

# STRATEGIC PLAN

# 2025-2029

*"RESILIENT COMMUNITIES. DIGNIFIED LIVES. SUSTAINABLE FUTURE"*



ABRIDGED VERSION



**ADS - WESTERN REGION**  
Wholesome & dignified life

# VISION

Sustainable communities living Godly and dignified lives

# MISSION

To build partnerships with communities and empower them to address their needs

# CORE VALUES





**RT. REV. DR. JOSEPH WANDERA**

## **FORWARD**

It is with profound gratitude and hope that I present the Strategic Plan 2025–2029 of ADS Western. This document is more than a roadmap, it is a strategic commitment to our vision of sustainable communities living Godly and dignified lives. At a time of growing socio-economic and environmental pressures, this plan demonstrates our determination to empower the vulnerable and pursue justice, dignity, and sustainability for every community we serve.

As the governance body, the Board of Directors is entrusted with stewardship, accountability, and strategic oversight. This plan is the outcome of a rigorous and participatory process, drawing insights from staff, partners, stakeholders, and communities themselves. It reaffirms our belief that true transformation must extend beyond short-term projects strengthening systems, amplifying community voices, and building resilience for generations to come.

In the next five years, ADS Western will pursue six strategic priorities: food and nutrition security; climate change and natural resource management; integrated health and social protection; human rights, governance, and peacebuilding; disaster risk management; and institutional strengthening. These are the foundations upon which we will drive inclusive growth, protect the vulnerable, and safeguard natural resources.

Among the bold commitments of this plan is the establishment of a Community Resource and Training Centre, a flagship initiative designed to be a hub of innovation, enterprise, and capacity building. We have also set a target that by 2029, at least 30% of our resources will be mobilized locally through enterprise and partnerships, ensuring greater self-reliance and sustainability.

On behalf of the Board of Directors, I wish to sincerely thank our partners donors, government agencies, civil society organizations, and community leaders for their invaluable collaboration. I also recognize the dedication of our management and staff, whose commitment brings our vision to life.

As we step into this new chapter, let us be strategic in vision, innovative in approach, and steadfast in accountability. Together, we will build communities where dignity, justice, and godliness flourish.

**RT. REV. DR. JOSEPH WANDERA**

Chairman, Board of Trustees  
ADS-Western.

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ADSW	Anglican Development Services Western
GOK	Government of Kenya
KEBS	Kenya Bureau of Standards
ACK	Anglican Church of Kenya
ICT	Information and Communication Technology
GDP	Gross Domestic Product
ASALs	Arid and semi-arid lands
GESIP	Green Economy Strategy and Implementation Plan
BETA	Bottom-up Economic Transformation Agenda
UN	United Nations
COVID-19	Corona Virus Disease of 2019
HIV	Human Immunodeficiency Virus
KNBS	Kenya National Bureau of Statistics
CSO	Civil Society Organizations
BoD	Board of Directors
BoT	Board of Trustees
CEO	Chief Executive Officer
M&E	Monitoring and Evaluation
VSLA	Village Savings and Loans Association
AIDS	Acquired Immune Deficiency Syndrome
SRH	Sexual and Reproductive Health
OVC	Orphans and Vulnerable Children
SILC	Specialists Inclusive Learning Centers
NCDs	Non-Communicable Diseases
CHPs	Community Health Promoters
TVETs	Technical Vocational Education and Training
CBT	Community Based Trainers
TOT	Trainer of Trainers
SMEARL	Senior Monitoring, Evaluation and Research and Learning
ECD	Early Childhood Development
MNCH	Maternal and Neonatal Child Health

# EXECUTIVE SUMMARY

The 2020–2024 Strategic Plan provided ADSW with a robust framework for delivering impact across food security, climate change, health, governance, and institutional growth. Key milestones included: training over 50,000 farmers in sustainable agriculture, reducing child malnutrition by 34%, planting more than 28,000 indigenous trees, establishing caregiver support and male engagement groups to strengthen healthcare, and adopting a three-tier governance model. These laid a strong foundation for future growth, supported by improved financial management, visibility, and resource mobilization.

Yet, the Western Kenya region remains vulnerable to food insecurity, climate shocks, weak health systems, poor governance, and disaster risks. The 2025–2029 Strategic Plan responds to these realities, consolidating past achievements while aligning ADSW’s efforts with the UN SDGs, Africa Agenda 2063, Kenya Vision 2030, the ACK Decade Strategy, and the County Integrated Development Plans (CIDPs 2023–2027).

The Plan focuses on six thematic areas: food and nutrition security; climate change and natural resource management; integrated health and social protection; human rights, governance, and peacebuilding; natural disaster management and crisis response; and institutional strengthening and sustainability. These are supported by cross-cutting commitments to gender equality, youth empowerment, inclusivity, and environmental stewardship.

Implementation will be participatory and multi-stakeholder, leveraging church structures, government, civil society, and private sector partnerships. A Results-Based Management framework will guide monitoring, evaluation, and learning. The total estimated budget is Ksh 1.04 billion, to be mobilized through grants, county partnerships, private sector linkages, local fundraising, and church-based initiatives.

Table 1: Key Achievements 2020 - 2024

Focus Area	Achievement	Impact
Food Security	• 50,000+ farmers trained	• Improved yields & resilience
Nutrition	• 34% reduction in child malnutrition	• Healthier households
Environment	• 28,000+ indigenous trees planted	• Enhanced climate resilience
Health	• Caregiver & male engagement groups	• Strengthened community healthcare
Governance	• Adopted three-tier model	• Stronger accountability



# 1. OVERVIEW OF THE ORGANISATION

## 1.1 Background

The Anglican Development Services – Western (ADSW) is the development arm of the Anglican Church of Kenya in the Western Region, established by six dioceses Bungoma, Butere, Katakwa, Maseno North, Mumias, and Nambale. Originally registered in 1997 as the Western Region Christian Community Services, it was rebranded in 2014 to strengthen its identity as a faith-based development agency.

ADSW operates primarily in Kakamega, Bungoma, Vihiga, and Busia counties, with occasional outreach to Siaya, Uasin Gishu, Nakuru, and Kericho. The region spans 8,435 square kilometers and hosts over 5 million people. It is endowed with agricultural potential through fertile soils, rivers, and forests, yet is equally vulnerable to climate shocks, poverty, and socio-political instability.

The organization applies a participatory, community-driven approach, enabling households to critically analyse their challenges and co-create sustainable solutions. Its interventions cover food and nutrition security, climate resilience, health and social protection, governance, and institutional growth.

The 2025–2029 Strategic Plan builds on the Church’s strong grassroots presence, ensuring community ownership and alignment with broader frameworks including CIDPs (2023–2027), Vision 2030, Africa Agenda 2063, the SDGs, and the ACK Decade Strategy.

**Table 2: Governance & Organizational Structure**

Level	Role/Composition
Board of Trustees	<ul style="list-style-type: none"><li>• Diocesan Bishops (6) – Custodians of ADSW, providing oversight and direction.</li></ul>
Board of Directors	<ul style="list-style-type: none"><li>• Professionals in finance, law, governance, and development – strategic leadership.</li></ul>
Management Team	<ul style="list-style-type: none"><li>• CEO, Program Managers (Finance, Programs, M&amp;E) – oversee operations and delivery.</li></ul>
Technical/Field Staff	<ul style="list-style-type: none"><li>• Program Officers, Field Coordinators – ensure community-level implementation.</li></ul>
Community Structures	<ul style="list-style-type: none"><li>• Parish-based groups, caregiver forums, farmer associations – grassroots mobilization and ownership.</li></ul>

## 2. CONTEXT AND INSTITUTIONAL ANALYSIS

### POPULATION AND SOCIO-ECONOMIC CHARACTERISTICS

- The four counties served by ADSW **Busia, Bungoma, Vihiga, and Kakamega** have a combined population of **over 5 million**, with a population density range of **527/km<sup>2</sup> (Busia) to 1,047/km<sup>2</sup> (Vihiga)**.
- Farming is the main economic activity, with sugarcane and tea being the major cash crops. subsistence farming is practiced for food production, with a higher population growing maize. Fishing is practiced in Busia county-lake vicoria and eco-tourism in Kakamega rainforest and Mt. Elgon. Diary farming is also practiced in the region

### INSTITUTIONAL ANALYSIS

#### Governance and management

- **At the helm**, ADSW is **governed** by a **Board of Trustees** (Anglican bishops from six dioceses); followed by a **A Board of Directors** (9–11 professionals) provides strategic leadership and oversight. **The Management** is Led by a **CEO**, supported by departmental heads in **Finance & Grants, Programs & Partnerships, and HR & Operations**. They focus on programmatic implementation, compliance, risk mitigation, and ethical practices. The staff include **senior management, project coordinators, M&E officers, field officers, and volunteers/interns**. The team is competent and experienced. They also carry out Monitoring & Evaluation activities that include include baselines, evaluations, data collection, reporting, and learning. **ADSW has project-specific M&E systems and is developing a comprehensive organizational M&E system.**







## 3.0 SITUATION ANALYSIS

### 3.1 Overview

This section explores the concise appraisal of the external and internal factors that will shape ADSW's strategy and operations over the next five years.

*Table 3: Summary of PESTEL Variables*

Factor	Key Points	Strategic Implication
<b>Political Variables</b>	Devolution creates county-level entry points; election periods can slow activities and spark localized tensions; policy shifts at national/county levels.	<ul style="list-style-type: none"> <li>Invest in county partnerships, civic education, and election-period contingency planning.</li> </ul>
Economic Context	High poverty, inflation, shrinking donor funds, forex volatility; limited local private-sector investment in rural areas.	<ul style="list-style-type: none"> <li>Diversify funding, develop income-generating enterprises, and include cost-contingency in budgets.</li> </ul>
Social Context	High population density, youth unemployment, gender inequality, rising mental health needs, harmful norms (e.g., early marriage).	<ul style="list-style-type: none"> <li>Prioritize youth engagement, gender-transformative programming, and mental-health integrated services.</li> </ul>
Technological Factors	Growing mobile and digital reach but infrastructure gaps in rural areas; opportunity for digital extension and M&E.	<ul style="list-style-type: none"> <li>Phase-in affordable digital tools, strengthen ICT access, and protect data privacy.</li> </ul>
Environmental Variable	Erratic rainfall, floods and droughts, land degradation, deforestation, and loss of ecosystems (e.g., Kakamega Forest).	<ul style="list-style-type: none"> <li>Scale climate-smart agriculture, reforestation, watershed protection, and disaster risk financing.</li> </ul>
Legal/Regulatory	Emerging regulations (data protection, taxation on grants), county-level policy variations.	<ul style="list-style-type: none"> <li>Ensure compliance, adapt contracts to regulatory changes, and engage in policy dialogue.</li> </ul>



Table 4: SWOT Summary

Strengths		Weaknesses
<ul style="list-style-type: none"> <li>• Strong three-tier governance and church networks that enable grassroots reach.</li> </ul>		<ul style="list-style-type: none"> <li>• Heavy dependence on donor funding; limited internally generated revenue.</li> </ul>
<ul style="list-style-type: none"> <li>• Proven program track record (food security, nutrition, climate interventions).</li> </ul>		<ul style="list-style-type: none"> <li>• Understaffing in some technical areas; aging assets/infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>• Credibility and community trust; effective participatory approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Gaps in disaster preparedness and adaptive programming capacity.</li> </ul>	
Opportunities		Threats
<ul style="list-style-type: none"> <li>• County partnerships through CIDPs 2023–2027; climate finance and carbon markets; private sector linkages.</li> </ul>		<ul style="list-style-type: none"> <li>• Political instability around elections; donor fatigue and shifting donor priorities.</li> </ul>
<ul style="list-style-type: none"> <li>• Growing digital platforms for extension, M&amp;E and financial services.</li> </ul>		<ul style="list-style-type: none"> <li>• Climate shocks (floods/droughts), health emergencies, corruption risks.</li> </ul>

### 3.2 Implications for Strategy

- a. Adaptive programming: Build flexibility into plans and budgets to respond rapidly to climate, political, or economic shocks.
- b. Resource diversification: Prioritize social enterprises, local fundraising, and county co-financing to reduce donor risk.
- c. Systems strengthening: Invest in staff, M&E systems, ICT, and contingency planning (disaster funds, insurance).
- d. Partnerships: Deepen alignment with CIDPs 2023–2027 and leverage church networks for advocacy and community mobilization.

## 4. STRATEGIC DIRECTION 2025-2029

### 1.1 Overview

The strategic direction for 2025–2029 is to consolidate past achievements, expand outreach, and align interventions with global, national, and county frameworks to ADSW main vision, goals and mandate.

#### 1.1.1 The Goal

To catalyse and sustain an inclusive and holistic community transformation

### 1.2 Strategic Priorities

Table 5: Strategic Priorities 2025 - 2029

Thematic Area	Key Focus Areas/Flagship Interventions	Expected Outcomes
1. Food & Nutrition Security	<ul style="list-style-type: none"> <li>-Sustainable food production system</li> <li>-Community Seed and Input Systems</li> <li>-Post-Harvest Management, Value Addition and Market Access</li> <li>-Inclusive financial systems and economic empowerment</li> <li>-Nutrition Security and Healthy Diets -Public Awareness, Food Safety Standards, and Policy Engagement</li> </ul>	<ul style="list-style-type: none"> <li>- Increased household food security</li> <li>- Improved nutrition indicators</li> <li>- Sustainable livelihoods</li> </ul>
2. Climate Change & Natural Resource Management	<ul style="list-style-type: none"> <li>-Climate Change Awareness, Education &amp; Capacity Building</li> <li>-Agro-ecology &amp; Food Systems Resilience -Natural Resource Management and Ecosystem Restoration</li> <li>-Sustainable Energy and Waste Management</li> <li>-Climate Finance, Carbon Markets and Community Benefits</li> <li>-Partnerships, Policy and Governance for Climate Action</li> </ul>	<ul style="list-style-type: none"> <li>- Restored ecosystems</li> <li>- Reduced emissions &amp; deforestation</li> <li>- Communities adapt to climate shocks</li> </ul>

Thematic Area	Key Focus Areas/Flagship Interventions	Expected Outcomes
3. Integrated Health & Social Protection	<ul style="list-style-type: none"> <li>-Equitable Access to Health Services</li> <li>-Social Protection and Economic Empowerment</li> <li>-Water, Sanitation, and Hygiene (WASH) Promotion</li> <li>-Mental Health and Psychosocial Support</li> <li>-Maternal and child health</li> <li>-Early Childhood Development (ECD)</li> <li>-HIV/ AIDS Prevention and management</li> <li>-Non-communicable Diseases (NCDs) Management and Prevention.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced child &amp; maternal mortality</li> <li>- Improved WASH coverage</li> <li>- Enhanced social protection for vulnerable groups</li> </ul>
4. Human Rights, Governance & Peace-building	<ul style="list-style-type: none"> <li>-Human rights and Gender inclusivity/justice</li> <li>-Governance and public accountability</li> <li>-Peace building and conflict management</li> <li>-Voter education and elections monitoring</li> <li>-Policy dialogue, review and submission of policy memos.</li> </ul>	<ul style="list-style-type: none"> <li>- Stronger accountability &amp; participation</li> <li>- Reduced gender-based violence</li> <li>- Peaceful, cohesive communities</li> </ul>
5. Natural Disaster Management & Crisis Response	<ul style="list-style-type: none"> <li>- Natural disasters Mitigation</li> <li>-Disaster preparedness</li> <li>-Humanitarian response, recovery and reconstruction</li> </ul>	<ul style="list-style-type: none"> <li>- Faster, more coordinated disaster response</li> <li>- Reduced loss of lives &amp; assets</li> <li>- Increased community resilience</li> </ul>
6. Institutional Strengthening & Sustainability	<ul style="list-style-type: none"> <li>-Governance and Leadership Development</li> <li>-Financial Sustainability and Resource Mobilization</li> <li>-Knowledge management and Research</li> <li>-Human Resource Development</li> <li>-Organizational Culture and Values Alignment</li> <li>-Collaboration with regional dioceses/church</li> <li>-Financial prudence, efficiency, effectiveness and compliance</li> <li>-System strengthening</li> <li>-Branding and communication</li> </ul>	<ul style="list-style-type: none"> <li>- Stronger, accountable institution</li> <li>- Diversified funding base</li> <li>- Improved operational efficiency</li> </ul>



### 1.2.1 THEORY OF CHANGE

IF ADSW invests in food security, climate resilience, health, governance, disaster management, and institutional sustainability, underpinned by gender equity and youth empowerment, THEN communities in Western Kenya will be better able to sustainably overcome poverty, vulnerability, and injustice. This will lead to dignified, resilient, and Godly lives, aligned with both local needs and global development priorities.

## 5. IMPLEMENTATION PLAN

### 1.1 Overview

The Strategic Plan will be rolled out in a phased, participatory, and adaptive manner, ensuring responsiveness to county-specific contexts while maintaining regional coherence. ADSW will operationalize the strategy through annual work plans, county-level programs, and multi-stakeholder partnerships. This will follow an implementation matrix that details the key activities, performance indicators, targets and specified timelines.

### 1.2 Implementation Modalities

- a. Community-Driven Development: Parish-based groups, farmer associations, and caregiver forums will remain the backbone of delivery.
- b. Partnerships: Collaboration with county governments, civil society, private sector, and church structures to maximize resources and synergies.
- c. Capacity Building: Training of staff, volunteers, and community facilitators to enhance technical delivery.
- d. Adaptive Programming: Annual reviews, mid-term evaluation, and flexibility in reallocating resources to emerging needs.
- e. Knowledge & Learning: Documentation of success stories, participatory evaluations, and sharing best practices across counties.

## 7. STRATEGIC PLAN IMPLEMENTATION MANAGEMENT

### 1.1 Overview

Successful delivery of the 2025–2029 Strategic Plan will depend on strong governance, efficient management, and effective coordination at all levels of ADSW. The organization will continue to operate under its three-tier governance structure, ensuring accountability from the diocesan to the community level.


*Table 7: Governance and Management Structure*

Level	Role/Composition	Strategic Responsibility
Board of Trustees	<ul style="list-style-type: none"> <li>Diocesan Bishops from 6 dioceses (Bungoma, Butere, Katakwa, Maseno North, Mumias, Nambale)</li> </ul>	<ul style="list-style-type: none"> <li>Custodianship, policy oversight spiritual guidance.</li> </ul>
Board of Directors	<ul style="list-style-type: none"> <li>Technical professionals (finance, law, governance, development, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Strategic leadership, resource mobilization, policy guidance.</li> </ul>
Management Team	<ul style="list-style-type: none"> <li>CEO, Program Managers (Programs, Finance, MEL, Admin)</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day management, program delivery, compliance.</li> </ul>
Technical/Field Staff	<ul style="list-style-type: none"> <li>Program Officers, Field Coordinators, Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Direct implementation, capacity building, data collection.</li> </ul>
Community Structures	<ul style="list-style-type: none"> <li>Parish-based groups, caregiver forums, farmer associations, youth groups</li> </ul>	<ul style="list-style-type: none"> <li>Grassroots mobilization, ownership, feedback</li> </ul>

## 1.2 Implementation Approach

- a. **Decentralized Delivery:** County offices and field teams will coordinate locally, ensuring relevance and responsiveness.
- b. **Multi-Stakeholder Engagement:** Partnerships with government (especially through CIDPs), donors, civil society, and private sector actors.
- c. **Capacity Strengthening:** Continuous staff training, knowledge sharing, and leadership development.
- d. **Accountability & Transparency:** Adherence to policies, regular audits, and participatory feedback mechanisms.





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