



ADS EASTERN

STRATEGIC PLAN
2020 - 2025
POPULAR VERSION

ANGLICAN
DEVELOPMENT
SERVICES EASTERN

STRATEGIC PLAN
2020-2025

Secure & Sustainable
Livelihoods for
Communities

TABLE OF CONTENTS

FOREWARD	2
ACKNOWLEDGEMENT	4
GEOGRAPHICAL LOCATIONS	5
INTRODUCTION	6
Organizational Background	6
Vision, Mission, Values and Statement of Faith	6
Our Vision	6
Our Mission	6
Our Mandate	6
Statement of Faith	6
Organizational Values	6
SITUATIONAL ANALYSIS	7
SWOT	7
PESTEL	8
Political Context	8
Economical Context	8
Social Context	8
Technological Context	8
Environmental Context	9
Legal Context	9
DEVELOPMENT PROGRAMMES AND THEORY OF CHANGE	10
STRATEGIC DEVELOPMENT PROGRAMMES	10
a) Community Development Programmes	11
SP1: Climate Change & Natural Resource Management	11
SP2: Community Health and Nutrition Programme	12
SP3: Agriculture and Food Security Programme	12
SP4: Water Sanitation and Hygiene	12
SP5: Governance, Peace and Social Inclusion	13
b) Organizational Development Programmes	14
SP6: Improving ADSE Institutional Effectiveness	14
SP7: Social Enterprises Development	14
STAKEHOLDER ANALYSIS	15
RISK ANALYSIS	16
FINANCE AND INVESTMENT PLAN	17
MONITORING, EVALUATION AND REPORTING	17

FORWARD



Ms. Rhoda Mulili

**Chairperson – Board of Directors,
Anglican Development
Services – Eastern.**

"There is no more powerful engine driving an organization towards Excellence and long-range Success than an attractive, worthwhile and achievable vision of the future, widely shared".

(Burt Nanus)

The Strategic planning process was meant to determine what ADSE intends to accomplish and how it will direct its resources towards achieving the set goals over the coming five (5) years. The process will involve making critical choices on the Mission and Vision in order to define:-

- Who to serve;
- What to offer; and
- The resources required to succeed.

The 2020 – 2025 Strategic Plan will be used to chart out the long term direction and goals of ADSE, in order to continue managing future growth and performance. This will ensure that the Board and Management will not only create a clear and compelling picture of the future, but they will also become bound for the successful realization of the plan.

This Strategic Plan is developed with the changing environment as the backdrop, at a time when the donor landscape is shifting. Globally the social and economic activities have drastically slowed down due to the COVID 19 pandemic, the Locust menace, climate change terrorism and poverty. As a result of the foregoing, this strategic plan will serve as a tool to facilitate engagement with the government, partners, and faith based organizations, and development agencies to mitigate these issues.

The Strategic Plan will factor ADSE's organizational development and strengthening in order to embrace the changes emanating from growth, restructuring and governance. The 2014 – 2019 Strategic Plan addressed the empowerment of the communities and ensuring that they enjoyed secure and sustainable livelihoods, while the interest of the organization remained latent. The changes will embrace a new high level organizational structure that creates a Board of Trustees (BoT) whose members are the four (4) ACK Bishops of the Eastern region that forms ADSE.

Anglican Development Services Eastern (ADSE), is the development agency of the Anglican Church of Kenya (ACK) in the Eastern Region, it works in the ACK Dioceses of Machakos; Kitui; Makueni and Garissa. Administratively the four (4) Dioceses cover six (6) Counties, namely; Machakos; Kitui; Makueni; Garissa; Mandera and Wajir.

ADSE Mandate: Our mandate is to proclaim the good news of Jesus Christ through the Social Ministry of the Anglican Church of Kenya. The church envisions a society where all people will lead a spiritual, dignified, and fulfilled life in line the ACK Decade Strategy of "Wholesome Ministry for a Wholesome Nation".

ADSE Statement of Faith: "We believe in God Almighty, honoring the physical and the spiritual needs of all people, following the example of Jesus Christ. We believe that every individual should be treated with love, dignity and utmost respect, for Christ came so that all people may have life and have it in abundance".

ADSE Vision: "To become a vibrant organization that transforms communities to thrive and enjoy secure and sustainable livelihoods", building on ADSE core strengths which are focused on capacity building and supporting communities so that they can become self-reliant through various Income Generating Activities, holistic people development, and facilitating the development of essential infrastructure. This vision addresses itself to the philosophy of the church and development:-

- i. Winning of souls – Evangelism – Impact of Programmes.
- ii. Acts of mercy - Poverty alleviation – Programmes.
- iii. Wealth creation - Sustainability – Social Enterprise.

Our Core Strategy: We intend to create sustainable partnerships and mobilize resources to support our priorities over the plan period. This will ensure our outreach programmes and targeted projects are effectively implemented. Our work will be guided by Christian values that reflect the tenets of the Anglican Church of Kenya. These are Accountability, Stewardship, Professionalism, Integrity, Care & Love, Justice, Participation & Inclusivity, Teamwork and Innovation in all aspects of execution of our programmes.

The plan presupposes strategic programmes that will address:-

- i. Climate Change;
- ii. Access to Health & Nutrition;
- iii. Food Security;
- iv. Access to Quality Water, Sanitation & Hygiene;
- v. Governance, Peace and Advocacy;
- vi. Institutional Effectiveness; and
- vii. Social Enterprise.

We have achieved enormous outcomes during the past plan period as a result of keen adherence of company policies, effective program delivery, and employee development. "Everything hinges upon leadership", the Board of Directors of ADS-Eastern commit to continue providing the guidance and leadership required to ensure that the organization achieves its mandate and continually grow.

Finally as we sincerely appreciate our donors and partners, we will ensure that the intended benefits to our communities are achieved.

Ms. Rodah Mulili
Chairman – Board of Directors,
Anglican Development Services – Eastern.

ACKNOWLEDGEMENT

It gives me great pleasure to have the opportunity to present this Anglican Development Services Eastern Strategic Plan 2020-2025 to our Stakeholders. This Strategic Plan contains a wealth of information, which significantly highlights the development and Programme work that ADSE has been doing and will continue to do in the anticipated future.

The development of this Strategic Plan has been a process that brought together varied ideas from different participants, and it is my desire to recognize their efforts and zeal to ensure that we have a document to guide the future direction of ADSE's service delivery to the vulnerable communities in the Lower Eastern and Northern region of Kenya.

First and foremost my gratitude goes to God Almighty for enabling the Anglican Church of Kenya in the region through ADSE to design and implement programmes that continue to uplift the livelihoods of our beneficiaries in Machakos, Makueni, Kitui, Garissa, Wajir and Mandera Counties.

My sincere appreciation goes to our Partners; Bread for the World (Germany), Transform Aid International (Australia) and Anglican Board of Mission (Australia) for providing financial and technical support.

I wish to sincerely thank the Board of Trustees and the Board of Directors for giving more insight into how our vision, mission, statement of faith, core values and programme work should contribute effectively in addressing priority needs of our target beneficiaries.

Participation in the endeavor to develop this Strategic Plan demands a rare sacrifice, which was offered by the key stakeholders i.e. the Anglican Church of Kenya (Dioceses of Machakos, Kitui, Makueni and Garissa), the County governments of Machakos, Makueni, Kitui, Garissa, Wajir and Mandera, and the respective communities. Thank you and God bless you.

Am highly indebted to ADSE staff who sat through long hours of participatory consultative meetings with the consultant to generate ideas and share information to support the development of this Strategic Plan. Despite the tight schedules and the demand for more of their time, the team ensured that the consultants had all the information needed to make this Strategic Plan a reality.

Finally, I am immensely indebted to Move on Afrika consultancy firm for providing overall leadership and technical support for the development of the Strategic Plan, we appreciate the professional input and learning. The Plan clearly outlines what we will do, how we will do it and the kind of resource we will need to empower and provide opportunities for the communities we work with.

Once again I thank you all for your efforts, and invite you to be part of the implementation process of this plan in order to positively impact on the communities in this region.

Thank you and God bless you all.

**JOHN MUTUA,
EXECUTIVE DIRECTOR,
ANGLICAN DEVELOPMENT SERVICE – EASTERN.**



ADSE'S Geographical Coverage

GEOGRAPHICAL LOCATIONS

We work in Kitui, Machakos, Makueni, Garissa, Wajir and Mandera counties. The target counties where ADSE implement its programmes and activities have a total population of 6,035, 845 people (Vol. 1 KPHC 2019).

Kitui County has five sub counties, Machakos eight sub counties, Garissa six sub counties, Makueni six sub counties, Wajir six sub counties and Mandera six sub counties respectively.

Kitui, Machakos and Makueni are located in Kenya's Eastern Region, which is well endowed with natural resources like rivers and forests, livestock, minerals, game, tourists' attraction sites, rangeland and space.

On the other hand, Garissa, Wajir and Mandera are located in the Northern part of Kenya which is mainly ASAL. The counties have strengths in the form of Natural resources as livestock, river, pasture, wildlife, land, solar and wind energy, mineral resources, and medicinal plants, and various tourist attractions ranging from a giraffe sanctuary to museums.

In addition, the main economic activities in this counties include: Livestock Farming (Beef and Dairy), Cash Crop farming (Cotton, Tobacco, and Coffee etc.), Subsistence Farming (grains, fruits), and Eco tourism. Further the three counties are rich in minerals which range from graphite, copper, garnet, vermiculite, iron ore, gypsum, pyrite, muscovite, kaolin, magnetite, feldspar, gold, Limestone, Sillimanite and diatomite among other minerals. The counties are mainly inhabited by small holder farmers, pastoralists and agro-pastoralists

INTRODUCTION

Organizational Background

The Anglican Development Services-Eastern is the development arm of the Anglican Church of Kenya (ACK) - Eastern area of jurisdiction. It encompasses the dioceses of Machakos, Kitui, Makueni and Garissa.

Our developmental goal is to facilitate communities to realize secure livelihoods characterized by adequate food supply, potable water, stable incomes, good health, and resilience to climate change, child protection, and mainstreaming issues of governance, peace, disability, HIV/Aids and gender.

Our strength lies in our community-based expertise, our independence and neutrality and use of participatory processes based on Christian principles. We work to improve living conditions as partners in development, and in response to disasters. We persuade decision-makers to act at all times in the interests of vulnerable people. As a result, we enable healthy, safe and stable communities, reduce vulnerabilities and strengthen resilience.

Vision, Mission, Values and Statement of Faith

Our Vision

A vibrant organization transforming communities to enjoy secure and sustainable livelihoods.

Our Mission

To transform communities through participatory approaches and Godly Principles for quality life.

Our Mandate

To proclaim the good news of Christ to the society through the social ministry of the Anglican Church of Kenya.

Statement of Faith

We believe in God the creator of all human beings and we should honor the physical and spiritual needs of all people. Following Christ's example, we believe that we should treat every individual with love, dignity and respect, for He came so that all people may have life and have it in abundance

Organizational Values

Our Organizational values include: Godliness Stewardship, Professionalism, Integrity, Care and Love, Justice, Participation & Teamwork and Innovation

SITUATIONAL ANALYSIS

SWOT

The SWOT analysis sought to understand ADSE current strengths, weaknesses, opportunities and limitations that define the organizations internal operating environment.

STRENGTHS

- Competent staff who are able to implement ADSE strategic programmes
- Availability of office space and equipment/tools to support programme work
- Existence of robust ICT infrastructure to support communication and office work
- Development of social enterprise initiative for revenue generation such as Anglicare
- Support from the Anglican Church and Church leaders
- Existence of policies and procedures to support ADSE operations
- ADSE long existence which creates more confidence among partners, donors and the stakeholders.
- Ability to mobilize resources through grants from local and international donors

WEAKNESSES

- Lack of corporate partners who can support the organizations programmes
- Weak visibility e.g. lack of offices in some areas of operation
- Lack of internal diversified funding sources (Limited and restricted funding)
- Weak monitoring and evaluation system to monitor and report on the organizations programme impact.

OPPORTUNITIES

- Existence of support from donors, stakeholders and government
- Opportunity to expand to other strategic locations by establishing more services centers
- Existence of funding networks through traditional funders
- Opportunity to create partnership with stakeholders such as county government
- Existence of various innovative technologies to interact with members e.g. Website, Twitter, Facebook, Zoom, Microsoft teams and WhatsApp etc. -
- Availability of land to initiate revenue generating activities e.g. Syomunyu farm

THREATS

- Inflation which may affect financial market
- High unemployment which create expectations on ADSE implemented programmes.
- Uncertain in the political environment due to debates around the building bridges initiative.
- Climate change which may impact on communities, causing disasters and more vulnerability to targeted project beneficiaries disrupting their livelihoods
- Competition for limited donor resources and the donor space is shrinking in Kenya
- COVID-19 pandemic which has disrupted how communities live and interact. The pandemic has also disrupted access to income and services by the vulnerable poor.

PESTEL

Political Context

Kenya has been privy to divisive politics and this was evident in last general elections. But, the peace deal between the President and Opposition leader eased political tension in the Country and this has given birth to Building Bridges Initiative which is supposed to address the nine major challenges to a united Kenya. Devolution remains the biggest gain, which ushered in a new political and economic governance system. It is transformative and has promoted greater investments at the grassroots, strengthened accountability and public service delivery at local levels; but there still inequitable provision of public services which is a continuing source of frustration and anger. Kenyans expected the new form of governance system to increase the opportunity to interact with political representatives, and move service provision closer to the people, and improve resource distribution for the most marginalized and vulnerable communities.

Economical Context

According to the 2020 African Economic Outlook report, Kenya's economic transformation faces challenges in manufacturing, agriculture, the labor market, and macroeconomic stability. Manufacturing's share in GDP has remained at 9% for more than a decade, and manufacturing value added is only 5% of GDP. Agriculture accounted for 52% of GDP, 56% of employment, and 65% of foreign exchange earnings in 2018. The 2018/19 drought slowed economic growth and reduced food security. Further, according to the recent Kenya Economic Update report for 2020, the COVID-19 global pandemic will have a large negative impact on the Kenyan economy. The COVID-19 shock is expected to further reduce growth in 2020 with large impacts on services (transport, retail trade, tourism, events, leisure, etc.), industry (manufacturing and construction), and agriculture. Across the Counties where ADSE implement development programmes, the counties have varied socio economic indicators. In Kitui, the poverty rate is at 63.1%, Makueni 64.1%, Mandera 85.8%, Machakos 42.6%, Wajir 84.2% and Garissa 59.5% against Kenya's national average of 45.2%. Due to high levels of poverty in the targeted counties, the poor in the counties have limited access to basic needs such as food, shelter, clothing, health, water and education. The majority of the poor are women, children and persons with disabilities.

Social Context

The national population estimates indicate that about 80% of the national population is rural-based, who derive their livelihoods from agriculture and 56% of this population lives below the poverty line (less than a dollar per day) out of which 80% are found in the rural areas. Subsistence farmers and pastoralists account to over 50% of this poverty-stricken Kenyans. Inequalities between the rich and poor in Kenya remain high and the living standards for Kenyans have been declining steadily in the past one and a half decades or so. Disparities in income, inability to meet the basic needs and access to both health and education continue to be the hallmarks of life for the poor in most parts of Kenya, particularly in arid and semi-arid areas.

Technological Context

Currently, through new technologies, Kenya has joined other countries in the adoption of information technological advancements in information sharing, especially using the Internet, e-mail, websites and mobile telephone services hence communication has been improved both in rural and urban areas. Technology has enhanced the integration of IT in agriculture, other Key sectors especially use of SMS platforms, Applications in the mobile google Appstore, Iprocure, plantwise etc. and this has enabled farmers to access real-time information. The use of modern farming techniques like an improved seed, water harvesting technologies and irrigation systems has a direct implication on food security and improved livelihoods of the communities.

Environmental Context

The six counties in which ADSE implements its activities fall under the ASAL areas of Kenya. From the County Integrated Development Plans (CIDPS), Kitui, Machakos and Makueni are semi-arid while Garissa, Wajir and Mandera are arid. Climate Change has affected all the six counties. In terms of rainfall patterns, the counties receive unpredictable rainfall onsets and cessation, which has affected their planning across all the departments. In turn, they receive heavy rainfall and as seasons change, the rains received are poor. They receive elevated temperatures that lead to drying of crops and fodder leading to food insecurity, malnutrition, human and livestock diseases and then ultimate death of both. Rainfall distribution and the changing patterns have also led to an effect on the access to clean and potable water, which is key for the communities. Taking into consideration the case of pollution in River Athi, which, flows from the polluted city, Nairobi down through Machakos, Kitui and Makueni have led to a great impact on marine life. This water has been proved to be not fit for human consumption and thus this has a great impact on the communities.

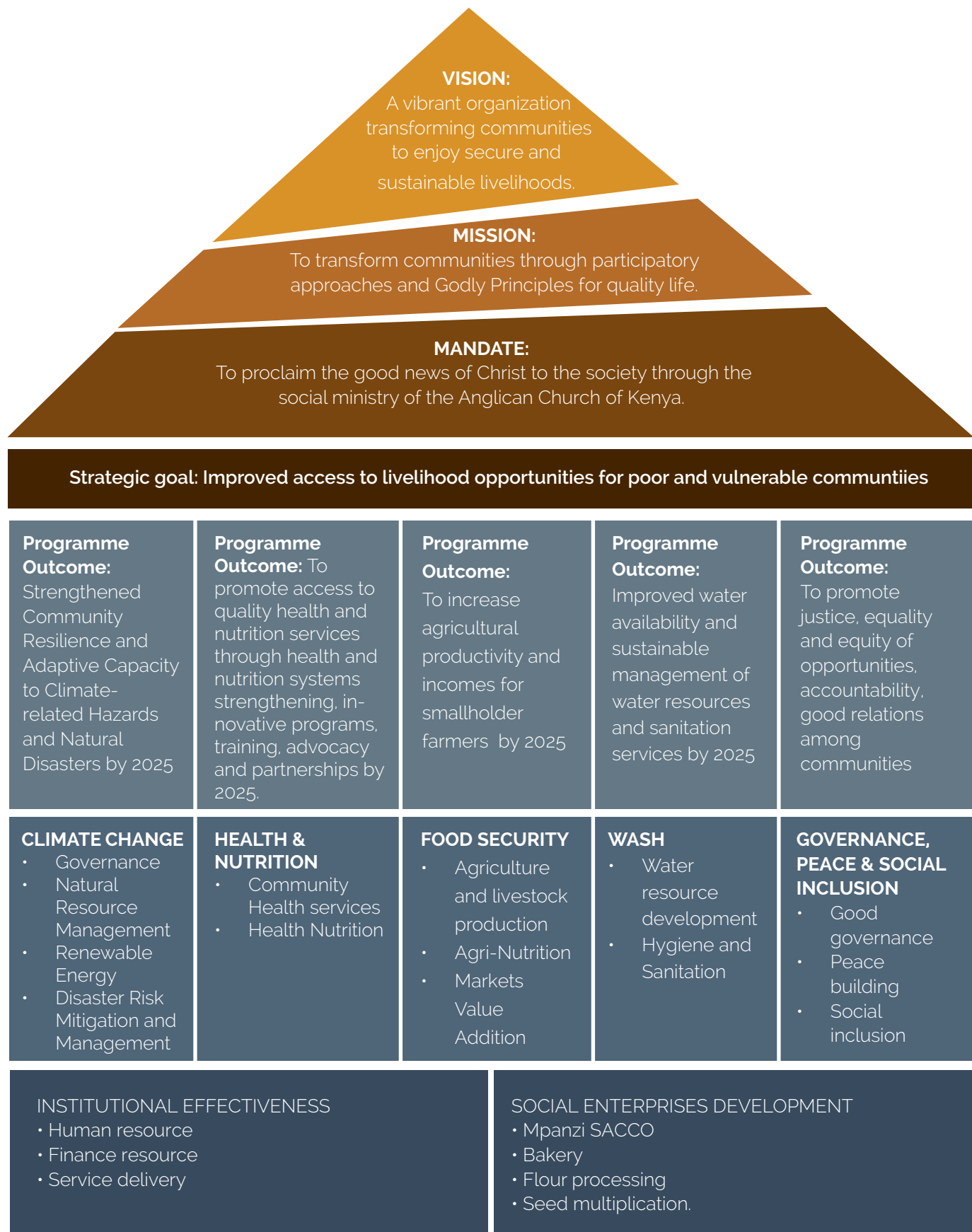
Legal Context

Nationally, there have to be systemic linkages between development priorities, programmes and projects with Kenya Vision 2030, Medium Term Plans (MTPs), and the globally accepted Sustainable Development Goals (SDGs) among other policy documents. The Constitution of Kenya (2010) prescribes national values and principles of governance, which include; sharing and devolution of power as envisioned in the creation of a two-tier governance system; National and County. The devolved units are established under the five laws that provide the framework for devolution; The County Governments Act, 2012; The Transition to Devolved Government Act, 2012; The Intergovernmental Relations Act, 2012; The Public Finance Management Act, 2012 and the Urban Areas and Cities Act, 2011. Emphasis is placed on the counties to ensure participatory development and capacities are developed at the county and community levels. The development of County Integrated Development Plans to enable prioritization of socio-economic development issues at the local level is a prerequisite for funding of county programmes and projects. The Government recognizes the important role the organizations play in serving the public good, supporting development, social cohesion and tolerance within the society, promoting democracy, respect for the rule of law and providing accountability mechanisms that can contribute to improved governance.



Surface water harvesting through sand dam construction along Seasonal rivers

DEVELOPMENT PROGRAMMES AND THEORY OF CHANGE



STRATEGIC DEVELOPMENT PROGRAMMES

a) Community Development Programmes

SP1: Climate Change & Natural Resource Management

The programme will address the adverse impacts that are compounded by local environmental degradation, primarily caused by habitat loss and conversions, pollution, deforestation and overgrazing. Forest cover, for example, has reduced from 12% in the 1960s to 7.4% to date. The Climate Change Programme (CCP) aims at building and developing capacity both at the community and county level to help deal with the impacts of climate change, both on adaptation and mitigation.

Goal: Strengthened Community Resilience and Adaptive Capacity to Climate-related Hazards and Natural Disasters by 2025

1. Climate Change Governance: Improved transparency and accountability in climate change governance

- Climate governance, policy and advocacy
- Climate Information Services
- Climate proofing in planning and implementation

2. Natural Resource Management: Enhanced Natural Resource Management

- Environmental management
- Environmental policies
- Peaceful coexistence

3. Renewable Energy: Enhanced utilization of renewable energy

- Alternative energy
- Innovative energy technologies

4. Disaster Risk Mitigation and Management: Enhanced capacity to manage disasters

- Policy, advocacy and contingency plans
- Disaster information
- Community capacity building

SP2: Community Health and Nutrition

ADSE implementation of the community health and nutrition programme will be anchored on the sustainable goal number three, which commits to "Good health and wellbeing for all". ADSE will adopt to the above strategies to help the counties achieve their overall objective of promoting good health by implementing community nutrition and health promotion Service at both the county and community level.

Goal: To promote access to quality health and nutrition services through health and nutrition systems strengthening, innovative programs, training, advocacy and partnerships by 2025.

1. Community Health: Improved access to quality and safe health care services at the community level

- Community Health Service Delivery.
- Drug and Substance Abuse
- Networking partnership and advocacy on access to health care services

2. Nutrition Health: To improve nutritional status of women and children through nutritional knowledge and practices

- Maternal, newborn, infant and young child nutrition (MNIYCN)
- Food and Nutrition Security in Agriculture and Livestock Scaled up
- Nutrition in Education and Early Childhood Development promoted
- Nutrition in the health sector strengthened

SP3: Agriculture and Food Security

Agriculture remains the backbone of the Kenyan economy. Food production in Kenya has been hit hard by the spread of COVID-19 pandemic and the spread of locust. Farmers in rural communities are unable to withstand the dual crises of COVID19 and locusts. ADSE aim to implement the activities stated in the table below to ensure that they achieve the programmatic objective on food security.

Goal: To improve agricultural productivity and incomes for smallholder farmers

1. Agriculture production:

- a) To increase crop production for smallholder farmers;
- b) To Increase livestock production for smallholder farmers; and
- c) Support development of Agriculture and livestock value chains.
- Crop production
- Livestock production
- Agricultural Value chain

2. Agri-Nutrition: Improve household access to diverse, safe and nutritious foods

- House holds' Nutrition

3. Markets: Increase access to profitable output markets for smallholder farmers

- Market linkage

4. Financial Inclusion: Improve small holder farmers access to savings, credit and financial services

- Financial services

SP4: Water Sanitation and Hygiene

Safely managed water, sanitation, and hygiene (WASH) services are an essential part of preventing and protecting human health during infectious disease outbreaks, including the current COVID-19 pandemic. ADSE have developed a menu of solutions, including concrete actions to help communities in their preparedness and emergency response, and future resilience to similar epidemics.



Promotion and community awareness on hands hygiene and sanitation practices

Goal: Improved availability and access to water, sanitation and hygiene (WASH) services

1. Water resource development: Ensure availability and sustainable management of water resources

- Integrated water harvesting and management systems and complimentary technologies
- Water resource governance
- Water for irrigation
- Water Catchment Management

2. Hygiene and Sanitation: Improved provision and access to sanitation services and hygienic practices

- Develop and Promote Hygiene and sanitation systems and practices

SP5: Governance, Peace and Social Inclusion

This strategic objective is designed to respond to the societal issues that affect vulnerable populations due to broken systems, bad governance and lack of enforcement of the rule of law. The strategic objective responds to goal number 16 of the sustainable development agenda

Goal: To promote justice, equality and equity of opportunities, accountability, good relations among communities

1. Good Governance: Improve access to quality service delivery for vulnerable communities

- Participation of communities in decision making at county level
- Advocacy for resource allocation to community development programmes

2. Peace Building: Promote peaceful coexistence among communities

- Capacity building of peace actors and structure to respond to conflict
- Strengthen community based Early Warning and response systems:
- Promote inter-religious dialogue

3. Social Inclusion: Promote social inclusion and prevention of violence against children, women and girls

- Promote gender equality and women empowerment
- Advocate for disability mainstreaming
- Strengthen community-based child protection systems and effective referral and linkage system for child protection

b) Organizational Development Programmes

SP6: Improving ADSE Institutional Effectiveness

ADSE has grown progressively and It is operating in a rapidly changing environment i.e. politics, donor funding and to have the capacity to absorb the shocks it requires the right capacities to be able to absorb such shocks. This strategic objective is aimed at improving the internal policies and systems of ADSE to make the organization more effective on delivery of its mandate and vibrant and recognized for its development work.

Goal: Improved organizational capacity to efficiently and effectively deliver quality programme that meet the priority needs of the community.

1. Human Resource: Enhanced human resource and staff capacity development

- Establish Policies, plans, and standard operating procedures (SOPs)
- Establish initiatives that focus on identifying and building a robust workforce.
- Increase Workforce Effectiveness and Performance Management.
- Establish governance policies and capacity building for the different tiers of governance

2. Financial Resource: Increased ability to mobilize financial resources for programme delivery

- Programme cost recovery from grants and donor supported programmed
- Partnership and resource development
- Grants acquisition and donations
- Financial management systems and procurement business operating policies and guidelines

3. Service delivery: Improved quality and standards of service delivery

- Organizational Capacity Development
- Customer satisfaction survey
- Branding and communication

SP7: Social Enterprises Development

Social enterprises use entrepreneurship, innovation and market approaches to create social value and change. ADSE aim to implement different social enterprises, which include the Mpanzi SACCO business and Anglicare.

Goal: To enhance sustainability of ADSE through viable social development enterprises

1. Mpanzi SACCO: Increased capacity to provide financial services through savings and loan schemes to SACCO members

- Membership
- Savings
- Loans

2. Anglicare Bakery: Increased production and sales of bakery products

- Production
- Sales and Marketing

3. Flour processing: Increased processing and sales of flour

- Production
- Sales and Marketing

4. Seed multiplication: Increased production and sale of drought tolerant seeds in Eastern region

- Production
- Sales and Marketing

5. Honey production: Increased processing and sales of honey

- Production
- Sales and Marketing

STAKEHOLDER ANALYSIS

For the implementation period of this 2020 – 2025 Strategic Plan, we aim to embrace all the stakeholders we worked with during the implementation period of the previous strategy. We will work with Government agencies (Line ministries, KEMSA, KALRO, KUSSCO, NDMA, SASRA, WRMA),

Non-Governmental Organizations (JHPiego, Dorcas Aid, World Vision, RTI) and Research & Training Institutions (KEWI, SEKU) among other stakeholders



Farmers training and promotion of fodder conservation for enhanced livestock production

RISK ANALYSIS

In the implementation of this strategy we envision that we are going to face the following risks. Along each risk we have aligned mitigation activities which will provide us a smooth platform to implement activities during this strategic period

Risks	Likelihood of occurrence	Likely Impact	Mitigation
Unfriendly health regulation frameworks	low	low	Advocacy and training
Unreliable health data	Medium	Medium	Capacity building on data management systems
Emergence of unique diseases	High	High	Sensitization for screening/early diagnostics
Inadequate disease surveillance and treatment	Medium	Medium	Capacity building
High prevalence of non-communicable diseases	Medium	Medium	Sensitization for screening/early diagnostics
Inadequate finances	low	low	Resource mobilization to fund projects not funded by the current donors.
Political risk due to change of political offices after election	High	High	Good record keeping and documentation to ensure easy tracking and retrieval
Environmental change. This can affect smooth implementation of projects leading to delays.	High	High	Develop emergency response mechanisms to help in such situations like flooding or drought situations
Insecurity which can affect implementation of the program	Low	Low	Implement the security policy and work closely with county security

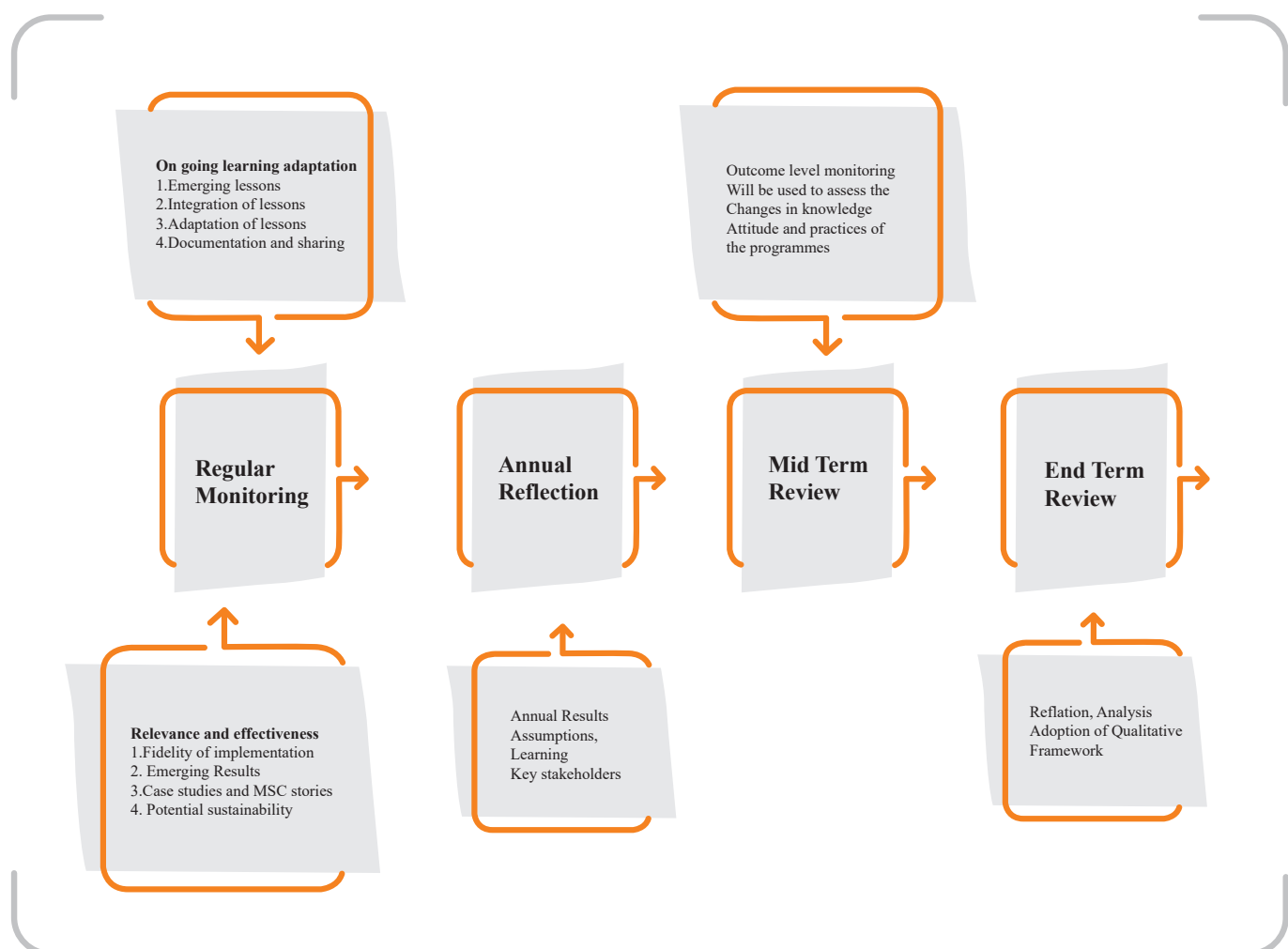
FINANCE AND INVESTMENT PLAN

Implementing a strategic plan requires the commitment of financial resources. The projections are estimates based on existing organizational capacity and the possibility of new grants. ADSE will require approximately KSHS 746, 695,000. ADSE will fundraise through:

- Unrestricted and semi-restricted funding by approaching Individual and corporate Philanthropists and Foundations
- Restricted funding by development of grant proposals targeting Bilateral and multilateral agencies and Government of Kenya
- Social Enterprise funding
- Partnerships for resource mobilization

MONITORING, EVALUATION AND REPORTING

This M&E strategy is developed to provide an effective M&E framework, which is designed to measure progress towards the achievement of the overall goal and objectives of this plan



ADS EASTERN

STRATEGIC PLAN
2020 - 2025
POPULAR VERSION



Anglican Development Services Eastern

Wamunyu town off Machakos /kitui road

Tel: + 254 0722 933361/ + 254 0727 622011

Email: info@adseastern.org