that genuinely reflects the aspirations and priorities of the entire profession.

# 02

## Situation Analysis



### 2.1 Introduction

The Strategic Plan 2026–2030 is informed by a candid assessment of the Kenya Dental Association’s achievements, shortcomings and lessons learnt from previous planning cycles, as well as a thorough analysis of the current operating environment. As part of the strategy development process, KDA evaluated its internal Strengths and Weaknesses and external

Opportunities and Threats (SWOT). It further examined the broader environment through Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) lenses and mapped the expectations of key stakeholders. These analyses collectively provide the foundation for the four strategic pillars and the transformative agenda set out in this plan.

## 2.2 PESTLE Analysis

The external environment in which KDA operates continues to evolve rapidly.

	Factor	Key Issues
P	<b>Political</b> 	Inclusion of oral health in UHC/SHA; devolution creating 47 potential county partners; full operationalization of National Oral Health Policy.
E	<b>Economic</b> 	Rising practice costs and taxation; insurer dominance on pricing; growing middle class demanding aesthetic services; potential revenue from endorsements, grants and digital platforms.
S	<b>Social</b> 	Increasing public awareness of oral health; fluorosis crisis in many areas in the country; demand for preventive and cosmetic dentistry; youthful profession (majority under 40).
T	<b>Technological</b> 	AI diagnostics, tele-dentistry, 3D printing, digital records; opportunity for digital membership, online CPD and voting platforms.
L	<b>Legal</b> 	Weak enforcement of scope-of-practice; pending legislation on oral health; possibility of elevating KDA to council status.
E	<b>Environmental</b> 	Fluorosis epidemic; dental waste management; climate-related safe-water advocacy.

### 2.3 Review of Previous Strategic Initiatives (2019–2023)

Although KDA has operated with periodic strategic intentions since its founding, formal strategic plans have been inconsistently adopted and monitored. The last documented strategic framework covered the period 2019–2023, with some activities continuing informally until 2025. The review reveals a mixed performance:



#### Achievements

- Successful amendment of the KDA Constitution in 2024, introducing term limits and modern governance provisions.
- Development and adoption of an election policy that has improved the conduct of leadership elections.
- Consistent delivery of high-quality CPD programmes and a strong annual scientific conference that remains the premier dental gathering in East Africa.
- Steady organic growth in dentist numbers (approximately 50 new members per year) and increased choice of dentistry as a career among students.
- Sustained welfare support during bereavement and illness only.
- Growing vibrancy and positive momentum under the most recent leadership.



#### Areas Not Achieved

- Failure to develop and enforce clinical and professional guidelines fully.
- Inadequate hands-on CPD; most programmes remained theoretical.
- Weak advocacy for quality oral healthcare, tariff protection, and scope-of-practice enforcement.
- Limited community oral-health awareness initiatives.
- Persistent low membership penetration (below 30 % of registered dentists).
- Dormant branches outside of Nairobi and the Coast.
- Absence of a functional board charter, leadership code of conduct, and disciplinary mechanisms.



### Key Challenges Encountered

- Overlap between governance and committee roles, leading to conflicts of interest.
- Lack of a comprehensive published activity calendar and dedicated CPD committee.
- Weak culture of strategic plan ownership, monitoring, and evaluation.
- Insufficient budgeting and resource allocation for planned activities.
- Expired strategic framework continued to be referenced without formal review or renewal.
- No clear accountability mechanisms or consequences for non-delivery.



### Lessons Learnt

- A strategic plan must be widely shared, simplified, and accompanied by a clear budget and implementation matrix.
- Members must be actively involved in both development and execution of the plan.
- Robust monitoring, evaluation, and performance management systems are essential.
- Responsibility for execution must be explicitly assigned, tracked, and linked to consequences.
- Sustaining membership growth requires deliberate, continuous strategies, not organic drift only.
- Hands-on, practical CPD is what members value most.
- Governance structures must be separated from operational delivery to avoid conflicts.

## 2.5 SWOT Analysis

Table 2.1: SWOT Analysis

# S

# W

### Strengths

- Consistent with providing professional developments and CPDs
- KDA is recognized as the voice of dentists in the republic
- Strong annual scientific conference
- Well-organized CPD programmes
- Brings dentists together across generations, promotes unity, professional identity and networking
- Recognized by law (Societies Act) and by KMPDC
- KDA has a new constitution for guidance
- Members willing to volunteer for leadership and to support the association
- Diverse, passionate, highly skilled and culturally varied membership
- Financial resources to propel the association agendas
- Effective welfare support in times of need
- Growing vibrancy and positive momentum under new leadership
- Increasing visibility

### Weaknesses

- Weak governance culture and inadequate governance structures
- Lack of leadership & governance skills
- Internal leadership wrangles and weak internal conflict resolution mechanism
- Persistent perception of politics, cartel and personal interests in leadership
- Lack of transparency and accountability in governance and financial management
- Insufficient financial reporting
- Poor and slow communication with members
- Branches are very weak / dormant outside Nairobi
- Member apathy and low engagement beyond CPD/conference
- Fewer members compared to total registered dentists
- Low numbers of followers online
- Irregular relationships with partners and limited focus on partner relations
- Inadequate value offered to exhibitors/ partners at conferences
- Outdated welfare package (e.g., age cap on parents)
- Failure to proactively address quacks, pricing control and scope-of-practice violations

## Opportunities

- Presence online and ability to exploit the online space
- Availability of an online journal with ISBN
- Growing number of dentists and high enthusiasm among young dentists – ideal for membership growth
- Many qualified dentists that can be tapped into for expertise, volunteering and leadership
- Universal Health Coverage (UHC) & SHA – chance for members to grow revenue
- Demand for more hands-on and practical CPD trainings
- Public demanding more quality dental services
- International collaboration and easier hosting of conferences in Kenya
- Government taking regulation and quackery seriously – political goodwill to ensure all cadre adhere to the specified practice scope
- Partnerships with government, NGOs, counties, universities, insurers and corporates
- Leverage social media, content creators and young members for visibility and engagement
- Expand nationwide oral health campaigns (fluorosis, NCDs, World Oral Health Day, school programmes)
- Increasing demand for integration of oral health into general health – opportunity to advance oral health agenda
- Establish KDA Foundation/charitable arm to attract international grants and CSR funding
- Monetize endorsements, grants, consultancy, merchandise and digital platforms

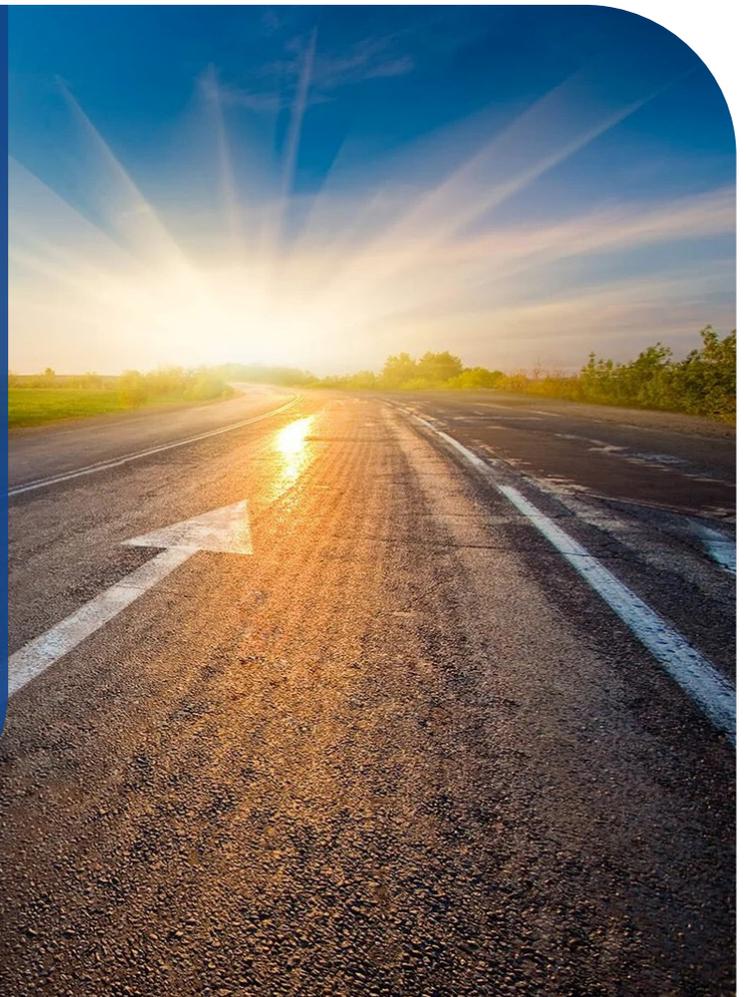
## Threats

- Mis-regulation / weak regulation of dental practice by regulators
- Quacks and infiltration of the profession by unauthorized practitioners
- Empowerment and overreach of other cadres
- Competing or undermining sister associations
- Insurance companies undermining quality, dictating prices and creating difficult business environment
- Rising operational costs, inflation, constant tax/levy changes, and skyrocketing material prices
- Artificial Intelligence, digital dentistry, tele-dentistry, and new technologies disrupting traditional practice
- Over-commercialization and cosmetic focus threatening clinical professionalism
- Low government prioritization and funding of oral health under SHA/UHC
- Decreased public-sector employment and unfavorable working conditions for dentists
- Potential brain drain and emergence of competing associations

These findings underscore the urgent need for the transformative shift embodied in this Strategic Plan 2026–2030.

# 03

## Strategic Direction



### 3.1 Introduction

This chapter forms the heart of the Strategic Plan 2026–2030. It presents the renewed Organizational Identity of the Kenya Dental Association, the four transformative Pillars that will drive the Association over the next five years and the Strategic Matrix that links each Pillar to its objectives and core strategies.

### 3.2 KDA Organizational Identity

The Kenya Dental Association draws its authority from the Societies Act and its recognition as the sole professional body for dentistry from the Kenya Medical Practitioners and Dentists Council, the Ministry of Health, and the Fédération Dentaire Internationale. KDA pursues its mandate through unity of purpose, relentless advocacy, continuous professional development, servant leadership, knowledge generation and public oral-health promotion.



#### Vision

To elevate the dental profession and champion oral health for a healthier nation.



#### Mission

To promote the interests of dentists, oral healthcare professionals and the public through advocacy, training and advancement of professional standards.



#### Core Values

##### Unity of Purpose

We succeed or fail together

##### People-centric

Members, patients, staff and communities come first

##### Integrity

We do what we say, always

##### Transparency

Every decision is clear and traceable

##### Excellence

Good enough is never enough

### 3.3 Key Result Areas: Pillars

#### Pillar 1: Membership Growth



The lifeblood of any professional association is its membership. For too long KDA has remained a minority club while the majority of registered dentists stayed outside. This pillar commits the Association to achieving near-universal membership within five years and making membership the natural, automatic choice for every dentist from the day they enter dental school. It will drive deliberate, sustained recruitment campaigns, seamless transition from student to full membership, and targeted outreach to foreign dentists operating locally, corporate entities and long-serving members eligible for life or honorary status. The objective through which this pillar will be executed are:

- 1) Increase the ordinary membership of KDA to **95%** of all registered dentists in 5 years.



- 2) Meet annual growth targets for associate (**85%**), student (**100%**), junior (**95%**) and life (**3**) members, and achieve 5-year targets for corporate (**4**) and honorary (**3**) members.

#### Pillar 2: Membership Value



Membership must deliver tangible, daily value that far exceeds the subscription fee. This pillar will transform KDA into the indispensable partner of every dentist by providing structured life-stage support, modern welfare products, practice-management tools, mental-health resources, and high-quality, hands-on CPD. It will promote professional standards, publish clinical guidelines, and offer employment advisory services. The objectives through which this pillar will be executed are:

- 1) Advocate for new and enforce existing professional standards and regulations by conducting at least 2 advocacy activities per month.
- 2) Strengthen support systems for student, young and senior dentists through structured mentorship and development programs.
- 3) Strengthen professional development through high-quality CPD events and research promotion.
- 4) Increase member engagement to 50% of scheduled annual activities and improve communication at national and branch levels.
- 5) Build camaraderie, social cohesion and improve member welfare through social events and welfare products.
- 6) Establish an ad hoc caucus of private clinic owners that serves as a structured platform for identifying, discussing and consolidating sector-specific challenges and needs, and for channeling these issues through formal KDA structures for advocacy, policy engagement and resolution.



**Pillar 3: Advocacy & Public Positioning**

This pillar will make KDA the authoritative, evidence-based, and undisputed voice on every oral-health matter in Kenya. It will lead the fight against quackery and cadre overreach, regain control of dental tariffs, secure a comprehensive oral-health package under the Social Health Authority, spearhead the national response to the fluorosis crisis, and run sustained public-awareness campaigns. The objectives through which this pillar will be executed are:

- 1) Strengthen KDA’s influence in national oral-health legislation, policy development and regulatory processes by June 2027.
- 2) Position KDA as the undisputed authoritative voice and first point of contact for all dental matters by December 2028.



**Pillar 4: Institutional Capacity**

Strong professions are built on strong institutions. This pillar will end the era of leadership wrangles, financial opacity and conference dependency by establishing professional governance, a CEO-led Secretariat, diversified revenue streams, digital transformation and robust financial controls. It will anchor transparent elections, term limits, a leadership code of conduct, and strategic partnerships. The objectives through which this pillar will be executed is:

- 1) Transform KDA into a professionally governed and self-sustaining national association for effective service delivery to its members and the public by 2030.

Pillars	Objectives	Strategies
Membership Growth  	Increase the ordinary membership of KDA to 95% of all registered dentists in 5years.	Launch a targeted, multi-channel recruitment campaign that embeds membership growth into every KDA event, platform and member interaction while leveraging existing networks.
	Meet annual growth targets for associate (85%), student (100%), junior (95%) and life (3) members, and achieve 5-year targets for corporate (4) and honorary (3) members.	Recruit 85% of foreign dentist in Kenya associate members annually.
		Recruit 100% of dental students as student members annually.
		Recruit 95% of graduating students as junior members.
		Recruit 4 corporate members in 5years.
		Admit 3 life members annually.
		Admit 3 Honorary members in 5years.

Pillars	Objectives	Strategies
<b>Membership Value</b> 	Advocate for new and enforce existing professional standards and regulations by conducting at least 2 advocacy activities per month.	Actively lobby to strengthen professional standards and regulatory influence.
		Publish advisory for employers and employees.
		Pursue and achieve council status in the next 2 years.
	Strengthen support systems for student, young, and senior dentists through structured mentorship and development programs.	Provide structured support to dental students quarterly.
		Establish and implement a structured support program for the age cohorts within 6 months - (6 months to establish and implementation will be within the 5 years.)
	Strengthen professional development through high-quality CPD events and research promotion.	Conduct 4 virtual CPD events a month and 1 physical CPD quarterly.
		Promote research and knowledge generation among KDA members.
	Increase member engagement to 50% of scheduled annual activities and improve communication at national and branch levels.	Strengthen engagement at branch and regional levels.
		Improve member communication and engagement.
	Build camaraderie, social cohesion and improve member welfare through social events and welfare products.	Host a biannual social event with a minimum attendance of 120 members with at least 85% satisfaction, to build camaraderie togetherness/unity, community, professional identity, social cohesion, brings dentists from different generations together.
Improve member welfare coverage to 80% of the members as beneficiaries of a KDA recommended welfare product.		
<b>Advocacy and Public Positioning</b> 	Strengthen KDA's influence in national oral-health legislation, policy development and regulatory processes by June 2027.	Champion access to quality dental care.
		Increase public awareness of oral health by holding at least one community outreach activity every month and monthly social media awareness campaigns over the next 5 years.
	Position KDA as the undisputed authoritative voice and first point of contact for all dental matters by December 2028.	Strengthen KDA's Public Authority, Brand Visibility and Media Presence.
<b>Institutional Capacity</b> 	Transform KDA into a professionally governed and self-sustaining national association for effective service delivery to its members and the public by 2030.	Institutionalize transparent, accountable, and professional governance at both national and branch levels.
		Institutionalize Strategic Planning and Performance Management.
		Build a modern, well-resourced, digitally enabled secretariat capable of delivering efficient services.
		Increase Gross revenue by 25 % annually over the next 5 years (resource mobilization).
		Build robust financial controls and transparent reporting practices.
	Develop a broad, dependable, and mutually beneficial network of partners for long-term institutional growth.	

# 04

## Strategy Implementation

### 4.1 Introduction

Strategy implementation is the phase where vision becomes reality. Successful execution of the 2026–2030 Strategic Plan will require deliberate, disciplined and collective action by every organ of the Kenya Dental Association. Key enablers include: widespread awareness and ownership of the plan among members, branches, committees and staff; translation of the plan into annual work plans at national and branch levels; development of supporting policies and standard operating procedures; full alignment of the organisational structure; and sustained resource mobilisation. While every organ of the Association plays a vital role, the unified purpose of KDA leadership and the capacity of the Secretariat are non-negotiable foundations for success. These two aspects need urgent and immediate streamlining for effective implementation of the strategic plan. The Implementation Matrix in Appendix 1 remains the primary day-to-day implementation guide for all leadership and staff.



***The unified purpose of KDA leadership and the capacity of the Secretariat are non-negotiable foundations for success.***

### 4.2 Action Plan

The detailed action plan is contained in the Implementation Matrix (Appendix 1). It breaks down each strategic objective into specific, time-bound, budgeted activities with clear owners, deliverables, performance indicators, and verification methods. Every committee, branch and secretariat unit shall develop its own annual work plan derived directly from this matrix. Individual performance contracts for NGC members and secretariat staff will be aligned to the same matrix to ensure personal accountability.

### 4.3 Cascading of the Strategic Plan

The National Governing Council shall assign the pillar to specific committees, either the allocation will be done through existing committees or new ad hoc committees. The four pillars will be assigned as follows:

- Pillar 1 (Membership Growth) – NEC/Advocacy & Outreach Committee & Branches Committee + Student Affairs Committee
- Pillar 2 (Membership Value) – NEC/Scientific Committee + Welfare Committee
- Pillar 3 (Advocacy & Public Positioning) – NEC/Advocacy & Outreach Committee + PR & Communications Committee
- Pillar 4 (Institutional Capacity) – NEC/Finance & Administration Committee + Governance, HR & Legal Committee

Each branch shall replicate the same structure and produce its own branch-level annual work plan by 30th November of the previous year, except in the first year where it will be done in January 2026.

## 4.4 Strategy Implementation Teams

The table below outlines the various implementation teams, their roles and compositions.

Level	Role	Composition / Lead
National Governing Council	Overall policy direction and fiduciary oversight	The whole NGC, chaired by the National President
Standing Committees [Committees as per Pillar]	Technical execution of assigned objectives. Drive and report on their respective pillar	NGC members + co-opted members chaired by Pillar Champions (Appointed by NGC from the members of the respective committee).
Chief Executive Officer	Day-to-day coordination and execution	Full-time CEO (to be recruited by Dec 2026)
Branch Executive Committees	Regional implementation and member mobilisation	Branch Chairpersons + elected officials
Secretariat	Operational support, monitoring, reporting	CEO + professional staff

## 4.5 Risk Management

KDA recognises that several foreseeable risks could derail the successful implementation of this plan. A live Risk Register shall be maintained by the CEO and reviewed quarterly by the NGC.

Risk	Description	Likelihood / Impact	Mitigation Measures
Leadership instability & wrangles	Electoral disputes or personality-driven politics	High / High	Enforce term limits, leadership code of conduct, independent disciplinary panel, minimum attendance threshold for candidacy
Revenue concentration & shortfall	Over-dependence on conference income	High / High	Aggressive diversification, establish contingency reserve, annual rate-card review
Regulatory & legislative setbacks	Failure to achieve council status or oral-health bill	High / High	Dedicated legal defence & advocacy fund, full-time policy officer, proactive parliamentary engagement
Reputation damage	Social-media scandals, ethical breaches, public missteps	Medium / High	24-hour rapid-response protocol, trained spokespersons, crisis communication policy
Technological & cyber risks	Data breach, hacking of member portal or CPD platform	Medium / High	Full digitisation with ISO-27001 compliant security, annual penetration testing, staff training
Staff turnover & capacity gaps	Loss of skilled secretariat staff after investment	Medium / Medium	Competitive salaries, long-term contracts, continuous training, succession planning





## 4.6 Alignment of the Organizational Structure to the 2026–2030 Strategic Plan

To deliver this ambitious plan, KDA will undertake the following structural reforms:

- Recruitment of a full-time Chief Executive Officer by 31 December 2026 through open, competitive process.
- Expansion of the Secretariat to at least 5 permanent professional staff (CEO, Membership & Learning Officer, Finance & Admin Officer, ICT officer and Advocacy & PR Officer). The recruitment should be organic, spread over the next 5 years.
- Clear separation of roles among NGC, committees, management (Secretariat).
- Digitisation of all core processes (membership database, CPD tracking, voting, finance) by end of 2027.

These changes will be phased and fully reflected in annual work plans.

## 4.7 Strategic Plan Implementation Assumptions

Successful implementation assumes:

- Continued recognition of KDA as the sole voice of dentistry by KMPDC, MoH, and FDI.
- Political and economic stability sufficient to sustain private practice and public-sector employment.
- Sustained inclusion of oral health in UHC/SHA with progressive expansion of benefits.
- Active participation and timely subscription payment by members.

- Continued goodwill from corporate partners and willingness of development partners to fund selected programmes.
- No catastrophic external shock (pandemic, major economic collapse) that would fundamentally disrupt dental practice.

## 4.8 Resource Requirements and Mobilization

The estimated total cost of implementing this Strategic Plan is KES **155,400,000** over five years (2026–2030). Annual budgets will be developed from the cost Implementation Matrix. Revenue mobilisation strategy (target mix by 2030):

- Membership subscriptions 10 %
- Annual conference & exhibitions 35 %
- CPD programmes (virtual & physical) 15 %
- Corporate partnerships & product endorsements 20 %
- Grants, consultancy, KDA Welfare Trust 15 %
- Merchandise and other 5 %

The NGC commits to full financial transparency: quarterly financial reports to NGC, half-year reports to members, and annual audited accounts presented at every AGM. Cost-saving measures, competitive procurement, and investment of reserves will complement aggressive revenue growth targeting ≥10 % per annum.

This chapter transforms ambition into action. Every leader, committee, branch, and staff member is now accountable for turning the promises of 2026–2030 into measurable reality.

# 05

## Monitoring & Evaluation





## 5.1 Introduction

The success of the Strategic Plan 2026–2030 will be judged not by the elegance of its promises but by the measurable change it delivers to members and the nation. A rigorous, transparent and real-time Monitoring and Evaluation (M&E) system is therefore non-negotiable. M&E will track progress, detect deviations early, trigger corrective action, and provide evidence-based learning to keep the Association on course. This chapter outlines the M&E framework that will hold every leader, committee, branch, and staff member accountable for results.

## 5.2 Monitoring and Evaluation Framework

The M&E framework is built directly on the four pillars, strategic objectives, strategies, and activities captured in the costed Implementation Matrix (Appendix 1). Progress will be measured against clear baselines (2025), annual targets, and end-of-plan targets (2030). A live digital dashboard accessible to all members via the KDA Member Portal will display real-time performance on key indicators including membership numbers, revenue growth, policy wins, CPD hours delivered, media citations, and member satisfaction scores.

The Chief Executive Officer will coordinate day-to-day M&E. Pillar Champions and Branch Chairpersons will submit data monthly.

### 5.2.1 Monitoring Mechanisms

Monitoring will be continuous and systematic:

- Annual Work Plans (AWPs) with SMART indicators and quarterly milestones will be approved by the NGC by 10th December of the previous year.
- Monthly progress updates from committees and branches uploaded to the digital dashboard.
- Quarterly performance review meetings chaired by the CEO with Pillar Champions.
- Bi-annual town-hall open to all members, to present progress and receive feedback.
- Annual performance report tabled and debated at the AGM.
- Member satisfaction and training-needs surveys conducted annually by an independent firm.
- Real-time tracking of membership, revenue, CPD attendance, and social-media growth.

### 5.2.2 Evaluation Mechanisms

Three formal evaluations will be conducted by independent external consultants:

- Mid-term Review (July–December 2028) – to assess progress, validate assumptions, and recommend adjustments.
- End-term Evaluation (July–December 2030) – to measure achievement of 2030 targets, document impact, and inform the 2031–2035 plan.
- Ad-hoc rapid assessments triggered if any pillar falls more than 20 % behind target for two consecutive quarters.

Evaluations will measure outcome and impact-level results (e.g., % membership, revenue growth, policy wins, member satisfaction  $\geq 85\%$ ), analyse variances, document lessons, and provide clear recommendations.

### 5.2.3 Reporting

The following reports will be produced and shared with members:

- Monthly dashboard updates (publicly visible on Member Portal)
- Quarterly performance reports to NGC
- Bi-annual town-hall progress reports (live-streamed)
- Annual Performance Report presented at the AGM
- Mid-term Evaluation Report (2028) – published within 60 days of completion
- End-term Evaluation Report (2030) – published within 90 days of completion

All reports will be uploaded to the KDA website and circulated via email and WhatsApp groups.

### 5.2.4 The Implementation Matrix

Appendix 1 contains the comprehensive Implementation Matrix with:

- Pillars and strategic objectives
- Strategies and activities
- Expected outputs/outcome measures
- Five-year targets (2030)
- Five-year budgets
- Responsible officers

## 5.3 Linking M&E to Performance Management

M&E will be fully integrated into KDA's performance management system. Every NGC member, committee chairperson, branch official, and secretariat staff will sign annual performance contracts containing at least three personal KPIs drawn directly from the Implementation Matrix. Achievement of at least 70 % of individual KPIs will be mandatory for continued tenure or contract renewal. Failure to meet targets for two consecutive years will trigger automatic review and possible removal or non-renewal. This ensures that the promises made in this Strategic Plan become personal commitments for every leader and employee of the Kenya Dental Association.



**KENYA DENTAL ASSOCIATION  
NAIROBI, KENYA  
15/12/2025**

***Together, we  
will transform  
dentistry.***

***Together, we will  
advance oral  
health.***

***Together, we will  
make KDA the  
pride of every  
dentist in Kenya.***

# Implementation Matrix



## Pillar 1: Membership Growth

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
<b>Objective 1: Increase the ordinary membership of KDA to 95% of all registered dentists in 5years.</b>					
Strategy 1: Launch a targeted, multi-channel recruitment campaign that embeds membership growth into every KDA event, platform and member interaction while leveraging existing networks.					
Utilize KDA events to recruit new members. [Dental award events, Charity runs, CPD events, tournaments]	Number of events, No. of new members.	270 CPD Events, 5 dental awards, 5 Charity runs	Annually	8M (CPDs already budgeted for under pillar 4)	Scientific Committee - CPD/ Advocacy – dental awards & Charity runs
Conduct quarterly membership recruitment drive.	No. Drives	20 drives		5M	Coms & PR
Encourage each member to bring in 3 new members [someone who has not been a member for the last 3 years or more]. [NGC to set the Incentives]	No. of new members	750	Annually	operations	Asst. SG
Issue identification to all registered dentists.	% of dentists	95% of registered dentists		Operations	SG
<b>Objective 2: Meet annual growth targets for associate (85%), student (100%), junior (95%) and life (3) members, and achieve 5-year targets for corporate (4) and honorary (3) members.</b>					
Strategy 1: Recruit 85% of foreign dentist in Kenya associate members annually.					
Maintain an updated database of all foreign dentists and follow up with targeted outreach.	an updated database	100% compliance	Annually	Operations	SG
Conduct quarterly membership recruitment drive.	% Registered	85%	Annually	Already budgeted for under objective 1	Coms & PR

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
<b>Strategy 2: Recruit 100% of dental students as student members annually</b>					
Recruit students during their first year and continue outreach to students in other years.	% Registered	100%	Annually	Already budgeted for under objective 1	Advocacy
Integrate membership promotion into student-targeted activities throughout the year.	No. of promotions			Operations	
Partner with dental schools to include KDA membership sessions during orientations and academic events.	No. sessions	2 Orientations, 1 interclass sport activity; 2 online learning sessions	Annually	400,000	Advocacy
Establish student membership ambassadors in each dental school.	No. of Ambassadors	2	Annually	Operations	Coms & PR
<b>Strategy 3: Recruit 95% of graduating students as junior members.</b>					
Recruit them at the finalist dinner	% of Junior members recruited	95%	Annually	Operations	Advocacy
Automate pre-graduation communication prompting seamless transition from student to junior membership.	No. of Communications done	20	Annually	Operations	Advocacy
<b>Strategy 4: Recruit 4 corporate members in 5years.</b>					
Establish and implement a transparent criterion for corporate recruitment.	Presence of a criteria	1	2026	Operations	NEC
Create awareness about the criteria and benefits of corporate membership. (Conduct targeted outreach to dental manufacturers, suppliers, and corporate stakeholders.) (Host an annual corporate engagement forum to showcase partnership opportunities.)	No. of corporates reached out	50	Annually		NEC/Advocacy
Recruitment of corporate membership	No. of corporate members recruited	4	Annually (2027-2030)	1M	NEC
<b>Strategy 5: Admit 3 life members annually</b>					
Create awareness about the criteria and benefits of life membership. (Recognize and publicly highlight life members to promote the value of the category)	No. of ordinary members reached out	100%	Annually	Operations	NEC/Advocacy
Identify eligible long-standing members and run personalized outreach campaigns.	No. of long-standing members reached out	100%	Annually	Operations	NEC/Advocacy
<b>Strategy 6: Admit 3 Honorary members in 5years</b>					
Review and implement a clear criterion for honorary membership recruitment.	Presence of a criteria	1	2026	Operations	NEC
Identify outstanding contributors to the dental profession for nomination.	No. of nominations	5	Annually (2028-2030)	Operations	NGC
Form an evaluation committee to review and recommend honorary membership candidates.	Presence of a committee	1	2026	Operations	NGC
Admit 3 Honorary members as per above criteria.	No. of Honorary members admitted	3	Annually (2028-2030)	Operations	NGC/ Evaluation committee
			<b>Total</b>	<b>14,400,000</b>	



## Pillar 2: Membership Value

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
<b>Objective 1: Advocate for new and enforce existing professional standards and regulations by conducting at least 2 advocacy activities per month.</b>					
Strategy 1: Actively lobby to strengthen professional standards and regulatory influence.					
Publish position statements, for example on cosmetic vs clinical science in dentistry.	No. of position statements	60	Annually	250,000	Advocacy
Publish clinical guidelines.	Presence of clinical guidelines		Annually	1,000,000	Scientific committee
Finalize and publish a professional code of conduct for members by end of Q1 2026.	Presence of a professional code of conduct	1	Q1 2026	200,000	NGC
Educate members on changing regulations.	% of change in regulations	100%	Annually	150,000	Legal committee
Attend 100% of the meetings that discuss professional standards and regulations.	% of meetings attended	100%	Annually	100,000	Legal
Seek for regular meeting with regulators, legislators to engage on regulatory and legislative matters.	No. of meetings	20	Annually	100,000	NEC
Seek representations in other bodies that impact dental practice e.g. KEBS, Anti-counterfeit Authority.	Presence of representation	100%	Annually	250,000	NEC/NGC
Identify legislative policy gaps and propose new bills and amendment proposals and lobby parliament for the enactment.	No. of legislative gaps	5	Annually	100,000	Legal/NEC
Strategy 2: Publish advisory for employers and employees					
Conduct 1 job evaluation every 5 years to inform salary policies.	Presence of a job evaluation report	1	2026	100,000	Legal
Create an online portal for members with advisory on employment relationship details (both for government and private, across all age groups).	Existence of online portal	1	2026	100,000	Legal/NEC
Strategy 3: Pursue and achieve council status in the next 2 years					
Stakeholder mapping and internal capacity building.	No. of activities	2	2026-2027	200,000	NEC

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
Make proposals and lobby for a change in law to establish a Dental Council	No. of proposal	2	2026 - 2027	500,000	Legal/NEC
<b>Objective 2: Strengthen support systems for student, young, and senior dentists through structured mentorship and development programs.</b>					
Strategy 1: Provide structured support to dental students quarterly					
Organize, attend and support students' activities.	No. of student activities	20	Annually	500,000	NEC/Advocacy
Register and index dental students.	Presence of a register	1	annual	100,000	NEC/Advocacy
Consider established financial aid/scholarships for students who cannot afford Dental school.	Presence of financial aid	5	annual	500,000	NEC/Advocacy
Review and communicate dental student packages.	Creation of accessible participation packages	1	2026	200,000	NEC/Advocacy
Organize career days or talk in high schools to build up pipeline for career professions.	No. of activities	20	annually	500,000	Advocacy
Organize career days/talks in universities to understand career progression	No. of activities	10	annually	500,000	Advocacy
Create and implement a system for mentoring potential leaders	Presence of a mentoring program No. of students mentored			200,000	
Strategy 2: Establish and implement a structured support program for the age cohorts within 6 months - (6 months to establish and implementation will be within the 5 years.)					
Institute the young dentist's network	Presence of young dentists' network	1	Feb 2026-july 2026	1,000,000	Advocacy
Develop & Implement a structured program for the young dentists, some of the areas to be addressed include: mentorship on work-life balance, starting a practice, and mental health/addiction support, building personal branding.	Presence of a YD programme	1	Feb 2026-sept 2026	500,000	Advocacy
Develop & Implement a structured program for the senior dentists.	Presence of a senior dentist programme	1	Feb 2026- Sept 2026	250,000	Advocacy
Establish a caucus for private dental clinic owners	Presence of an owners' caucus	1	June 2026	Operations	Advocacy
<b>Objective 3: Strengthen professional development through high-quality CPD events and research promotion.</b>					
Strategy 1: Conduct 4 virtual CPD events a month and 1 physical CPD quarterly.					
Conduct training needs assessments.	List of training needs	20	annually	250,000	NEC/Scientific committee
Promote integration of AI and tele-dentistry in dental practice.	No of education activities	10	annually	100,000	Scientific committee
Develop a monthly CPD calendar.	presence of monthly CPD calendar	60	annually	50,000	Scientific committee
Develop and implement monetization policy the CPDs for members and non-members.	Presence of policy	1	2026	50,000	NEC/scientific Committee
Approach partners willing to support CPDs.	% of partners approached	100%	annually	100,000	Nec/scientific committee
Strategy 2: Promote research, knowledge generation and sharing among KDA members					
Revive and strengthen the EADJ journal as a key information and revenue source.	No. of Publications	20	Annually	500,000	Nec/scientific committee/EADJ Board
Develop policy-oriented white papers from annual conference discussions.	Presence of policy papers	20	Annually	250,000	Nec/scientific committee/advocacy

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
Create/strengthen internal research to be able to do among other things: An oral health data observatory (Costing exercise); Economic and policy analysis capacity				500,000	
Create and issue an annual State of Oral Health in Kenya Report				500,000	
<b>Objective 4: Increase member engagement to 50% of scheduled annual activities and improve communication at national and branch levels.</b>					
Strategy 1: Strengthen engagement at branch and regional levels.					
Organize quarterly meetings with NEC.	No. of meetings	20	Annually	250,000	NEC/
Capacity building for branch leadership. (Branches to organize a single symposium a year), Branches to hold social activities	No. of activities	5	Annually	250,000	Scientific committee/branch rep
Offer hand-on training in the regions (beyond symposia).	No of hands on activities	10	Annually	300,000	Scientific committee/branch rep
Branches to hold AGM every year.	Holding of AGM	5	Annually	400,000	Branch rep
Strategy 2: Improve member communication and engagement.					
Ensure that the app and the website capture that information.	Creation of website with interactive features	1	Annually	200,000	NEC/Secretariat
Offer timely notification to members.	Presence of timely communication			100,000	Secretariat
Display monthly reports of how the members are attending.	No of reports	60	Annually	50,000	NEC
Propose a % threshold for attendance of association activities eligibility for leadership. Track the rate attendance	% of attendance	50%	Annually	50,000	NEC
Identify and appreciate the most active members.	Creation of an honor roll	50	Annually	50,000	NEC/advocacy
Organize networking events and social events.	No of activities	10	Annually	500,000	Advocacy/NEC
<b>Objective 5: Build camaraderie, social cohesion and improve member welfare through social events and welfare products.</b>					
Strategy 1: Host a biannual social event with a minimum attendance of 120 members with at least 85% satisfaction, to build camaraderie togetherness/unity, community, professional identity, social cohesion, brings dentists from different generations together					
Organize family fun days.	No of activity	5	Annually	1,000,000	Advocacy/welfare
Organize outdoor activities.	No of activity	5	Annually	300,000	Advocacy/welfare
Organize Awards.	No of activity	5	Annually	450,000	Advocacy/welfare
Organize sports day.	No of activity	5	Annually	300,000	Advocacy/welfare
Constitute and kit sporting teams.	No of activity	5	Annually	200,000	Advocacy/welfare
Strategy 2: Improve member welfare coverage to 80% of the members as beneficiaries of a KDA recommended welfare product					
Strengthen the existing and develop new welfare products, special considerations for young dentists on locum.	Creation of welfare products policy	1	2026	450,000	Welfare committee
Communicate and promote different welfare products.	No of communications	60	Annual	100,000	Welfare committee
			<b>Total</b>	<b>14,550,000</b>	



### Pillar 3: Advocacy and Public Positioning

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
<b>Objective 1: Strengthen KDA's influence in national oral-health legislation, policy development and regulatory processes by June 2027.</b>					
Strategy 1: Champion access to quality dental care					
Lobby for proper staffing and equipping of at least 50% of targeted public and private facilities over the next 5 years.	Number of Hospitals level 3-6	1700	Annual	Operations	NEC/ Advocacy Committee
Publish minimum equipment and staffing standards.	Presence of an equipment and staffing standards report	1	2026	Operations	NEC/Advocacy Committee
Develop educational content on oral health care services.	Social Media content	520	Weekly	Operations	NEC/ Communication /Advocacy Committee
Celebrate 20 <sup>th</sup> March as an oral healthcare awareness month	World Oral Health Day Celebrations	5	Annual	3M	NGC /Advocacy
Conduct activities to celebrate the world oral healthcare month nationally and at branch level.	Number of activities conducted	15	Annual	3M	NGC/Branches/ Advocacy Committees
Lead national response to the fluorosis crisis in urban/peri-urban areas (media statements, defluoridation campaigns) - Champion safe water and community defluoridization.	Presence of a whitepaper on fluorosis	1	2027	2.5M	NEC/ Scientific Committee
Regain control of dental service pricing from insurers.	Number of insurers that have adopted KMPDC fee guidelines	15 Insurances	Annual	Operations	NGC /Legal Committee
Prevent undercutting of prices by colleagues, insurers, or business people	Number colleagues, insurers, or business people that adhere to KMPDC guideline	*****	*****		*****

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
Lobby for Development clear guidelines on dental advertising	Presence of a guideline for dental advertising Lobbying	1 10	2027	Operations	Legal Committee / NEC
Lobby to restrict sale of advanced dental materials to licensed dentists only	Presence of a guideline that defines what advanced dental materials are.	2026	Annual	Operations	Legal Committee/ NEC
	Number of suppliers successfully engaged	2027			
Lobby for strict enforcement of scope-of-practice boundaries for all oral health cadres (including technicians and assistants).	Presence of Scope of practice Document	2027	Quarterly	Operations	Legal/KMPDC Rep
	Number of lobbying meetings	20			
Lobby for inclusion of comprehensive dental benefits package under SHA	Presence of a dental benefits in the SHA package	2026	Quarterly	Operations	Advocacy / Welfare/ Legal Committee
	Number of lobbying meetings with SHA	20			
Advocate for joint engagement with other health professions on cross-cutting issues (overwork, staffing, UHC)	Number of advocacy meetings	10	Biannual	Operations	Advocacy Committee/ NEC
Push for national NCD alliance to stop sidelining oral health	-Publish an article specifying oral health as an NCDs.	1	Annual	Operations	Scientific Committee
	-Number of presentations at NCD conferences	5	Annual		
<p>Strategy 2: Increase public awareness of oral health by holding at least one community outreach activity every month and monthly social media awareness campaigns over the next 5 years</p>					
Conduct one camp per month with a partner.	One camp per month *****	60	Monthly	12M	Advocacy Committee
Acquire a new caravan by end of 2026.	Presence of a new caravan	1	Annual	10M	Finance Committee /NEC
Develop social media calendar campaigns.	Presence of a calendar	5	Annual	Operations	Advocacy Committee/
Recruit a social media manager.	Presence of a social media manager	1	2026	50 – 100k (Ag. 75K)	HR Committee/NEC
Increase social media following by 300% annually over the next 5 years - (Ensure all members follow KDA socials. Leverage our members to increase social media growth).	-Number of new followers	30,000	Annual	Operations	Advocacy Committee/NEC

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
<b>Objective 2: Position KDA as the undisputed authoritative voice and first point of contact for all dental matters by December 2028.</b>					
<b>Strategy 1: Strengthen KDA's Public Authority, Brand Visibility, and Media Presence.</b>					
Develop and maintain a centralized media registry of journalists, editors, broadcasters, health reporters, and digital influencers to support rapid dissemination of KDA messages.	Presence of media registry	1	2026	Operations	Advocacy Committee/ NEC
Publish monthly expert advisories, opinion pieces, and commentary on current dental issues, emerging oral-health trends, and public health matters.	Number of publications	60	Annual	Operations – if using the East African Dental JournalKDA media platforms	Scientific /Advocacy Committee
Establish a rapid-response communication protocol to issue official KDA statements within 24–48 hours of any national dental incident, controversy, or health alert.	Presence of rapid-response communication protocol	1	2026	Operations	Advocacy Committee/NEC
Conduct bi-annual media engagement sessions (press briefings, press breakfasts, webinars) to reinforce KDA's visibility and strengthen media relationships.	Number of media engagements	10	Annual	Media briefing –Operations Webinars – 2M	Advocacy Committee/ NEC
Train and accredit official national and branch KDA spokespersons to ensure consistent, credible, and evidence-based messaging.	Identify the spokespersons	2 (spokespersons- 1 National and 1 ranches)	2026	0.5M	NEC
	Number of trainings	1 training per year	Annual		
Proactively pitch oral-health stories, expert insights, and public education content to media houses each month to increase unsolicited media coverage.	Number of pitches made	60	Annual	Operations	Advocacy Committee/ NEC
Develop and implement a brand visibility plan including unified messaging, brand guidelines, and standardized communication templates to elevate KDA's public profile.	Presence of brand visibility plan	1	Annual	Operations	Advocacy Committee /NEC
Leverage all digital platforms (website, mobile app, social media) to consistently communicate KDA's stance on emerging issues, clinical guidelines, and public health topics	Social Media content	520	Weekly	Operations	NEC/ Communication /Advocacy Committee
			<b>Total</b>	<b>31,575,000</b>	



## Pillar 4: Institutional Capacity

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
<b>Objective 1: Transform KDA into a professionally governed and self-sustaining national association for effective service delivery to its members and the public by 2030.</b>					
<b>Strategy 1: Institutionalize transparent, accountable, and professional governance at both national and branch levels</b>					
Develop and implement a leadership charter for national and branch leadership that includes clear roles, responsibilities and policies, by June 2026.	Presence of a leadership charter	1	6months	Total: 1,500,000	NGC
Carry out constitutional review and amendments to define clear roles and responsibilities for all constitution offices, reconsider branches and representation in the NGC	Constitutional review process	1	2029		NGC/Legal Committees
Develop SOPs and performance monitoring mechanisms for each functional area of KDA (Finance, Communication & PR, procurement, dispute resolutions, disciplinary) by 2026.	Presence of SOPS	1	2026		NGC
Develop and implement leadership code of conduct by end of Q1 2026	Code of Conduct	1	3months		NGC
Develop internal disciplinary mechanisms by end of Q1 2026, include a dispute resolution mechanism	Presence of internal disciplinary mechanisms	1	3month		NGC/ Legal Committee
Build capacity of NGC and Branch leaders in leadership and governance once every quarter. <ul style="list-style-type: none"> <li>Organize relevant trainings to enhance unity of purpose, cohesion and visionary leadership.</li> <li>Organize team building activities.</li> </ul>	Number of trainings – leadership and governance.	2	2years		NGC
	Number of team building activities	1	Annual		
Streamline elections, including minimum requirements for candidates and maximum terms in office, Number of years one has been active as a KDA member	Election policy review to include the minimum requirement for candidate and maximum term in office.	1	2026	Legal Committee/ Elections Board	
<b>Strategy 2: Institutionalize Strategic Planning and Performance Management</b>					

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
Monitor strategy implementation continuously	- Performance review Meetings - Provide strategy implementation reports weekly reports to NGC	260	Weekly	Total: 9,500,000	NGC
Evaluate strategy implementation monthly, quarterly and annually.	Provide monthly strategy implementation reports quarterly OR monthly reports to NGC and quarterly and annual to NGC and members.	60/20	Monthly / Quarterly		NGC
Review the strategic plan after two and half years and after 5 years.	Strategic plan review report	2	2.5 years		Strategic Plan Consultant
Develop and implement annual work plans.	Presence of an annual work plan	5	Annual		NGC
Develop a new strategic plan, 3 months before the expiry of the existing strategy.	Presence of a strategic plan	1	Once in 5 years		NGC
Strategy 3: Build a modern, well-resourced, digitally enabled secretariat capable of delivering efficient services.					
Hiring a CEO, Membership and learning officer, finance and admin officer, ICT Officer and Advocacy and PR Officer by end of 2026	Presence of a CEO	1	2026	Total: 25,000,000	NEC/ HR Consultant
Conduct training needs assessment, develop an annual training calendar and conduct annual trainings for the secretariat	Presence of training needs plan	5	Annual	Total: 6,000,000	NEC / Consultant
	Presence of an annual training calendar	5	Annual		
Develop and implement HR instruments by end of Q2 2026 to guide secretariat operations	Presence of HR Manual	1	6months		NEC/HR Committee
Digitize operations <ul style="list-style-type: none"> <li>Create a KDA "Member Connect" platform for case discussions Q&amp;A and collaboration</li> <li>Enhance KDA's website and social media presence as the main communication and engagement hub</li> <li>Make all the KDA programs digital and convenient for participants</li> <li>Enhanced digital platforms – mobile app CPD tracker and online library</li> <li>Strengthening data protection and ethical compliance in dental practice</li> <li>Develop and implement a policy document on cybersecurity</li> <li>Embrace technology to solve some issues like voting</li> <li>Include local and international employment opportunities in the portal.</li> <li>Acquire and implement Customer Relationship Manager (CRM)</li> </ul>	Presence of digital platforms – CRM, website, social media pages, digital elections	1	2027		NEC
Build capacity of secretariat	-Number of trainings and team building -Modern equipment and furniture -Team Building - Company vehicles	1			NEC/ HR Committee
Ensure the secretariat is insulated from leadership transitions and politics	Presence of a clear governance structure	1	2026	NEC / Legal	
	Presence of a leadership Charter	1	2026		

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
Strategy 4: Increase Gross revenue by 25 % annually over the next 5 years (resource mobilization)					
Monetize CPDs	Number of paid CPD'S	20 physicals 260 virtual	Annual	Total: 35,000,000	Scientific Committee
	Income generated from the CPD's				
Review rate card for partners	Presence of reviewed rate card	1	Annual		Finance Committee
Develop training programs in partnerships with universities	Number of training programs developed	3 programs	Annual		Scientific Committee
Apply for grants and donations	Number of grants applied for	15	Annual		Finance Committee
Increase KDA membership from 517 to 2000 by 2030	No. of members	2000	annually		Advocacy
Review of membership subscription, increase by 1K per year for the next five years.	% Increase	100% Increase	Annual		
Establish a dental plaza in the next 2 years	Presence of a dental plaza	1	2027		Finance Committee
Increase endorsements of oral healthcare products	Number of new endorsements	5	Annual		Finance Committee
Scaling merchandise sales to the general public	% of sales to the general public	30% annual increment	Annual		Finance Committee
Social media monetization	Number of paid Advertisers on social media	15	Annual		Finance Committee
Offering consultancy services [Create an online KDA Practice Toolkit featuring clinical protocols, SOPs, tariff guidance, and standard templates.]	Number of consultancy services	5	Annual		Finance Committee
Organize paid networking events and social events	Number of events	10	Annual	Finance Committee	
Carry out annual Dental Expo events through partnerships					
Strategy 5: Build robust financial controls and transparent reporting practices.					
Conduct robust annual budgeting	Creation of annual budget	5	Annually	Total: 11,500,000	Finance committee/NGC
Provide half year financial reports to the members, quarterly to the NGC, and NEC monthly.	No of financial reports	60	Annually		Financial committee/NGC
Prepare annual budgetary estimates and projections and shared 2 months in advance to the AGM.	Presence of financial guideline	1	Q1 2026		Financial committee/NGC
Finalize and adopt finance guideline manual by end of Q1 2026	Presence of portfolio	5	Annually		Finance committee
Publish clear breakdown of investment portfolio and returns	Creation of annual budget	5	Annually		Finance committee/NGC
Strategy 6: Develop a broad, dependable, and mutually beneficial network of partners for long-term institutional growth					

Initiatives/Activities	Measure (e.g. No. of, % of, or Presence of) – Expected Output & its Indicator	Targets for 5yrs	Timelines (Year)	Budget for 5yrs	Responsible (Who)
Maintain the existing and increase the No. of partners by 10 new partners annually over the next 5 years <ul style="list-style-type: none"> <li>Involving partners in planning of key activities.</li> <li>Hold quarterly meeting with partners.</li> <li>Diversify the pool of partners.</li> <li>Share calendar and budget proposals on time.</li> <li>Review KDA rate card and share with partners</li> </ul>	Creation of updated partners register Number of new partners	1 50	Annually	Total: 6,000,000	NGC
Sign long term MoUs of at least 3-5 years with at least one partner every year over the next 5 years	No. of MoUs	5	Annually		NGC
Conduct joint CSR projects with partners	No. of projects	20	Annually		NEC/advocacy
Advocate for local manufacturing of oral health materials to reduce costs	No. of lobbying meetings	5	Annually		NGC
Explore establishment of a KDA Foundation as charitable arm for grants and donations	Creation of activities for the trust	1	2026		NEC
			<b>Total</b>	<b>94,875,000</b>	



***“The future depends on  
what we do today”***

**- MAHATMA GANDHI -**





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