



STRATEGIC PLAN 2025-2029



Thriving Through Transformational
Programs, Financial Growth, and
Organizational Strengthening

STRATEGIC PLAN 2025 – 2029

ADS Kenya Thriving Through Transformational Programs, Financial Growth, and Organizational Strengthening

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MESSAGE FROM THE PATRON

Dear Partners, Collaborators, and Staff,

It is with great enthusiasm and commitment that I present to you the Anglican Development Services Kenya (ADS Kenya) Strategic Plan for the period 2025-2029. This plan has been developed in close collaboration with our stakeholders, building upon the progress and lessons learned during the implementation of the 2020-2024 strategic plan.

As the Anglican Church of Kenya (ACK), we are profoundly grateful to our international partners, funding organizations, implementing partners, and the Christian communities across our ten regions. Their unwavering support, dedication, and belief in our mission have been vital in our journey. Together, we have worked to address the challenges of climate change, drought, communal conflicts, and pandemics such as COVID-19, among other pressing issues.

Through ADS Kenya's regional initiatives, the church's social ministry has become increasingly institutionalized, leading to tangible success and impact throughout the country. Looking forward, we aspire to grow and fulfill the commitments outlined in both the Anglican Church and national and international development frameworks. This growth will enable us to contribute to the realization of broader societal development goals.

With this strategic plan, we expect ADS Kenya and the ADS Regions Management teams to effectively navigate the uncertain social, economic, and political landscapes to address current and emerging social transformation needs. Our goals include increasing agricultural productivity and resilience, ensuring the sustainable management of natural resources, improving health and nutrition outcomes, empowering youth and women, and mobilizing adequate resources to support the implementation of this strategy.

We are confident that, through the successful execution of this strategic plan, we will continue to build **“A Wholesome and Dignified People”**, transforming communities and lives across Kenya.

Thank you for your continued support and dedication.

The Most Rev. Dr. Jackson Ole Sapit
ADS Kenya Patron



MESSAGE FROM THE BOARD CHAIR

This Strategic Plan positions ADS Kenya as a leader in creating pathways that foster holistic and dignified living for our stakeholders. It reflects the voices and experiences of our communities, with valuable feedback from partners, team members, and those we serve. This input has reinforced key elements of our previous plan and helped refine our goals and set new priorities.

While challenges such as COVID-19, climate change, and the rising cost of living have been profound, they have also taught us to be agile, creative, and innovative. These lessons inform our vision and goals for the next five years. Community engagement and support are central to our work, and the generosity of our donors enables improved services, advocacy, and responses to climate change. We recognize the crucial roles our stakeholders play in executing the initiatives outlined in this plan.

Our strategy focuses on three pillars: transformational programs, organizational development, and new business development, all shaped by stakeholder participation. Our commitment to those we serve remains strong, and our culture of resiliency and inclusion continues to evolve. We are dedicated to values of Godliness, excellence, integrity, stewardship, social justice, innovation, and accountability across our team.

We are excited to share our reinvigorated 2025-2029 Strategic Plan, which builds on our Vision and Mission while setting the stage for new possibilities. We are energized by the opportunities ahead and committed to making a lasting, positive impact on the lives of those we serve. I commend the Board, Management, staff, and CODELP consultants for their outstanding work in developing and delivering this strategy.

With the continued support of our community, partners, and stakeholders, we are confident in our ability to achieve the ambitious goals we've set.

Thank you for your ongoing trust and collaboration as we embark on this transformative journey.

Rt. Rev. Dr. Joseph Kibucwa
ADS Kenya Board Chairman,
January 2025



FOREWORD BY EXECUTIVE DIRECTOR

I am pleased to present the **Anglican Development Services (ADS) Kenya Strategic Plan 2025-2029**, which outlines the strategic vision and goals designed to propel the organization toward realizing its full potential. This plan is a blueprint for fulfilling our mission to serve both the citizens of Kenya and the wider community, ensuring we continue to meet evolving societal needs.

The process of developing this strategic plan has provided a valuable opportunity to reflect on our past achievements and lessons learned. It has allowed us to refine our vision, mission, and goals in response to the challenges we anticipate, while also positioning ADS as an active agent of intellectual, social, and economic transformation. Our strategies are geared towards not only responding to the changing landscape but also proactively driving positive change within our communities.

Our strategic themes focus on empowering communities to achieve wholesome and dignified living through transformational programs, organizational development, and new business initiatives. Integral to our approach is stakeholder engagement, which will continue to be a cornerstone of our operations. Through participatory strategies, we aim to equip communities with the skills to become innovative and entrepreneurial, enabling them to thrive in a competitive, ever-changing environment. Additionally, our commitment to research and knowledge management will support cutting-edge advocacy and program design, ensuring our work remains impactful and aligned with our mission.

To realize these objectives, we will foster an environment that ensures the optimal allocation of human, financial, and physical resources. Furthermore, ADS aims to maintain a world-class infrastructure that supports our development efforts, particularly in this information age.

This strategic plan is the result of extensive collaboration with ADS stakeholders, whose valuable insights have shaped its direction. I extend my sincere thanks to all who contributed to this process, particularly the Board, whose approval and oversight will ensure its successful implementation over the next five years.

With the continued support and collaboration of our dedicated staff, community partners, and funders, I am confident that we will achieve the ambitious goals outlined in this plan. Together, we will create sustainable, healthy, and productive communities across Kenya.



I commend the ADS Board, Management, staff, and CODELP consultants for their meticulous efforts in crafting this strategic plan. I am excited for the future and deeply appreciative of your ongoing support and engagement in advancing the mission of Anglican Development Services Kenya.

Thank you for your interest in our future and in the communities we serve.

Bwibo Adieri,
ADS Kenya Executive Director

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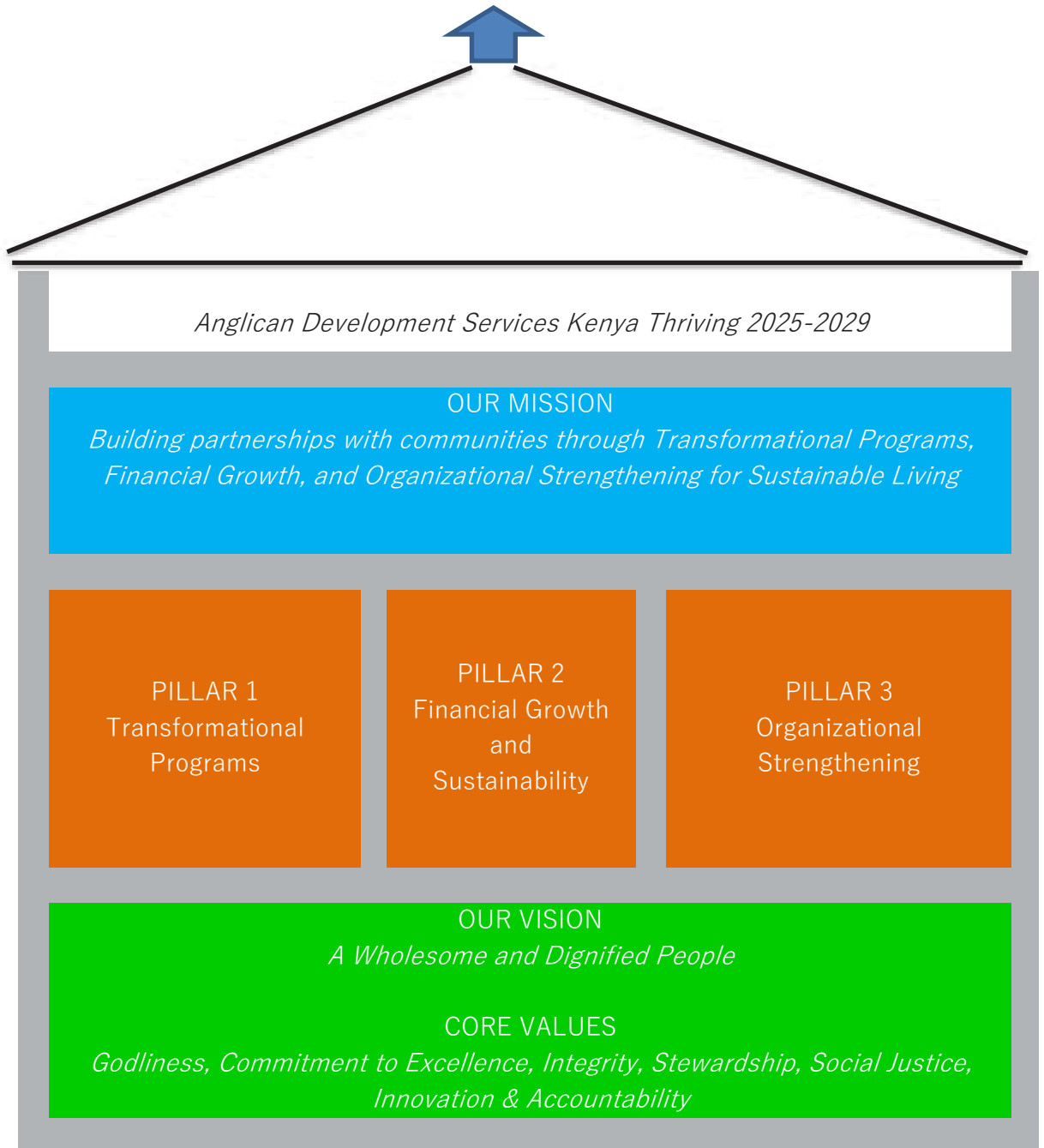
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ACRONYMS AND ABBREVIATIONS

ACK	Anglican Church of Kenya
ADS	Anglican Development Services
AI	Artificial Intelligence
AGM	Annual General Meeting
CCK	Communications Commission of Kenya
CCS	Christian Community Services
CMS	Church Missionary Society
COVID-19	Coronavirus Disease of 2019
CSI	Corporate Social Investment
CSO	Civil Society Organization
DOSS	Directorate of Social Services
ERP	Enterprise Resource Planning
ICT	Information and communication technology
ISO	International Organization for Standardization
KAYO	Kenya Anglican Youth Organization
KAMA	Kenya Anglican Men's Association
KPI	Key Performance Indicator
KRA	Kenya Revenue Authority
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning
MEAL	Monitoring, Evaluation, Accountability and Learning
MOENR	Ministry of Environment and Natural Resources.
MOH	Ministry of Health
NCA	National Construction Authority
NEMA	National Environment Management Authority of Kenya
NCC	National Cohesion Commission
NCCK	National Council of Churches of Kenya
NDMA	The National Drought Management Authority
PBO	Public Benefit Organization
POP	People Owned Process
PRA	Participatory Rural Approaches
RMS	Resource Mobilization Strategy
SHIF	Social Health Insurance Fund
SME	Small and Medium-sized Enterprise
TCT	Truth Centred Transformation
UN	United Nations

ADS KENYA STRATEGY BIG PICTURE



CHAPTER ONE:

INTRODUCTION



National Advocacy: The ACK Archbishop and Bishops issuing a press statement on national governance.

1.1 Historical Background of the Development Work of the Anglican Church of Kenya

The development work of the Anglican Church of Kenya (ACK) can be traced back to 1844 when the Church Missionary Society (CMS) came as missionaries and adopted the holistic human development approach, which remains to date. The church, in its mandate to reach the physical needs of the person, invested in programs on food security, water security, emergency responses, and provision of Education and health services. The Church, still in its formative years, also participated in lobbying and advocacy for the independence of Kenya from colonial rule. In the eighties and nineties, the Anglican Church established fully-fledged development entities called the Human Development Department or the Directorate of Social Services (DOSS) at the ACK Head office and Christian Community Services (CCS).

The CCS was formed along the principle of regionalization which has continued to be the main infrastructure of rolling out community interventions. The church development work has continued to be anchored on strong participatory methodologies such as People Owned Process (POP), Truth Centred Transformation (TCT), and Participatory Rural Appraisal (PRA),

among others. These methodologies ensure communities are the centre of change. Our rallying call is Wholesome and dignified living.

In 2013, the Anglican Church embarked on a rebranding process of its social transformation sector, which ushered in a new organization called Anglican Development Services (ADS). The process was anchored on the principles of effectiveness, efficiency, and sustainability. The national office, referred to as the *Directorate of Social Services (DOSS)*, was renamed Anglican Development Services Kenya (ADS-Kenya), which became the secretariat, while the CCS regions became ADS regions. The 10 regions are ADS Pwani, ADS Eastern, ADS Mt. Kenya East, ADS Mt. Kenya, ADS Naika, ADS South Rift, ADS Central Rift, ADS North Rift, ADS Nyanza and ADS Western. ADS is anchored within the ACK constitution under the cover of the Board of Social Services.

The core mandate of the Anglican Development Services revolves around coordination, national advocacy, standardization, joint resource mobilization, sharing best practices, technical backstopping, and arbitration.

1.2 ADS Kenya Coverage

The ADS Kenya consortium is comprised of ADS Secretariat and 10 ADS Regions responsible for the social transformation work of the Anglican Church of Kenya. The Regions serves a number of Counties as shown below:

Table 1: ADS Kenya Regions and Counties

Region	Counties
a) ADS Pwani	Mombasa, Kwale, Lamu, Taita Taveta, Kilifi, Tana River
b) ADS Central Rift	Nakuru, Baringo, Samburu, Laikipia, Nyandarua
c) ADS Mt. Kenya	Kiambu, Laikipia, Nyeri, Murang'a, Nairobi, Kajiado
d) ADS Mt. Kenya East	Marsabit, Isiolo, Meru, Kirinyaga, Tharaka, Embu
e) ADS NAIKA	Nairobi, Kajiado
f) ADS North Rift	Nandi, Uasin Gishu, Elgeyo Marakwet, Trans Nzoia West Pokot, Turkana
g) ADS South Rift	Kericho, Narok, Bomet
h) ADS Western	Bungoma, Busia, Vihiga, Kakamega

Region	Counties
i) ADS Eastern	Kitui, Makueni, Machakos, Garissa
j) ADS Nyanza	Kisumu, Siaya, Homabay, Migori, Kisii, Nyamira

1.3 Process and Rationale for the Strategic Plan

The new strategic plan is the third corporate plan since the rebranding in 2014. The new strategic plan is being developed following a comprehensive quantitative and qualitative evaluation of the 2020-2024 strategy, with lessons learned informing the strategy formulation. Staff from both the ADS Secretariat and ADS Regions, along with ACK department heads, community members, and especially the youth, participated in a 3-day workshop to shape this plan. It was subsequently presented to the Program Committee of the Board and ultimately to the Governance Board for review, validation and approval.

The ADS Kenya strategic plan will serve the following six main purposes:

- i. Rallying point for all ADS Kenya stakeholders to achieve a wholesome and dignified people
- ii. Helping ADS Kenya to align its key priorities, goals, and initiatives
- iii. Helping ADS Kenya establish realistic goals and objectives
- iv. Providing the resource requirements for our programs, the basis of resource mobilization, and resource allocation
- v. Helping the management team and Board to become more creative and innovative in communicating the strategy effectively to key stakeholders on the desired strategic direction
- vi. Helping in monitoring and reviewing the strategy implementation continuously to determine the success of each key result area.

1.4 Alignment with Organizational, National and International Frameworks

The strategic plan is aligned to organizational, national and international frameworks, helping to focus towards a common goal, efficiency, productivity and consistency. Organizational level

frameworks are instruments for greater development effectiveness which will help ADS family to articulate their priorities, goals and targets, while also enabling development partners and funding organizations to align their efforts to specific, country-owned development results.

Development organizations, partners and funding organizations are using existing country-led results frameworks in planning and designing new interventions as a fundamental aspect of country ownership.

ADS Kenya Strategic plan 2025-2029 is aligned to the following organizational, national and international frameworks that will be the main reference point during its implementation:

A. The Organizational Frameworks

1.4.1 ACK Strategic Plan 2024-2028

ACK Wholesome Ministry for a Wholesome Nation has brought about a holistic approach to ministry that focuses on family, church and community. The role of ADS is widely recognized all over the country, especially concerning transformative programs, the Green Anglican Movement, and providing strategic leadership on national advocacy issues. ACK operates through a framework of 41 Dioceses throughout the country. The ADS Kenya strategy is aligned with the following five ACK Strategic Plan Pillars:

- i. **Organizational Strengthening:** focused on effective leadership and governance, robust HR function, effective ICT, robust PMER system, and linkages among others.
- ii. **Mission and Family:** focused on effective mission work and evangelism, effective discipleship and pastoral program, evangelism and outreach, family, and resource mobilization.
- iii. **Development and Environment:** focused on achieving improved community livelihoods, development work and mission, environment, and national advocacy, among others.
- iv. **Advocacy for access to quality and affordable education:** focused on quality and affordable education, quality materials for worship and training, sustainable education and training institutions, robust knowledge systems, and resource mobilization for education.
- v. **Sustained financing of ACK Operations:** Overall revenue base increased by 16%, and strengthened internal controls.

1.4.2 ADS Kenya Board Charter

A Board Charter outlines the roles, responsibilities, and procedures of a company's Board of Directors. A charter is a crucial governance tool that helps to ensure all directors are aligned on expectations and processes leading to better decision-making processes of ADS. The ADS Kenya Board Charter typically includes:

- i. The board's structure, operations, and procedures
- ii. The board's composition, including the duties and authority of each member and the Sub-committees of the board
- iii. The roles and responsibilities of management
- iv. An ethical conduct guide
- v. The organization's mission, vision, and values
- vi. Guidelines for directors and officers

The ADS Kenya Board is having the following sub-committees that will be actively involved in the implementation the new strategic plan: executive committee, human resource committee, program and resource mobilization committee, finance and general-purpose committee, and property & investment committee. The current charter was developed in 2017 requires review and updating in response to the changing operational environment.

1.4.3 ACK Decade Strategy 2018-2027

The main theme of the ACK Strategy 2018-2027 is: **“Wholesome Ministry for A Wholesome Nation”**. The “Wholesome Ministry” emphasizes the necessity for ACK to include all aspects of the service rendered to society, both within and outside church circles. The “Wholesome Nation” emphasizes the necessity for ACK to actively participate and contribute necessary expertise towards national cohesion, peace, and reconciliation wherever and whenever the need arises.

The Anglican Church of Kenya (ACK) has formulated the whole Decade 2018-2027 strategy for a Wholesome Ministry within Kenya and beyond that emphasizes evangelism and Christian formation, empowerment, advocacy and prophetic ministry, institutional sustainability, and financial sustainability. The ADS Kenya 2025-2029 strategic plan transformational programs pillar is aligned to the Decade strategy. The ADS Kenya strategy's vision is ***“A Wholesome and Dignified People,”*** very similar to the main theme of the ACK Decade Strategy 2018-2027 **“Wholesome ministry for a Wholesome Nation”**. ADS Kenya brings **Appropriate Staff, Appropriate Ideas** and **Appropriate Resources** to transform our nation and communities. At the end of the five years, ADS Kenya is looking at a nation full of well-being people who are decent, trustworthy, impressive, feel comfortable being

themselves, and where people are treated with respect and have the right to lead a dignified life.

1.4.4 The Anglican Green Strategy

The Launch of the first Strategic Plan for the Green Anglican Movement Kenya marks a milestone in the Ministry of the Anglican Church of Kenya to the conservation of God's Creation. The Green Anglican Movement is an approach that the Anglican Communion globally has adopted in response to climate change. This ACK Decade Strategy 2018-2027 strategy ignites the passion, commitment, and momentum of the Church in fulfilling the Decade Theme focuses on Wholesome Ecology.

Pillar One: Transformational Programs of the ADS Kenya's new Strategy includes key result areas on Environment and Climate Change that cover the intentions and desires of the Anglican Green Strategy. ADS Kenya is the social transformation arm of the Church that will mobilize and sustain responses towards environmental conservation and provide technical support in integrating climate change interventions within community development interventions. It is for this reason that ADS Kenya will provide Secretariat to the Green Anglicans Movement of Kenya that will work closely with the Provincial Office and the other ACK governance structures to implement and monitor the roll out of the Anglican Green Strategy.

B. The National Frameworks

1.4.5 Constitution of Kenya 2010

The ADS Kenya strategic plan will be aligned with the Kenya Constitution 2010 in many aspects. The Constitution is important as it supports development work, ideals and practices outlined in the strategy. The rights and fundamental freedoms in the 2010 Constitution of Kenya are a framework for social, economic, and cultural policies. The purpose of these rights is to promote social justice, preserve the dignity of individuals and communities, and realize the potential of all people.

The ADS Kenya strategy, Pillar One: Transformational programs are aligned to the Kenya Constitution in many ways, including the following:

- i. **Promotes equality:** The constitution enshrines equality in law and protects the rights of women, minorities, and marginalized communities. It also created new institutions to promote and protect these groups

- ii. **Devolves power:** The constitution devolved power to Kenya's 47 county governments, which have the potential to transform Kenyan politics. The 47 counties are covered in the 10 ADS Regions, where the strategy programs and projects will be implemented
- iii. **Encourages public participation:** The constitution requires public participation in policymaking and legislation
- iv. **Protects the environment:** The constitution requires the state to protect and enhance intellectual property rights, and to ensure sustainable exploitation of natural resources
- v. The strategy is aligned to **various articles of the Kenyan constitution**, including Article 27-Equality and freedom from discrimination, Article 28- Human Dignity, Article 42-Environment, Article 43-Economics and environmental Rights, Article 55- Youth and Articles 69-72-Environment and Natural Resources.

1.4.6 Vision 2030

Kenya Vision 2030 is a Kenyan development program, aiming at raising the average standard of living in Kenya to middle-income country by 2030. The aim of Kenya Vision 2030 is to create “a globally competitive and prosperous country with a high quality of life by 2030”. It aims to transform Kenya into “a newly-industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment”. The ADS Kenya strategic plan Pillar One on Transformational programs, is aligned to vision 2030, making a big contribution to the realization of the Economic, Social and Political pillars.

C. International Frameworks

1.4.7 Sustainable Development Goals

The ADS Kenya strategy is aligned to and contributing to the achievement of five World Sustainable Development Goals as it engages communities, development partners, County Governments, National Government, and stakeholders to address environment and natural resources management concerns, peace and justice, Gender Equality and Social Inclusion, clean energy solution, proper culture of waste management, Youth health and well-being, Youth capacity development & employability, financial literacy, capacity development and governance among others,

Table 2: UN Sustainable Development Goals

Sustainable Development Goal #	ADS Kenya Strategic Plan Pillar /Key Result Areas 2025-2029
SDG Goal 5: Gender Equality: <i>Achieve <u>gender equality</u> and empower all women and girls</i>	Pillar 1: Transformational programs: The Key result areas include ▪ Advocacy, lobbying and social mobilization ▪ Youth engagement and capacity development ▪ Environment and natural resources management
SDG Goal 3: Good Health and Well-Being: <i>Ensure healthy lives and promote well-being for all at all ages</i>	
SDG Goal 8: Decent Work and Economic Growth: <i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</i> Promote youth employment, education and training, protect labour rights and promote safe working environments	
SGD Goal 6: Clean Water and Sanitation: <i>Ensure availability and sustainable management of water and sanitation for all</i>	
SDG Goal 7: Affordable and Clean Energy: <i>Ensure access to affordable, reliable, sustainable and modern energy for all</i>	
SDG Goal 13: Climate Action: <i>Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy</i>	
SGD Goal 16: Peace and Justice Strong Institutions.: <i>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</i>	

1.5 Methodology of Developing the Strategic Plan

The Strategic Plan was prepared through an extensive participatory process with the ADS key stakeholders including document review; interviews with ADS Kenya Management team, staff, ADS Regions, 3-days strategic planning workshop, consultation meeting and draft presentation to the program management committee of the Board, draft presentation to the governance Board, and finalization of the document.



Inception Meeting: The Consultant held an entry meeting with the ADS Kenya Management team and agreed on the methodology, key tasks and timeframe for the assignment as presented in the proposal.

Documents Review: The Consultant reviewed policy, legal, annual reports and other relevant documents to obtain the required Secondary information including the following: ACK Strategic Plan 2024-2028; ACK Decade Strategy 2028-2027; ACK Anglican Greens Strategy 2019-2027; ADS Strategic Plan 2020-2024; Provincial Board of Christian Community service (1988), ADS Kenya Annual Reports 2023, 2022, 2021, 2020 & 2019; ADS Kenya Annual Audit Financial Statements 2023, 2022, & 2020; ADS Strategic Plan 2020-2024 Review Report; The Constitution of Kenya 2010; The Kenya Vision 2030; and United Nations (UN) Sustainable Development Goals.

Key Informant Interviews: The Consultant conducted key informant interviews with the ADS Secretariat team, the Management team, the Board and ADS Regions staff, focusing on the historical perspective, experiences and performance of the last strategy, key emerging strategic issues and ADS's future strategic direction.

Strategic Planning Workshop: ADS Secretariat organized a three-day strategic planning workshop at ACK Bethel Guest House in Machakos 30th September to 3rd October 2024, where 22 participants attended. The workshop participants represented the ADS Secretariat and 10 ADS Regions (Naika, Pwani, Central Rift, North Rift, South Rift, Mount Kenya, Mount Kenya East, Western, Nyanza, and Eastern). The workshop focused on organizational identity, experiences and performance of the last strategy, scanning the internal and external operational environment, stakeholder analysis, key emerging strategic issues and ADS's future strategic direction. Key informant interviews and focus group discussions were held during the workshop to inform the strategy.

Data Analysis: The Consultant analysed the data collected from the inception meeting, document review, key informant interviews and focus group discussions to understand the situation and operational environment.

Draft Writing: Based on the data analysis, the Consultant wrote the first draft of the strategic plan document which was shared with the management team and program committee of the Board for their review and feedback. After incorporating the feedback, the consultant



produced the final draft that was presented to the Governance Board for review and feedback during the validation workshop.

Validation Workshop: After the Consultant incorporated the review feedback from the ADS Secretariat and Program Committee, the revised final draft strategic plan document was presented to the Governance Board for review, validation and approval.

Finalization: The Consultant incorporated Board validation workshop feedback to produce the final document. The final ADS Kenya Strategic Plan document was presented to the Executive Director for final approval and adoption. The document is expected to go through internal review processes before typesetting and printing.

CHAPTER TWO: OVERVIEW OF THE THIRD STRATEGIC PLAN 2020- 2024



Youth representatives participate in a youth engagement workshop.

The report presents the findings of the ADS Kenya Strategic Plan 2020-2024 review exercise undertaken to determine achievements, gaps, challenges experienced, lessons learnt and clear recommendations for the development of a new Strategic Plan 2025-2029.

2.1 Key Achievements

- i. The implementation of the Strategic Plan 2020-2024 was dynamic and flexible giving room for incorporation of climate change, extractives and national governance issues that emerged during implementation.
- ii. Holding of National symposiums every two years attended by ADS Regions, funding partners, County and National relevant ministries, and Civil Society Organizations among others. The ADS Regions were given an opportunity to show case what they are doing on specific thematic areas e.g. peace peacebuilding, climate change, governance and programming.
- iii. The ADS Secretariat and ADS Regions are holding joint resource mobilization efforts to access the required resources. Examples of projects funded include: **Green Business**

project (Ksh.160 Million) providing livelihood and agribusiness opportunities to Youth and women in Eastern Region, NAIKA Region and Western Region. **SI-AGER project (Ksh.160 Million- 2023-2026 period)** providing agriculture and agribusiness opportunities to Youth and women in Mount Kenya Region. Floods Emergency project **(Ksh.21.8 Million-2024 period)** providing relief supplies and support the rehabilitation of the displaced in North Rift, Central Rift, Secretariat and NAIKA.

- iv. Arbitration of conflicts between ADS Regions and funding partners has strengthened the relationships of the parties resulting in restored funding of projects. Examples include HACA Project in South Rift, and TearFund Emergency Response project. Additional resources were obtained for new projects.
- v. Technical backstopping of projects under implementation
- vi. Supporting ADS regions on advocacy and governance boards
- vii. The recruitment of senior management staff for ADS Regions
- viii. Financing of projects and initiatives, including emergency response initiatives and advocacy campaigns spearheaded by the Secretariat. Examples include Emergency response, For Better Health Project, Peace Building project and Maternal Child Health project.
- ix. ADS Kenya strengthened collaboration with the ten ADS Regions through coordination, technical backstopping, advocacy and research support.
- x. ADS Kenya was actively engaged in Climate justice both at national and international levels as part of ACT Alliance including participating in caravans and COP 28 petitions.
- xi. Enterprise Resource Planning (ERP) integrated management software system has enhanced efficiency and effectiveness in service delivery. Financial management has improved significantly through ERP automated system which has improved efficiency in financial management, financial reporting, program reporting, transparency and accountability in programs, and enabling the organization in meeting legal, regulatory, and ethical requirements.
- xii. During the plan period, the grant portfolio grew from KES 42, 307, 174 in 2019 to KES 130,442,161 (308%) in 2023 showing a positive growth trajectory. In addition, other Income sources have also grown from KES 5,533,448 in 2019 to KES 33,317,678 (602%) in 2023
- xiii. ADS Kenya is a respected organization with good reputation among the donors, County and National Governments, ADS Regions partners, ACK members and communities.

2.2 Challenges Experienced

- i. Financial resources for implementation of the strategy were limited, thus affecting the realization of the desired outcomes and results. Some key result areas only managed to receive partial funding e.g. climate change.
- ii. The lean staff establishment at the ADS Secretariat limited the capacity to coordinate and provide the required technical support to ADS Regions.
- iii. Gender integration and mainstreaming was not prioritized during the plan period.
- iv. Implementation of monitoring and evaluation framework was limited lacking documentation of lessons learnt and best practices, and tracking of implementation progress lacked supporting data and evidence.
- v. Outdated existing governance policies and procedures that need review and harmonization to meet the market requirements.
- vi. Due to limited staff capacity of ADS Kenya, technical backstopping, waste management, research and knowledge management were not well addressed at the ADS Regions.
- vii. Policy and governance research was not actively used to support advocacy work due to limited human and technical capacity
- viii. Gender Justice and Inclusion especially issues on gender, youth and people living with disabilities were not prioritised and remains unaddressed.
- ix. ADS Kenya had limited capacity in taking care of core HR and people management issues including staff welfare, training and compensation. Arising confusion in the application of ACK Provincial human resource policy and the ADS Kenya human resource policy under implementation need to be addressed.
- x. ADS Kenya wholly dependent on donor funding making them very vulnerable to the changing donor context.
- xi. Inadequate governance framework across the ADS Regions made succession planning and governance support challenging.
- xii. The impact of COVID 19 on implementation, funding and monitoring and evaluation continue to be felt.

2.3 Recommendations for the new Strategic Plan 2025-2029

- a. **Redefining and focusing the future role of ADS Kenya** in the following specific areas:
 - Support informed policy advocacy and engagement with key stakeholders (e.g. national and county governments, Civil Society organizations, and the Church) to amplify and advocate for favorable policies and procedures
 - Engage in advocacy work in environment and climate Justice, human rights, health service delivery, tax justice, labour laws and human trafficking
 - Enhance the church's prophetic role and become the voice for the voiceless, and promote implementation of integrity, and moral values based on Chapter 6 of the Kenyan constitution 2010
 - Promote engagement in transformational development, climate change, blue economy, peace building, justice and spiritual development; and
 - Implement the Green Anglican Movement agenda.
- b. **Improving governance and accountability** in the following specific areas:
 - The Governance Board to ensure ownership and participation of all stakeholders in the implementation of the strategic plan
 - Review and updating of existing policies and procedures, structures, and frameworks to comply with the law (e.g. Human Resources Policy, Finance Policy, MEAL Policy, and organizational structure among others) and address emerging issues
 - Conduct analysis of existing governance systems and process to identify gaps for the development of new policies and procedures, structures, and frameworks.
- c. **Enhancing efficiency and effectiveness** in the following specific areas
 - Provide technical backstopping to ADS Regions in areas of organizational management, program implementation and operations
 - Provide adequate staffing in programs to deliver on the commitment made with key stakeholders (e.g. funding partners)
 - Promote engagement with the Christians in various Dioceses, Zonal offices and churches for ownership of the development process, and
 - Strengthen communication and MEAL functions.
- d. **Promote cohesion and synergy with the ADS Regions** in the following specific areas:
 - Promote Synergy with ADS Regions in areas of programs, operations and strategy implementation,

- Develop a clear coordination mechanism to promote networking, sharing of best practices, and learning from each other

2.4 Lesson Learnt

- i. ADS Kenya can provide leadership at the County and National levels by positively influencing or engaging stakeholders on emerging issues, e.g. transparency and accountability, management of public resources, climate change, governance, and extractives, among others affecting our society, and Chapter 6 of the 2010 Kenya constitution 2010
- ii. The strategic plan 2020-2024 implementation experience has provided the critical focus areas for the next strategic plan 2025-2029 to include national advocacy and capacity building of the ADS Regions, where development models will be developed, tested and approved for implementation.
- iii. The Office of the Archbishop and Province are strategically positioned to leverage on fundraising and resource mobilization efforts to support transformational programs and ADS Kenya operations.
- iv. ADS Kenya gained valuable experiences and best practices in community peace-building initiatives in Transmara, Baringo and Marsabit Counties. The Transmara peace model has been adopted by the National Cohesion Commission (NHC).

CHAPTER THREE: SITUATION ANALYSIS



Community members attend a public meeting on disaster risk reduction.

3.1 Key Strategic Issues

3.1.1 The Institutional Architecture

The institutional architecture is the practices and controls that apply the vision and strategy of an organization by making the necessary changes to align the business objectives and actions of the organization with the information technology (applications, data, and technology infrastructure). Our lives are profoundly shaped by long-standing institutions, codifications of social practices that have both been chosen and accumulated over time. Current challenges such as responding to climate change, shaping the trajectory of AI and other new technologies, require new and upgraded institutions. Therefore, Institutional



architecture combines social science, humanities, and practitioner insight to identify and invent social structures that are likely to contribute to desired societal outcomes e.g., making both the planet and people's lives better.

Creating and sustaining institutions is a collective practice, requiring engagement and trust among stakeholders as well as individual efforts, choices, and strategies. Like buildings, institutions should have the capacity to evolve and adapt internally to changing needs and architects need to anticipate these in the early efforts. CSOs must have robust technical capacities, efficient management systems, and focused leadership structures if development is to be sustainable and centred on people. There have been many efforts, driven mostly by the donor community to develop CSO capacity over the last three decades. These efforts have not been sustainable because they have been mainly focused on achieving specific project aims with little emphasis on or prioritisation of developing strong, organisation-wide systems, structures and processes that are essential for sustainability. Today, Kenya's government, civil society and development partners recognize that for organisations to deliver their mandates effectively and sustainably, capacity strengthening initiatives must address organisation-wide systems for leadership, management, and governance. They must adopt an integrated approach that addresses knowledge, skills and attitudes of individuals; the systems, structures and processes within organisations; and institutional culture and environment in order to generate sustainable results. An increasing number of donors currently advocate for and provide grants to local CSOs for institutional strengthening.

ADS Kenya has the following key institutional architecture documents and policies in place: governance guidelines, Board charter (2017), and strategic plan. However, ADS Kenya lacks Code of Ethics and Partnership policy that needs to be developed to meet the increased institutional capacity demand of ADS Regions.

ADS Kenya requires support and/or resources to achieve its organizational goals for the next 5 years including more unrestricted funding, increased reserve funds, more staff and quality of staff, simplified and standardized compliance and reporting requirements, more trust from funders and partners, and documented best practices among others. To achieve this, ADS Kenya requires supporting the creation of systems that are fair, resilient to shocks, and accountable to all stakeholders. It needs to align its organizational structure with its mission to foster social impact and operational excellence.

3.1.2 People and Organizational Culture

Organizational culture is hugely important to the success and overall health of an organization and its beneficiaries. Organizational culture is the shared values, beliefs, behaviors, and practices that shape how people in an organization work i.e. who does what and how they work together. Think of it as the unwritten rules guiding people's actions and decisions. If you have a strong organizational culture, you'll attract and retain top talent, keep employees engaged, and even make more money. But if your culture is toxic, you'll get high turnover, low morale, and bad performance. Therefore, it is essential to have a positive organizational culture, ensuring organizational policies, practices, and behaviours uphold the organizational values and beliefs.

ADS Kenya has a human resources manual with an organizational chart as a key people and culture document, and a policy in place. However, ADS Kenya lacks a staffing and recruitment policy, compensation and benefits policy, performance management policy and system, and learning and development policy that need to be developed to meet the increased demand of ADS Kenya and ADS Regions.

ADS Kenya needs to embed equity, resilience, and accountability into people and culture in its work. This will create an inclusive, supportive, and accountable workplace, fostering a healthy and productive organizational culture where everyone can contribute meaningfully. The goal is to create a workplace where everyone feels part of the ADS community, with a sense of purpose and motivation i.e. having everyone on the same page.

3.1.3 Funding and Financial Systems

A funding system is a mechanism that allocates money to a specific purpose and is made up of institutions, legislation, and mechanisms that regulate the flow of money within a sector of the economy, including a funding program that provides funding to an organization. A financing system is a network of institutions that facilitate the exchange of funds, or capital, within an economy including banks, credit unions, stock exchanges, government agencies, and international funding institutions. The financial system allows for mobilizing funds, managing risk, and trading financial claims among others.

There are many funding and financial issues that many organizations like ADS Kenya need to overcome. They include **Cash flow** challenges due to multiple cash flows or delayed donor payments; **Financial instability** as a result of poor risk monitoring and corporate governance risks; **International finance impacts** as a result of foreign exchange risk and political risk

when engaging international donors and funding organizations; **Structural change** as a result of change of policy e.g. climate-related economic policies or donor's change of strategic direction; **Deficiencies in national legal and judicial system** can impede the development of a reliable funding and financial system; and **Financial management issues** including unexpected expenses, lack of financial planning and budgeting, fraud, mismanagement, and overspending.

ADS Kenya has a financial management manual, procurement policy and prepares annual budgets, but lacks a financing strategy and a multi-year financial plan that are critical for ADS Kenya's financial growth and sustainability. They need to be developed to meet the increased demand of ADS Kenya and ADS Regions.

A well-functioning funding and financial system will allow ADS Kenya and ADS Regions to achieve their strategic goals. Investing in an **Enterprise Resource Planning (ERP)** financial management tool will help ADS Kenya and ADS Regions in strengthening financial planning, budgeting, predictions, financial and activity reporting, transparency and accountability.

3.1.4 Risks and Compliance

Risks and compliance are related to how organizations ensure they are following ethical business practices and regulatory laws while minimizing the potential impact of a crisis. **Compliance** focuses on ensuring that an organization is doing what it is supposed to do and that it is following ethical business practices. **Risk management** focuses on minimizing the potential impact of a crisis. **Compliance risk** is the potential of a business to violate existing laws or regulations due to a lack of training, insufficient control systems, or a lack of due diligence. **Governance, risk and compliance (GRC)** is a framework that organizations use to handle the interdependencies between corporate governance policies, regulatory compliance, and enterprise risk management programs. **Compliance risk management** is a process that helps organizations identify, assess, and mitigate risks associated with regulatory laws, standards, and policies.

Based on the above, ADS Kenya and ADS Regions are lacking risk management and compliance policies, documents and framework including up-to-date risk register, fraud and corruption prevention policy, risk management policy, governance and accountability policies and safeguarding policy (prevention of sexual exploitation, abuse, and harassment) (PSEAH) among others. They need to be developed to enable ADS Kenya and ADS Regions to manage the potential risks and comply with existing policies and frameworks.



By embedding equity, resilience, and accountability into risks and compliance, the organization creates fair and inclusive systems, builds resilience to handle future uncertainties, and promotes a culture of transparency and accountability, ensuring long-term sustainability and integrity.

3.1.5 Transformational Programs and Impact

Transformational programs are strategic initiatives that help organizations adapt to changes in the market, technology, and customer demands. They help organizations stay competitive and ensure long-term success. Transformative impact occurs when people unite to learn and collaborate towards a common goal, unlocking the collective potential of the group. This leads to tangible outcomes and positive changes in people's lives.

Factors that can contribute to the success of transformational programs include a clear vision and strategy for change, effective communication, stakeholder engagement, leadership and sponsorship, resistance management, change readiness and capacity, motivation of employees and change agents, collaborative leadership, inclusive engagement, strategic programs, and continuous learning.

ADS Kenya will focus on the delivery of transformative programs and the measurement of the work done. The transformative programs include Community Development, Advocacy, Youth Engagement, Environment and Climate Change, and Research and Knowledge Management. By embedding equity, resilience, and accountability into transformational programs and impact, the organization develops locally driven programs that are aimed at creating equitable development, which is inclusive and builds resilience in the people and community goals it is designed for. Additionally, the frameworks, approaches, models and tools used to measure the work, integrate equity, inclusivity and resilience in the goals, process, outputs and outcomes.

Based on the above, ADS Kenya and ADS Regions have program-specific MEAL frameworks, but lack gender equity and inclusion in programming strategy, program management strategy, accountability to community feedback strategy, and community consultation and engagement approach. They need to be developed to meet the increased demand of transformational programs at ADS Kenya and ADS Regions.

3.2 External Environmental Scanning: PESTELSR Analysis

Table 3: PESTELSR Analysis

PESTELSR	Key Issues	Impact on ADS Kenya & ADS Regions Operations	ADS Kenya & ADS Regions Primary Strategy to overcome the impact
Political	Global political influences e.g. Russia-Ukraine war, regional political instability, upcoming 2027 national elections, high corruption levels in the County and National Governments, change of Tax laws and policies, Gen Z political agitation, impeachment of the former deputy president, withdrawal of finance bill, etc.	Development and implementation of retrogressive policies and laws discouraging donors and investors, resulting in strained relationships with donors, impacting resource mobilization efforts and program implementation	Advocacy at the National and Regional levels, engaging government and other stakeholders, and holding discussions with the donors and funding organizations
		Emerging security and safety threats in the forms of hit squads and youth gangs used by politicians, Gen Z agitation for accountability and transparency, and youth radicalization and extremism are a serious threat in project areas	Engagement of local political leadership, County and National governments on the development agenda and handling of security concerns, especially at Pokot, Marsabit, Baringo, and Transmara Counties
		Impacts effectiveness and timeliness of program delivery	- Conduct Risk Assessment during project design, and then develop risk management plan or emergency contingency plan. - Periodically consult local partners and opinion leaders to understand the local political systems and trends, and then establish safety protocols to protect ADS Kenya and the Regions staff and property. - Transfer risk to a third party by purchasing risk insurance cover to protect the organization's assets, property, and people
Economic	Slow economic growth rate, high youth unemployment rates, high inflation rates, high interest rate, exchange rate fluctuations, domestic borrowing, Government repayment	Increased complex socio-economic challenges such as unemployment and increasing poverty levels and insecurity within ADS Regions e.g. Pokot, Baringo, and Transmara which	Connect the local communities and unemployed youth to economic growth by working with County governments to enact policies and laws that focus on raising the productivity of the working poor in sectors like agriculture, SMEs, trade, and services.

PESTELSR	Key Issues	Impact on ADS Kenya & ADS Regions Operations	ADS Kenya & ADS Regions Primary Strategy to overcome the impact
	of accrued debt, gross domestic product trend, price fluctuations of food items and fuel, impact of COVID-19, impact of political agitations, increasing economic crimes, etc.	added expenses caused by new obligations	Create employment opportunities by providing job training, subsidizing wages, or creating internship opportunities, and establishing economic empowerment projects for the youth
Social	The voice of civil society	The voice of civil society on issues of public concern, including corruption, land grabbing, mineral and oil exploration, is shrinking environment	Join CSOs' advocacy efforts at national and ADS Regions to voice concern on issues of public concern, including corruption in the County and national governments, land grabbing, mineral and natural resources explorations in fragile ecosystems
	Cultural diversity	ADS work across communities with different customs and belief. The cultural diversity affects strategies for community engagement	Culturally sensitive programming
	Education and literacy rates	Varying education and literacy rates affect how the community understands and interacts with ADS Kenya programs	Invest in education and skill development to empower communities and increase ADS project's success rate.
	Gender inequality	Limit the effectiveness of ADS programs, especially those targeting women and children.	Advocate for equality and inclusion policies to create an enabling environment for engagement of target groups.
	Social norms and values	Preferences of social norms and values may impact on acceptance on the ADS project in a particular community - BSF	Community involvement in planning and implementation enhances relevance and acceptance.
	Diverse Sexuality + Emerging Issues such as LGBTQ+	Change in Donor Requirements	Realignment and diversification of fundraising sources.
	Inclusion (disability)	Inequalities within communities: Social Classes	Advocate for inclusion and targeted programming
	Generational Dynamics	Change in community Lives	Adaptive programming

PESTELSR	Key Issues	Impact on ADS Kenya & ADS Regions Operations	ADS Kenya & ADS Regions Primary Strategy to overcome the impact
	Demographical Issues	Emergence of desire for socio-political change	Champion for inclusion in empowerment programming
	Drug and Substance abuse	Impact on many people especially the youth and their core family	Invest in youth development programs, and rehabilitation
	Social media	Potential increase of misinformation and negative publicity	Strengthen social media strategy and regularly monitor the platform for damage control
	Cyber security	Increased reliance on technology exposes ADS to cyber threats thus risking sensitive information	Strengthen cyber security protocols, regularly train staff on data protection and use secure platforms for data storage
	Data management	Inefficient data management systems may lead to poor decision-making and misallocation of resources.	Adopt a robust data management system software. Train staff on data management systems
	Digital literacy	A varied level of digital literacy may affect the use and effectiveness of technology in programming	Conduct staff and impact group digital literacy training
	Funding and resource allocation	Significant initial investment is required, which may constrain the ADS Budget.	Enhance partnership with technology companies for support and pursue technology development funding opportunities
Technology	Social media	▪ New technologies especially mobile telephony eroding the culture of the local people and indigenous knowledge. ▪ The youth's use of social media platforms like Twitter and Facebook has exposed them to terror groups such as Al Shabaab who can recruit them to their networks ▪ Potential increase of misinformation and negative publicity	▪ Strengthen social media strategy and regularly monitor the platform for damage control ▪ Start e-learning programs targeting youth from project areas at ADS Regions. Example is the BLAZE LINK e-learning resources by SAFARICOM to enable young people to upgrade their skills through online courses and empower them to pursue success in their professions of interest, including sales and marketing, finance, agriculture, creative arts,

PESTELSR	Key Issues	Impact on ADS Kenya & ADS Regions Operations	ADS Kenya & ADS Regions Primary Strategy to overcome the impact
			programming and development, among others
	Emerging technologies (AI) and Innovation (tools and Systems)	Changes in workspace and program delivery	Adaptive programming, integration, and capacity building of staff
	Cyber security	Increased reliance on technology exposes ADS to cyber threats	Strengthen cyber security protocols, regularly train staff on data protection, and use secure platforms for data storage
	Remote Working	Reduced need for physical workspace	Adaptive programming and integration of technology in programming
	Internet connectivity	Limited internet connectivity affects, particularly in rural areas, communication, data collection and the ability to reach the impact group	Invest in smart mobile technology and collaborate with telecom companies to improve infrastructure
	Mobile technology	Mobile phones are used to enhance communication and access to financial services by impact groups	Leverage mobile phone technology for information dissemination and feedback
	Data management	Inefficient data management systems may lead to poor decision-making and misallocation of resources.	Adopt a robust data management system software. Train staff on data management systems
	Digital literacy	Digital literacy may affect the use and effectiveness of technology in programming	Conduct digital literacy training to staff and the impact group
	E-government initiatives	Requirement to comply with new regulation on access to government services – new vehicle plate, registration for SHIF	Dialogue with the government for favourable processes as well as building the capacity of staff and the impact group on the use of e-government initiatives.
	Funding and resource allocation	Significant initial investment is required which may constrain the ADS Budget.	Enhance partnership with technology companies for support and pursue technology development funding opportunities

PESTELSR	Key Issues	Impact on ADS Kenya & ADS Regions Operations	ADS Kenya & ADS Regions Primary Strategy to overcome the impact
Environment	climate change, pandemics, disasters, reduced forest cover, flora funds, and environmental policy gaps	Climate change impacts lead to droughts/ famine and mudslides /landslides, which adversely affect the communities, leading to a shift of ADS focus, especially financing to emergency response	- Enhance emergency/contingency plans or Disaster Risk Response plans. - Strengthen households' resilience to adverse weather shocks especially in the following areas: 1) Strengthen agricultural growth by using climate-resilient practices, investing in research and development, and supporting the creation of non-agricultural livelihood options; 2) Improve irrigation systems to help smallholder farmers cope with rainfall variation; 3) Promote crops that can tolerate drought, flood, and salinity while still producing good yields; 4) Promote building of dams and granaries to help with climate adaptation; 5) Enable beneficiaries to manage environmental resources like grazing land and water reservoirs; 6) Train local communities in more effective sustainable food production methods; and 7) Support project beneficiaries to access formal or informal credit
		Floods lead to displacements and loss of livelihoods, impacting ADS work heavily e.g. trauma and psychological effects.	Provide psychosocial support to affected communities
		The outbreak of diseases leads to the disruption of the implementation.	Sensitize the community on preparedness and response to pandemics, also reallocation affected budgets
Legal	Trade unions, tax compliance and returns, changing government policy, contractual agreements, data protection policy, International legal	Industrial actions may compel the organization to unmanageable rewards/remuneration	Conduct regular compliance monitoring and audits,
		Incompliance to KRA will lead to heavy fines and also suspension of the operations.	Educate the community on importance of contractual agreements especially for community projects.

PESTELSR	Key Issues	Impact on ADS Kenya & ADS Regions Operations	ADS Kenya & ADS Regions Primary Strategy to overcome the impact
	frameworks, national legal frameworks, health and safety regulations, environment laws, employment laws, discrimination laws, consumer protection laws, data protection laws, etc.	Incompliance would cripple donor relations.	Monitor for changes in government policies, lobby/advocate and encourage the community to undertake their civic roles like public participation on proposed bills.
		Changing government policy would affect the operations of ADS.	Legal institutional support to comply with relevant government policies and laws
		Lack of contractual agreements, especially communal land ownership, leads to stalling of projects e.g. Drilling boreholes.	ADS should serve as a watchdog over government policies and the utilization of funds
Security/ Safety	Political, cultural or historical instability e.g. clashes between communities in Pokot, Baringo, Transmara etc.	Disruption of program implementation, loss of property and human lives, displacement of people and staff safety and security threatened.	Conduct Security/Safety Risk assessment to identify and evaluate potential risks, and use the results to; 1) Develop and enforce staff safety and security policy; 2) Activating an early warning mechanism and preventing security failures; 3) Determine which security risks are most likely to have the biggest impact on the project, and focus on addressing them first; 4) Build the capacity of staff to handle hostile security situations; 5) Monitor the security risks keeping on track of risks, their likelihood of occurrence, and how they might interact. Re-evaluate risks regularly, and adjust actions as needed; 6) Create an incident response plan or security contingency plan to respond quickly and effectively to security incidents; 7) Transfer the risk responsibility for managing risk to a third party e.g. secure insurance covers for staff, assets and property; 8) Work with Government and law enforcement agencies to engage and partner with communities in youth empowerment initiatives

PESTELSR	Key Issues	Impact on ADS Kenya & ADS Regions Operations	ADS Kenya & ADS Regions Primary Strategy to overcome the impact
	Emerging security and safety threats in the forms of youth radicalization and extremism: religious fanaticism, heroism, pro-life movements, and African traditional religions in hot spot areas of Pokot, Baringo, Transmara etc.	Destruction of lives and properties	Join efforts of the national and County governments to deal with security and safety concerns, rehabilitation, and support of the youth
Religion		Sanitization of embezzled funds by politicians in the church through contributions has led to the loss of confidence in the clergy as some are seen as beneficiaries.	- Promote the enactment of Chapter Six of the Constitution on leadership and integrity - Promote ecumenism (e.g. ADS is a member of NCCK), the church's self-regulation, and good governance

3.3 Internal Environment Analysis (SWOT Analysis)

Table 4: SWOT Analysis

ADSK Capacity Area	Strengths	Weaknesses
a. Governance	- A competent ADS Kenya Governance Board properly structured with clear transition mechanisms with the Archbishop at the helm. - Regular board meetings are conducted including recording of minutes, and hold a company AGM - Different organizational policies and procedures are in place - A good working relationship with the County and National governments	- Linkages between ADS Kenya and ADS Regions need strengthened through existing engagement platforms and mechanisms - Governance framework on Board members' nominations and support across the regions needs strengthening. - Limited succession planning and organizational support across the regions - Limited involvement of staff in the review of policies and decision-making processes
b. Financial Management	- An effective and efficient ERP financial system is in place - Competent financial management staff	- Limited financial resources - Limited funding opportunities for development work

ADSK Capacity Area	Strengths	Weaknesses
	Timely accounting for all program finances	
c. Human Resource Management	- Staff recruitment policy in place - Efficient distribution of resources - Competent Staff with effective communication skills.	- Unharmonized Human Resource Policies at the Provincial and ADS Kenya levels. - Low rate of staff retention - Concerns over staff welfare issues not taken care of.
d. Program delivery	- Competent and program management staff - Existence of people-owned methodologies and processes i.e. CCMP, TCT, PRA - Existence of a good community entry, program initiation, and exit strategy	- ADS Kenya's lean staff is overwhelmed with the workload and therefore cannot meet ADS Regions Program support needs - Program delivery impacted by various limitations or disasters, including COVID-19, funding and monitoring and evaluation
e. Information technology and publicity	- Existence of ERP system - Strong social media presence - Existence of the ADS Kenya website - Strong branding - Credibility and trust through the conveyance of accurate information - Investment in IT infrastructure	- Inadequate infrastructure software, hardware, and maintenance services - Lacking data protection investment e.g., updating & contextualized ICT Policy based on emerging issues - Limited number of human resources
f. Sustainability	- Joint fundraising efforts amongst all ADSs through CCK - Encouraging new technologies and innovations - Sustainability projects in the regions e.g. resorts, bakeries, water vending, consultancies	- Internal competition among ADS Regions for donor funding, relations and communication - ADS Kenya's over-dependence on donor funding with little or no investments for sustainability
g. Monitoring, Evaluation, Accountability, and Learning	- Adopted self-assessment/internal review processes - Program impact presented in the form of case studies and success stories - Existence of capacity building plans and assessment schedules - Documentation of success stories - Regular ADS director's meetings	- Monitoring and evaluation framework needs empowerment - Limited documentation of best practices

ADSK Capacity Area	Strengths	Weaknesses
	▪ ADS Regions exchange visits and complement one another's efforts ▪ Dedicated monitoring & evaluation technical staff ▪ Sharing of various reports and cross-learning from other organizations.	

Opportunities and Threats Analysis

Table 5: ADS Kenya Opportunities and Threats

ADSK Capacity Area	Opportunities	Threats	ADS Kenya or ADS Region
a. Governance	▪ ADS Kenya Governance system working well model for ADS Regions Boards to learn, including nomination of Board directors, holding board meetings, decision making and creation of sub-committee to handle specific tasks professional in nature. ▪ The new strategic plan gives room for organizational strengthening of ADS Regions	▪ New legislations or regimes ▪ Conflicts within the board ▪ Nonconformity with the policies leads to loss of credibility and trust ▪ Board greenness leading to a lack of sound decisions ▪ Failure of governance systems leading to a lack of accountability ▪ Unmet expectations from stakeholders.	ADS
b. Financial management	▪ Enterprise Resource Planning (ERP) Integrated management systems have enhanced efficiency and effectiveness in service delivery, including financial management, financial reporting, compliance, transparency and accountability in programs at the ADS Kenya office. The investment can be replicated at ADS Regions progressively.	▪ Dwindling financial resources. ▪ Over-reliance on donor funding ▪ Financial reporting is insufficient leading to eroded donor confidence ▪ Cost share and matching funds ▪ Non-compliance with donor requirements ▪ Weak/ inadequate financial controls leading to misallocation of funds and operational inefficiencies	ADSK+ADS

ADSK Capacity Area	Opportunities	Threats	ADS Kenya or ADS Region
c. Human resource management	▪ New strategic plan given room for recruitment of three senior staff at ADS Secretariat to improve its HR capacity, including MEAL Coordinator, Peace, Youth and Advocacy Coordinator and Business Development Coordinator.	▪ Changing skill-set requirements ▪ More staff joining labour unions ▪ High Staff turnover leading to disruption in operations, low staff morale and loss of institutional memory ▪ Inadequate professional development resulting in underperformance ▪ Inconsistent HR policies leading to confusion and dissatisfaction	ADSK+ADS
d. Program delivery	▪ Forming an ADS consortium to address challenges affecting the community. ▪ Creation of youth social enterprises collaborating with public and private entities ▪ Building the capacity of youths in enterprising and financial literacy. ▪ Eco-theology	▪ Insecurity ▪ Poorly coordinated projects leading to missed targets and donor mistrust ▪ Poor beneficiary engagement leading to poor project design and delivery ▪ Changing and competing community priorities ▪ Unmatched community needs vis - a - vis the available funds	ADSK+ADS
e. Information technology and publicity	▪ Leveraging on technology through social media apps e.g. TikTok and Instagram (IG) ▪ Opportunity to publish and copyright knowledge that can be utilized to benchmark.	▪ Ever-changing technological advancements and obsolescence	ADSK+ADS
f. Donor relations and communications	▪ Tapping into new funding opportunities ▪ Building up collaborations and partnerships with entities aligned with the ADS mission e.g. County government with similar projects.	▪ Cybersecurity risks and data protection infringement ▪ Technological integration ▪ Over-dependence on a few donors ▪ Failure to meet donor expectations e.g. LGBTQI projects as funding criteria	ADSK+ADS
g. Sustainability	▪ Introduction of intergenerational knowledge programmes within	▪ All funding from external sources	ADSK+ADS

ADSK Capacity Area	Opportunities	Threats	ADS Kenya or ADS Region
	- projects in the ADS to enhance youth participation and sustainability. - Building up collaborations and partnerships with entities that aligned with the ADS' mission. This includes the County governments with similar projects.	- Short-term nature of projects - Sustainability systems are not well-founded - Lack of deliberate methods for resource mobilization - Lack of a savings culture	
h. Monitoring, Evaluation, Accountability and Learning	New strategic plan given room for recruitment of MEAL Coordinator, MEAL System strengthening and formation of MEAL Unit to be responsible for MEAL function and activities	- The MEAL System needs improvement - Erroneous data collection methods - Lowly reporting gives wrong results	ADS

3.4 Stakeholders Analysis

3.4.1 ADS Kenya Stakeholders Mapping

Table 6: ADS Kenya Stakeholders Mapping

INTERNAL STAKEHOLDERS							
Name of Internal Stakeholders	Nature of Relationship with ADS	Level of influence (High/Low)	Interest in ADS Services (High and Low)	Added value of the relationship	Stakeholder expectation of ADSK	ADSK's expectation of the stakeholder	Approach to Strengthen partnership 2024-2029
Provincial Synod	Deliver mandate, Provide reports	Very High	Very High	Constitutional mandate to operate	Align all activities to the policies of the church	Support in the management of HR core functions	Harmonization of HR policy and functions
Dioceses/ Bishops	ADS to support their mission and program	Very High	Very High	The platform to operate and credibility	Respect Strategy Implementation Resource mobilization	Leadership	Keep them engaged

INTERNAL STAKEHOLDERS							
Name of Internal Stakeholders	Nature of Relationship with ADS	Level of influence (High/Low)	Interest in ADS Services (High and Low)	Added value of the relationship	Stakeholder expectation of ADSK	ADSK's expectation of the stakeholder	Approach to Strengthen partnership 2024-2029
Office of the Archbishop	Deliver our mandate, support his advocacy role (national and international), Research to inform evidence-based decisions	Very High	Very High	Spokesperson, Patron ACK Image, Public Relations, Visibility	Reflect the image of the church (proclaim the Gospel through social services)	Guidance: Use the stature of His office to support and amplify the advocacy, trust and resource mobilization of ADS	Keep him engaged
ADS Board	Implement the approved policies and Board decisions, and compliance with statutory requirements e.g. taxes	Very High	Very High	Oversight Strategic direction	Strategy implementation , Resource mobilization	Leadership and strategic direction, Policy formulation	Keep them engaged
ADS Staff	Conducive working environment Personal development, Good compensation	Very High	Very High	Project design and implementation, Accountability, Safety	Professional development, Fair labour practices Competitive remuneration	Professionalism , Quality service delivery Resource mobilization and management	Provide a conducive working environment
ACK Directorate s (Mission and Education)	Strategize and implement jointly Give direction, Monitoring and reviews	Medium	Medium	Synergy	Implementation of projects, Resource mobilization	Leadership	Keep them engaged
Church Commissioners of Kenya	Remit staff provident and gratuity fund on time Any property ADS acquires is registered with CCK	Low	Medium	Stewardship of resources	Good financial planning	financial support during a shortfall in donor funding	Sustained consultations and engagement

INTERNAL STAKEHOLDERS							
Name of Internal Stakeholders	Nature of Relationship with ADS	Level of influence (High/Low)	Interest in ADS Services (High and Low)	Added value of the relationship	Stakeholder expectation of ADSK	ADSK's expectation of the stakeholder	Approach to Strengthen partnership 2024-2029
Congregations	Participate in the design and implementation of our programs, Decision-making	Medium	Medium	Good programs and interventions	Equity and inclusion in the sharing of resources	Participation and contribution in-kind in all planned activities	Sustained Community consultations and engagement
ADS Regions	Properly coordinated Technical backstopping, Joint resource mobilization, Linkage to donors	High	High	Continuous support and engagement	Resource mobilization, Technical backstopping, Arbitration, standardization	Project implementation, Compliance with the laws and policies, Reporting, and Strengthen their internal systems	Keep them engaged e.g., through various fora
Clergy	Trustees of ADS and governance, Owners/sponsors	Medium	Medium	Strategic leadership, resource mobilization, Community and Vision carriers, networking, Acceptance by the community	empower communities, Strategy, Implementation, resource mobilization & management	Leadership, oversight, and spiritual support., Community mobilization	Engagement platforms and sharing regular reports., Keep them engaged, Keep them informed
EXTERNAL STAKEHOLDERS							
National Government	Compliance with statutory laws e.g. taxes, Consult NEMA on project areas and environmental issues, Treat the	High	High	Credibility Approvals	Compliment the work of the government	Provide technical support, Coordination	Keep them engaged

INTERNAL STAKEHOLDERS							
Name of Internal Stakeholders	Nature of Relationship with ADS	Level of influence (High/Low)	Interest in ADS Services (High and Low)	Added value of the relationship	Stakeholder expectation of ADSK	ADSK's expectation of the stakeholder	Approach to Strengthen partnership 2024-2029
	communities with dignity						
County Government	Technical support during training, consulted when implementing a project to avoid replication, Identify areas of joint implementation of programs, Linkage to Funding partners	High	High	Approvals Joint implementation	Sharing reports, briefs and updates as well as engaging them	Technical support during implementation, monitoring and evaluation of activities	Joint planning and coordination of activities
Donors	Transparency in project implementation, Timely reporting, Accountability, Long-term planning, Effective Program delivery, Engagement opportunities and new frontiers	Very High	Very High	Resource mobilization Linkages with other donors	Quality Project implementation and reporting, Compliance	Capacity building, Resourcing the organization	Keep them informed
Suppliers, Vendors	Effective processes e.g. procurement, invoicing, contracts, and payment Prompt payment, Clear communication of expectations,	Low	High	Recurrent business engagement	Business opportunities	Quality service/ goods provision	Monitor them

INTERNAL STAKEHOLDERS							
Name of Internal Stakeholders	Nature of Relationship with ADS	Level of influence (High/Low)	Interest in ADS Services (High and Low)	Added value of the relationship	Stakeholder expectation of ADSK	ADSK's expectation of the stakeholder	Approach to Strengthen partnership 2024-2029
	Compliance to statutory regulations, long-term partnership						
Communities, Well-wishers	Participate in the design, implementation, monitoring, and evaluation of programs and projects, Transparency in Project implementation, Continuous engagement Job creation, Supply the goods and services, purchase their goods, treated with dignity	High	Very High	Effective implementation of programs	Resource mobilization	Ownership and Participation in the project's activities	Involve them
Civil Societies/ FBOs/ Philanthropies	Partnership and solidarity Joint advocacy	Low	Medium	A unified voice for advocacy	Participate in stakeholder forums, Support and capacity building	Participate in stakeholder forums,	Monitor them
Universities / Colleges	Attachments of their students Joint programs e.g. FFS, CCMP, PoP	Low	Low	Opportunities for joint learning and exposure	Research, Peer review, Collaboration, data sharing and compliance, Dissemination of research findings	Increased knowledge base	Monitor them

INTERNAL STAKEHOLDERS							
Name of Internal Stakeholders	Nature of Relationship with ADS	Level of influence (High/Low)	Interest in ADS Services (High and Low)	Added value of the relationship	Stakeholder expectation of ADSK	ADSK's expectation of the stakeholder	Approach to Strengthen partnership 2024-2029
Banks and Private Financial Institutions	Business	Low	Low	Safe financial services	Business opportunities, Sharing of reports and collaborations	Financial stability Fair financial practices, Corporate Social Investment (CSI)	Monitor them
Government Agencies: MoH, MoEHST, MoENR, Meteorological department, NEMA, NCA, NDMA, etc.	Regulatory and coordination	High	High	Technical expertise They're the government	Compliment the work of the government	Provide technical support, Coordination	Keep them engaged
Network organizations	Networking and coordination	Low	Low	Participation	Organize for experience sharing forum and updates on new trends	Opportunities for network connection	Monitor them
Beneficiaries/ Participants	Direct recipients of our services	High	High	Transformation of lives	Involve them in planning, and come up with projects that transform their lives	Active participation and a move towards self-reliance	Keep them satisfied
Customers/ clients	These are the people/ institutions/ organizations that buy goods and/ or seek services from our income-	Low	High	Quality goods and services	Goodwill and continued support through the utilization of our services/ goods	Give the organization income leading to sustainability	Keep the satisfied

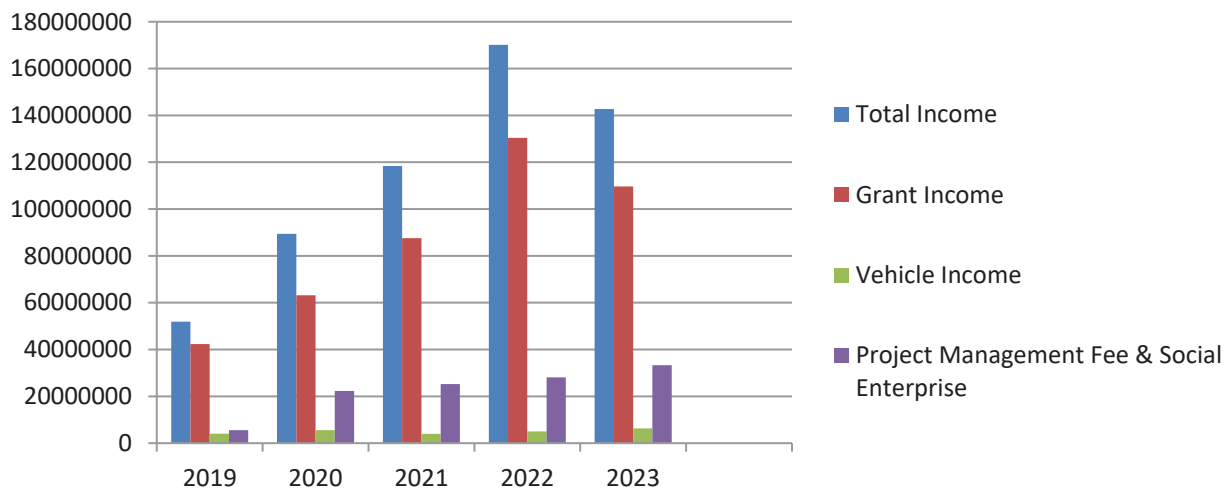
INTERNAL STAKEHOLDERS							
Name of Internal Stakeholders	Nature of Relationship with ADS	Level of influence (High/Low)	Interest in ADS Services (High and Low)	Added value of the relationship	Stakeholder expectation of ADSK	ADSK's expectation of the stakeholder	Approach to Strengthen partnership 2024-2029
	generating activities						
Professional bodies and communities of practice	Provide platforms for the sharing of experiences and lessons	Low	Low	Participation, subscriptions	Organize for experience sharing forum and updates on new trends	Relevance and advancement in knowledge	Monitor them
Accreditation bodies	Standardization	Low	Low	Compliance and accountability	Update and review and develop new standards Accreditation	High programming and delivery standards	Monitor them

3.5 ADS Kenya Financial Income & Expenditure Analysis: 2019-2023

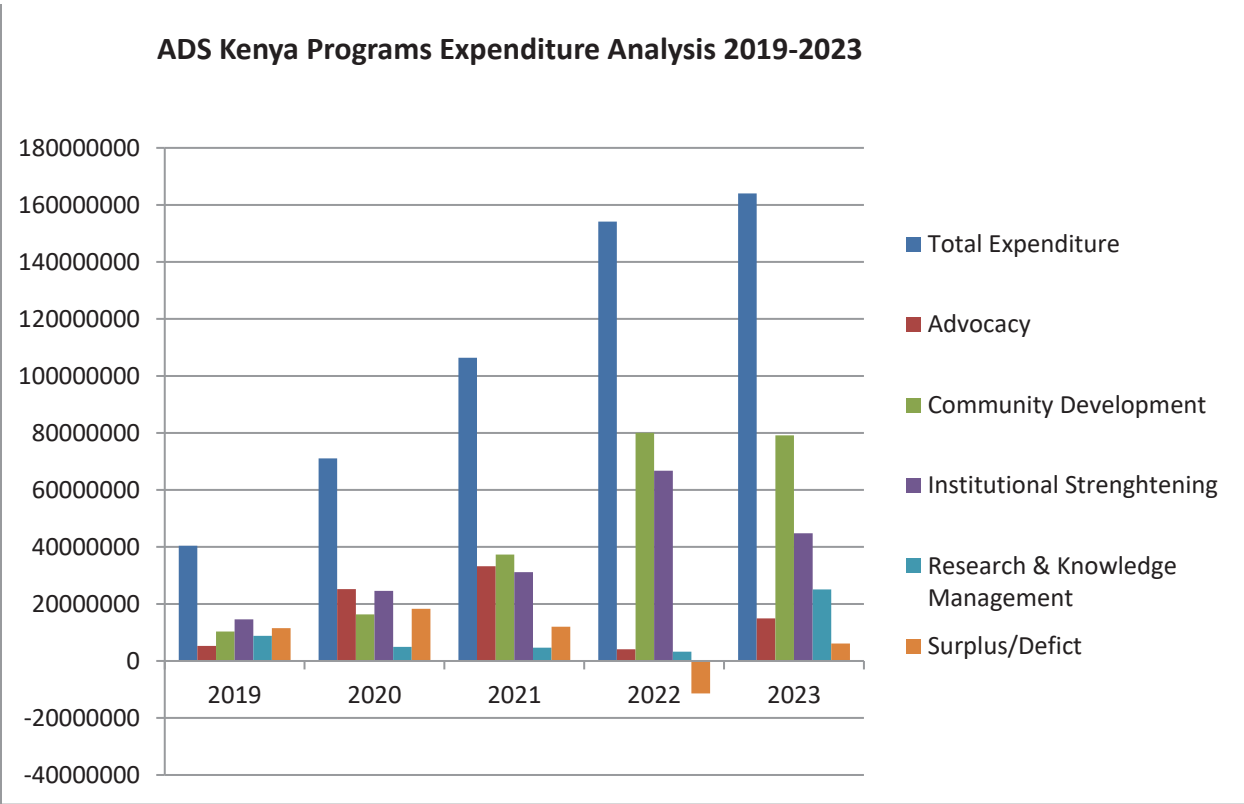
Table 7: 2019-2023 ADS Kenya Financial Income & Expenditure Analysis

GRANT INCOME	2019	2020	2021	2022	2023
INCOME					
1. Grants	42,307,174	63,138,243	87,561,439	130,442,161	109,627,720
2. Motor Vehicle Income	4,065,028	5,577,620	3,983,183	5,009,319	6,339,700
3. Other Income: (Project Management Fee and Social Enterprise)	5,533,448	22,300,010	25,243,982	28,079,242	33,317,678
Total Income	51, 905,650	89,421,436	118,383,041	170,099,539	142,716,281
EXPENDITURE					
1. Advocacy	5,310,032	25,204,493	33,224,897	4,080,128	14,936,229
2. Community Development	10,334,647	16,327,982	37,341,616	80,037,655	79,172,868
3. Institutional Strengthening	14,608,065	24,603,827	31,136,153	66,747,394	44,812,755
4. Research & Knowledge Management	8,826,112	4,954,960	4,644,663	3,248,264	25,079,493
Total Expenses	40,418,519	71,091,262	106,347,329	154,113,441	164,011,345
SURPLUS/DEFICIT	11,487,131	18,330,174	12,035,712	(11,397,160)	6,098,194

ADS Kenya Income Analysis 2019-2023



Most of the Income received during the plan period 2019-2023 was from Grants i.e. 82%-2019, 71%-2020, 74%-2021, 77%-2022, and 77%-2023 of total Income received. The sources include different donors including ACT Alliance, Kerinactie, Bread for the World-Germany, Christian Aid-UK, Episcopal Relief Fund, Archbishop of Canterbury, Health Partners International Canada, Tearfund UK, Dutch Church Aid, Anglican Relief Development Fund, and KELC, Front line and Welt Hunger Hife among others.



The main expenditure has been in community development, and institutional strengthening which account for 62%-2019, 58%-2020, 64%-2021, 95%-2022, and 65%-2023 of total expenditure. ADS Kenya managed the resources well except year 2022 when they had negative balance.

3.6 ADS Kenya Income Projection 2025-2029

The resource requirement for the strategic plan 2025-2029 has been projected based on year 2023 Income as the base year. A detailed financial requirement for the implementation of the

strategic plan is provided as Appendix 2 & 3. ADS Kenya is expected to fundraise and mobilize a total of Ksh.**1,000,771,595** to finance the strategic plan implementation for the five years as presented in Table 8.

Table 8: Projected Financial Resource Requirements for the 5-Year Strategic Plan period

Activity Description		Projected Resource Requirement (KSh. Million)				
Financial Year	2025	2026	2027	2028	2029	Total
TOTAL RESOURCE REQUIREMENT	188,121,596	190,392,255	213,094,913	207,419,248	201,743,583	1,000,771, 595

CHAPTER FOUR: STRATEGIC DIRECTION



An ADS officer visits the farms to give direction on the best farming practices for better produce.

4.1 Our Mandate

ADS Kenya is a Public Benefits Organization of the Anglican Church of Kenya tasked with the responsibility of leading the Social Ministry of the Church, consisting of the ADS Kenya Secretariat (National Coordinating Office) and ADS Regions. The mandate of the ADS Kenya Secretariat includes:

- Coordination
- Stabilization and uniformity
- Technical backstopping
- Joint Resource Mobilization

- Sharing best practices
- Arbitration
- Oversight

4.2 Our Vision Statement

“A Wholesome and Dignified People”

4.3 Our Mission Statement

“Building partnerships with communities through transformational programs, financial growth, and organizational strengthening for sustainable living”

4.4 Our Core Values

1. **Godliness:** We shall seek to honor God in our work and continuously serve with love, compassion, patience, forgiveness, and humility while upholding human dignity.
2. **Commitment to Excellence:** We shall always strive for excellence in all areas of our work.
3. **Integrity:** We shall conduct our businesses by being accountable and honest with everyone, and by uncompromising adherence to moral and ethical principles.
4. **Stewardship:** We shall work with our communities and clients to wisely utilize and manage available resources for the Glory of God and future generations.
5. **Social Justice:** We shall work with others to promote equality, dignity, inclusiveness, equity and a more just society, especially concerning the poor and marginalized
6. **Innovation:** We shall continuously evaluate our methods and approaches in response to the needs of our communities and clients.
7. **Accountability:** We shall hold ourselves accountable to the highest level of ethical standards and integrity in our performance and advocating for the same in public institutions.

4.5 Our Governance Structure

4.5.1 Anglican Church of Kenya (ACK) Provincial Synod

The ACK Provincial Synod is the governing council of the church, responsible for deliberating on all matters related to the church. The Synod is made up of three houses: the House of Bishops, the Clergy, and the Laity. The Synod's role includes: deliberations on all church-related matters including spiritual discipline, grants full syndical authority to any act of Synod, appoints a standing committee to handle pressing matters that arise, responsible for the ACK Decade Strategy implementation, and being responsible for boards such as the Kenyan Anglican Youth Organization, Children's Mission, and the Board of Social Services (ADS Kenya Board). The synod will facilitate the implementation of the strategic plan.

4.5.2 ADS Kenya Board

The ADS Kenya is the development arm of the Anglican Church of Kenya. The ADS Kenya's work is based on Bible values, and its mission is to promote social transformation, improved livelihoods, stakeholder relationships, resource mobilization, capacity building, and organizational and institutional development for dignified living within communities. The Anglican Development Services Kenya Board's role is to guide ADS Kenya's programs, which are based on Biblical principles of development. The ADS Kenya Board aims to: improve the quality of people's lives, challenge injustice, respect the rule of law and human rights, mobilize people to be involved in development work, and stimulate awareness in people to realize their potential. The ADS Kenya Board has the following sub-committees that will be actively involved in the implementation the strategic plan:

- i. **Executive Committee** - to make some decisions, review and prepare of board meetings agenda, interpretation of board policies to staff, and oversee policy implementation among others.
- ii. **Human Resource Committee** - to recommend policies and procedures regarding the ADS Kenya hiring and firing practices, salaries, benefits, working hours, and working conditions; staff recruitment; and to evaluate the performance of the Executive Director.
- iii. **Program and Resource Mobilization Committee:** identify community needs; recommend new activity areas for Board's approval; project future staff requirements; and is responsible for establishing, reviewing, monitoring and evaluating of Board policies and procedures.
- iv. **Finance and General Purpose Committee:** development and review of financial policies and procedures for financial health and integrity of ADS Kenya, long-range

financial plan, annual operational and capital budget, monitor financial performance of ADS Kenya and ADS Regions; oversee external audit and internal control systems, and implementation of audit recommendations for improvement.

- v. **Property & Investment Committee:** responsible for managing ADS Kenya investment assets, communication of ADS's investment financial needs, and drawing investment objectives, and developing and enacting proper control procedures.

4.5.3 ADS Kenya Annual General Meeting (AGM)

ADS Kenya takes the form of a consortium comprised of ADS Regions and ADS Secretariat. ADS Kenya Annual General Meeting evaluates the overall presentation, structure, and content of the financial statements. The AGM also determines if a material uncertainty exists related to events or conditions that may cast doubt on the company's ability to continue as a going concern. The AGM will contribute to the implementation of the financial growth and sustainability pillar.

4.5.4 ADS Regional Boards Chair Persons Forum

The annual Chairpersons forum provides an opportunity for ADS Kenya Board Chairperson and ADS Regional Boards Chairpersons to meet one another, discuss common governance and leadership issues, learn from each other, and provide new strategic direction for ADS e.g. resource mobilization and strengthening partnerships within ADS and beyond. Governance and leadership will be a key focus area in this forum during the implementation of the new strategic plan.

4.5.5 ADS Regional Directors Forum

The annual director's forum provides an opportunity for ADS Kenya Director and ADS Regional Directors to meet one another, discuss common issues, learn from each other, compare solutions and strategies, and plan for the future. The importance of these meetings, particularly during the current global situation, is such that it provides an opportunity to put forth strategies for addressing strategy implementation, management, and coordination during the period focusing on achieving program excellence, donor reporting, and accountability in the management of human resources and financial resources, among others.

4.6 Our Strategic Pillars

The ADS Kenya Strategic plan will be comprised of three strategic pillars that the organization has chosen to focus on during the plan period to achieve its vision and advance its mission. The pillars will help ADS Kenya and ADS Regions to align their human and financial resources; attain service excellence; maximize the growth and sustainability of interventions; and articulate their strategies to key stakeholders. The following are the strategic pillars:

Pillar One – Transformational Programs

During the plan period, ADS Kenya and ADS Regions will work with development partners in accomplishing the following:

- Strengthening food productivity, livelihoods, and resilience by working with farmers and communities through a comprehensive approach ranging from agricultural diversification and improved on-farm and post-harvest practices, sustainable production, natural resources management, and increased access to resources such as extension services and financial services.
- Strengthening integrated health systems
- Providing humanitarian assistance with a focus on communities that are severely affected by hazards such as droughts, floods, disease outbreaks, and political unrest.
- Participating actively in various sector forums at the Regional and National levels.

Pillar Two – Strengthening Organizational Systems and Operations

During the plan period ADS Kenya and ADS Regions will work with development partners in accomplishing the following:

- Ensure that their vision, mission, values, competencies, systems, and processes are aligned to the strategic plan
- Enhance their organizational capacity through the implementation of programs
- Development of appropriate policies, systems and processes
- Strengthening governance boards and decision-making
- Effective communication
- Effective monitoring and evaluation system
- Promoting mechanisms for learning and knowledge management.



Pillar Three – Financial Growth and Sustainability

One of the greatest challenges that NGOs in the South are facing today is how to raise funds to support activities and to sustain their institutions financially in the long-term. ADS Kenya like most other NGOs are inherently dependent on donor funding whose funding priorities and conditions may produce constant risks to their financial autonomy and institutional sustainability. This situation of financial dependence has led many NGOs in a seemingly endless spiral of project funding while accepting the mind-set that they probably will never succeed in reaching, a healthy level of continuous institutional development for sustainable impact. During the plan period ADS Kenya and ADS Regions will work with development partners to achieve the following:

- ADS Kenya and ADS Regions moving towards becoming financially sustainable organisations characterised by a diversified funding base, increased unrestricted funds, and increased financial reserves.
- Develop fundraising and resource mobilization strategy
- Build the capacity of staff and boards in fundraising and resource mobilization

CHAPTER FIVE: KEY RESULTS AREAS, STRATEGIES, ACTIVITIES AND KPIs



Community members trying out a grass cutter.

PILLAR ONE: TRANSFORMATIONAL PROGRAMS

Strategic Goal: “Improve livelihoods, health and nutrition outcomes, and resilience to climate change risks and provide effective response during emergency”

ADS Kenya and ADS Regions have been working on strengthening food productivity, livelihoods, and resilience by working with farmers and communities through a comprehensive approach ranging from agricultural diversification and improved on-farm and post-harvest practices, sustainable production, natural resources management and increased access to resources such as extension services and financial services. At the same time, ADS Kenya and ADS Regions have been working with development partners in strengthening

integrated health systems as well as mobilizing communities to seek demand and utilize healthcare services for mothers and children e.g. involved in the improvement of health infrastructures at the county and community levels. In the humanitarian front, ADS Kenya provides humanitarian assistance with a focus on communities that are severely affected by hazards such as droughts, floods, disease outbreaks and political unrest. ADS Regions and ADS Kenya are also active members of various sector forums at the County and Regional levels, and at the national level. ADS Kenya will expand and scale-up activities during the plan period 2025-2029 by focusing on community development, food security, integrated health, environment and climate change, advocacy and social mobilization, youth engagement, and empowerment, capacity development, research and knowledge management and capacity development.

During the period, ADS Kenya will develop a contingency plan aimed at providing humanitarian assistance with a focus on supporting communities that are severely affected by hazards such as droughts, floods, disease outbreaks, and political unrest.

5.1 Strategy One: Community Development

Objective One: To enhance access to integrated health services and sustainable livelihood opportunities for targeted communities by 2029

ADS Kenya and ADS Regions will implement the following interventions and activities:

- i. Livelihoods and economic empowerment of communities and individuals
- ii. Food Security and Nutrition, including food preparation and consumption, food processing, preservation and storage,
- iii. Build capacity of ADS Regions and Community groups on Emergency Preparedness and Response

5.2 Strategy Two: Advocacy, Lobbying and Social Mobilization

Objective Two: ADS Kenya and ADS Regions to promote social justice, equality, equity, environmental conservation, social development, and the observation of human rights in our communities by 2029

ADS Kenya and ADS Regions will implement various interventions and activities, including the following:

- i. Strengthening Governance at ADS Kenya and ADS Regions
- ii. Promote peacebuilding, healing and reconciliation
- iii. Gender equality and social inclusion
- iv. Environmental governance, policy development and advocacy

5.3 Strategy Three: Youth Engagement and Capacity Development

Objective Three: ADS Kenya and ADS Regions to empower young people by improving their essential skills, knowledge, and experience for their spiritual, mental, social, and economic development by 2029

ADS Kenya and ADS Regions will implement various interventions and activities, including the following:

- i. Facilitate youth spiritual growth and development
- ii. Start a youth capacity development & employability at ADS Regions
- iii. Promote youth health and well-being
- iv. Governance and leadership development

5.4 Strategy Four: Environment and Climate Change

Objective Four: ADS Kenya and ADS Regions t ADS Kenya and ADS Regions to mitigate adverse impacts on the environment and increase the adaptive capacity of vulnerable communities and resilience to climate change by 2029

ADS Kenya and ADS Regions will implement various interventions and activities, including the following:

- i. Green Anglican Movement with a focus on tree growing, clean energy solutions, proper culture of waste management, and eco-theology
- ii. Agroforestry and tree growing
- iii. Promote adoption of clean energy solutions
- iv. Proper waste management
- v. Climate justice advocacy
- vi. Green skills development

5.5 Strategy Five: Research and Knowledge Management

Objective Five: To ensure the right people have access to the right information at the right time to improve decision-making, inform policy, strategies, practices, innovation, and overall organizational efficiency by 2029

ADS Kenya and ADS Regions will implement various interventions and activities, including the following:

- i. Undertake Research and publish findings for learning and decision making
- ii. Communication for development
- iii. Innovation and Integration of emerging technologies
- iv. Data gathering, analysis, documentation, and dissemination

PILLAR 2: FINANCIAL GROWTH AND SUSTAINABILITY

Strategic Goal: *Generate, mobilize and enhance efficiency in the utilization of financial resources for self-sufficiency and sustainability of ADS Kenya and ADS Regions.*

5.6 Strategy One: Diversification of Funding, Increasing Unrestricted Funds and Increasing Reserve Funds

Objective: *To Strengthen ADS Kenya and ADS Regions' Financial Growth and Sustainability*

One of the greatest challenges that NGOs in the South are facing today is how to raise funds to support activities and to sustain their institutions financially in the long-term. AS Kenya, like most other NGOs, are inherently dependent on donor funding, whose funding priorities and conditions may pose constant risks to their financial autonomy and institutional sustainability. An African proverb puts it to the point: ***“If you have your hands in another man’s pocket, you have to move as he moves.”*** This situation of financial dependence has led many NGOs in a seemingly endless spiral of project funding while accepting the mindset that they probably will never succeed in reaching a healthy level of continuous institutional development for sustainable impact. These challenges are especially relevant for NGOs in Kenya, as Kenya has been classed as a “lower middle income” Country, thus removing Kenya’s access to funds for low-income countries. Restructuring of traditional donor partners outside Africa has also contributed to a reduction in available funds for development in partnership with NGOs.

This five-year strategy looks making ADS Kenya a financially sustainable organisation characterised by the following general features:

a) A Diversified Funding Base:

It is important to have a financing strategy that produces several different sources of income. It does not make good sense to put *“all your eggs in one basket”*. ADS Kenya’s diversification means securing funds from as wide a base as possible including the local business community, National and County Governments, and from the external and institutional donors such as USAID or DfID. During the plan period, ADS Kenya will work towards increasing sources of income (donors and funding organizations) by 30% annually.

b) Availability of Unrestricted Funds:

Funds that are received from donors for a specific purpose are known as restricted funds, an organization is legally obliged to use them for the reason that the donor gave them. In contrast, unrestricted funds can be used for anything at all that helps you to achieve your mission. The more unrestricted funds you have, the more freedom of action you have. You can choose and change the projects that you want to run and you can cover costs that donors are reluctant to fund, like core costs. During the plan period, ADS Kenya will work towards increasing unrestricted funds by 30% annually.

c) Availability of Financial Reserves:

Reserves are financial resources that an organisation builds up during its lifetime (from surpluses of unrestricted income) and puts aside to meet unexpected events in the future. These funds are sometimes kept in a special 'reserves' bank account and are shown separately on the annual financial statements. ADS Kenya, building up reserves, has several obvious advantages for the organisation. It reduces their dependence on donors, helps during cash-flow shortages and helps to withstand financial shocks and unplanned expenditure, especially when disaster strikes. It can keep the organization running to a minimum of 6 months without any external financial support. During the plan period ADS Kenya will work towards increasing financial reserves by 30% annually.

5.7 Strategy Two: Mobilize Adequate Resources Using the Holistic Resource Mobilization Model

Objective: To Strengthen ADS Kenya and ADS Regions' Resource Mobilization Efforts

During the planned period, ADS Kenya will implement a simple model for effective resource mobilization, aiming to create an environment in which donors and other stakeholders want to invest in the organisation. The main objective of the model is to reverse the traditional funding relationship: instead of ADS Kenya and ADS Regions approaching donors for funding, donors should approach ADS Kenya and ADS Regions to fund their programs. The model of resource mobilization to be adopted by ADS Kenya and ADS Regions will have five essential building blocks and each block builds on the other.

- i. **Relevance:** An important part of resource mobilization is demonstrating that an organization and its work are relevant. It is important to know what beneficiaries, donors and other stakeholders want and how they relate to ADS Kenya's mission and activities.

Staying relevant requires ongoing researching, listening and understanding of stakeholders, and environment/country and community issues. During the period, ADS Kenya will ensure the organization's mission, goals, programmes, and activities meet the needs and requirements, and gain their support, particularly beneficiaries and donors in the changing context.

- ii. **Credibility:** Credibility is about demonstrating trustworthiness and technical expertise. Donors are reluctant to support organizations that lack credibility. Building credibility includes demonstrating that an organization is doing good work, using funds effectively, is accountable, well-governed and well-managed. Donors consider basic good governance and accountability as the foundation of credibility. ADS Kenya has harnessed ERP technology to bring order, transparency, and efficiency in asset management and operations. Leveraging ICT to enhance stewardship of resources has demonstrated that with the right tools and determination, organizations can overcome even the most daunting challenges. This story has given ADS Kenya high credibility in governance and organizational management (*Ethical Leadership and Investment for a Sustainable Future, October 2024*). ADS Kenya needs to consider investing and encouraging ADS Regions to progressively install EPR technology to bring order, transparency, and efficiency within the ADS Regions that are experiencing challenges in governance, accountability, and credibility.
- iii. **Relationships:** Strategic relationships are essential for effective resource mobilization. While a relationship exists, connections between people can be equally or more important. Contacts and relationships are an important part of resource mobilization because people give to people they know (and like). ADS Kenya can enhance the strategic relationships by regularly communicating, partnering, and networking with other organizations to let them know what ADS Kenya does, the successes it has achieved its future plans. This will help build ADS Kenya's reputation, promote the organization to others so that when opportunities and resources become available, the contacts will let ADS Kenya know. ADS Kenya will invest in the review of the existing and potential relationships and strengthen them for future resource needs.
- iv. **Visibility:** Having established an organization's credibility, developed its relationships and ensured its relevance, it is important to promote the organization with an effective public image. An effective public image will help donors and funding organizations distinguish ADS Kenya and ADS Regions from other organizations. Without an effective public image, no one will think of ADS Kenya and ADS Regions. Efforts will be made to

promote ADS Kenya and its work attractively, but without compromising its mission. An effective public image will help to reinforce ADS Kenya and ADS Regions as credible, relevant and high-quality organizations that demonstrate: clear and concise mission, goals and strategies; high standards of programs, governance and accountability; clearly defined, measurable and relevant success; and that ADS Kenya and ADS Regions are learning organizations that build on past successes. Promotion materials created specifically for resource mobilization will provide a quick reference with information about ADS Kenya and ADS Regions as well as details on how donors can support their work i.e. the materials help to engage and maintain donor support. More detailed information about organizational work and achievements should be made available to donors both to demonstrate the organization's commitment to success and to respond to donor interests in specific activities and programs.

- v. **Proposal Development:** A strong relevance, credibility, visibility, and good relationships need to be complemented by strong proposal development capacity. Proposal development starts with identifying funding opportunities a long time before they are published. This requires ADS Kenya and ADS Regions tracking donor websites, carrying out informational meetings with donors and other NGOs to learn about new opportunities. With this “intelligence”, ADS Kenya and ADS Regions will start approaching potential partners for collaboration, agreeing on pre-teaming and teaming agreements, before a call for proposals is published. Once it is published, ADS Kenya and ADS Regions will engage in proposal development.

Proposed Activities

- i. Develop a Holistic Resource Mobilization Strategy 2025-2029 to guide and strengthen management and the Board's efforts in generating adequate resources for the implementation of the ADS Kenya strategic plan
- ii. Hold Resource Mobilization Training Workshop to transfer resource mobilization knowledge and skills to ADS Kenya and ADS Regions Boards, management, and staff.
- iii. Strengthen existing and establish new strategic partnerships and consortiums with donors, strategic partners and technical organizations nationally and internationally.
- iv. Enhance ADS Kenya and ADS Region's Relevance
 - v. Building ADS Kenya and ADS Region's Credibility
 - vi. Building Strategic Relationships
 - vii. Increasing ADS's Visibility
- viii. Develop a Proposal Development plan and start writing and submitting proposals to various donors and funding organizations.

PILLAR THREE: ORGANIZATIONAL STRENGTHENING

Goal: Improving the efficiency and effectiveness of ADS Kenya and ADS Regions by developing and implementing robust governance and management systems, leading to organizational growth and development by 2029

During the plan period, ADS Kenya will ensure the organizational vision, mission, values, competencies, systems, and processes are aligned to achieve the stated development priorities and strategic goals. A strong organization ensures effective performance of its programs and good relationships with existing and potential partnerships and networks. ADS Kenya and ADS Regions will enhance their organizational capacities through the implementation of transformational programs; developing appropriate policies, systems and processes; strengthening governance boards, and decision making, communication, effective monitoring and evaluation system, promoting mechanisms for learning, and knowledge management.

5.8 Strategy One: Strengthening Governance and Operational Capacity of ADS Regions

Objective One: To strengthen the Governance and Operations capacity of ADS Regions

Activities

- i. Develop or review and update governance documents, including Board charter, Articles of incorporation, bylaws, and governance policies to communicate how the organization is governed.
- ii. Conduct Organizational Capacity Assessment (OCA) of ADS Regions
- iii. Develop and implement organizational capacity strengthening plans for each ADS Region based on the OCA findings.
- iv. Facilitate the recruitment of additional Board members with relevant skills and experience in corporate governance, resource mobilization, partnership development, marketing and organizational development etc.
- v. Induction and training of Board members to enhance oversight, financial stability and organizational sustainability of ADS Regions.

- vi. Define and communicate policies for appointing and selecting board members, and other governing roles, transparent and clear to ensure fairness, accountability, and transparency, and compliance with existing legal requirements
- vii. Develop organizational structures (**Figure 2**) that meet the needs of the organization and the communities/people served
- viii. Improve organizational capacity in areas of Advocacy, Research, Analysis, and Networking Capacities
- ix. Build Trust and credibility among key stakeholders, including donors, County Government, National Government, NGOs, and other stakeholders.
- x. ADS Regions Boards to conduct annual self-evaluation and share the report with ADS Kenya and discuss the findings on what more the Boards can do to govern the organizations effectively.
- xi. Use the key performance indicators to hold the management team accountable for periodic reporting.

5.9 Strategy Two: Development of ADS Kenya Relevant Organizational Policies and Systems

Objectives Two: To achieve the expected strategic results in compliance with applicable policies and procedures

Activities

- a) Review and update existing documents, policies and procedures
 - Harmonize the ADS Human Resource policy with the Provincial HR Policy
 - i. Finance Management Policy
 - ii. Procurement Policy
 - iii. Monitoring and Evaluation Strategy
 - iv. ADS Kenya Board charter (2017 edition)
 - v. Governance Guidelines.
- b) Develop new policies and procedures
 - i. Fundraising and Resource Mobilization Strategy/ Financing Strategy
 - ii. Multi-Year Financial Plan
 - iii. Program Management Policy
 - iv. Communication Strategy

- v. Staff Health and Safety Policy
- vi. Staffing and Recruitment Policy
- vii. Compensation and Benefits Policy
- viii. Risk Management and Compliance Policy
- ix. Fraud and Corruption Prevention Policy
- x. Safeguarding Policy (Prevention of Sexual Exploitation, Abuse, and Harassment (PSEAH))
- xi. Performance Management Policy and System
- xii. Staff Code of Ethics
- xiii. Partnership Policy
- xiv. Gender Equity and Inclusion Policy
- xv. Community Consultation and Engagement Strategy

5.10 Strategy Three: Strengthen ADS Kenya Capacity in Kenya's 2027 Election Monitoring and Advocacy

Strategic Objective Three: ADS Kenya's capacity strengthened to participate in Kenya's 2027 General Election Monitoring and Advocacy.

Activities:

- i. Train ADS Kenya 70 (47+23) **National Election Monitors and Peace Champions**
- ii. **Hold National Election Conference and Discussion** with key stakeholders including IEBC, NCIC, EACC, Political Parties, Judiciary, Parliament, KHRC, CSOs, Senior Religious Leaders, FBOs and Government (e.g. Ministry of Interior and National Coordination, National Registration Bureau, and Civil Registration Service) among others on best practices in the management of Kenya's General Election to be held in August 2027.
- iii. **Hold Continuous Consultations and Engagement** with key election stakeholders, resolving emerging election management sticky issues as the country moves towards the General Election in August 2027.
- iv. **Kenya's 2027 General Election Monitoring:** ADS Kenya will provide civic education to empower ADS Regions, Christians and like-minded organizations on election preparedness, effective monitoring, and evaluation of the Kenya election process. The



civic education will empower the citizens to participate in governance matters effectively, influence political outcomes, and improve the quality of governance and the election process. During the plan period up to August 2027, ADS Kenya and ADS Regions will train and empower election monitors and peace champions who will monitor and report on the electioneering process. The key areas they will monitor and report include: implementation of election calendar, election administration (during pre-election period, on election day and several days following the election), election environment, voter registration, voter register cleaning and verification, electoral reforms and legislation, election campaigns by different parties and candidates, handling of election complaints and appeals, participation of women inclusion of national minorities, safety and security (election staff, materials, candidates and voters), participation of key stakeholders in major election decisions (e.g. NCIC, IEBC, political parties, judiciary, legislators, etc.), and timeliness in production and printing of the electoral materials.

CHAPTER SIX: STRATEGY IMPLEMENTATION AND COORDINATION FRAMEWORK



A group of women engaged in the ADS Kenya poultry farming project.

6.1 Implementation Plan

The success of the Strategic Plan implementation will be based on the quality of coordination and management between ADS Kenya, ADS Regions, and Boards. During implementation of the plan, MEAL's periodic monitoring, evaluation, accountability and learning will ensure progress is tracked and identified challenges are addressed appropriately. The basis of MEAL will be performance measurement of Key Performance Indicators for each of the key result areas. The results will also provide the necessary feedback on the status of the strategic plan

implementation to enable ADS Kenya and ADS Regions to make informed decisions based on the evidence provided. Being a living document, this strategic plan can, at the decision of ADS Kenya, ADS Regions and Boards, be subjected to changes that can steer it to a positive trajectory, as will be informed by evaluation reports. It is recommended that a review of the strategic plan implementation be done at least quarterly (after every three months).

ADS Kenya and ADS Regions will build on their historical background, experience, achievements, and core competencies to deliver this strategy. All stakeholders will be responsible for supporting delivery across all key result areas. ADS Kenya, ADS Regions and Boards will achieve this by mobilizing adequate financial resources, capacity development of all Program staff and the MEAL Unit team to successfully implement the strategic plan implementation matrix. During the period, the ADS Kenya, ADS Regions and Boards are expected to demonstrate high-performing organization characteristics such as having a clear vision, consistency, commitment, being well informed, and willingness to delegate and empower staff.

The purpose of the Implementation Plan is to identify the implementation steps for the strategic plan during the five-year plan period. The key components of the implementation plan include annual action plan, annual activity budgets, and organizational structure, strategic plan implementation management, systems and procedures, and implementation matrix, among others.

Take note of the following:

- The ADS Kenya detailed Implementation Matrix is presented as ***Appendix 1.***
- The ADS Kenya cost of the annual work plans for the five years is presented in ***Appendix 2.***

6.2 ADS Kenya New Organizational Structure:

6.2.1 ADS Secretariat New Organizational Structure:

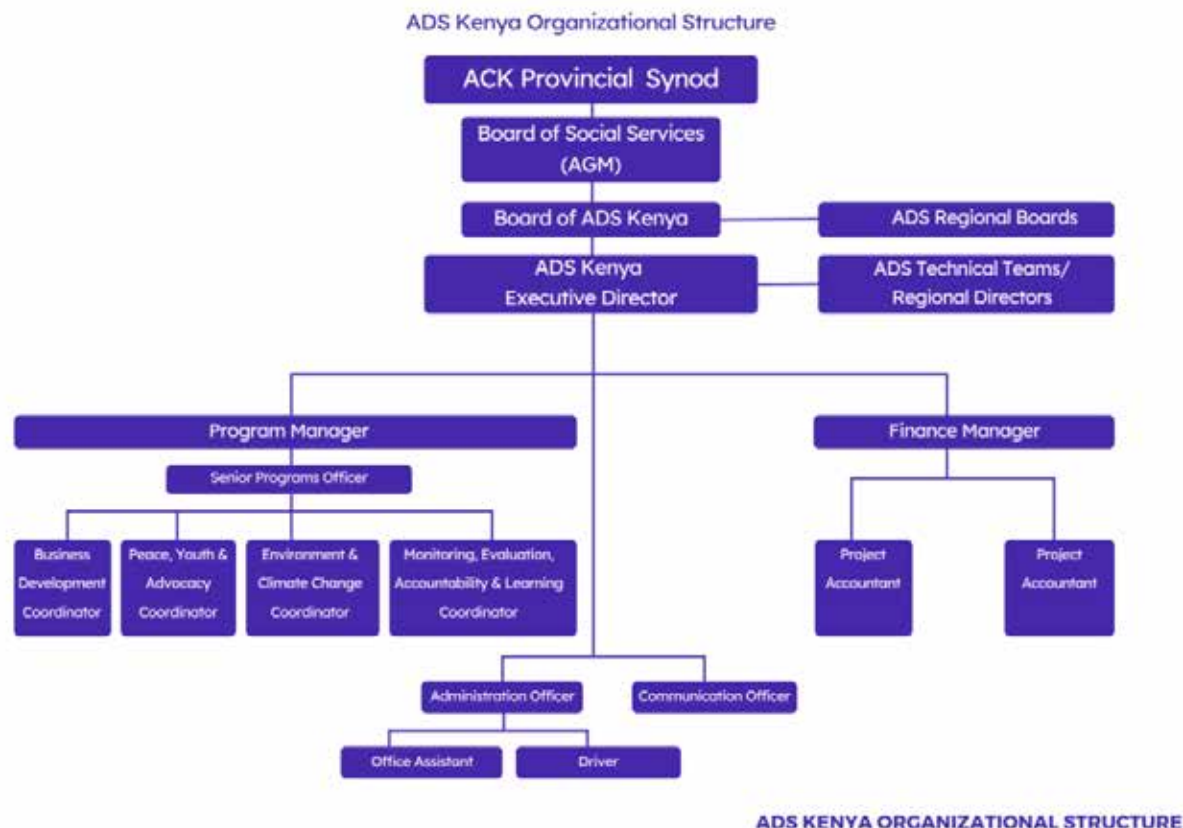
The following ADS Secretariat organizational structure will support the implementation of the strategic plan during the plan period. The Consultant identified gaps in the organizational structure that need to be strengthened. ADS Kenya will need a new organizational structure and reorganization of functions and positions to mirror the strategic plan's ambition. Actions required include filling in the vacant positions of Peace, Youth, and Advocacy Coordinator; MEAL Coordinator; and Business Development Coordinator at the ADS Secretariat. ADS



Kenya will hire and fill vacant positions progressively and create an open and honest work environment that provides opportunities for learning, growing and advancing the mission of ADS Kenya.

The successful implementation of the 2025-2029 Strategic Plan is hinged on the effective implementation of the organizational structure, which is designed to facilitate cascading and feedback on the implementation of the strategic plan. It is also true that the commitment, activeness and ability of ADS Kenya, ADS Regions and Boards will determine the success of implementation. The new organizational structure is presented as **Figure 1** and functions need to be aligned with the activities of the strategic plan, MEAL framework, implementation plan, financial and human resource strategies.

Figure 1: ADS Kenya Organizational Structure



6.2.2 ADS Regions New Organizational Structure:

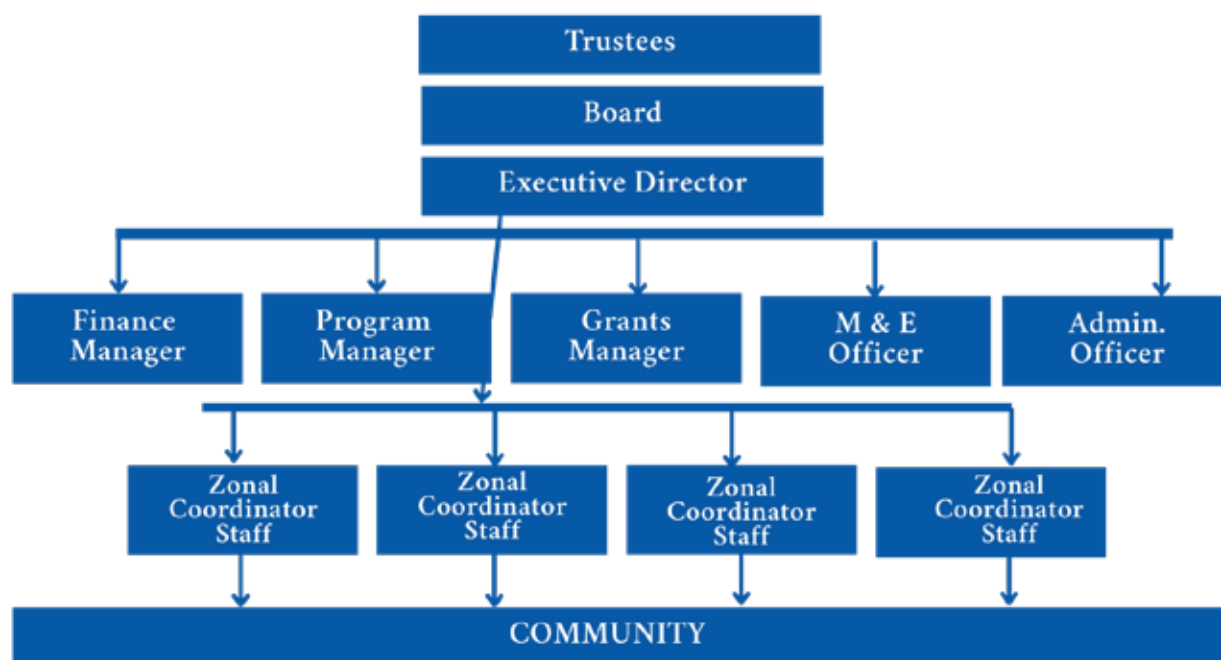
ADS Secretariat will support the ADS Regions to fill in vacant positions that may exist during the plan period 2025-2029 as presented in **Figure 2**. The functions and activities will be aligned to the strategic plan. Actions required may include helping ADS Regions to fill existing vacant positions of Program Manager, Finance Manager, Accountant, Grants Manager, Zonal Coordinators, and Board Members among others.

The successful implementation of the 2025-2029 Strategic Plan is hinged on the effective implementation of the ADS Regions organizational structure, which is designed to facilitate cascading and feedback on the implementation of the strategic plan. It is also true that the commitment, activeness and ability of ADS Regions and Boards will determine the success of implementation.

ADS Secretariat will support the ADS Regions and build their capacity to manage the operations and help the organization to grow. Some of the capacity areas include:

- Governance and leadership development
- Strengthening Institutional systems and processes
- Financial management and record keeping
- Monitoring compliance and donor reporting
- Procurement
- Monitoring and Evaluation
- Stakeholders' consultation and engagement

Figure 2: ADS Regions Organizational Structure



6.3 Building Strategic Partnerships

The strategic partnerships with ADS Regions and other stakeholders like donors, the County and national Government ministries will bring together the strengths and resources of diverse groups to create a more powerful force that will bring the required transformation. Strategic partnerships will be a powerful way for businesses to grow, innovate, and gain a competitive

advantage. ADS Kenya will establish partnerships and alliances at two levels:

- Partnership with all 10 ADS Regions (Pwani, Central rift, Mount Kenya, Mount Kenya East, NAIKA, North Rift, South Rift, Western, Eastern and Nyanza).
- Partnership with other stakeholders including County Governments, National Governments, like minded Organizations, Institutions, and communities that can greatly enhance the implementation of the strategic plan.

ADS Kenya will consider the following four steps when building the strategic partnerships:

- Develop a clear strategy for strengthening the partnership at the two levels
- Build relationships by meeting with potential partners to discuss opportunities, negotiate agreements, and maintain communication
- Negotiate and establish mutually beneficial terms for the partnership
- Ensure both parties are equally committed to the partnership's success and build trust between partners.

6.4 Communication Strategy

A communication plan is needed to govern all communication with stakeholders during the strategy execution. ADS Kenya will develop a communication strategy to enhance communication with ADS Regions, and governance organs as well as with the external stakeholders including County and National Government Ministries. This will ensure broad stakeholder participation, commitment and engagement in the implementation of the strategic plan 2025-2029 in transformational programs, financial growth and organizational strengthening. The Communication Officer, working directly under the supervision of the Executive Director will be responsible for the implementation of the communication strategy and dissemination of all communications and data during the plan period.

6.5 ADS Kenya Risk Management Framework

6.5.1 Risk Management

ADS Kenya's vision is that of ***"A wholesome and Dignified People"***. ADS Kenya has identified the need for having a risk management policy that can deal with risks that can act as barriers to the realization of its vision and mission. This policy will enhance informed decision making to minimize risk impacts or eliminate their effect during the implementation of the strategic plan and on day-to-day operations. The policy will enable ADS Kenya and

ADS Regions to have a management tool in place that will make risk management integral to its culture, strategic planning, decision making, and resource allocation. A coordinated approach will allow ADS Kenya and ADS Regions to proactively manage risks within or outside the organization.

The long-term success of ADS Kenya in risk management will rely on many things, from continually assessing and updating their offering to optimizing their processes. The ISO 31000 Risk management guidelines will provide principles, a framework, and a process for managing risks. Using ISO 31000 will help ADS Kenya increase the likelihood of achieving the strategic objectives, improve the identification of opportunities and threats and effectively allocate and use resources for risk mitigation/treatment. ADS Kenya, using the standard will be able to compare their risk management practices with an internationally recognized benchmark, providing sound principles for effective management of risk and corporate governance. ISO 31000 provides direction on how companies and organizations can integrate risk-based decision making into organizations governance, planning, management, reporting, policies, values, and culture. ISO 31000 will help ADS Kenya develop a risk management strategy to effectively identify and mitigate risks, thereby enhancing the likelihood of achieving its objectives and increasing the protection of their assets and facilities. ADS Kenya and ADS Regions will develop a risk management culture where employees and stakeholders are aware of the importance of monitoring and managing risks.

ADS Kenya and ADS Regions will ensure risks are managed through the following five-step process:

- i. **Risk Identification:** identifying and documenting all the risks that can affect the organizations or project.
- ii. **Risk Analysis/Assessment:** determining the probability that risks will occur and estimating their potential impact on the organization or projects, and prioritizing the potential risks.
- iii. **Risk Mitigation:** deciding what actions are needed to reduce or remove threats, particularly those with high probability and high impact.
- iv. **Risk Monitoring and Control:** responding to risks as they occur and ensuring proper risk management procedures are being followed.
- v. **Risk Reporting:** the risk management teams at the two levels will provide reports periodically to ADS Kenya and ADS Regions for decision making. The reports include

updated risk register, monthly risk incident report, risk contingency plans and mitigation plans, among others.

6.5.2 ADS Kenya Risk Management Experience 2020-2024

ADS Kenya and ADS Regions had good experience in managing internal and external risks during the plan period 2020-2024. They accomplished the following:

- i. **Political Instability:** The ADS Secretariat and ADS Regions carried out civic awareness on political tolerance and peaceful coexistence among different communities or tribes, or clans in hot spot areas (Marsabit and Baringo Counties) with the support of religious leaders.
- ii. **Drastic climate changes** pose great challenges especially to ADS Regions that implement agricultural and livelihood projects. ADS Kenya ensured the application of climate-sustainable measures in all its projects. To address the unpredictability of weather patterns cutting across the regions, ADS Kenya ensured early warning systems were put in place at the community level to deal with climate change effects and adaptation.
- iii. **External economic effects:** ADS Kenya ensured ADS Regions are well equipped with information on the external effects that may affect project implementation in the various regions.
- iv. **Increase of social problems:** Such as unemployment leading to crime, an increase in depression and suicide rate as well as prostitution among the youth. ADS Region ensured youth engagement in the development of youth-related activities including sports, youth clubs, talent identification, skills development, entrepreneurship skills, drug abuse, psychosocial advice and counselling.

6.6.3 ADS Kenya Risk Management plan 2025-2029

ADS Kenya and ADS Regions have ranked the existing risks according to the likelihood of the risk occurring, risk severity level and risk rating level using the risk analysis matrix. ADS Kenya and ADS Regions will manage the following risks during the plan period 2025-2029.

Risk	Description	Likelihood of the Risk Occurring	Risk Severity Level	Risk Rating Level	Mitigation Measure
Political Instability Risk	The risk may be caused by the current political realignments causing political tensions, change of government; change of policies and regulations for political reasons, terrorist attack and the impact of the forthcoming general elections in Kenya, August 2027 among others. This may result into donors, investors and organizations losing money due to bad political decisions.	Possible	Major	High	▪ Building strong community networks ▪ Provide civic education to church, community groups and local leaders ▪ Promote peaceful election and good governance and accountability of leadership at all levels
Human Resources Risk	The risk may be caused by human errors, ergonomic risk, human resource capacity deficits, mental illness, stress (personal and work-related), health related risks, accident, and communication on staff matters	Rare	Moderate	High	▪ Review HR Policy ▪ Hire key staff ▪ Provide conducive working environment
Operational Risk	The risk may be caused by technical or human error, capacity deficits, operational failure, logistics challenges, transport risks, and security challenges in some regions of the country	Unlikely	Major	High	▪ Review relevant policies ▪ Security mainstreaming ▪ Staff health & safety
Financial Risk	The risk may be caused by unexpected fiscal outcomes, economic meltdown, lack of funds to finance organizational and project activities, currency valuation, change of labor laws e.g. the minimum wage, unexpected increased taxes, and employees' benefit liability	Possible	Major	High	▪ Develop a progressive fundraising and resource mobilization strategy ▪ Diversification of funding sources ▪ Increase reserve fund ▪ Increase unrestricted funds
Fiduciary Risk	The risk may be caused by misappropriation of money or materials, fraud, theft, corruption, mismanagement of funds, and misapplication of funds/materials.	Unlikely	Major	High	▪ Conflict of interest policy ▪ Strong internal controls and anti-fraud mechanisms

Risk	Description	Likelihood of the Risk Occurring	Risk Severity Level	Risk Rating Level	Mitigation Measure
					- Regular financial reviews and audits by external experts - Prudent financial planning and budgeting
Legal and Compliance Risk	The risk may be caused by violating relevant laws and regulations, non-compliance with statutory requirements (e.g. labor and tax laws), environmental laws, employment lawsuits, failure to align with the ACK strategy, regulations, and policies	Rare	Major	High	Regular compliance monitoring and reporting
Communication Risk	The risk may be caused by communication barriers, language barriers, lack of understanding of sign language, resulting in poor decision making, or no reports or no communication at all	Unlikely	Major	High	- Regular public disclosures - Regular staff and public consultation meetings
Reputation Risk	The risk may be caused by restricted visibility, ineffective communication, staff insensitivity towards the public and beneficiaries, leading to detrimental effects on the organization's reputation, future well-being, and negative impact on donor funding, and misrepresentation of the organization	Unlikely	Major	High	Build a strong public image through communication strategies, reports, websites, presentations, and social media
Environmental Risks	The risk may be caused by environmental pollution, degradation of biodiversity and natural resources, outbreak of pandemics and natural calamities, climate change, and ergonomic risks. The risk is a threat to biodiversity, human and community health, staff safety and security if it occurs.	Unlikely	Major	High	- Compliance to environmental laws and policies - Build capacity of community groups on disaster risk reduction - Develop emergency contingency plans

Risk	Description	Likelihood of the Risk Occurring	Risk Severity Level	Risk Rating Level	Mitigation Measure
Internet Risk	The risk may be caused by connectivity failure, software failure, network outages, viruses and malicious attacks, cybercrime attacks, among others that can stall or negatively impact the operations of the organization	Unlikely	Major	High	▪ Develop ICT policy ▪ Protection against internet crime and data and information loss

CHAPTER SEVEN: MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING



Anglican Communion's Permanent Representative to the UN, Martha Jarvis plants a tree during a Green Anglicans Movement event.

7.1 The MEAL Introduction

The MEAL framework is an essential tool for organizations to measure and track the progress and impact of their programs and projects. MEAL stands for Monitoring, Evaluation, Accountability, and Learning, a comprehensive approach to data collection, analysis, and reporting. The framework is a management tool that will help ADS Kenya to ensure the 2025-2029 strategy is being implemented and organizational policies and programs are relevant, effective, efficient, responsive, accountable, and impactful.

By adopting the MEAL framework, ADS Kenya can ensure that the strategy implementation is evidence-based, responsive to community needs, and accountable to stakeholders. At the same time ensure that implementation progress is tracked and identified challenges are addressed appropriately. The MEAL approach will allow ADS Kenya and ADS Regions to identify successes, challenges, and areas for improvement, and to use data and feedback to make informed decisions about program design, implementation, and resource allocation. This will result in resource use efficiency, effectiveness and accountability that will eventually result in improved service delivery.

The ADS 2025-2029 strategic plan will be monitored on a routine basis and reviewed periodically using Key Performance Indicators for each of the key result areas.

Monitoring: refers to the ongoing process of ADS Kenya collecting and analysing data on the strategic plan implementation of activities and outputs to ensure they are implemented according to plan and to identify areas for improvement. Monitoring of ADS Kenya strategy implementation will be based on the following guidelines: 1) All Departments/Regions will monitor activities under their responsibilities based on the observations of progress in their levels of jurisdiction. 2) Heads of Departments/Regions will oversee monitoring processes falling under their responsibility. This will include accounting for inputs, activities and outputs. Focus will be on the objectives in the Strategic Plan. 3) Departments/Regions will monitor the outputs realized by the units/sections under them to generate outcomes as indicated in this Strategic Plan. 4) The ultimate responsibility of monitoring the overall results of the implementation of this Plan will be in the hand of the head of Departments/Regions. This will be done by tracking outcome indicators based on the achievements of the Departments/Regions.

Evaluation: refers to ADS Kenya's more in-depth assessment of implementation outcomes and impact, aimed at determining the relevance, effectiveness, efficiency, impact and sustainability of various strategies. The ADS Secretariat will ensure Mid-Term and End-Term Evaluations are carried out by external experts within the stipulated timelines. at the end of the second year and the fifth years of operations, respectively. These evaluations will endeavour to assess the level of performance of the outcomes as envisaged by this Strategy in terms of relevance, effectiveness, efficiency, impact, and sustainability.

Accountability: refers to the responsibility of ADS Kenya to ensure that the strategy implementation is carried out in an ethical, transparent, and participatory manner, with the full involvement of all stakeholders and communities they serve. An accountability system will ensure the success of strategic objectives will instill a sense of trust that everyone is responsible for one another. When individuals see their work as vital to their team's success and the organization as a whole, everyone does their part to ensure successful strategy execution. Accountability is an important part of strategy implementation because it ensures that everyone is responsible for their role and that the organization's goals are achieved. An accountability system helps to build trust and ensure that everyone is working towards the same goal. Without accountability, a strategic plan can lose momentum and fail to achieve the desired results.

In some ways, ADS Kenya and ADS Regions will ensure that accountability is mainstreamed and implemented:

- i. Assign clear roles to ensure everyone knows what they are responsible for and when they are expected to complete their tasks.
- ii. Set clear goals of success and make sure everyone understands the goals.
- iii. Communicate the plan and ensure everyone is aware of the plan and what is expected of them.
- iv. Hold everyone accountable, making sure that they feel a sense of ownership and responsibility for the plan.
- v. Set up regular check-ins to monitor progress and address arising issues.
- vi. Evaluate the plan to ensure it is delivering the desired results and
- vii. Be ready to pivot and make changes as needed.

Learning: refers to an ongoing process of reflection and adaptation, aimed at improving programme design, implementation, and outcomes based on feedback and evidence adduced. Learning requires that ADS Kenya and ADS Regions engage different stakeholders in

thoughtful discussion of what is working and what is not working in its efforts to achieve the strategic plan goals in key result areas. As learning organizations, ADS Kenya and ADS Regions will draw on the rich and varied experiences of the ADS Secretariat team and ADS Regions staff and partners as necessary. MEAL for learning requires continuous and conscious involvement of MEAL teams and stakeholders in collaborative learning, allowing stakeholders to share their views, perspectives, and ideas, without fear of negative consequences (*Kusters et al., 2011*).

7.2 ADS Kenya MEAL Unit

Formation of MEAL Unit: During the first year of implementation, ADS Kenya will hire appropriate staff and build their capacity to enable them to spearhead the implementation of MEAL activities. The MEAL Coordinator will be joined by One MEAL representative from each region to form the MEAL Unit that will oversee the implementation of the MEAL activities at various levels. MEAL Coordinator will serve as the Chairperson of the MEAL Unit and the Secretary shall be appointed among the regions on a rotating basis.

Role of MEAL Unit: The task of managing the implementation of MEAL activities should be led by the MEAL Unit with support from the Executive Director.

The main roles and responsibilities of the MEAL Unit shall include the following:

- i. Establish a timeline for all MEAL activities, including reporting to stakeholders, donors, and internal staff
- ii. Clarify the roles and responsibilities of all those involved in the implementation of MEAL activities
- iii. Define Key Performance Indicators (KPIs) that will be used to measure strategy implementation progress. KPIs should be specific, measurable, attainable, relevant, and time-bound (SMART), and should be linked to outcomes and impact.
- iv. Develop a data collection plan that will include what data needs to be collected, who will collect it, and how it will be collected. This may involve developing data collection tools, such as surveys, questionnaires, or observation forms, and defining sampling strategies.
- v. Establish a data management system that will ensure the data collected is managed well and analyzed effectively. This may involve establishing a database, data cleaning and analysis procedures, and data visualization tools.

- vi. Develop a reporting plan. The MEAL data and reports should be reported regularly to stakeholders, including ADS Kenya, ADS Regions, ACK leadership, government agencies, donors, and community beneficiaries, among others. Reports should be tailored to the needs and interests of each stakeholder group, and should highlight successes, challenges, inform decision-making, and areas for improvement.
- vii. Conduct regular performance reviews, ensuring that MEAL findings are used for decision-making and continuous improvement.
- viii. Ensure accountability: ADS Kenya and ADS Regions should ensure that they are accountable to stakeholders by being transparent about activity outcomes and impact, and by involving stakeholders in the MEAL process.
- ix. Monitor and evaluate the MEAL system continuously to ensure that they are effective and efficient. This may involve assessing data quality, evaluating the effectiveness of data collection methods, and identifying opportunities for improvement.
- x. Receive MEAL reports from ADS Kenya and ADS Regions, analyse, summarize and consolidate a joint MEAL report on a timely basis as per the agreed reporting schedules and deadlines
- xi. Give feedback to stakeholders on the quality of service, timelines of reporting and the status of partnerships between ADS Secretariat and ADS Regions
- xii. Facilitate strategy Mid-Term, and End-Term Evaluations.

7.3 The Strategic Plan Monitoring and Reviews:

The implementation of the MEAL framework will ensure strong monitoring, evaluation, accountability, and learning, which are critical to the success of the strategic plan implementation. The MEAL unit and ADS Secretariat will be trained on fundamental skills and tools that will enable them to design and use MEAL systems, as well as collect, analyse, and use MEAL data. The MEAL unit will ensure MEAL systems are strong, data generated is timely and accurate, and the MEAL system is reviewed periodically to make it relevant to the changing operational context.

The MEAL unit will use the following approaches to monitor and review the implementation of the Strategy:

- i. **Periodic Reviews and Analysis:** The MEAL unit will spearhead semi-annual review meetings targeting strategic stakeholders. This activity will involve the ADS Secretariat, ADS Regions, community beneficiaries, donors, government agencies and other

stakeholders. The ongoing reviews and analysis of the activities will be encouraged to ensure that they correspond to the strategy implementation plans.

- ii. **Periodic Reporting to the ADS Board:** The MEAL unit will prepare strategy implementation status reports that will be presented to the ADS Kenya board quarterly, giving status in terms of programmes implementation, operations and resource utilization.
- iii. **Annual Strategic Review:** The MEAL unit will convene an annual forum for key stakeholders to comprehensively review the progress of strategy implementation to monitor progress, assess achievements, identify gaps, and recommend ways to address them. This will be happening during the last month of each year to provide an avenue for adjusting the ADS's work plans and budgets for the following year.
- iv. **External Audits, Mid-Term and End-Term Evaluations:** The MEAL unit, working with the finance team, will ensure that timely annual external audits are conducted while at the same time strengthening internal controls. The Mid-Term and End-Term Evaluations of the strategy will be carried out at the end of the second and fifth year of operations respectively. These strategy evaluations will endeavour to assess the level of performance of the outcomes as envisaged by this Strategy in terms of relevance, effectiveness, efficiency, impact and sustainability. The MEAL unit will institute a strategic planning forum towards the end of the planned period (October-December 2029), to inform the process and activities for the Next Plan period.
- v. **Resource Mobilization:** The ADS Kenya and ADS Regions annual plans developed during the annual strategic review meetings will be accompanied by detailed budgets. The budgets will guide ADS Kenya and ADS Regions on the required resource mobilization efforts by illustrating available resources, potentially identified funding sources and financial gaps over the year. The ADS Kenya will work closely with ADS Regions and Boards in the resource mobilization efforts.

7.4 The Strategic Plan Improvement and Learning

ADS Kenya and ADS Regions shall use MEAL results for strategy improvement and learning as critical components of the MEAL framework. By using MEAL results to identify areas for improvement, developing action plans, implementing changes, and fostering learning, ADS Kenya will create evidence-based, effective, and sustainable programs that benefit key

stakeholders and communities. The following are some key steps on how ADS Kenya and ADS Regions will use MEAL results for improvement and learning:

- i. **Identify areas for improvement:** MEAL results will be analyzed to identify areas where strategy performance can be improved. This may include looking at outcomes, identifying bottlenecks or areas of inefficiency, or analyzing data to determine which strategy components or pillars are most effective.
 - ii. **Develop an action plan:** Once areas for improvement have been identified, ADS Kenya and ADS Regions are expected to develop an action plan to address these issues. The action plan should be tailored to the specific needs and priorities of the strategic plan should include input from key stakeholders.
 - iii. **Implement changes:** The action plan will be implemented in a systematic and coordinated way, with clear roles and responsibilities for all stakeholders. ADS Kenya and ADS Regions are expected to monitor progress towards the strategic objectives outlined in the action plan and adjust strategies as needed.
 - iv. **Evaluate impact:** Once changes have been implemented, ADS Kenya and ADS Regions are expected to monitor the impact of these changes on strategic plan outcomes. This may include using Key Performance Indicators to track progress towards program goals or conducting additional monitoring and evaluation activities.
- 5) **Foster learning:** ADS Kenya and ADS Regions are expected to create a culture of learning that values feedback, reflection, and continuous improvement. This may involve sharing MEAL results with key stakeholders, encouraging feedback and input, and creating opportunities for learning and knowledge exchange.

APPENDICES

Appendix 1: Implementation Matrix

See excel file Implementation Matrix for Pillars 1-3

Pillar 1: Transformational Programs

Strategic Goal: Improve livelihoods, health and nutrition outcomes, and resilience to climate change risks and provide effective response during emergency

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Community Development	Livelihoods and economic empowerment of households and individuals	1. Support community initiatives in value chains addition	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	Program Manager; Community Development Coordinator; MEAL Coordinator
		2. Develop training guides, manuals & IEC materials	X				X				X				X	X							
		3. Promote reliable savings and credit schemes	X																				
		4. Support financial education programs and creation of start-up funds	X				X				X												

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		5. Acquisition and enhancement of Knowledge and skills		X																			
		6. Create green Jobs by accessing carbon markets					X				X												
	Enhance food security and nutrition security at household level	7. Promote food processing, preservation and storage	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		8. Conduct nutrition education programs and awareness creation at community level	X				X				X				X	X							
		9. Support agricultural and livestock production projects	X							X													
		10. Support climate smart farming/agriculture		X			X								X				X				
		11. Develop strategic partnerships, collaborations	X		X			X		X		X											

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		and linkages with line ministries																					
		12. Promote diversification of food sources			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Strengthen integrated health services at various communities	13. Establish and strengthen primary health care facilities	X	X	X	X	X	X	X	X	X	X	X										
		14. Conduct health education campaigns and programs			X			X			X						X				X		
		15. Support operationalization of Universal Health Care (UHC) initiatives	X							X			X			X			X			X	
		16. Support health social audit at county and national level	X							X			X			X			X			X	
		17. Establish effective health referral networks		X			X							X			X			X			
		18. Support awareness on lifestyle diseases (Communicable and non-communicable diseases)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		19. Help young people tackle social, health, and psychological challenges, which can improve well-being and trust (education support)			X			X			X						X				X		
		20. Provide psychological and emotional care to people who have experienced abuse or other trauma (emotional support)	X							X			X			X			X			X	
	Build the capacity in emergency preparedness and response	21. Supporting Community Led Emergency Response (SCLER)	X							X			X			X			X			X	
		22. Establish Community Disaster Risk Reduction partnerships and collaboration		X			X							X									
		23. Support social protection contingency funds for	X							X			X			X			X			X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		emergency response e.g. Safety nets, feeding programs, cash transfers, etc.																					
		24. Strengthen community emergency response committees		X			X						X										
		25. Coordination of emergency response activities at the 10 ADS Regions	X							X			X			X			X			X	
		26. Participate in emergency sector working groups at the National, Regional and Zonal level	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Advocacy, Lobbying and Social Mobilization	Strengthening Governance	1. Engage governments in policy reforms through research, and dissemination of policy briefs and position papers.		X			X							X			x			x			Program Manager; Peace, Youth & Advocacy Coordinator; MEAL Coordinator
		2. Provide civic education including training 120 TOT	X							X			X										

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		governance champions (Public Management Finance, Human Rights Defenders)																					
		3. Support quarterly Policy Reference Groups forums to discuss national issues including transparency and accountability, environment, peace building and healing, management of public resources		X			X						X			X			X				
		4. Conduct 10 lobbying and advocacy forums at national and ADS Regions			X			X			X						X				X		
		5. Support CSO (NCKK, Uraia, HMK, ACT Alliance, PACJA, GAM, NCD) networking forums and partnerships.				X			X			X			X							X	
		6. Support Advocacy TWG	X							X													

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		and Media forums																					
		7. Facilitate 50 citizen-led accountability forums with duty bearers at ADS Regions				X				X				X				X				X	
		8. Prepare and provide civic education for the upcoming election 2027		X				X				X				X				X			
	Enhance Peace Building, healing and reconciliation	9. Facilitate community dialogue sessions.		X			X							X			X			X			
		10. Develop training curriculum for peace champions.	X							X			X										
		11. Train 120 Peace Champions (mediators and conflict resolution facilitators).		X			X							X			X			X			
		12. Build the capacity for 60 mediators and faith leaders on alternative dispute resolution.			X			X			X						X				X		

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		13. Conduct annual review workshops for peace champions.				X			X			X			X							X	
		14. Draft and sign 6 community peace agreements in the hot spots.	X							X													
		15. Hold annual TWG on peace building, healing and reconciliation.				X				X				X				X				X	
		16. Commemorate world peace days.		X				X				X				X				X			
	Promote Gender Equality and Social Inclusion	17. Review the current status and advocate for gender-sensitive policies.		X			X							X			X			X			
		18. Raise awareness through media campaigns, and capacity building on GESI.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		19. Review and disseminate ACK Gender and	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person	
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
		safeguarding policies.																						
		20. Train 120 ADS staff and faith leaders (TOT Gender champions) on GESI				X			X			X			X								X	
		21. Train 600 faith leaders on safe church.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		22. Conduct study on GESI for ACK and her institutions.		X			X							X			X			X				
		23. Commemorate key international gender days.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		24. Support 10 workshops on gender rights and advocacy at the ADS Regions				X	X		X			X		X	X		X			X				
		25. Support GESI working group annual forums.				X			X			X			X							X		
	Participate in environmental governance	26. Conduct research on environmental governance and environmental	X	X	X	X	X	X	X	X	X													

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
	e, policy development and advocacy	policy enforcement																					
		27. Community mobilization/movement building	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		28. Capacity building of environmental protection actors/agents	X							X			X			X			X			X	
		29. Development/ review of ADSK environment policy	X							X			X			X							
		30. Facilitate research on environmental knowledge gaps		X			X							X			X			X			
		31. Conduct training on policy advocacy and influence, monitoring advocacy initiatives	X	X	X	X	X	X	X	X	X	X	X										
		32. Dissemination of research findings to relevant stakeholders			X			X			X						X				X		

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		33. Community and government engagement/dialogue on environmental governance, policy development and advocacy matters.	X							X			X			X			X			X	
		34. Policy review and analysis to develop memorandum/position papers	X							X			X			X			X			X	
		35. Increase visibility/presence in policy reference groups and network locally, nationally, regionally and internationally		X			X							X			X			X			
Youth Engagement and Capacity Development	Facilitate Youth Spiritual Growth	1.Facilitate a comprehensive spiritual gift and talent assessment for targeted youth to identify their potential gift and talents for development and placement.	X	X	X	X	X	X	X	X	X	X											Program Manager: Peace, Youth & Advocacy Coordinator; MEAL Coordinator

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		2. Start youth mentorship program to help mentees gain knowledge, learn skills, and get career advice.			X			X			X						X				X		
		3. Focus on soft skills training that improves communication, teamwork, leadership, and productivity, which can increase employability and job satisfaction	X							X			X			X			X			X	
		4. Implement spiritual mentorship, discipleship and outreach programs with Kenya Anglican Youth Organization.	X							X			X			X			X			X	
		5. Organize workshops, seminars and retreats on topical issues including Fear or Reverence for God, Sexuality, homosexuality (LGBTG+), drug		X			X						X			X			X				

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		and substance abuse, and Christian entertainment among others																					
		6. Provide youth with fellowship and worship experiences , and youth involvement in Christ's campaigns/ movements	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		7. Conduct youth Bible study : Regularly studying the Bible about the Biblical worldview either as a bedtime ritual or as dedicated time helps in spiritual growth.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		8. Nature activities : A way to get away from distractions and experience spiritual moments e.g. music making in nature, and nature adventure that includes				X			X			X			X							X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		teamwork exercises or plant identification.																					
		9. Encourage youth group discussions and sharing openly their thoughts and experiences related to spirituality.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Youth Capacity Development & Employability	10. Start a comprehensive youth capacity building program at ADS Regions	X							X			X			X			X				
		11.ADS Regions to facilitate creation of youth capacity development fund to enable youth access loan or financial facility for capacity development opportunities		X			X						X			X			X				
		12. Conduct a comprehensive needs assessment to identify the skill	X							X			X										

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		gaps and the industry requirements in the local job market																					
		13. Design and develop relevant skill development curriculums and resource materials based on the identified needs and requirements	X							X			X										
		14. Deliver the training programs through various modes such as workshops, seminars, classroom training, on-the-job training, and e-learning		X		X	X		X			X		X	X		X			X		X	
		15. Enable the youth to attend job and trade fairs, and build partnerships with local industries to enable them build a network of contacts in		X		X	X		X			X		X	X		X			X		X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person	
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
		their career fields of interest																						
		16. Providing career counselling and guidance to the trainees to help them make informed decisions about their career paths.	X		X			X		X	X		X			X		X	X			X		
		17. Connecting youth with adult mentors in church or other sectors to help them build interpersonal skills and receive guidance	X		X			X		X	X		X			X		X	X			X		
		18. Facilitate Peer and group activities by helping youth build camaraderie, teamwork, network forums, and belonging through organizing sports, recreation, teambuilding and			X			X			X							X	X			X		

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		networking activities																					
		19. Support small-scale enterprise development by helping youth develop small-scale enterprises through financial and management support, remedial education, and training tool kits				X			X			X			X								X
		20. Monitoring and Evaluation: Continuously monitoring and evaluating the effectiveness of the program and making necessary adjustments to improve the outcomes.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Promote Youth Health and Well-being	21. Promoting healthy living	x							X			X			X			X				
		22. Building and equipping youth resource centres among the 10 Regions		X			X							X			X			X			

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person	
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
		23. Organize youth medical camps focusing on wholesome wellness	X							X			X											
		24. Conduct youth training and debriefing sessions	X							X			X											
		25. Provide mental health lessons to raise awareness of mental health issues, and encourage them to seek professional support		X		X	X		X			X		X	X		X			X		X		
		26. Encourage eating well important for both short and long-term health and well-being		X		X	X		X			X		X	X		X			X		X		
		27. Encourage regular exercise to promote physical, emotional, and mental health	X		X			X		X	X		X			X		X	X		X			
		28. Encourage getting enough sleep vital for	X		X			X		X	X		X			X		X	X		X			

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		development and learning ability																					
		29. Promote the blessings of temperate, drug and substance free and stimulant free living			X			X			X							X				X	
		30. Regular Spiritual Nourishment and Meditation to help them face the future and difficult situations with greater calm and courage				X			X			X			X								X
		31. Staying active to achieve set goals, increase self-esteem, and enhance mood	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Governance and Leadership Development	32. Organize Youth mentorship program by captains of the various industries		X			X			X			X			X			X				X
		33. Create forums for youth engagement in governance and		X			X			X				X			X				X		

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		leadership matters including raising their voices to shape the society through governance and active citizenship participation																					
		34. Provide Leadership training to help youth develop key skills like time management, goal setting, public speaking, and making presentation skills.	x		x			x		X			X										
		35. Support Youth organizing a strategy to develop leadership skills in marginalized communities and also lead to social justice policy changes.		x			x			X			X										
		36. Civic development to help the youth become full members of their		X		X	X		X			X		X	X		X			X		X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		communities and take political action to strengthen the civil society.																					
		37. Prepare youth for leadership in policy advocacy.		X		X	X		X		X		X	X		X			X		X		
		38. Facilitate constructive engagement between local leaders and young people on their civic responsibilities, accountability in service delivery, and representation.	X			X			X		X			X			X				X		
		39. Youth governance: Involve youth in decision-making to promote innovation and diversity			X			X		X			X			X			X				
		40. Civic education workshops: Provide skills-based education to help youth make positive change,			X			X		X			X			X			X				

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		and connect them with local Civil Society Organizations, CBOs and people related to their area of interest																					
Environment Management and Climate Change Resilience	Green Anglican Movement with focus on tree growing, clean energy solution, proper culture of waste management and eco-theology	41.Guideline for curriculum on eco-theology for theological colleges				X			X			X			X								Program Manager; Environment & Climate Change Coordinator; MEAL Coordinator
		2. Work with mission and evangelism to conduct in-service training on eco-theology	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		3. Develop induction programme on eco-theology to church workers and leaders							X			X			X				X				
		4. Theological reflection on Creation Care																					
		5. Discipleship programme and materials					X	X															
		6. Review liturgical material to mainstream eco-theology					X																

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		7. Environmental education for in-school									X			X			X				X		
		8. Engage with ACK institutions to adopt eco-theological curriculum																					
		9. Engage with ACK agencies to adopt induction programme for church workers on eco-theology					X			X													
		10. Produce/identify reflection materials on Creation Care			X				X		X			X	X				X				
		ii. Review/collate/d develop discipleship material (bible school material).			X													X					
		12. Liaison with TEE coordinators to integrate Creation Care					X	X															
		13. Work with liturgical focal points to review the materials				X							X	X		X				X			

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		14. Work with ACK sponsored schools to strengthen environmental education																X			X		
		15. Collaboration with ecumenical and interfaith partners on growing eco-theology as a discipline in theological colleges			X								X										
		16. Disseminate or share knowledge materials e.g. Fabo learning platform, communion forest			X		X		X				X					X					
		17. Work with mainstream and social media to advance eco-theology.																					
		18. Work with KICD to mainstream eco-theology in education curriculum.																					

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
	Agroforestry and Tree Growing	19. Establishment of KFS Certified tree nurseries in the diocese, parishes and churches and grow trees			X			X			X						X					X	
		20. Create awareness/campaigns on tree growing and biodiversity conservation through, IEC Materials, campaigns and workshop																					
		21. Develop Biblical reflection resource materials for different groups in church (KAYO, KAMA, MU, Sunday school)	X							X		X					X						
		22. Develop data management tools for collection, analysis, and reporting trees growing																			X		
		23. Increase percentage of tree and forest																					

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		cover in target areas																					
		24. Adoption of protected forest areas in target regions to enhance afforestation, re-afforestation and agroforestry	X																				
		25. Establish strong partnerships and linkages with key stakeholders.																					
		26. Facilitate capacity building on tree growing, ecosystem conservation, fruit value chain, protection and restoration.																					
		27. Strengthen research and documentation.			X																		
		28. Greening of ACK institutions and Anglican homes.	X	X	X																		
		29. Model institution fruit and prayer gardens		X				X		X	X		X				X	X			X	X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		30. Initiate credible and quality carbon offset programs.				X	X		X			X		X	X	X			X	X			
		31. Advocate and lobby for environmentally friendly regulations/law – forest protection, logging ban, tree harvesting policy, Agroforestry policy				X			X			X				X			X				
		32. Support implementation of carbon credit regulation.				X			X			X										X	
		33. Participation in UN Environmental governance processes.													X								
	Promote adoption of clean energy solutions.	34. Access to knowledge on clean and affordable energy solutions													X				X				
		35. Partnership development on Clean and renewable energy																					

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		36. Build capacity on universal clean cooking among households and institutions			X			X			X												
		37. Strengthen advocacy and influence on universal energy access															X					X	
	Proper waste management.	38. Creation of system for waste segregation at source.				X				X			X			X			X				
		39. Waste management behaviour change among children, youth, community members and congregations																					
		40. Safer methods of processing waste into useful products																					
	Climate Justice Advocacy	41. Hold debates in learning institutions on climate justice.				X			X			X			X							X	
		42. Hold community																					

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person	
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
		dialogues on climate justice.																						
		43. Facilitating resilience assessment and climate risk profiling in communities.								X			X			X			X				X	
		44. Participation in County, National, Regional and Global level advocacy activities																						X
		45. Facilitate positioning on climate justice agenda (memorandum, call to action, policy brief)					X				X	X						X		X				
		46. Train 10 regions to advocate for climate smart technologies			X			X																
	Green Skills development	47. Create partnerships with training providers and colleges that provide green skills training for green jobs e.g. solar panel			X			X				X			X									X

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		installation technicians, waste management and recycling plant technicians, renewable energy plants operators, sustainability supervisors, and environmental scientists among others																					
		48. Train youth and other people on the use of green technologies and processes in production and consumption		X			X						X			X			X				
		49. Provide scholarship and sponsorship opportunities				X			X			X			X			X			X		
		50. Offer internships and volunteering opportunities for green energy skills training graduates			X			X			X						X				X		
Research and	Undertake Research	51. Conduct Research/Survey	X	X			X			X			X			X			X			X	Program Manager;

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Knowledge Management	and publish findings form learning and decision making	s and publish research findings																					Communication/ Research Officer; MEAL Coordinator
		52. Conduct One Video Documentaries and document impact stories per year	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		53. Conduct Policy Research and Analysis on thematic areas of interest and submit research papers to Government Agencies, & Parliamentary committees.		X			X			X			X			X			X				
		54. Create a centralized portal for research content from ADS, ACK and other stakeholders		X	X	X	X	X															
	Communication for development	55. 3 posts per week on social media platforms		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		56. Develop ADS social media strategy						X	X	X	X	X											
		57. Live streaming key		X			X			X			X			X			X			X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		ADS & ACK events																					
		58. Feature at least One ADS & ACK impact story on the mainstream media monthly.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		59. Host webinars fortnightly on priority developmental, policy, environmental and governance issues		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		60. Hold monthly podcasts on priority developmental, policy, environmental and governance issues		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		61.Brand ADS & ACK activities and events using various IEC and other visibility Materials.	X	X	X	X	X	X	X	X	X	X	X										
		62. Share project reports, annual reports, and impact stories	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		63. Hold staff 3 hybrid communication staff online meetings, and One on-site meeting per year		X			X			X			X			X			X			X	
		64. Establish stakeholders complain and feedback mechanism on ADS work	X	X	X	X	X	X															
		65. Develop a branding guideline booklet to standardize publicity materials for ADS regions	X	X	X	X	X	X															
		66. Channel content from ADS impact stories and programs to ACK radio	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		67. Revamp ADS Kenya and ADS regions websites	X	X	X	X	X																
		68. Organize quarterly consultative meetings with the Media Editors	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
	Innovation	69. Capacity building for users		X			X			X			X			X			X				
		70. Monitor and report on the application of new methodologies		X			X			X			X			X			X			X	
		71. Podcasts	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		72. Facilitate cloud backup for photos and videos for future reference	X	X	X	X	X	X															
		73. Utilization of social media	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Data Gathering, Analysis, Documentation and Dissemination	74. Hold annual Project review meetings at agreed venues				X				X				X				X				X	
		75. Document ADS work and programs through Videography, Publications, and Photography			X				X				X				X				X		
		76. Identify key partners to support documentation of ADS Kenya and ADS Regions' work and programs				X				X				X				X				X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		77. Conduct Quarterly training for ADS Kenya and ADS Regions' communication staff		X				X				X				X				X			

Pillar 2: Financial Growth and Sustainability

Strategic Goal: Generate, mobilize and enhance efficiency in the utilization of financial resources for self-sufficiency and sustainability of ADS Kenya and ADS Regions by 2029

			Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person	
Key Result Areas	Strategies	Planned Strategic Activities	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
Diversification of Funding Sources	Funding, Increasing Unrestricted Funds and Increasing Reserve Funds	1. Increase sources of income (donors and funding organizations) by 30% annually.				X				X					X				X				X	Program Manager; Business Development Coordinator; MEAL Coordinator; Finance Manager
		2. Increase unrestricted funds by 30% annually.				X				X					X				X				X	
		3. Increase financial reserves by 30% annually.				X				X					X				X				X	
Fundraising and Resource Mobilization	Mobilize Adequate Resources Using Holistic Resource Mobilisation Model	4. Develop a Holistic Resource Mobilization Strategy 2025-2029 to guide and strengthen management and Board's efforts in generating adequate resources for the implementation of the ADS Kenya strategic plan	X	X	X	X																		Program Manager; Business Development Coordinator; MEAL Coordinator; Finance Manager
		5. Hold Resource Mobilization Training Workshop to transfer resource mobilization knowledge and skills to ADS Kenya and ADS					X	X	X	X														

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		Regions Boards, management, and staff.																					
		6. Strengthen existing and establish new strategic partnerships and consortiums with donors, strategic partners and technical organizations nationally and internationally.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		7. Enhance ADS Kenya and ADS Region's Relevance		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		8. Building ADS Kenya and ADS Region's Credibility		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		9. Building Strategic Relationships		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		10. Increasing ADS's Visibility		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
		11. Develop a Proposal Development plan and start writing and submitting proposals to various donors and funding organizations		X		X		X		X		X		X		X		X		X		X	

Pillar 3: Organizational Strengthening

Strategic Goal: Improving efficiency and effectiveness of ADS Kenya and ADS Regions by developing and implementing robust governance and management systems leading to organizational growth and development by 2029

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Governance and Operations	Strengthening Governance and Operational Capacity of ADS Regions	1. Develop or review and update governance documents including Board charter, Articles of incorporation, bylaws and governance policies to communicate how the organization is governed.	X	X	X	X																	ADS Kenya Executive Director; ADS Regions Executive Directors; ADS Kenya Board; ADS Regions Boards
		2. Conduct Organizational Capacity Assessment (OCA) of ADS Regions	X	X	X	X	X	X	X														
		3. Develop and implement organizational capacity strengthening plans for each ADS Region					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		based on the OCA findings.																					
		4. Facilitate the recruitment of additional Board members with relevant skills and experience in corporate governance, resource mobilization, partnership development, marketing and organizational development etc.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		5. Induction and training of Board members to enhance oversight, financial stability and organizational sustainability of ADS Regions.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		6. Define and communicate policies for appointing and selecting board members, and other	X	X	X	X	X	X	X														

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		governing roles, transparent and clear to ensure fairness, accountability, and transparency; and compliance with existing legal requirements																					
		7. Develop organizational structures (Figure 2 & 3) that meets the needs of the organization and the communities/people served			X	X																	
		8. Improve organizational capacity in areas of Advocacy, Research, Analysis and Networking Capacities		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
		9. Build Trust and credibility among key stakeholders including donors, County Government, National Government, NGOs			X	X	X	X	X	X	X	X											

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		and other stakeholders.																					
		10. ADS Regions Boards to conduct annual self-evaluation and share the report with ADS Kenya and discuss the findings on what more the Boards can do to govern the organizations effectively.				X				X				X				X				X	
		11. Use the key performance indicators to hold the management team accountable for periodic reporting.				X				X				X				X				X	
Organizational Documents, Policies and Systems	Development of ADS Kenya Priority documents, Policies and Systems	12. Review and update existing documents, policies and procedures: Harmonize ADS Human Resource policy with Provincial HR Policy, finance management policy, procurement policy, MEAL strategy, ADS Kenya Board charter	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ADS Kenya Executive Director; ADS Regions Executive Directors; ADS Kenya Board; ADS

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		(2017 edition), and Governance Guidelines.																					Regions Boards
		13. Develop new policies and procedures: program management policy, communication strategy, staff health and safety policy, fundraising and resource mobilization strategy/financing strategy, multi-year financial plan, staffing and recruitment policy, staff compensation and benefits policy, risk management and compliance policy, fraud and corruption prevention policy, safeguarding policy (prevention of sexual exploitation, abuse, and harassment) (PSEAH), performance management policy and system, staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		code of ethics, and partnership policy, gender equity and inclusion policy, Community consultation and engagement strategy.																					
Participation in Kenya's 2027 Election Process	Strengthen ADS Kenya capacity in Kenya's 2027 Election Process Monitoring and Advocacy	14. Train ADS Kenya 70 (47+23) National Election Monitors and Peace Champions						X	X	X	X	X	X	X									ADS Kenya Executive Director; ADS Regions Executive Directors; ADS Kenya Board; ADS Regions Boards
		15. Hold National Election Conference and Dialogue with key stakeholders including IEBC, NCIC, EACC, Political Parties, Judiciary, Parliament, KHRC, CSOs, Senior Religious Leaders, FBOs and Government on the best practices in the management of Kenya's General Election August 2027.										X											

Key Result Areas	Strategies	Planned Strategic Activities	Year 2025				Year 2026				Year 2027				Year 2028				Year 2029				Responsible Person
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
		16. Hold Continues Consultations and Engagement with key election stakeholders resolving emerging election management sticky issues as the country moves towards the General Election in August 2027.						X	X	X	X	X	X	X									
		17. Kenya's 2027 General Election Monitoring and Civic education to empower ADS Regions, Christians and like-minded organizations on election preparedness, effective monitoring and evaluation of the Kenya election process.							X	X	X	X	X	X									

Appendix 2: Summary Five-Year Budget 2025-2029

Transformational Programs	2025 KES	2026 KES	2027 KES	2028 KES	2029 KES	Total
Community Development	61,842,614	77,303,268	96,629,085	120,786,356	150,982,945	507,544,268
Advocacy, Lobbying & Social Mobilization	22,488,223	28,110,279	43,922,311	54,902,889	184,561,551	333,985,253
Youth Engagement & Capacity Development	22,488,223	43,922,311	54,902,889	184,561,551	54,902,889	360,777,863
Environment & Climate Change	42,165,419	52,706,774	65,883,467	82,354,334	102,942,917	346,052,911
Research & Knowledge Management	28,110,280	35,137,849	43,922,311	54,902,890	68,628,612	230,701,942
Pillar 1 (72% Of Overall Budget)	177,094,759	237,180,481	305,260,063	497,508,020	562,018,914	1,779,062,237
Financial Sustainability						
Diversification of Funding & Increased Reserves	25,299,251	31,624,064	39,530,080	49,412,600	61,765,750	207,631,745
Holistic Resource Mobilization Model	16,866,168	21,082,710	26,353,387	32,941,734	41,177,167	138,421,166
Pillar 2 (14% of Overall Budget)	42,165,419	52,706,774	65,883,467	82,354,334	102,942,917	346,052,911
Organizational Strengthening						
Governance & Operational Capacity of Regions	28,110,279	35,137,849	43,922,311	54,902,889	68,628,611	230,701,939
Development of Policies & Systems	14,055,140	17,568,925	21,961,156	27,451,445	34,314,306	115,350,972
Pillar 3 (14% of Overall Budget)	42,165,419	52,706,774	65,883,467	82,354,334	102,942,917	346,052,911
Annual & Consolidated Budget	261,425,597	342,594,029	437,026,997	662,216,688	767,904,748	2,471,168,059

Appendix 3: ADS Kenya Strategic Planning Workshop Participants

Name	Position	Location	Mobile Contact	Email
1. Bwibo Adieri	Executive Director	Nairobi	0717-404167	bwibo.adieri@adskenya.org
2. Charles Macharia	Program Manager	Nairobi	0722-615902	macharia@adskenya.org
3. Charles Mugo Muchira	Finance Manager	Nairobi	0720-898908	charles@adskenya.org
4. Rev John Mark Oduor	Director Of Missions	ADS Nairobi	0722-780846	oduorjm@gmail.com
5. Wilberforce Wangalwa	Director Education & Training	Nairobi	0722-865687	education_@ackenya.org
6. James Kitheka	Member	Nairobi	0796-815357	kithekajames05@gmail.com
7. Onesmus Dadi Mwaggona	Programs Manager	ADS Pwani	0722-659283	omwaggona@adspwani.or.ke
8. Claudia Annebell Andeso	Member	Western	0708-111432	andesoclaudia@gmail.com
9. Joyce Mwangi	Communication Consultant	Nairobi	0784-257127	joycemwangick@gmail.com
10. Eva Chebet	Program Coordinator	Nairobi	07139-85122	echebet@adswestern.org
11. Fredrick Owuor Odinga	Environment Coordinator	Nairobi	0727-331030	odingaf@adskenya.org
12. Martin Mbuchi	Member	Nairobi	0716-552835	martinmbuchi@gmail.com
13. Dixon Andiwa	Communication Officer	Nairobi	0710-947195	dixon@adskenya.org
14. Sabdio Galgallo Mamo	Member	Marsabit Diocese	0729-639315	sabdiogalgallo1997@gmail.com
15. Grace Maghanga	Member	Pwani	0740-278405	gracemaghanga48@gmail.com
16. Micheal Njagi	Programs Manager	ADS Mt. Kenya	0724-879392	njagimichael@adsmke.org

Name	Position	Location	Mobile Contact	Email
17. Steve Nyiki	Project Coordinator	ADS –Central Rift	0727-617688	stevenyiki@adscentralrift.org
18. Rev Carolyn Kiarie	Reverend	Thika	0700-553891	carolynnewkiarie@gmail.com
19. Bwibo Adieri	Executive Director	Nairobi	0717-404167	bwibo.adieri@adskenya.org
20. Rev Lydia Muithya	Reverend	ADS-Eastern	0722-286950	lmuthya@adseastern.org
21. Bentah Ochieng	Programs	St. John's -Pumwani	0742-778732	bachieng@sjccpumwani.org
22. Dorcas Mulwa	Administration	Nairobi	0733-699915	dorcas@adskenya.org
23. Faith N. Bosire	Administrative Assistant	Nairobi	0768-304746	fainyaboke99@gmail.com
24. Evans M. Isaboke	Lead Consultant	Nairobi	0722-644576	evansm@codeipafrica.com emisabok700@gmail.com

Appendix 4: Strategic Plan Review and Validation by Program Committee and Board

Program Committee Members Strategic Plan Review and Feedback on 19 th November 2024, ADS Office Nairobi			
Name	Position	Mobile Contact	Email
1. Samuel Omondi Ochieng	Chair	0722 447 588	sam@ads_nyanza.org
2. Dr. Norman Kiambi	Member	0722 811 862	Norman.kiambi@gmail.com
3. Dr. John Ong'ech	Member	0722 282 449	ongechjohn@gmail.com
4. Bwibo Adieri	ADS Executive Director	0717 404 167	bwibo.adieri@adskenya.org
Governance Board Strategic Plan Review, Validation, and Approval on 26 th November 2024, Watamu Malindi			
Name	Position	Mobile Contact	Email
1. Rt. Rev. Joseph Kibucwa	Chairman	0721 552 511	ciriku@yahoo.com
2. Mr. Bwibo Adieri	Secretary	0717 404 167	Bwibo.adieri@adskenya.org
3. Rt. Rev. Professor Joseph D. Galgalo	Member	0710840388	ackpsoffice@ackkenya.org
4. Rt. Rev. Julius Karanu Gicheru	Member	0733-263 547	juliuskaranu@yahoo.com
5. Samuel Omondi Ochieng	Member	0722 447 588	sam@ads_nyanza.org
6. Dr. Norman Kiambi	Member	0722 811 862	Norman.kiambi@gmail.com
7. FCPA Wycliffe F. Temesi	Member	0722 526 868	Wycliffe.temesi@gmail.com
8. Jemimah W. Kiarie	Member	0722 817 771	wkiliwakimu@gmail.com
9. Professor William Otiende Ogara	Member	0721 975 136	Wo.ogara@gmail.com

Appendix 5: ADS Kenya Board of Directors and Senior Management Team,

Name	Position	Mobile Contact	Email
1. The Most Rev. Dr. Jackson Ole Sapit	Patron	0722 373 934	archoffice@ackkenya.org
2. Rt. Rev. Joseph Kibucwa	Chairman	0721 552 511	ciriku@yahoo.com
3. Mr. Bwibo Adieri	Secretary	0717 404 167	Bwibo.adieri@adskenya.org
4. Rt. Rev. Professor Joseph D. Galgalo	Member	0710840388	ackpsoffice@ackkenya.org
5. Rt. Rev. Julius Karanu Gicheru	Member	0733-263 547	juliuskaranu@yahoo.com
6. Samuel Omondi Ochieng	Member	0722 447 588	sam@ads_nyanza.org
7. Dr. Norman Kiambi	Member	0722 811 862	Norman.kiambi@gmail.com
8. FCPA Wycliffe F. Temesi	Member	0722 526 868	Wycliffe.temesi@gmail.com
9. Jemimah W. Kiarie	Member	0722 817 771	wkiliwakimu@gmail.com
10. Professor William Otiende Ogara	Member	0721 975 136	Wo.ogara@gmail.com
11. Dr. John Ongech	Member	0722 282 449	ongechjohn@gmail.com
ADS Kenya Senior Management Team			
Name	Position	Mobile Contact	Email
1. Bwibo Adieri	ADS Executive Director	0717-404167	bwibo.adieri@adskenya.org
2. Charles Macharia	Program Manager	0722-615902	macharia@adskenya.org
3. Charles Mugo Muchira	Finance Manager	0717-404167	bwibo.adieri@adskenya.org



A Green Anglican champion participates in a tree planting activity.



Primary school pupils participate in tree planting exercise at Kisargei Primary school in Laikipia North Sub-county.



A group of women try out a chaff cutter machine donated under a project.



Farm production with farming startup kits.



Community members prepare their farm for planting.



Youth receive start up kits.



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