ADS - WESTERN REGION
Wholesome & dignified life

ANGLICAN DEVELOPMENT SERVICES WESTERN (ADSW)

STRATEGIC PLAN 2020 – 2024

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Wholesome & dignified life

ANGLICAN DEVELOPMENT SERVICES (ADS) WESTERN

KEY MESSAGES

1. We are a reputable faith-based organization with a track record of achieving sustainable results at relatively low cost and are highly effective at serving people of all faith in the four counties in Western Kenya and their environs.
2. Our Main strategy is to mobilize groups, empower communities and build Capacity of beneficiaries for improved livelihoods.
3. Our strategic priorities are; Climate Change Resilience and Adaptation, Food and Nutrition Security, Advocacy and Governance, Healthcare and Social Protection and Organizational Development.
4. Finally, we are constantly seeking new partners and collaboration, diversifying our sources of income and actively developing our own local resources to ensure sustainable development

FOREWORD

On behalf of the Board and Management of Anglican Development Services Western (ADSW), I am pleased to present the ADSW Strategic Plan for the period of 2020-2024. This plan outlines the strategic goals and objectives that have been identified to help ADSW realize its full potential and better fulfill its vision of contributing to a sustainable, holistic and God-fearing society.

This process of formulating a new strategic plan has given us the opportunity to appreciate our past successes and challenges and put forward strategies for our developments not only in response to changing needs but also as active ambassadors of Christ. It is formulated through a careful analysis of ADSW`s operations.

The key strategic themes are: Climate Change Resilience and Adaptation, Food and Nutrition security, Advocacy and Governance, Healthcare and Social protection and Organizational Development. In addition, there is a focus on improvement of structures, policies, processes and systems enabling ADSW attain sustainable growth and holistic development.

The achievement of the desired objectives in this Strategic Plan is dependent on great corporate focus from the church leadership and the entire church fraternity and calls for commitment and change of mindset among ADSW staff. I therefore call on the management and members of staff to work together to effectively take ADSW to greater heights.

As with any plan, we are fully alive to the fact that challenges will arise. However, I am confident that with God, this solid plan shall effectively take its course and that God's name will be glorified.

As a Board, we are fully committed to implementing the clearly articulated goals in this Plan. We undertake to work with all stakeholders to continuously develop appropriate policies and to meet the needs of the less privileged in the society.

We thank our Almighty God, who has brought us this far.

Rt. Rev. Dr. Timothy Wambunya,
Chair, Board of Directors.

EXECUTIVE SUMMARY

The Anglican Development Services, Western Region is a Faith-based development organization formed on January 6th 1997 as Anglican Church of Kenya - Western Region Christian Community Services (ACK-WRCCS). It was however rebranded in 2014 giving its current name of Anglican Development Services (ADS)-Western limited in the context of a national realignment within the Anglican Church of Kenya (ACK). ADS Western has worked with community groups in Vihiga, Kakamega, Busia and Bungoma since inception in 1997 with the aim of realizing sustainable development. This has been made possible through building partnerships with communities and other relevant stakeholders. Currently, the total coverage area of ADS-W is estimated to be 8,435 sq. km with an estimated population of over 5,013,873 according to the 2019 census (GoK, 2019). In her socio-development model, ADSW embraces problem identification, problem solving, capacity building and informed decision making as tools for community empowerment. This enables the targeted population to think critically and find solutions to their own problems.

This strategic plan (2020 - 2024) provides for accelerated and effective implementation of community development programs and the establishment of effective institutional framework for service delivery to the communities. Greater emphasis is placed on continuous awareness creation, promotion of new technologies, change of attitude and mindsets, capacity building, development of community structures and continuous lobbying and advocacy in order to achieve sustainable development. In the ensuing period, ADS-W shall operate under five key thematic areas as follows: Food and Nutrition Security; Environment, Climate Change Adaptation and Resilience; Healthcare and Social Protection; Governance and Advocacy; and Organizational Development.

THIS PLAN IS TRUNCATED AS FOLLOWS:

Section 1: Background
This section details the process of developing this strategic plan, organizational information and the achievements of ADSW in the course of implementing the previous strategic plan.

Section 2: Context Analysis
This section captures an analysis of the ADS Western's operating environment, both internal and external. The SWOT model has been used to analyze the internal environment while the PESTEL model has been used for the external environment.

Section 3: Strategic framework and Theory of Change
This section captures ADS Western theory of change for the ensuing period in line with the vision, mission and core values of the organization.

Section 4: Strategic Focus
This section gives a highlight of the five thematic areas that form the strategic interventions of ADS Western.

Section 5: Stakeholder Analysis
This section details various stakeholders that ADS Western anticipates to interact with, in line with the thematic areas.

Section 6: Strategic Actions:
This section breaks down the strategic focus areas into their respective goals and objectives.

Section 7: Strategic Approaches to Social Development:
The section captures what ADS Western considers to be guiding approaches to social development.

Section 8: Logical Framework –
The logical framework section details further breakdown of objectives into output and activities with the attendant monitoring mechanism.

Section 9:
Organizational Development Indicators - the focus in this section is the internal changes anticipated in terms of systems and structures that will enhance efficiency and effectiveness.

Section 10:
Financial Projects – This section gives financial projects

LIST OF ABBREVIATIONS

ACK-WRCCS	Anglican Church of Kenya - Western Region Christian Community Services
ADSW	Anglican Development Services Western Region
ATVET	Agriculture Technical Vocational Education and Training
CBC	Competency Based Curriculum
CBOs	Community Based Organizations'
CF	Community Facilitators
CRS	Catholic Relief Services
CSA	Climate Smart Agriculture
GAP	Good Agriculture Practices
GIZ	German Corporation for International Cooperation
CSOs	Civil Society Organizations'
ED	Executive Director
FBOs	Faith Based Organizations'
KALRO	Kenya Agricultural Livestock Research Organization
MAED	Market Analysis and Development
MCH	Maternal Child Health
MWENDO	Making Well-informed Efforts to Nurture Disadvantaged OVC
OVC	Orphans and vulnerable children
PESTEL	Political Economic Social Technological Environmental and Legal Processes
PLWHs	People Living With HIV/AIDS
PM	Program Manager
PM&E	Participatory Monitoring and evaluation
PO	Project Officers
POP	People Own PLWHAs People Living with HIV /AIDS
PWD	People Living with Disabilities
TVET	Technical Vocational Education and Training

LIST OF FIGURES

Figure 1: ADS Western Coverage 2
Figure 2: Poverty Incidences in ADSW Region 9
Figure 3: Participation in budget processes 17
Figure 6: Strategic Focus Areas 24
Figure 7: Stakeholder Map 26
Figure 8: People Led Approaches 29

LIST OF TABLES

Table 1: ADSW Area Coverage 3
Table 2: SWOT Matrix 7
Table 3: The PESTEL MATRIX 11
Table 4: Drivers of change and goals 14
Table 5: Theory of Change Table 16
Table 6: Log Frame Table 34
Table 7: Organizational Goals 51
Table 8: Financial Projections 54

TABLE OF CONTENTS

KEY MESSAGES	i
FOREWORD	ii
EXECUTIVE SUMMARY	iII
LIST OF ABBREVIATIONS	v
LIST OF FIGURES	vi
LIST OF TABLES	vii
1.0 BACKGROUND	**viii**
1.1 INTRODUCTION TO ADS-W STRATEGIC PLANNING PROCESS	1
1.2 ABOUT ADS WESTERN	1
2.0 CONTEXTUAL ANALYSIS	**6**
2.1 INTERNAL CONTEXT	7
2.2 EXTERNAL CONTEXT	8
3.0 STRATEGIC FRAMEWORK & THEORY OF CHANGE	**13**
3.1 DRIVERS OF CHANGE AND GOALS	14
3.2 THEORY OF CHANGE	15
3.3 VISION, MISSION AND CORE VALUES	17
4.0 STRATEGIC FOCUS	**18**
5.0 STAKEHOLDER ANALYSIS	**20**
5.1 STAKEHOLDERS MAP IN STRATEGIC PLAN DELIVERY	21
6.0 STRATEGIC ACTIONS	**22**
6.1 STRATEGIC GOAL 1: CLIMATE CHANGE ADAPTATION AND RESILIENCE	23
6.2 STRATEGIC GOAL 2: FOOD AND NUTRITION SECURITY	23
6.3 STRATEGIC GOAL 3: HEALTHCARE AND SOCIAL PROTECTION	24
6.4 STRATEGIC GOAL 4: ADVOCACY AND GOVERNANCE	26
6.5 STRATEGIC GOAL 5: ORGANIZATIONAL DEVELOPMENT	27
7.0 ADSW STRATEGIC APPROACHES TO SOCIAL DEVELOPMENT	**28**
7.1 PARTICIPATORY DEVELOPMENT	29
7.2 CAPACITY BUILDING	29
7.3 VALUE CHAIN DEVELOPMENT	30
7.4 HEALTH AND SOCIAL PROTECTION	30
7.5 ADVOCACY	31
7.6 CONSORTIUM DEVELOPMENT	31
7.7 PARTICIPATORY MONITORING AND EVALUATION PROCESS	32
7.8 MARKET ANALYSIS AND DEVELOPMENT (MAED)	32
8.0 LOG FRAME	**33**
9.0 ORGANIZATION DEVELOPMENT INDICATORS	**55**
10.0 FINANCIAL PROJECTIONS	**58**

1.0 BACKGROUND

1.1 INTRODUCTION TO ADS-W STRATEGIC PLANNING PROCESS

This Strategic Plan was developed in 2019 through a participatory process involving ADS-W Board of Directors, Management, Staff and stakeholders guided by ZETEK consultancies. This all-inclusive process was aimed at creating ownership of the new strategic direction by all the organization stakeholders enabling them to support its implementation.

The plan is anchors on the Mission, Vision and core values of ADS-W. The strategic planning process enabled ADS-W to review its past and present performance based on the preceding strategic plans, re-define its purpose and establish realistic goals and objectives consistent with its core values, vision and mission. Hence the process has enabled the identification of short, medium, and long-term objectives to be achieved and the strategies of achieving them. It is worth noting that the strategy development process was preceded by a comprehensive organizational assessment (OCA) of ADS-W . The OCA outputs informed a number of issues that have been captured in this strategy.

Finally, the strategy development was also guided by a comprehensive situational analysis of ADS-W operating environment including the changing context and role, relevance and competitive advantage of ADS-W.

1.2 ABOUT ADS WESTERN.

The Anglican Development Services Western Limited (ADSW) is a faith-based development organization whose aim is to facilitate poor rural communities in Western Kenya to realize sustainable development. It is the development arm of the six (6) dioceses of the Anglican Church of Kenya Western Region: Bungoma, Butere, Katakwa, Maseno North, Mumias and Nambale.

The organization was registered as a Company Limited by guarantee without share capital in 1997 and is currently called Anglican Development Services Western Limited (ADSW Ltd).

ADSW primarily implements development projects in the four counties of Western Region namely; Vihiga, Kakamega, Bungoma and Busia as well as their environs. The total coverage area of ADSW is estimated to be 8,435 sq.km with an estimated population of 5,013,873 according to the GOK, 2019 census.

ADS WESTERN COVERAGE

Four Counties

KAKAMEGA, BUNGOMA, VIHIGA AND BUSIA

Area Coverage:
8,435 sq, km

Population:
3.276.348

Figure 1: ADS Western Coverage

The project areas are described as follows;

Table 1: Description of ADSW Area of Coverage

PROJECT AREA	CHARACTERISTICS
KAKAMEGA COUNTY	Sugar belt area. Has high population with 90% of the households depending on sugarcane farming as a cash crop and maize as the main food crop for their livelihood with averagely 1.5 acres for small scale holders and an average of 10 acres from large scale holders. Kakamega forest is a landmark feature with a coverage of approximately 24,798 hectares. Another landmark is the "Crying stone" which is a major tourist attraction within the Western Kenya circuit.
BUNGOMA COUNTY	Combines Mountainous and lowland areas with rich soils, though very low productivity per unit area. Agriculture is the main economic activity in the county with sugar cane, maize, coffee, beans, Irish potatoes and vegetables constituting the main crops that are cultivated. Dairy farming is also practiced widely. Mt Elgon area suffers perennial land disputes and landslides.
BUSIA COUNTY	Lake Area. Has large parcels of land with sand and infertile soils. Busia is ranked among the poorest counties in Kenya with over 50% of its adult population being illiterate, high levels of malnutrition and high HIV Prevalence. The major agricultural activities practiced include crop production mainly cassava, sorghum, maize, groundnuts, mangoes as well as fishing. The area experiences flooding perennially, especially in Budalangi area.
VIHIGA COUNTY	Hilly landscape area. Has high population density per square kilometer with 90% of the households depending on maize farming for their livelihoods with an average land size of 0.25 acres. 60% of the farm plots are rocky and hilly. Eucalyptus trees are popularly grown for cash in the wetland areas. The Maragoli tropical rain forest is a landmark feature covering a total area of 4,160.9 hectares.

1.3 ADSW ACHIEVEMENTS

The following key achievements have been realized by ADSW through the execution of previous strategic plans:

FOOD AND NUTRITION SECURITY

1. ADSW reached 52000 Beneficiaries in Kakamega, Busia and Bungoma counties in Maize, beans, dairy, Irish potatoes, Fodder and passion value chains. There were improved incomes by 25% and yields by 30% among the targeted beneficiaries through value chain development.
2. Enhanced resilience through Conservation Agriculture by 2000 farmers in Samia, Teso south and Butula sub counties, in Busia County leading to improved yields of averagely 8 bags per acre from 5 bags per acre; 60% of households had a Food Expenditure Share of spending less than 50% of their total expenditures on food. Similarly, through Good Agriculture Practices, there was increased yield in Kakamega County from 8 to 13 bags.
3. ADSW supported production of 6,000 MT of grain safely stored through Hermetic Storage Technology (HST) initiative in Kakamega county. 4800 farmers were linked to artificial insemination. This improved milk production from averagely 5 to 10 liters per day.
4. ADSW was part of the Agriculture and Nutrition Task Forces that developed the Kakamega Nutrition action plan 2018-2022 and Busia Nutrition Action Plan 2019-2023. Through Lobbying and Advocacy, ADSW influenced development of the Agricultural Extension policy and health policy for Busia County and lobbied for allocation of 10% of budget to Agriculture as per recommendation of Malabo Declaration. ADSW also influenced inclusion of PWDs in County jobs and the Chair of PWD was appointed a village administrator in Busia County.

HEALTHCARE AND SOCIAL PROTECTION

1. Improved access to healthcare for OVCs and their caregivers especially the CLHIV & PLHIV by 50%. Towards the 1st 95 guidelines; 99% know their HIV status, 2nd 95% having 100% linked to ART and 3rd 95 % with 78% viral load suppression
2. A total of 7,664 OVCs and their families have increased access to health and social services through community resilience support to OVC, routine service provider functionality and their rights-based engagement with duty bearers. 6000 OVCs received age appropriate and quality services including HIV Services, referrals and linkages to essential services for OVC through integration and coordination with other sectors.
3. Strengthened child welfare and protection structures and systems for effective response through supporting counties GOK monitoring and management information for OVC, coordination of care across service providers for quality services to OVC within the context of Case management.
4. ADS Western in partnership with Samia Sub county Ministry of health department has also reached a total 4280 fisher folks with various interventions to promote the adoption of HIV prevention behaviors' and service uptake.
5. HTS screening and referral to HIV testing services; facilitated linkages to care and prevention services and support services to promote use of, retention in, and adherence to care has been strengthened.
6. Information, education and skills development to reduce HIV risk and vulnerability; correctly identifying HIV prevention methods, adopting and sustaining positive behavior change and promoting equity and supportive norms and stigma reduction has been mainstreamed.

CLIMATE CHANGE ADAPTATION AND RESILIENCE

1. ADS Western has helped institutional climate change in Vihiga by supporting the process of developing the Vihiga Climate Change Fund; through lobbying and awareness raising ADS Western has managed to mainstream climate change in county budgeting in Nandi and Kakamega counties which set aside KES 5million each in a supplementary budget in 2019 as a result of ADSW influence through the Lake Region Economic Block (LREB), Climate Change Governance (CCG) project.
2. ADS western built the capacity of 50,000 farmers around Kakamega forest Ecosystem within Nandi, Kakamega and Vihiga County on Sustainable land and forest management resulting in 3,400 hectares of degraded lands under conservation and 5,872 hectares under participatory forest management.
3. Through Networking and partnerships, ADS Western has built the capacity of the county environment technical committee on climate change. Stakeholders within the environment management have been mapped and sensitized on climate change.

ADVOCACY AND GOVERNANCE

1. ADS western facilitated the creation of political space for 50 CSOs in realizing the right to adequate food and nutrition as well as empowerment of smallholder producers to access inclusive markets in Busia and Kakamega Counties.
2. Contributed to reduced social and political conflicts in Mt Elgon through dialogue initiatives.
3. Recognition and engagement with key stakeholders; awareness-raising, public engagement, mobilization and institutional strengthening in the Counties.
4. Civic education program supported and trained Civic Educators, while enhancing dissemination of Civic information in all the Four Counties of Western Region. There was improved social accountability at County and community levels as well as good governance amongst institutions in Western Kenya. The peace program also supported dissemination of policies as well as encouraging peace and harmony before and during electioneering period to curb any pre and post –election Violence.

2.0
CONTEXT ANALYSIS

ANGLICAN DEVELOPMENT SERVICES (ADS) WESTERN

2.1 INTERNAL CONTEXT

The internal context is presented below in form of Strengths, Weaknesses, Opportunities and Threats (SWOT):

Table 2: SWOT Matrix

STRENGTHS	WEAKNESS
• Strong leadership, management structure, competent and supportive staff teams • Support from the Anglican Church of Kenya and the Board of Directors • Well established governance, policies, management & operational structures up to grass root level. • Good track record of managing resources • Strong visibility regionally and nationally • Strong networks/relationships with partners	• Dependency on donor funds • Inadequate capacity to adopt to changing donor paradigms • Inadequate documentation of program implementation and impact
OPPORTUNITIES	**THREATS**
• The constitution of Republic of Kenya which recognizes civil society to work with counties on participatory development processes • Devolution fund and existence of government departments closer to the people. • The emerging needs to enhance health, food security, industrialization and affordable housing. • Opportunities that devolution present to vulnerable communities e.g. PWDS, PLWH, women, OVCs, and elderly persons. Participation in County Planning Processes.	• Change in donor paradigms leading to less resources for the voluntary sector • Corruption and misappropriation of devolved and national funds. • Polarization of society and ethnic conflicts especially during and immediately after elections. • County governments inadequately involving Civil Societies as mandated by the laws of Kenya. • Climate change and resulting weather patterns.

From this context analysis, the prioritized key issues (most pressing needs) of ADS-W include:

1. Developing innovative programmes which are able to meet the needs of our target population and mitigate challenges and threats.
2. Strategies for diversifying and attracting new funding streams.
3. To enhance resource mobilization systems to enable resourcing from development partners and also through partnership with national and county governments, citizens and religious institutions.
4. To improve overall programme delivery with adequate financial accountability, monitoring, performance management and organizational sustainability.

ADS-W also needs to maximize on existing opportunities while reducing the effects of external threats by:

1. Maximizing opportunities from devolution to deliver services to citizens. County governments currently receive significant amount of devolved resources that if well managed and prioritized would improve service delivery to citizens.
2. Building capacities of communities and institutions as national and county governments provide specific plans and budgets for social protection, growth and equity.
3. Aligning and contributing to achievement of specific areas of County CIDPs (and ADPs), Vision 2030, Medium-Term Frameworks and Sustainable Development Goals (SDGS).
4. Emphasis on adoption of climate smart practices and technologies among smallholder farmers and agro-enterprises; increasing capacity in creation of investments and business growth in climate smart value chains; supporting both mitigation and adaptation of agro-practices that aim to transform, prevent and reorient current practices to the new realities of climate change in prioritized value chains.
5. Prioritizing and engaging in Civil Society strengthening processes, by working with other stakeholders to build sustainable networks and partnership so that they can be effective in fulfilling their constitutional mandate in engaging national and county governments for effective service delivery to citizens.
6. Support counties to establish mechanisms of mainstreaming climate change in development through policy development and enforcement.

2.2 EXTERNAL CONTEXT

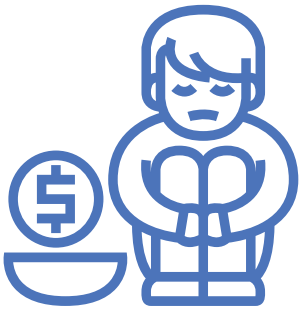
The targeted areas have various development challenges that have been highlighted by a number of reports, these include: Conflicts over resources that affect social cohesion and integration of communities such as the Inter-ethnic/clan clashes especially in Mt. Elgon; Human encroachment on environment features such as forests and rivers and apparent changes in weather patterns signified by flooding in Busia, and Landslides in Kakamega North. The Kenya poverty assessment report indicates the overall cross-cutting developmental challenges in Western Kenya are HIV and AIDs, high levels of illiteracy and ignorance, violation of human rights, poverty, gender issues, environmental challenges, and climate change and food insecurity.

2.2.1 Climate Change

The symptoms of climate change in Western are: the expanding habitat ranges of livestock and human disease causing vectors notably resulting into increased prevalence of malaria as a result of increased temperatures encouraging breeding of anopheles mosquitos, less predictable weather patterns characterized by extreme weather phenomenon such as prolonged droughts and too much precipitation likely to continue disrupting planting patterns and reduce crop yields and livestock productivity, exacerbating food insecurity and malnutrition. Water scarcity is likely to worsen compounding the already heavy burden on women and marginalized sections of society who will walk longer distance in search of the water. Extreme rainfall events leading to increased frequency and severity of floods such as those which have been frequently experienced in Busia County and which poses a risk to life, property and develop. Flooding is cyclical when rivers burst their banks during the rainy season thus leaving destruction, loss of lives and livelihoods in its wake. Parts of Kakamega (Kakamega North) suffer landslides leading to loss of property and lives as well as dwindling water sources for livelihood. Conflicts over resources that affect social cohesion and integration of communities such as the Inter-ethnic/clan Clashes especially in Mt. Elgon has been witnessed as a result of struggle for productive land. This has led to pressure on the fragile ecosystems through deforestation of Kakamega forest, Maragoli forest, as well as Mt Elgon forest coupled with inappropriate farming practices which has accelerated degradation.

2.2.2: Food and nutrition Security

Western Kenya's agricultural sector is characterized by small-scale farms. Smallholders produce around 80 per cent of the county's food – largely for their own use. The rapidly growing population, coupled with the impacts of climate change and the scarcity of both land and water are threatening natural resources and present major challenges for Western Kenya's agricultural and food sectors. Soils are heavily depleted resulting to low productivity hence poor yields per production area. This has further exacerbated high levels of stunted growth among children, malnutrition among women and children under 5, and low Women dietary diversity. Inappropriate Agricultural practices included mono-cropping as evidenced in sugarcane growing areas of lower Kakamega, maize growing areas of upper Kakamega and Bungoma. In addition, biased county level policies and subsidies that focuses on promotion of single crop, low purchasing power among households, and inadequate awareness on nutrition in terms of consumption and food diversity are key drivers to food and nutrition insecurity. To reverse this, there is need for interventions that will ensure diversification and improved productivity so that western Kenya communities at all times have physical and economic access to adequate/sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.



POVERTY INCIDENCES

Over 60% in the region are classified as poor

Figure 2: Poverty Incidences in ADSW Region

Each of the target counties experiences different challenges thus the organization leverages these challenges with matching interventions.

2.2.3 Challenges Facing Vulnerable Beneficiaries

HIV and AIDS is the largest contributing factor to poverty in Western Region. While the majority of men and women are aware of HIV and AIDS, only a third of them perceive themselves to be at risk of contracting the virus; there exists a severe lack of awareness and prevention education coupled by inadequate medical and support services to care for citizens living with HIV and AIDS.

Low levels of literacy and education in general, impede the economic development of western region of Kenya in the current rapidly changing, technology-driven world. There are intricate relationships between socio-economic status, poverty and gender on one hand and environment on the other. The multiple exclusions communities experience on account of these variables compound their marginalization and their propensity to degrade the environment.

Other challenges include lack of adequate services reaching the most vulnerable for example cash transfers to OVCs and elderly persons, support to PWD, and PLWHs, nutrition and health programmes for children under five years, pregnant and lactating mothers, women and youth suffer the challenge of access to productive resources. Furthermore, institutions that support these groups e.g. community and self-help groups are nascent and weak and they face challenges in demanding for services. There are opportunities in enabling these target groups to access improved services from county and national government, and it is a process that ADSW has been engaged in and will continue to do so in this strategy

2.2.4 Devolution and Governance System

Devolution has created both opportunities and challenges to development planning in Kenya. Since the start of transition to devolved government in 2013, counties have continued to receive significant amounts of funds from the national government. The monies from equitable resource (25% of the national budget) is in billions of shillings and there is a strong believe that county governments were not ready and did not have adequate systems, and accountability mechanism to ensure that this huge (up to 4000% growth in incomes) allocation is expended judiciously.

The reports of corruption, misappropriation and incompetent use of funds, is the outcome of this unpreparedness. There is urgent need all over the country to ensure that adequate planning and accountability systems are put in place to safeguard every devolved coin.

Stages of Citizens Involvement In County Budgets

The Constitution of Kenya (2010) and Public Finance Management Act (2013), provides for County governments to develop accountability systems to citizens. Civil society and citizens are mandated to participate in the entire Planning, Expenditure Management cycles of counties. It is for this reason that ADSW prioritizes activities in citizens and civil society strengthening so that they are able to effectively engage county governments in participatory development process: Planning, Budgeting, Expenditure and audit.

Summary of external context (Political, Economic, Social, Technological, Environmental and Legal (PESTEL)

Table 3: The PESTEL MATRIX

Political	• Political structures and positions exist to support in channeling people's views and aspiration (MCA, MPS, Senators and representatives of target groups' representatives) • As per the constitution all county and national level decision-making must consult and receive acceptance by citizens • Devolution has brought structures of government decision making closer to the people • Recurrent ethnic conflicts in border areas is an ongoing political concern
Economic	• Devolution has brought significant amounts of money closer to the people. • The laws guiding CIDP and County Planning and budgeting Cycle provide opportunities to citizens and communities at county and national level to participate in planning and reflect their interest in economic decisions • Communities should be supported to prioritize and advocate for economic activities that will create jobs, improve incomes and safeguard against losses (e.g. post-harvest losses etc.)
Socio-Cultural	• There is a continuing trend and further emerging needs to organize communities and interest groups to enhance capacity to engage and influence county and national governments' decision making at all levels • Civil society has this clear mandate from the constitution to be part of planning process at county level but this engagement process has been lacking throughout the country because of unwillingness of governments to engage civil society. • There is need for civil society to organize itself to take advantage and maximize opportunities for engagement as provided for in the law. ADSW will prioritize and be part of this engagement and capacity development to build civil society and community associations' effectiveness at county level. • HIV/AIDS, Emerging lifestyle diseases e.g. Cancer.

Technological	• Technologies such as ICTs, improved farming practices and technologies, organic farming, transport and farm tools can help farmers meet their goals of improving production and feeding their communities amidst climate change challenges. • There are global market opportunities that farmers can benefit from but that are strictly prescriptive in terms of needs, products, quantities and quality • Challenges include lack of awareness of these innovations as well financial capacity to access and use these innovations to improve production • There is need to contribute to empowering groups to act as training and education forums; to access and share knowledge and to be set up savings and loans systems to enable individual farmers to have capacity to acquire innovations
Environmental	• Climate change and its effects on farm production is a continuing challenge all over. • Closer home, cycling flooding and landslides is a reminder of negative impact of climate change. • Farmers have not developed adequate adaptive capacity to respond to impact of unpredictability that is caused by climate change. • Over reliance on external inputs in farming e.g. fertilizers, pesticides and others make small scale farming vulnerable, expensive and unprofitable and there is need to build capacity on indigenous and home-grown solutions e.g. composting, seed bulking and storage, growing of traditional foods among others. • Degradation of natural resources such as deforestation and pollution of water sources due to population pressure pushing people to settle in risky areas such as steep slopes prone to landslides and riparian lands/lake shoes prone to erosion.
Legal & Justice	• There have been efforts in Kenya to ensure that communities can Access justice through mainstream justice systems and through promotion of alternative dispute resolution within communities and organizing legal aid clinics. • The challenge is lack of awareness on policies and capacity of groups to access justice (both mainstream and alternative) when they are aggrieved. • There is critical need at all level to create this awareness of available mainstream and alternative justice systems that aggrieved community members can use. • There is a critical need for communities to pursue their rights under the new constitution to promote citizens participation in implementation of devolution, promote social accountability at county and community level. • There is need to encourage peace and harmony before and during elections period to curb any pre- and Post-election violence.

Both the internal (SWOT) and external (PESTEL) contextual analysis highlight critical issues and challenges that must be addressed in programming and organizational development in this strategic plan.

3.0

STRATEGIC FRAMEWORK & THEORY OF CHANGE

3.1 DRIVERS OF CHANGE AND GOALS

ADS-W internal and external environments have been reviewed. A comprehensive analysis of its stakeholders and competitors has also been undertaken. Based on these analyses, the issues identified have been prioritized in terms of the impact and risk to ADS-W. See the prioritized P.E.S.T.E.L and S.W.O.T analysis above

Through the process, key drivers were identified that ADS-W strategy must address. Drivers are the key challenges that ADS-W needs to overcome and address in the new strategy if the organization is to achieve its mission.

The drivers produce specific goals to counter the implications and consequences for ADSW. The ADS Strategic Goals articulate what the organization will aim to achieve over the next five-year (2020-2024) period. They are broad and general to allow flexibility and adaptation in determining how ADSW will achieve them.

Table 4: Drivers of Change and Goals

DEVELOPMENT DRIVERS	STRATEGIC GOALS
Fragile Ecosystem impacted negatively by effects of climate change resulting into unpredictable weather patterns, flooding interloping with drought, shortage of foods and declining biodiversity	• Climate change adaptation and resilience • Food and nutrition security • Improved incomes
Vulnerability of the poorest in the society (PWDs, Orphans and Vulnerable Children (OVS) under 5, PLWHs, Aged persons, Pregnant and lactating mothers, women and youths) to climatic, socioeconomic and political shocks.	• Health and social protection for citizens. Ensure that government delivery on pledges and constitutional rights of citizens to universal health, livelihoods and safety.
Weak governance systems (runaway corruption, inadequate involvement of citizens and civil society in the affairs of counties)	• Advocacy and good governance at all levels
Inadequate capacity in resource mobilization; documentation, staff reorientation and weak communication.	• Effective and efficient organization systems

3.2 THEORY OF CHANGE

The theory of change is based on three basic assumptions of community's development programmes in Western Kenya:

a. Productivity of agriculture depends on climate; efficient and effective use of the factors of production (farmland, water, and labor); agricultural inputs (fertilizers, irrigation, seeds, and capital equipment); and farmers' skills. If this is taken into consideration then there shall be reduced encroachment into the fragile ecosystem such as forests, riparian lands resulting to reduced environmental hazards linked to climate change effects such as flooding in the lower Nzoia River zone, unpredictable weather events ,landslides and flow back from lake Victoria.

b. If citizens are made aware of opportunities from Devolution in Kenya and participaticipate in planning and implementation processes then faster development of Counties and bringing services closer to the people will be enhanced through equitable and sustainable utilization of devolved funds. It is for this reason that ADS-W wants to focus on supporting policy development, dissemination and implementation for the benefit of citizens and organizations and advocate for participatory planning and implementation processes.

c. If adequate monitoring and evaluation of land and ecosystem degradation and its impacts is done with close collaboration with Civil Society Organizations and other likeminded organization to keep track of government's commitment to implement policies, systems and funds, then the vulnerable and the marginalized populations will drive the legislation agenda in four Counties of Western Kenya and support adaptation mechanisms to climate change.

d. If ADSW builds the capacity of the vulnerable populations and facilitate their household economic strengthening initiatives together with Collaboration with stakeholders (Health institutions, donors, churches and philanthropists) for referrals and direct emergency support to these groups, then access to quality universal health care among vulnerable populations will be improved.

Table 5: Theory of Change Table

WHAT WE EXIST FOR (MISSION)	WHAT CHANGE DO WE CREATE	PLANNED OUTCOMES	GOALS	IMPACTS
To build partnerships with communities and empower them to address their needs for sustainable development	Resilience environment and adaptation to climate change	• disasters linked to climate change managed • Climate Smart Agriculture and green business opportunities rolled out • Environment and natural resources conserved	• Climate Change Resilience and Adaptation	Resilience of communities to climate change improved
	Improved land use, agricultural yields, post-harvest handling, Food safety	• Improved productivity and increased incomes.	• Food and Nutrition security	Sustainable livelihoods
	Accountability of county and national government to citizens	• Delivery of services to citizens improved • Participatory planning systems at county level achieved • Effectiveness of civil society to engage citizens, and county governments enhanced	• Advocacy and governance	Devolution creates economic, social and environmental transformation in Kenya Poverty and development indices improved
	Universal health care and social protection systems in target counties	• Greater Community Involvement in Health & social service delivery, promotion & Utilization for Community wellbeing. • Capacity of marginalized and most vulnerable group to access social protection rights enhanced • Build sustainable economic initiatives to enable HHs to meet the basic needs of their children • Strengthen referrals and linkages to essential services through coordination and integration with other sectors e.g. health, nutrition and education • Gender and Sexual based violence	• Universal healthcare and social protection for citizens	Improved access and affordability of health services among PWDS, PLWHs, Children under 5, OVCs, Youth and women significantly improved
	Effective and efficient organization systems	• Improved accountability • Increased communication • Enhanced resource mobilization • Enhanced planning and decision making • Employee development	• Organizational development	An Effective organization able to confront change and development at all fronts

3.3 VISION, MISSION AND CORE VALUES

CORE VALUES	• **Stewardship** - We ensure that our development activities are ecologically sound • **Inclusiveness -** We ensure a diverse and inclusive environment for both the staff and the community at large. • **Professionalism** - We endeavor to work in an environment that demonstrates professionalism, guided by the organizational Code of Conduct. • **Team Work -** We encourage team work thus resulting to increased productivity and unity within the staff, community and stakeholders. • **Partnership -** We maintain a co-operative stance and a spirit of openness towards other humanitarian organizations
VISION	• A sustainable, Holistic and God-fearing Society.
MISSION	• We exist to build partnership with communities and empower them to address their needs for sustainable development.
GOALS	• Climate change adaptation and resilience. • Food and Nutrition security. • Healthcare and social protection • Advocacy and Governance at all levels • Organizational Development

Figure 5: ADSW Identified Framework

4.0
STRATEGIC FOCUS

ADSW priorities are in five thematic (sectors) areas: Climate Change Adaptation and resilience; Food and Nutrition Security, Healthcare & Social Protection, Advocacy & Governance and Organization Development.

ADSW PRIORITIES

1. **Climate Change Adaptation and resilience**
   - Environmental and natural resource conservation
   - Capacity building on Climate Smart Agriculture and green business opportunities
   - Supporting the process of developing Climate Change Fund and mainstream climate change in county budgeting

2. **Food and Nutrition Security**
   - Productivity, value chain development, Diversification,
   - Climate Smart Technologies and innovations,Innovation platform behaviour change communication on nutrition diversity, E-Extension

3. **Advocacy and governance**
   - Support Civil Society Strengthening Initiatives and capacity of communities to engage county governments.
   - Build capacity of vulnerable population to benefit from devolved and targeted resouces and budgets
   - Supporting policy development and implementation for the benefit of citizens and organizations and advocate for participatory planning and implementation processes.
   - Support peace building and conflict resolution initiatives through civic education before elections to minimise post election violences

4. **Healthcare & Social Protection**
   - Support prevention treatment , care, and protection of PLWH, PWDS, OVC, children under five & elderly Persons
   - Food and nutrition interventions targeted MCH, PLWH and PWDS
   - Household economic strengthen through case plans
   - Linkages and referral systems
   - Gender and Sexual based violence

5. **Organisational Development**
   - Enhance Resource Mobilisation
   - Improve quality assurance in programme delivery
   - Improve M&E, Reporting and Communication
   - Digitisation of systems

5.0 STAKEHOLDER ANALYSIS

ANGLICAN DEVELOPMENT SERVICES (ADS) WESTERN

5.1 STAKEHOLDERS MAP IN STRATEGIC PLAN DELIVERY

ADSW will involve the following stakeholders (both Primary and Secondary) in delivery.

CLIMATE CHANGE ADAPTATION AND RESILIENCE

PRIMARY STAKEHOLDERS (BENEFICIARIES):

- FBOS, Small scale farmers, micro enterprises, cooperatives, youth , women, and PWDS,CFA, Water users Association,WRUA,
- Forest Users

SECONDARY STAKEHOLDERS:

- Traders and processors,NEEMA, Kenya Forest services KEFRI,Energy and Natural Resources,County governments,KWS,CSO, National Governemnet

FOOD AND NUTRITION SECURITY

PRIMARY STAKEHOLDERS

- SmallScale farmers, FBO,Value
- chain actors, ACK Dioceses and Province, Local Administration, Gender and Social Services department

SECONDARY STAKEHOLDERS

Ministry of Agriculture, (MOLF, Cooperatives, trade), MFIs, KEPSA, Seed and fertilizer companies, Agrovets, Ministry of Health and Nutrition, Research Institutions (MMUST), KALRO, Media, CSOs, Marketers,KBS

ADVOCACY AND GOVERNANCE

PRIMARY STAKEHOLDERS

- FBOS, Citizens organisations (Groups)
- Civil Society Organisations
- Private sector
- paralegals

- Secondary Stakeholder s:
- Development partners
- Independent Organs of government (judiciary, parliamen and senate)

HEALTHCARE AND SOCIAL PROTECTION

PRIMARY STAKEHOLDERS (BENEFICIARIES):

- FBOS, Small scale farmers, micro enterprises, cooperatives, youth , women, and PWDS,CFA, Water users Association,WRUA,
- Forest Users

SECONDARY STAKEHOLDERS:

- Traders and processors,NEEMA, Kenya Forest services KEFRI,Energy and Natural Resources,County governments,KWS,CSO, National Governemnet

ORGANIZATION DEVELOPMENT

PRIMARY STAKEHOLDERS

- SmallScale farmers, FBO,Value
- chain actors, ACK Dioceses and Province, Local Administration, Gender and Social Services department

SECONDARY STAKEHOLDERS

- Ministry of Agriculture, (MOLF, Cooperatives, trade), MFIs, KEPSA, Seed and fertilizer companies, Agrovets, Ministry of Health and Nutrition, Research Institutions (MMUST), KALRO, Media, CSOs, Marketers,KBS

6.0
STRATEGIC ACTIONS

Strategic Goal 1: Climate Change Adaptation and Resilience
Strategic objective 1: To enhance communities' adaptation and resilience to climate change indications

Issues and Challenges

- Regular flooding, landslides and land conflicts affecting large areas of Western Kenya,
- Erratic rainfall affecting overall food production systems,
- Increased deforestation for charcoal, fuel wood, and construction,
- Erosion control and poor soils' productivity,
- Pest, parasite and diseases in livestock and crops,
- Weak markets for nature-based enterprises,
- Poor shelter especially for displaced population,
- Non-participation on policy implementation by community members.

Strategic actions to Address challenges under objective 1: Climate Change Adaptation and Resilience

1. Enhance awareness and capacity of communities to Climate Change, its effects and opportunities to adapt and mitigate against it,
2. Enhance public-private partnerships in scaling up climate smart adaptation solutions across the Western region,
3. Improve value chain development of selected nature-based enterprises including access to inputs, credits and markets,
4. Improve adoption of innovative technologies in nature-based enterprises management among others,
5. Improve adoption of energy saving devices and alternative energy sources for cooking, lighting and heating,
6. Support Policy formulation and Review on Climate Change adaptation, mitigation, resilience.
7. Support rehabilitation of degraded natural resource hotspots such as the riparian lands, forests, wetlands and hills.

Strategic Goal 2- Food and Nutrition Security
Strategic Objective 2: To Improve food and nutrition security of communities in Western Region

Challenges and Issues to be addressed:

- Declining productivity of land (production per unit area)
- Increased cost of production e.g. Farm inputs, labor costs
- Post-harvest losses such as aflatoxin in grains
- Loss of biodiversity of/ in food systems,
- Loss of existing and traditional local knowledge, in farming
- Shortage of labour and/or cost of mechanizing agricultural activities,
- Competition between cash crops (e.g. sugar) and food crops,
- Crops and Livestock, pest and diseases
- Over dependence on external farm input reduce carbon stamps of production systems,
- Slow uptake of appropriate technologies e.g. climate smart agriculture, indigenous technologies,
- Inadequate policy enforcement e.g. food and nutrition security related policies. (policies that support youth and women involvement in food and nutrition security),
- Declining land sizes due to land fragmentation, population increase and urbanization,
- Increased malnutrition among children and women of reproductive age,
- Limited access to productive resources.

Strategic actions to objective 2: Food and Nutrition Security

1. Enhance value chain development of staples, poultry, dairy, horticulture and commercial fodder production (good agricultural practices and nutrition aspects), through common interest groups.
2. Stakeholder mobilization through strategic models such as innovation platforms, B2 B, where all players per value chain are brought on board.
3. Promote and build capacity of farmers on appropriate technologies and innovations e.g. Good Agriculture Practices, climate smart agriculture, meteorological weather updates, Nutrition diversification and fabrication of various labour saving technology equipment by artisans.
4. Research on related food and nutrition security including lost indigenous knowledge and disseminate relevant practices.
5. Facilitate linkage of communities to access finances/credits, markets, inputs and extension services.
6. Strengthen aggregation and marketing systems for value chains products.
7. Disseminate information and technologies (kitchen gardens, hanging gardens, hydroponics etc.) on production of safe, nutritious dense and healthy foods to the small holder farmers in line with Kenya GAP and Global GAP food safety measures.
8. Dissemination of agriculture sector policies through public participation.
9. Promote appropriate harvest and post-harvest technologies tailored for smallholders.
10. Promotion of high value crops as a means to wealth creation
11. Building competitive and sustainable seed systems.
12. Enhance resources mobilization such as village saving and loaning schemes by communities to increase their purchasing power and access to credit.
13. Support Small Medium Agricultural Enterprises in Business planning and enterprise development.

Strategic Goal 3- Healthcare and Social Protection

Strategic Objective 3: Enhance access to constitutionally protected rights to food, health, social development and empowerment for PWDS, PLWHs, and Children below 5years, OVCs, youth and women.

Challenges and Issues to be addressed:

- The Constitution has provided programmes, funds, and policies to enhance social protection to most vulnerable and marginalized population. However, a large proportion of the poor are not aware of these rights and many don't have capacity to access and to benefit,
- Citizens in these groups (PWDS, PLWHIV, CLHIV, Children, Child headed households, OVC, youth, women and elderly persons) are the most disadvantaged and poorest members of society,
- High mortality rates among children between 0-5 years, women of reproductive age (15-49),
- Low dietary diversity (knowledge, attitude and practice),
- Stigma and non-adherence to treatment,
- Sexual gender-based violence,
- Drug abuse,

- Teenage pregnancies that lead to teen mothers
- Inadequate medical supplies in health facilities,
- Poor service delivery,
- Emerging issues; Lifestyle diseases/high cost of treatment,
- Poor waste management in public facilities,
- nadequate awareness on sexual reproductive health rights (SRHR) e.g. FGM, family planning.
- Limited access to antenatal and postnatal care,
- Inadequate involvement of men in health care,
- Poor public relation in health care,
- Low capacity of medics.

Strategic actions to Objective 3: Health care and social protection

1. Support community level interventions that ensure that vulnerable population such as persons with disabilities (PLWDs), PLHIV, CLHIV, Child headed households , children under 5, teen mothers, pregnant and lactating mothers, elderly persons receive adequate nutrition and care through family, community level intervention and social protection by government (both county and national).
2. Support in creating awareness and capacity of these vulnerable populations on knowledge and skills, their rights, and existing opportunities, technologies and innovations that would improve the quality of their lives through dialogue days, workshops, case conferencing and fieldays.
3. Link vulnerable populations to social safety net programs available within the County government and other development agents.
4. Working with other stakeholders (donors, churches and philanthropists) to provide referrals and direct emergency support to these groups (e.g. health clinics and campaigns, feeding programmes targeting vulnerable population, supporting registration and education on NHIF, among others).
5. Track and monitor delivery of constitution protected rights of the vulnerable population e.g., receipt of cash transfers by OVCs, older persons, PLWHAs, PWDs and actual benefits from such transfers, birth certificates, death certificates.
6. Engage in advocacy and awareness targeting county governments, parliament and other line ministries.
7. Strengthen capacity of National & County institutions including local organization to deliver quality services.
8. Source for support of medical equipment and supplies.
9. Advocate for medical camps.
10. Dissemination of health sector policies through public participation.
11. Promote water sanitation and hygiene at household level such as water treatment, dish racks, latrines, handwashing with soap.
12. Strengthen household economic strengthening initiatives such as VSLAs, Kitchen gardens.

Strategic Goal 4- Advocacy and Governance
Strategic Objective 4: To advocate for good governance at Lake Region Economic Block (LREB), County levels and Local institutions for improved service delivery.

Issues and challenges: to be addressed:

- National and county governments currently have large amount of funds to meet the needs of citizens and vulnerable population in all sectors,
- Constitution has provision for participation of citizens and civil society in planning and expenditure management activities of counties and national government,
- Level of corruption and malpractices being reported at county and national level are alarming and requires critical push back by citizens and civil society,
- Constitution demands county governments to be fully accountable to citizens,
- Civil society hardly engaged in participatory planning processes and sometime when they are engaged it is mere a tokenism process,
- County government not demonstrating accountability to citizens as required by law,
- Lack of awareness of human rights,
- Poor public involvement and participation in devolution processes and governance structures (especially Youth and Women),
- Inadequate Dissemination and Implementation on National, LREB and County policies,
- Inadequate political goodwill,
- Poor service delivery,
- Lack of proper civic education,
- Ethnic and political intolerance
- Marginalization of groups (youths, militia groups)
- High youth unemployment.

Education

- Low literacy levels especially in public schools,
- Poor quality of education,
- Lack of participation in policy formulation, curriculum development, TVET, ATVET/ CBC implementation,
- Poor implementation of the policies,
- Poor enrolment, learner's retention and performance,
- Poor inclusion of the marginalized rural communities,
- Teenage pregnancies and child abuse,
- Low investments in school infrastructures e.g. WASH facilities,
- Poor parenting, mentorship and coaching,
- Drug Abuse.

Peace and Conflict Resolution

- Ethnic Conflicts,
- Resurgence of gangs and militia groups,
- High unemployment of youth,
- Poor civic education,
- Marginalization of some tribes,
- Divisive party-political campaigns,
- Boundary and land disputes.

Strategic action to Strategic Objective 4: Advocacy and Governance

1. Support civil society strengthening initiatives in engaging county government on service delivery and accountability of devolved funds and resources;
2. Working with civil society actors from grassroots to county level, track, monitor and report on effectiveness of County Government's service delivery to ADS-W priority sectors targeting youth, women, PWDs, PLWH, OVCs and Older Persons;
3. Mobilizing and building capacity of community to engage and participate in county planning expenditure cycles (e.g. CIDP, budgeting, implementation and audit);
4. Policy influencing, lobby, advocacy and mobilizing support;
5. Youth and women friendly initiatives and activities;
6. Media and private sector participation;
7. Civic education during pre-elections and post-election

Strategic Goal 5: Organizational development

Strategic Objective 5: Enhance effectiveness and efficiency of ADSW as interagency development institution in Western Region.

Issues and Challenges to be addressed:

- Inadequate capacity in resource mobilization;
- New staff requiring orientation;
- Inadequate documentation.

Strategic actions for strategic objective 5: Organizational development

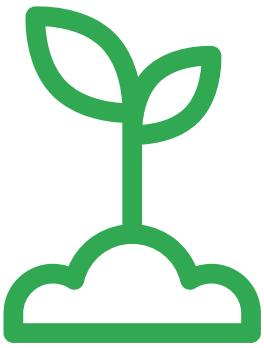
1. Enhance development networks for ADSW, within the region and beyond to ensure access to resources and quality services;
2. Improve access to unrestricted funds from a variety of sources to avoid donor fatigue and dependency;
3. Re-orient new staff on the new strategy and programmes;
4. Build skills and capacity in fund raising, monitoring and reporting and communication.
5. Develop digitized innovative systems for data management.
6. Explore ways and means of enhancing the sustainability of ADS-W

7.0

ADSW STRATEGIC APPROACHES TO SOCIAL DEVELOPMENT

7.1 PARTICIPATORY DEVELOPMENT

ADS-W is committed to participatory sustainable development that empowers communities for them to undertake problem identification, problem solving and informed decision-making. This enables the targeted beneficiaries to think critically and find solutions to their own problems.



PEOPLE LED DEVELOPMENT APPROACH

- Is the premise of ADS Work in kenya.
- Working in a 7 Programme region that cover 20 counties and approximately 15 million people in kenya

Figure 8: People Led Approaches

Lessons learned from the previous strategic plan on social development:

1. Participatory approaches are effective in social development: These approaches result in community ownership process that requires shared resources to build sustainable development.
2. That partnerships and collaborations at local level are key pillars to changing and improving the attitudes and lives of local communities. ADS-W established good working relationship and collaboration with other CSOs, national and county governments in delivering on programme and initiatives hence giving credibility to the process.
3. That collaborative planning is essential for timely achievements of project objectives leading to greater impact of projects outcomes to the communities.
4. Gender mainstreaming is key to organizational sustainability.

7.2 CAPACITY BUILDING

ADS-W focuses on strengthening the capacity of local structures for communities to effectively participate in their own development using participatory approaches for sustainable development. ADS-W will undertake capacity needs assessment of its beneficiaries and stakeholders in order to identify the critical capacity gaps that need to be bridged to facilitate the successful implementation of the proposed strategic actions. ADS-W will apply tested training and extension approaches including; demonstrations, field days, agricultural fairs, farmer to farmer extension to reach out to farmers in the wider western region to ascertain the training needs followed by development of training modules and manuals for use. ToTs /Volunteers will be trained to disseminate the same knowledge to immediate beneficiaries and other communities. Capacity building to wider audiences will be explored through use of Frontline SMS and other social media platforms.

7.3 VALUE CHAIN DEVELOPMENT

A value chain is a sequence of steps involved in the process of production to market delivery of a product. It provides means of understanding relationships between businesses, methods for increasing efficiency, and ways for businesses to increase productivity and add value.

Value chain approach will be a vehicle for linking small scale businesses to markets. The adoption of this approach requires a shift of focus from primary commodities to differentiated agricultural products and value-addition of the targeted commodities that fit the demands of the target market.

ADS-W will ensure any weak points along the value chains are identified and addressed thus reducing them and hence creating opportunities for farmers at various stages with the value chain. To enhance efficient and sustainable value chain development, ADS-W will adopt the following models; Innovation platform, Business to business (B to B) forums and Hub model for farmer cooperatives with centralized services; such as milk aggregation/collection, Artificial Insemination (AI) services, Hay Bulking/Banking and Agrovet services.

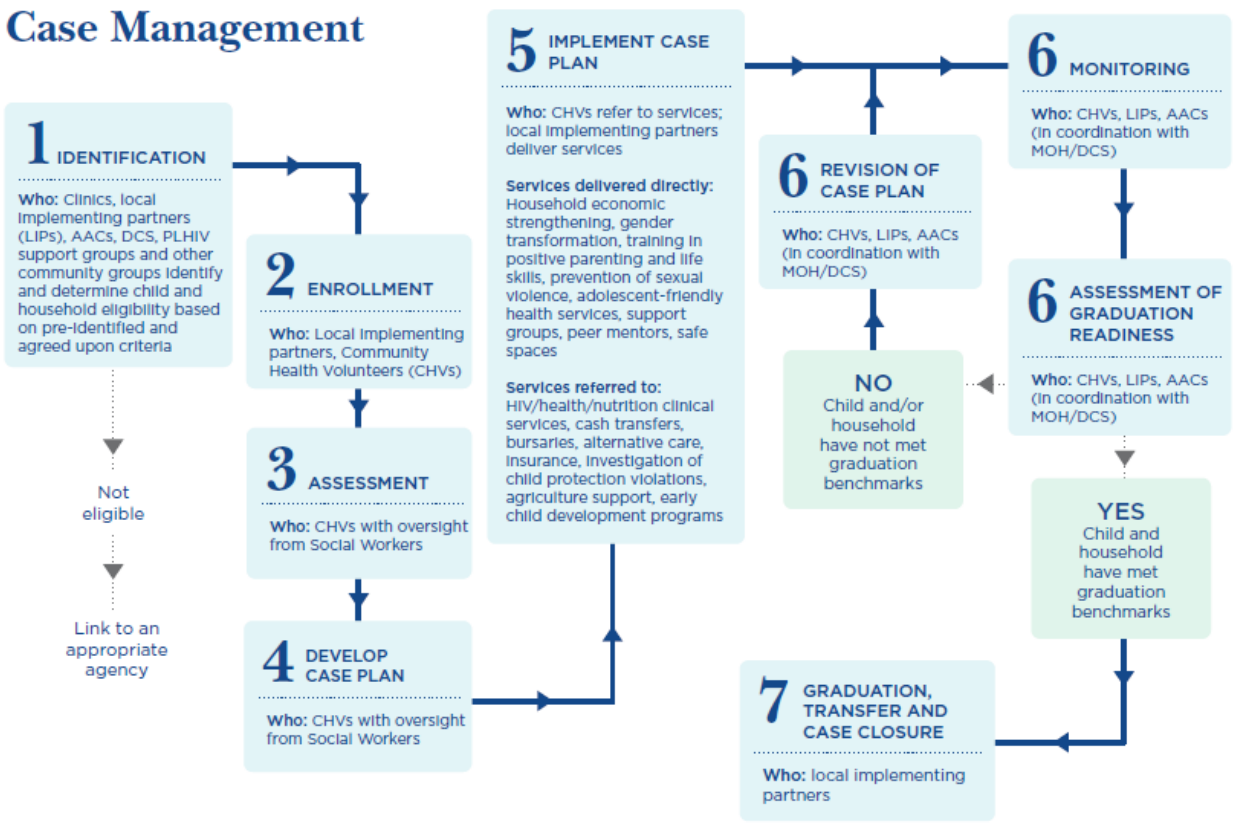
Innovation platforms for technology adoption (IP)) will promote problem solving by a wide range of stakeholders, including researchers, farmers, extension workers and NGOs, policymakers, equipment manufacturers, traders and processers. The intention is for the platform to agree on and work towards a common goal that, typically, will lead to greater productivity and increased income for smallholder farmers.

7.4 HEALTH AND SOCIAL PROTECTION

ADS-W espouses values and policies that protect the most vulnerable in the society. These include those people who due to poor health, disability, age, and gender cannot provide for themselves. ADSW will ensure adequate mechanisms are put in place by families, communities, and the church to provide social protection for example food and care among others. ADSW will work with both county and national government to enhance linkages to OVC cash transfers, child protection policies, youth and women funds, old age pension, support to PWDS, achieve 30% of tenders to be given to youth, women and PWDs; National Health Insurance Fund (NHIF), Hunger Safety Net Cash Transfers and emergency response mechanism to provide needed support during emergencies.

ADS-W will also adopt a comprehensive Case Management Approach as key entry point to service delivery that will focus on; sustainability, graduation plans that lead to self-reliance and improve the living standards of the vulnerable communities, offer responsive services to targeted beneficiaries.

The Case Management Process



The national government is a signatory to international protocols and have put in place laws and policies that ensure that social protection to the most vulnerable are put in place. ADS-W will create awareness on these laws and provisions, support in building capacity of target groups to understand and to organize themselves to access and benefit from these rights and to engage in advocacy to ensure that those mandated to provide these rights and privileges actually deliver on them.

7.5 ADVOCACY

ADS-W will empower and work with communities, civil society (CBOs and FBOs and others) to engage in direct advocacy targeting counties and national level institutions on service delivery to citizens. ADS-W will support research and analysis of issues, develop with partners' engagement matrixes and report on achievement on joint advocacy agenda. Each partner will be provided with basic skills to drive own advocacy agenda. ADS-W will also develop and build tools of engagement and mechanism of sharing the achievements. Policy dialogues meetings that address both politically controversial and technically complex aspect of an issue in a dispute will be used to exchange information and build consensus between the public, private, and civic sectors through leaders who are in a position to forge alliances, make decisions, or strongly influence the trajectory of a possible solution to a challenging issue.

7.6 CONSORTIUM DEVELOPMENT

ADSW is working with other like-minded organizations for promotion of common goals, resource mobilization while leveraging on each other's capacity in order to contribute to the greater impact to the communities.

7.7 PARTICIPATORY MONITORING AND EVALUATION PROCESS

ADSW utilizes a participatory approach in monitoring and evaluation of its investments. The participatory M&E entails systematic recording, periodic analysis and reporting of information on predetermined indicators by insiders (program implementers) in collaboration with outsiders (relevant stakeholders). The participation process therefore ensures inclusion of stakeholders including the poor, vulnerable and marginalized in influencing and sharing control over development initiatives and the resources and decisions that affect them. The principles of participatory M&E include; (i) ensuring that primary stakeholders are active participants – not just sources of information, (ii) building capacity of local people to analyze, reflect and take action, (iii) putting up strategies for joint learning of stakeholders at various levels and (iv) catalyzing commitment of stakeholders to take corrective actions.

7.8 MARKET ANALYSIS AND DEVELOPMENT (MAED)

MAED is a participatory tool especially suitable for Community-based forest enterprise development since it links participatory natural resources management and conservation activities to income generating opportunities. Besides environmental sustainability, the methodology also takes into consideration social, technological, legal and commercial aspects, providing a wide scope for understanding relevant market systems. The approach encourages planning and development of business strategies and also contributes to local communities' investment preparedness, making it easier for them to access external capital and investments such as those related to Carbon Finance.

$40k
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160
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140
130
120
110
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2014
2015
2016
2017
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0.40
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8.0
LOG FRAME

Table 6: Log Frame Table

ADSW GOAL: TO CONTRIBUTE TO SUSTAINABLE DEVELOPMENT FOR COMMUNITIES IN WESTERN KENYA.			
STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
STRATEGIC FOCUS 1: CLIMATE CHANGE ADAPTATION AND RESILIENCE			
Objective1:To enhance communities' adaptation and resilience to climate change	Increased forest cover by 10% Tons of carbon, Green gas emissions per hectare reduced #Hectares of degraded lands conserved	Reports on Status of forest cover/vegetative cover,GHG emissions and degraded lands from Ministry of environment/ Forest services, Soil test results reports Surveys	Availability of cost effective technologies and inputs Good weather conditions County Governments improve enabling environment for wider adaption of Climate Smart Adoptions
Outcome1.Communities (in CIGs/CFA,Forest users,CBO) practice at least one climate adaptation and resilience technologies promoted by the organization	80 Percentage of target communities(CIGS, CFA, Forest users)using appropriate climate adaptation and resilience practices	Adoption Survey for CIGS, annual reports submitted through Monitoring information systems	Enabling political and institutional framework to support climate change adaptation initiative. Favorable weather conditions Climate change/climate smart policies provide incentives for farmers to adopt the practices
Output1.1: Development and dissemination of climate change adaptive mechanism	# innovative Climate Smart technologies developed and disseminated Capacities of 70,000 communities enhanced on adaptation and resilience to Climate Change.	Document through regular reports number on solutions incubated. Adoption surveys Reports	Availability and interest of stakeholders e.g. government, researchers and entrepreneurs on climate change solutions
Activities1.1.1: Conduct trainings to government, communities, county and ward level and ADSW staffs.	# Training manuals developed on Climate smart technologies. #70,000 community members trained #Lead farmers/TOTs trained	Document showing participants trained, Quarterly reports and photos.	There will are no trans-fers of Lead farmers, Tots/county staff during the implementation duration and availability to trainees
Activities1.1.2: Innovative climate smart technologies for conservation of biodiversity tested at hot spots sites	# Hotspots sites conserved	Quarterly status reports Document showings participants	The sites will address the agronomic challenges the farmers face Communities avail sites

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activities1.1.3: Conduct Field days at the Hotspots showcasing climate smart technologies	#Field day organized #stakeholders invited to participate # technologies are adopted	Field day reports No of participants	stakeholders are willing to participate
Activities 1.1.4: Conduct research on relevant climate change adaptation indigenous technical knowledge (ITK)	Research on Climate change adaptation (ITK) Documented	ITK research reports Dissemination reports	Communities and leasers will support and be willing to share their knowledge. Research expertise are available to be contracted.
Output1.2: Public-private partnerships in scaling up climate smart adaptation solutions across the Western region developed	# scale up of innovations each reaching more than 70,000 households by 2024. # Partnership developed with communities, governments and private sector on climate adaptation and mitigation by 2020.	Stakeholder analysis reports, Baseline survey, End term surveys and evaluations	Clients continue to prioritize and fund climate change adaptation initiatives in Western Kenya. Political will from county governments
Activity 1.2.1: Conduct Stakeholders forum with stakeholders implementing similar initiatives	# stakeholder's forum #Stakeholder analysis report	Stakeholders reports	Goodwill from stakeholders
Activity 1.2.2: Strengthen linkages at local, national and higher levels between stakeholders	# agreements on collaborative areas # improved Service delivery	Agreements of cooperation Documents on services delivered	Goodwill from stakeholders
Output 1.3: Strengthen systems of Disaster Risks management (DRM) and emergency response.	# amount of funding available at county level to support DRM # Beneficiaries receiving integrated agro-weather information and market information services. # beneficiaries receiving emergency support due to Disasters	#Document amount of funding available from variety of sources. # County reports and authorities reports	Governments in the region improve enabling environment for wider adaption of Climate Smart Adoptions
Activity1.3.1: Mapping of Existing Agro- Meteorological and Hydrological Station	# of MET stations mapped and documented	Documents showing the locations	Availability of stakeholders undertaking Agro Metrological services

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 1.3.2: Mapping disaster prone areas	# of hotspot areas mapped	Progress reports and GPS points	Availability of Arch GIS
Activity 1.3.3: Link with MET in Developing and dis-semination of Big Data for Climate-smart Agriculture (Collecting agriculture/cli-mate change statistics)	# beneficiaries receiving integrated agro-weather information and market information services	Integrated weather and market information system	Willingness of stakeholders to adopt digitalization
Activity 1.3.4: Lobby and advocacy for DRM budget allocation at county level	Resources set aside for DRM initiatives	CIDP reports	Goodwill of county government
Output 1.4: Value chain development of Selected Nature based enterprises including access to inputs, credits and markets	# Value chain analysis reports for the selected Nature based enterprises	Value chain analysis report Survey report	Business disclosure of the value chain actors
Activity 1.4.1: Carry out value chain analysis of selected Nature based Enterprises	Value chain analysis conducted for the selected nature-based enterprises	Value chain analysis reports	Willingness of the actors
Activity 1.4.2: Mapping and building the capacity of actors	# of Actors in NBE mapped to operationalize the value chain	Inventory of actors and their contacts Participants trained	Willingness of the actors
Activity 1.4.3: Conduct Business development service providers forums	#Linkages initiated #Agreements Signed	Workshop reports	Willingness of stakeholders
Activity1.4.4: Facilitate commercialization of Nature based enterprises (Honey, Tree seedlings, medicinal plants, sericulture, ecotourism, ecosystem services) through value addition and market linkages	Types of Nature based enterprises prioritized #of traders mapped #Specific market outlets # of value-added products Volumes (Kgs) of Nature based enterprises traded Value of sales	Inventory of traders Survey reports Status reports	Market prices are favorable to farmers
Output 1.5: Support conservation of degraded areas/biodiversity (lands, water, river banks, Kakamega forest)	Area of land under conservation with climate smart technologies and nature-based enterprises.	Progress reports	Factors of production are favorable
Activity 1.5.1: Train stakehold-ers on rehabilitation proce-dures and maintenance of degraded areas.	#stakeholders trained and have skills on rehabilitation and maintenance	Workshop reports Participants inventory	Stakeholders willingness to share knowledge

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 1.5.2: Engage communities in rehabilitation of degraded areas through tree planting and water conservation.	# tree planting days #trees planted #springs/riverbanks protected # Acres planted	Inventory of tree seedlings Status report on regeneration progress Reports	Well mobilized communities
Activity 1.5.3: Commemorate the tree planting day, world water day, world environment day, Anglican green movement.	# events held for commemoration	Progress *- reports	Well mobilized stakeholders
Output1.6: Adoption of energy saving devices and alternative energy source for cooking, lighting and heating	Beneficiaries using energy saving devises	Survey reports Progress reports	
Activity1.6.1: Train and Demonstrate energy savings devises and sources of energy at household level.	# of Energy saving devices tested at households	Progress reports, survey reports	Incentives in place to scale out adoption
Activity 1.6.2: Initiate linkages to energy saving service providers	#Beneficiaries accessing energy saving devises	Survey reports	Communities are willing to adopt the technologies
Output 1.7: 6) Support the process of Policy formulation and Review on Climate Change fund/ Climate smart policies and mainstream climate change in county budgeting	County government Climate change fund mainstreamed in county budgeting due to influence of ADSW and other CSO's. g	Policy reports. Workshop reports Roundtable meetings reports	Political environment remains conducive for advocacy by ADSW. ADSW in good standing with the government line agencies
Activity 1.7.1: Facilitate capacity of Communities and CSO on Advocacy	Enhanced capacity in policy and legislation analysis for specific climate change advocacy issues	Reports on advocacy efforts	Good will from government line agencies and CSOs
Activity 1.7.1: Facilitate Policy engagement forums	At least one policy issue per year surfaced for policy analysis report	Policy analysis reports	Good will from government line agencies and CSOs
Activity1.7.1: Strengthen Advocacy networks and coalitions between CSO, County government, Communities and other partners	Meetings with other CSOs, State department of environment, NEMA, WRMA, MOALF, KFS, KEFRI, KWS and county government structures.	Reports on meetings	Good will from government line agencies and CSOs

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity1.7.1: Support the process of Policy formulation and development	# of policies formulated.	Minutes/reports Copies of policies	Good will from government line agencies
Activity1.7.1: Policy strategies/ bills	Participation in press release on issues of campaigns and bills	Lobby logs campaigns reports	Existence of conducive political environment for PBOs policy engagement
Output 1.8: Support dissemination of climate change related policies	# People reached #Products reproduced #Learning papers and success stories	Twitter handle, websites, Tapes of radio presentation	Knowledge on SLM and agro-biodiversity will trigger interest for conservation
Activity 1.8.1: Run radio programs on climate change fund policy, conservation agriculture, Climate smart Agriculture innovation.	Radio programs produced No of listeners reached	Records of feedback from listeners and references in print media, Tapes of radio presentations.	Community members who have adopted the technologies are willing to freely share their experience. Radio programs will broadcast the programs as scheduled
1.8.2: Reproduce IEC materials on affordable energy, conservation technologies, agroforestry and climate change fund policy	Existing/revised IEC Materials reproduced and disseminated	Copies of the IEC materials	Availability of funds
STRATEGIC FOCUS 2: FOOD AND NUTRITION SECURITY			
Strategic Objective 2: To Improve food and nutrition security of communities in Western Region	80% smallholder farming house-holds with an acceptable Food Consumption Score (<28 = poor 28-42 = borderline >42 = acceptable	Panel Survey reports for sample size sampled during harvest and hunger months County department Agriculture reports Status report on Food consumption	Stability of input and output markets No major crop pests or diseases Favorable weather conditions

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
	50% of women smallholder farming households that have achieved a minimum adequate dietary diversity score (MDD-W	Panel Survey reports for sample size sampled during harvest and hunger months County department of health and nutrition, Agriculture reports Status report on women of reproductive age malnutrition Secondary data on status of Dietary diversity, Crop Diversity	
	% Perception change in household food security from food insecure to food secure	Panel Survey reports during harvest and hunger months County reports secondary data on food security status	
	80% smallholder farming households that have 12 Months of Adequate Household Provisioning (MAHFP)	Panel Survey reports from sampled farmers during harvest and hunger months County reports Secondary data on status of hunger month	
	% reduction of malnutrition amongst children between 6-23 months	Panel Survey, Anthropometric data from health facilities County heath Nutrition department reports. Reports on status of malnutrion	
	% reduction of food expenditure share by less than 50%	Panel Survey reports for sample farmers during harvest and hunger months Status of expenditure share reports	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
	80% of smallholder farming households that have not employed Food Consumption Coping Strategies	Survey for sample size sampled as per monitoring plan during harvest and hunger months	
Outcome 1: Increased productivity of the selected agricultural Value chains supported	The average yield (production per ha or stock) of targeted crops and livestock (staples, , horticulture and commercial fodder production, Dairy, Poultry)	Panel surveys reports during harvest on area produced and harvest. Yield estimate reports County government data on productivity status of value chains Farmers crop cycle production records	Enabling political and socio-economic environment Factors of production are favourable Stability and quality of inputs Favorable markets
	Proportion increase of income from the sale the targeted value chains by 30%	Farmers records on cost of production and sales of cropsPanel surveys County Government on gross margin analysis of value chainsData from Agribusiness department, copoperatives,collection centres	
Output 2.1: Value chain development of staples, poultry, dairy, horticulture and commercial fodder production	# of value chain analysis reports for targeted value chains such as staples, poultry, dairy, horticulture and commercial fodder production. # of value chains supported	Document number of value chains supported each year Carry out survey on productivity indices before and after intervention	Partners and communities are interested in developing and improving value chains Business disclosure of value chain actors Extreme hazards of nature or mankind don't interfere with organization plans
Activity2.1.1: Sensitization, mobilization and capacity building of value chain actors	# of Actors profiled # of actors trained	Progress reports Inventory of actors and contacts	Availability of the actors and their business disclosure
Activity 2.1.2: Value chain assessment of targeted crops and livestock products (actors, volumes, geographical location, constraints analysis)	# of value chain assessments	Value chain analysis report	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Output 2.2: Enhanced knowledge and skills on appropriate technologies and innovations	# of staff, tots, farmers practicing technology innovation #farmers reached with appropriate technologies and innovations. # of innovations and technologies showcases and adopted # of existing research on local knowledge promoted in related Food and Nutrition Security	Published research findings Special adoption study and evaluation reports by ADSW	Existence of local knowledge within communities Availability of financing for new innovations
Activity 2.2.1: Capacity needs assessment of stakeholders	Training needs for stakeholders conducted Training manual developed	TNA reports/training plan Training manuals Training reports	Accurate information provided by stakeholders
Activity 2.2.2: Trainings of small holder farmers, Government Extension staff, TOTS on appropriate technologies, agro-enterprises and market development	#of trainings/Attendance	Training reports, progress reports	The smallholders will adopt learned practices in their own plots
Activity 2.2.3: Demonstrate appropriated innovations during field days, Demo plots sites	# of Demos established #Fieldays organized # Workshops organized	Progress reports, field day reports, learning sites reports	The sites will address the agronomic challenges the farmers face
Output 2.3: Building Competitive and Sustainable Seed Systems	Production of climate-smart agriculture inputs by seed producers Tons of Early generation seed produced	Progress Production reports Community based seeds production reports	Availability of quality indigenous seeds Approvals from seed regulatory authority Farmers willing to adopt improved seed
Activity 2.3.1: Establish seed collection and seed banking centres to enhance access to seed	Seed banking centres established	Progress reports Monitoring visits reports Inventory of indigenous seed varieties	Communities are willing to cost share on development projects Communities well mobilized
Activity 2.3.2: Strengthening of Community Based Seed producers	# of community-based seed producers Participating in seed multiplication	Registered participating groups Follow up report	Communities willing to use the improve seed

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 2.3.3: Linkage of community-based systems to research and formal seed industry	Tons of Certified seed linked to private sectors	Status reports	Business disclosure by the Actors
Activity 2.3.4: Advocating a conducive legal, regulatory, and institutional framework for quality seeds at county level	Convening meetings with stakeholders	Report of meetings Records of working contacts	Goodwill of government line agencies
Activity 2.3.5: Facilitate one seed fair per year	#Seed fair organized #of participants Quantity of seed sold(tons)	Inventory of indigenous seed varieties Community participating	Stakeholders willing to collaborate Well mobilized communities
Output 2.4: Promote appropriate harvesting and post-harvest technologies tailored for smallholders.	# of postharvest best practices promoted # Value added products developed at farm level #farmers adopting PHH at household level	Progress reports/ adoption survey	The post –harvest technologies are affordable to smallholder farmers
Activity 2.4.1: Support labour saving innovative technologies to reduce post-harvest loses.	# of labour saving technologies demonstrated # of beneficiaries reached	Inventory of labour saving technologies	The post –harvest technologies are affordable to smallholder farmers
Activity 2.4.2: Training of farmers in post-harvest handling and management/value addition	# of beneficiaries using Postharvest technologies	Progress reports	Willingness of farmers to adopt new technologies
Output 2.5: Facilitate linkage to finances/credits, markets and extension services	# of farmers linked # of farmers marketing their produce through structured markets/aggregation centres. # of farmers accessing loans from micro-financing institutions #farmers with access to inputs, and (with gender disaggregation)	Survey reports, Quarterly progress reports	Business disclosure of value chain actors Local policies provide incentives for farmers to adopt the practices Market prices are favorable to farmers

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 2.5.1: Strengthen aggregation center's for collective marketing	# aggregation centres operational #Volumes aggregated at collection centres	Progress reports/Farmer records	Willingness of stakeholders to donate a structure
Activity 2.5.6: Strengthen formation of Savings and Loaning associations	# of farmers in savings groups #Value of money accumulated # of farmers borrowing	Progress reports/Farmer records	ADSW has clout to facilitate devolved funds access for grass root groups
Activity 2.5.7: Seek access to devolved funds (CDF, YES, WES etc)	Grants accessed by communities	MOU, Cheque, receipts	Willingness of farmers to document completive proposals
Activity 2.5.8 Conduct BDS forums	No of BDS forums conducted to facilitate linkages	BDS reports, Participants list	Availabity of value chain actors
Output 2.6: Develop and disseminate information on production of safe and healthy foods to the small holder farmers in line with Kenya GAP and Global GAP food safety measures for the targeted value chains.	# of GAP manuals/Global gap technical fact sheets disseminated #Radio programs produced on safe food #Farmers reached	Technical fact sheets developed for value chains Training manuals developed Progress reports Participants Lists	Accurate information provided by stakeholders
Activity 2.6.1: Sensitization on safe and healthy foods and dietary diversity	# reached with knowledge on safe and healthy foods, and nutrition diversity	Progress report Participant lists	Willingness of farmers to change their mindset
Activity 2.6.2: Hold cooking demonstration	# of cooking demonstration for behavior change	Progress reports	Availability of cooking materials and TOTS
Activity 2.6.3: Training community-based coaches on Nutrition diversity	# community-based coaches trained	Progress report Participant lists	
Output2.7: Dissemination of agriculture sector policies	Policies related to food and nutrition security domesticated at county level.	Policy analysis reports	Political will from county governments
Activity 2.7.1: Build capacity of CSOs in advocacy	Enhanced capacity in lobbying methods, policy and legislation analysis for CSOs and county executives and legislation arm on specific advocacy issues.	Reports on advocacy efforts Database of specific core policy issues in place	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 2.7.2: Strengthen advocacy networks and coalitions	#meetings and other working contacts with ADSW with county government, agencies, CSOS, MOA, Input suppliers, Markers, Credit suppliers, Seed companies, Cooperatives, Processors.	Database and contacts of the networks	Political environment remains conducive for advocacy by CSO participation
Activity 2.7.3: Strengthen participation of communities in Public Participation forums	#Public participation forums organized # Communities in attendance	Public participation reports	
Activity 2.7.4: Support Policy formulation and development	ADSW participates in policy formulation processes.	Minutes/reports of policy critique meetings	
Activity 2.7.5: Support implementation of County Nutrition Action plans	# action plans implemented # campaigns on Nutrition Radio talk shows on nutrition.	Copy of actions, radio mentions, campaign photos and videos	
STRATEGIC FOCUS 3: HEALTH CARE AND SOCIAL PROTECTION			
Strategic Objective 3:To improve healthcare and social protection for citizens in the targeted counties	% reduction in HIV/AIDS prevalence % reduction for Viral loads % Reduction of Stigma among the infected and affected communities % reduction in Malnutrition levels among women and children % Reduction of gender based and sexual violence cases % Enrollment for NHIF % reduction of lifestyle diseases % Reduction of maternal mortality % reduction of children under 5 mortality	Annual organizational Health surveys Secondary data from HMIS Data on status of HIV/ AIDS, Malnutrition, Gender and sexual violence, NHIF, Children mortality, Maternal mortality,	Enabling policy environment to support health initiatives

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Outcome3: Increased Community Involvement and access to Health & social services delivery, promotion & Utilization for Community wellbeing.	Proportionofcommunities (PWDS, PLWHs, Children under 5, OVCs, Youth and women) accessing affordability health services.	Health surveys on Status on health services provided (HTS, Cancer screening services, Savings and loaning, NHIF,Birth Registration and death certificates ,immunization, antenatal and postnatal services, VMCC,Nutrition supplementation services, Gender packs, Gender desks, Paralegal services ,Cash transfer for the old Health information systems data	Availability of health facilities for adequate services Availability of CHVs for extension Stable inputs and markets
Output 3.1: Improved awareness and capacity of target groups on their rights, and existing opportunities, technologies and innovations that would improve the quality of their lives	# of target groups reached with capacity building #of vulnerable groups accessing health promotive, preventive and curative services.	Training reports Participant Lists	Willingness of target groups to engage in the process
Activity 3.1.1: Conduct health promotion services such as sexual health education, substance abuse, dietary diversification and Food supplementation, Facility based health messages on benefits and approaches to improving physical activity	# health & Nutrition promotions # reached with health services	Reports List of participants	
Activity 3.1.2: Conduct trainings to Social workers, CHVs and community members on health services	#trainings	Training report	
Activity 3.1.3: Conduct health dialogue days	# Dialogue issues documented # dialogue days	Progress reports	
Output 3.2: Enhanced referrals and direct emergency support to targeted group	# of target groups reached with benefits e.g. food subsidy, treatment, cash transfers etc. # of vulnerable groups supported	ADSW Progress reports Tracker reports	Availability of funds and support from other stakeholders

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 3.2.1: Linkages of vulnerable groups for referral and to other stakeholders such as ministry of planning, education and Agriculture to access Safe water, food, Sanitation and hygiene, Nutrition services, School health, Population management and food fortification.	Youth and gender are mainstreamed in all sector policies Access to Services such as food production systems, WASH, men and women education to increase control over the determinants of health # of referral conducted # Number of vulnerable groups receiving treatment and other services	Gender reports Progress/referral reports WASH reports	Willingness of the partners, donors and county governments
Activity 3.2.2: Establishment of household economic strengthening initiatives such as IGAs, Savings groups and kitchen gardens	#of VSLA/SILK Groups # of IGAs initiated	Survey reports Group records	
Output3.3: Increase tracking, monitoring and reporting of delivery of constitution protected rights to target groups	# reports, memoranda issued	Survey reports	
Activity 3.3.1: Conduct social audits for enhanced service delivery	# of social audits # Issued on social audit documented Improved service delivery service delivery at the health centres	Social audit reports Score cards reports	
Output 3.4: Engage in advocacy and awareness targeting with County governments, and other stakeholders	Engagement forums conducted Issues for lobbying identified	Workshop report	Goodwill of the County government
Activity 3.4.1: Capacity building of Vulnerable groups, CHV, health workers, social workers, on advocacy	# Health related Issues for lobby and advocacy #Participants equipped with advocacy skills	Training reports	
Activity3.4.2: Participate in County policy engagement	National level and county level related health policies reviewed. One policy issue surfaced for ADSW engagement with County governments.	Policy analysis reports Workshop reports	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 3.4.3: Dissemination of Health sector policies through public participation	#Public participation conducted #Issues generation for enrichment or validation # of participants	Public participation meetings reports. Public participation list of attendance. Participant lists	Enhanced community mobilisation.
Output 3.5: Advocate for medical camps	Medical camps held # target groups screened	Screening reports Participants Lists	Willingness of well-wishers and county government and partners to commit support
Activity3.5.1: Community level Screening for communicable conditions (HIV Testing and counselling (HTC), All Active case search for TB, Diagnostic Testing for Malaria	# Screenings #Medical conditions screened #of beneficiaries screened	List of participants Reports	Willingness of well-wishers and county government and partners to commit support
Activity 3.5.2: Conduct assessment on impact of Covid on Health systems and the targeted vulnerable population	#Assessment	Covid-19 Assessment report	Reduced restriction on COVID 19 Regulations.
Output 3.6: Support WASH related initiatives at household level	WASH related initiatives supported	Reports	Willing of the vulnerable populations
Activity 3.6.1: Behavior change awareness on WASH related structures	#Awareness created	Reports	Willing of the vulnerable populations
Activity 3.6.2: Training on Handwashing, with soap, Water treatment and importance of pit latrines	# people trained	Reports	Willing of the vulnerable populations
Installation of hand washing kits in Public institutions/centres for COVID 19 prevention	No of handwashing Kits installed	Reports	Security of the kits and maintenance
Support to COVID Campaign for prevention and awareness through hygiene	Promotional events # of people accessing PPEs	Reports	Collaboration from stakeholders

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
3.7.Support initiatives towards reducing Gender based Violence cases at Community level	#Gender based violence reduction initiatives	GBV /SVAC reports	Enabling environment from the counties and stakeholders Cooperation from the community and FBO on reporting
Activity 3.7.1:Conduct Sexual Violence Amongst Children(SVAC) county rapid needs assessment to identify SVAC prevention and response needs and gaps within the county	Need assessment report on SVAC		
Activity 3.7.2:Support faith leaders to sensitize their congregations on harmful norms and practices that encourage SVAC using the existing structures e.g. Jumuia, bible study groups, pastoral ministries,	# faith leaders sensitized	Progress reports Participant list	
Activity 3.7.3:Support development and enforcement of Child Safeguarding policies in the institutions sponsored by FBOs such as schools, colleges, churches, mosques, universities	# of policies developed	Reports	
Activity 3.7.4: Support SVAC survivors to access legal aid including referral and linkage to relevant service providers and assisting witnesses to attend court proceedings	# survivors accessing legal aid	Reports from legal aid clinics and hospital	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 3.7.5: Support the FBOs to establish internal reporting mechanisms of SVAC including using existing structures such as Child Helpline 116	Internals reporting systems functional	Systems reports	
STRATEGIC FOCUS 4: ADVOCACY AND GOVERNANCE			
Strategic Objective 4: To advocate for good governance at Lake Region Economic Block (LREB) level, county level and local institutions for improved service delivery	# organization's thematic focus areas mainstreamed into County Plans and budgets # of citizens living above poverty line # peaceful co-existence within and among different ethnic communities	Poverty and development indices status reports, CIDP reports, Policy reports, County assembly reports and bills, Progress reports, Surveys,	Political will from county governments Political stability at counties
Outcome 4: Improved delivery of services to citizens	Proportion of citizens satisfied with services delivered by duty bearers. Services delivered	Social audit reports Satisfaction surveys	Governments in the region willing and have capacity to develop engagement programme with citizens and Civil Society Citizen mobilized on time
Outcome 4:Increased ability to Participate in planning systems at county level	# Of civil society to engagements with citizens, and county governments. # of citizens participating in public participation forums # of views incorporated for planning	CSO meetings reports Public participation report	
Output 4.1: Strengthen civil society initiatives to engage county government on service delivery	# Accountability systems in place. #Activities/programmes implemented by county governments as a result of CSO initiative	Document and report on CIDP implementation and audit	Governments in the region willing and have capacity to develop engagement programme with citizens and Civil Society
Activity 4.1.1: Strengthen formation of networks and coalitions	#Meetings held and working contacts of CSO networks	Minutes, Inventory of networks	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Output 4.2: Civil society organizations track, monitor and report on effectiveness of service delivery to different sectors.	# of Engagement forums established # of people involved by gender # of vulnerable groups involved (youth, women, PWDs, PLWH, OVCs and Older Persons) Accountability systems in place	Document and report on governance initiatives Document number of people reached MIS	Partners and clients willing and commit resources to advocacy and engagements with county and national governments
Activity 4.1.2: CSO conduct Monitoring of public funds	# Social audit conducted	Scorecards/display panels, progress reports	
Output 4.2: strengthen capacity of vulnerable population and CSOs to ensure that targeted and devolved resources are utilized as intended	# of groups directly supported % change of budget lines over planning phase	County Governments' Medium-Term Frameworks plans and budgets	Citizens forums established are effective in getting government to listen and implement their grievances
Activity 4.2.1: Trainings in, Advocacy, planning and monitoring of public funds using scorecards and display panels, resource mobilization, evidence-based research, documentation, policy engagement and strategies.	Clarity on preferred options of advocacy and lobbying methods. Enhanced capacity on social audit and policy processes, resource mobilization and data management.	Training reports	
Output 4.2: Strengthen sustainability of CSO in their initiatives	#Sustainability strategies in place	Progress reports	Clear Sustainability mechanism in place
Activity 4.2.1:Linkages to service providers for improved access to services	# Business plans in place #Proposals developed for funding #IGA initiated #services accessed	Progress reports, documents on services accessed	Willingness to attract funding from development partners
Activity 4.2.2: Deepening relationship with existing funding partners	# of funding partners expressing need for supporting the CSO initiatives MOUs	Meetings reports, team building activities, exchange tour reports	
Activity 4.2.3:Branding and niche development	# communication products, IEC materials developed	Branding materials, Document people reached with the materials	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 4.2.4: Joint fund solicitation in consortiums for collaborative projects	# Funding's received	Resource mobilisation reports.	Willingness to attract funding from development partners
Outcome 4:Identified existing and new targeted-hotspots reports peaceful co-existence within the project period	% of Existing and new hotspots reporting peaceful coexistence	Reports Surveys	Political stability Willingness of community to dialogue
Output 4.3: Strengthen peace building initiatives for Citizens at local levels	#Peace related initiatives in place	Reports	Political stability
Activity 4.3.1: Map hotspot for violence/conflicts prone areas	# of hotspots mapped	Hotspots profile reports	Willingness by stakeholders
Activity 4.3.2: Train the Civic educators on Peace and governance mechanism	# meetings #Interfaith/intertribal/political parties in attendance.	Reports	Willingness by stakeholders
Activity 4.3.3: Conduct inter faith, tribe dialogue meetings	# meetings #Interfaith/intertribal/political parties in attendance	dialogue reports	Willingness by stakeholders
Activity :4.3.4: Conduct Civic education on pre- and post-election	# citizens trained	Training reports	Willingness by community
Activity :4.3.5: Conduct assessment on pre- and post-election violence	# Assessment	Assessment reports	Willingness by community
Activity:4.36 Support community own initiatives for peaceful co-existence	Number of functional community own initiatives for peaceful co-existence	Reports on events conducted	Willingness by community
STRATEGIC FOCUS 5: ORGANIZATIONAL DEVELOPMENT			
Strategic objective 5: Enhanced effectiveness and efficiency of ADSW as interagency development institution in Western Kenya Region	Organizational policies documents and plans are operationalized	Organizational policies reviews reports Organizational Capacity assessment report. Manuals of policies and procedures Measures for optimal implementation of the policies	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Outcome 5:Improved accountability and leaning at the organization	Management systems in place with various Management tools enhanced for reporting and learning	Information Management systems Reporting structures Appraisals reports	
Output 5.1:Improved quality and sustainable financing of ADSW programmes.	Regular contacts with donor maintained Diversify funding sources by ADS W Increased annual budget	Documentation of resource mobilization efforts	Funds are a life blood of the organization's
Activity 5.1.1: Attending all donor roundtables	CEO Present at roundtable of every donor of ADSW Contacts with donors maintained	Donor profiles Round table report	People give to people
Activity 5.1.2: Package and market context specific agro-ecological proposals to counties	Project proposals written targeting each of the counties Trips to present the proposals	Routable reports Highlighted funding	ADSW has several services sellable to counties
Activity 5.1.3: Develop resource mobilization guidelines for ADSW structures including mechanisms for accountability and grant management.	Guidelines developed, validated and disseminated	ADSW Guidelines manual	
Activity 5.1.4: Write and relevantly dispatch 5 program proposals per month	Proposals written and sent (both unsolicited and responded on)	Copies of written proposals	Current community Trend issues remain high in donor funding priorities.
Output 5.2:Strengthen networks and partnerships	Developing /enhanced relationship with existing or new partners # of partners working with ADSW in programme work Existing areas of linkages are strengthened and expanded.	Partnership agreements Partnership reports Reports on efforts for linkages	There is willingness to collaborate with similar NGOs and Partners
Activity 5.2.1: Develop databases and strategic contacts of prospective donors and partners in relevant to strategic themes.	Prospective partners are identified for the respective strategic themes. Partnership is agreed and agreements are signed.	List of prospective partners with contact details	

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Activity 5.2.2: Exchange visits of the ADSW Senior management, project officers and community facilitators to offices of prospective strategic partners	# exchange visits conducted	Exchange visit reports	
Activity 5.2.3: Representation of ADSW in ADS Kenya governance structures and technical working groups	Leadership appropriate for managing diversity, dynamism and decentralization for greater impact	Progress reports	
Activity 5.2.4: Participation of ADSW in collaborative projects with other NGOs, CSOs and government	Collaboration areas Existing area of linkages are clarified and structured for greater benefits	Reports on joint efforts	Goodwill from NGOS, CSO and government
Output 5.3: Staff, Board, AGM members trained in relevant areas related to their work and career enhancement	# of staff skills developed Education and ongoing skill upgrade	Staff performance appraisal reports	Organization performance is improved
Activity 5.3.1: Hold trainings on fundraising, monitoring and reporting and communication through workshops and conferences	# of staff trained #Short workshops #Learning forum/conferences # Education and ongoing skill upgrade	Training reports Workshop reports	The staff, board will practice good reporting, and monitoring skills
Output 5.4: Framework for effective staffing and staff retention established	Strengthen HR policy	Reviewed policies for addressing fresh needs.	Competitive remuneration rates and conducive working environment.
Activity 5.4.1: Board workshop for developing new staffing structures and management setup	Board workshop for staffing Structure review including staff re-designation. Revise job description are written for new designations.	Report for staffing structure Review process The revised job description	Existing staffing structure needs to be reviewed for optimal fit for delivering the new strategic priorities.
Activity 5.4.2: Develop staff retention strategy (SRS)	Staff retention strategy is developed and incorporated in HR policy.	The SRS document	Push factors need to be identified and addressed
Activity 5.4.3: Develop leadership succession strategy	Leadership succession strategy is developed (LSS) and functional	The LSS Document	Smooth leadership succession is crucial for stability of ADSW Stability.

STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	MOV	RISKS AND ASSUMPTIONS
Output 5.5:M&E Mainstreamed in all strategic focus areas	All strategic focus areas to be imbedded in an integrated monitoring and evaluation system	MIS in place Databases and tools in place	Good will from management Budget allocation to M&E
Activity 5.5.1: Develop M&E implementation framework for the strategic plan	Intergrated M&E plan is developed	PM&E Plan Reports	Stakeholder involvement Availability of budget
Activity 5.5.2: Pick out the M&E action points in the SP and draw up quarterly M&E work plans	Quarterly M&E work plans de-veloped	M&E work plans	Relevant staff will be trained
Activity 5.5.3: Document M&E Reports	Monitoring reports as per the reporting template Quarterly reports compiled Feedback on review and utilization of the report	Quarterly reports on Intergrated thematic areas Feedback reports	Diligence of M&E officer, Commitment and smooth communication between M&E Officer, PO, CF, PM, ED
Activity 5.5.4: Conduct monitoring visits	# M&E Visits	Trips reports	Allocation of funds to support M&E.
Activity 5.5.5: Conduct Data quality Checks	# of quarter checks and Site improvement management done	Quarterly data quality reports for the programs	Allocation of funds to support M&E
Activity 5.5.6: Conduct MEAL Committee meetings	The result reports are reviewed semi–annually by MERL Committee	Committee recommen-dation	Commitment of Committee members
Activity 5.5.7: Disseminate reports and lessons learnt	The results review reports are sent to Management, PO, CF Board and the stakeholders	Dispatch and feedback correspondences	Prompt feedback from Board, Management, PO, PM CF AND Stakeholders
Activity 5.5.8: Digitize M&E systems	Innovative digitized data management practices in place	Digitized M&E system	Allocation of funds to support M&E

9.0

ORGANIZATION DEVELOPMENT INDICATORS

ANGLICAN DEVELOPMENT SERVICES (ADS) WESTERN

The strategy has been assigned measures for enhancing the capacity of ADS-W to be well led and governed in the execution of the new strategy. This will require a number of internal changes and structures and systems in the following perspectives:

1. **Financial perspective** – that deals with income sources and growth and utilizations to achieve the organization goals.
2. **Internal processes** – Clear well-designed processes and systems that ensure operational efficiency and ensure that there is minimal wastage of resources in the organization.
3. **Community and Stakeholder processes** – that deals with how best to create vibrant community engagements.
4. **Learning and Growth** – dealing with the management and development of the human resources' skills, learning, values and culture. It also refers to knowledge, information and innovation management. These soft areas of the organization are responsible for the quality, consistency and delivery of services within the organization

Table 7 describes strategic performance targets for organization development

Financial	• Achieve Revenue of US$3,000,000 for year ended 2023	• Expand Revenue sources to include public, corporate, government and philanthropic sources • Development an effective resource mobilization structure • Train staff on resource mobilization strategies • Enhance partnership with peer local and international NGOs • Improve ADSW brand
	• Improve Cost Structure with operation cost less than 30% of the project costs through the five years of the strategy	• Outsource non-core services/ activities • Implement budgetary controls • Improve cost efficiencies by re-evaluating ways of doing business • Stamp out corruption and malpractices
Community/ stakeholder Perspective	• Achieve more than 75% performance in delivery of projects and programme goals throughout the strategy duration.	• Refine the engagement parameters with communities, civil society in terms of awareness of rights; how to engage, where, when and who to involve. • Map all relevant stakeholders • Improve quality of products and service offered by ADSW and associate stakeholders.
Internal Process	• Improve operations management processes- • Achieve 100% compliance to risk management policies and guidelines • Zero reports on corruption and malpractices	• Improve operational processes (including policy compliance) • Ensure effective portfolio management • Implement Enterprise Risk Management Framework • Develop anti-corruption and anti-fraud policies, structures and systems • Train staff on anticorruption, anti-fraud and risk management strategies
Learning and Growth	• Attract, retain and develop talent • Establish knowledge sharing mechanisms • Reduce staff turnover • Improve overall staff management	• Improve employee productivity • Improve Performance Management System • Set up a knowledge management system

The framework above will support the alignment of the strategy to the activities of each department and equally to all the employees in the organization. It will also help ADS-W in communicating and clarifying the strategy and therefore ensuring that each of the employees understands how their roles affect the operation, growth and development of ADS-W.

The framework will also form a strong basis for an incentive-based performance management system that will include immediate and long-term rewards for employees who perform well in a given financial year or who contribute significantly to the future well-being of the organization.

10.0

FINANCIAL PROJECTIONS

Table 8: Financial Projections

	2020	2021	2022	2023	2024	TOTAL
	5%	10%	10%	10%	10%	
1. Programme Costs						
1.1. Advocacy and governance	11,957,384	13,153,122.40	14,468,435	15,915,278	17,506,806	73,001,025
1.2. Environmental adaptation and resilience.	6,706,320	12,376,952.00	13,614,647	14,976,112	16,473,723	64,147,754
1.3. Food and nutrition Security	10,893,760	11,983,136.00	13,181,450	14,499,595	15,949,554	66,507,494
1.4 Healthcare and social protection	53,363,591	58,699,950.10	64,569,945	71,026,940	78,129,634	325,790,059
1.6 Monitoring and evaluation	3,500,000	6,850,000.00	7,535,000	8,288,500	9,117,350	35,290,850
1.7 Programme Staff and consultants	46,800,000	51,480,000.00	56,628,000	62,290,800	68,519,880	285,718,680
TOTAL PROGRAMMES	**133,221,055**	**154,543,161**	**169,997,477**	**186,997,224**	**205,696,947**	**850,455,863**
2. ADMINISTRATON						
2.1 Admin Staff	18,000,000	19,800,000	20,196,000	20,599,920	21,011,918	99,607,838
2.2 Office Costs	30,600,000	33,660,000	34,333,200	35,019,864	35,720,261	169,333,325
TOTAL ADMIN COSTS	**48,600,000**	**53,460,000**	**54,529,200**	**55,619,784**	**56,732,180**	**268,941,164**
3. CAPITAL						
Vehicles	16,000,000					16,000,000
Motorcycles	4,500,000					4,500,000
Printers	600,000		300,000			900,000
projectors	320,000					320,000
Computers	3,200,000		3,520,000			6,720,000
TOTAL CAPITAL	**24,620,000**		**3,820,000**	**-**	**-**	**28,440,000**
GRAND TOTAL	**206,441,055**	**208,003,161**	**228,346,677**	**242,617,008**	**262,429,126**	**1,147,837,027**

BASIC ASSUMPTIONS

- Year 2020 Actual Expenditure Assumed as baseline year
- Assume 10% growth in expenditure to cater for adjustment in cost of living and inflation
- No capital replacement in year 2, and few in year 3, 4and 5.

ADS - WESTERN REGION
Wholesome & dignified life

ANGLICAN DEVELOPMENT SERVICES (ADS) WESTERN

2020 2024

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