



ADS Eastern
Secure Livelihoods

Anglican Development
Services Eastern
(ADSE)

STRATEGIC PLAN

2025-2030





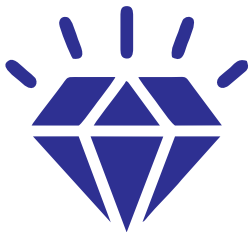
Vision

A vibrant organization transforming communities to enjoy secure and sustainable livelihoods



Mission

To empower communities through participatory approaches and Godly Principles for quality life



Core Values

- Godliness
- Professionalism
- Integrity
- Impartiality
- Participation and Teamwork
- Innovativeness



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ABBREVIATIONS AND ACRONYMS

ACK	Anglican Church of Kenya
ADSE	Anglican Development Services Eastern
AIDS	Acquired Immunodeficiency Syndrome
ASAL	Arid and Semi-Arid Lands
BDS	Business Development Services
CCA	Climate Change Adaptation
CHPs	Community Health Promoters
CIDP	County Integrated Development Plan
CIS	Climate Information Services
CLTS	Community-led Total Sanitation
CSOs	Civil Society Organizations
GCF	Green Climate Fund
HH	Household
HIV	Human Immunodeficiency Virus
HRBA	Human Rights Based Approach
ICT	Information Communication Technology
IEC	Information, Education and Communication
KM	Knowledge Management
KPIs	Key Performance Indicators
KRA	Key Result Area
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTP	Medium Term Plan
NbS	Nature-based Solutions
NDMA	National Drought Management Authority
NRM	Natural Resource Management
OSR	Own Source Revenue
PESTELED	Political, Economic, Social, Technological, Environmental, Legal, Ethical and Demographic
PWDs	Persons with Disability
RMC	Resource Mobilization Committee
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Attainable, Realistic and Time Bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
TWGs	Technical Working Groups
VMGs	Vulnerable and Marginalized Groups
VSLA	Village Saving and Loaning Associations
WASH	Water, Sanitation and Hygiene

FOREWORD



It is with great optimism and commitment that I present this Strategic Plan (2025–2030) for the Anglican Development Services Eastern (ADSE). This plan reflects our unwavering dedication to transforming lives and empowering communities across the six (6) counties of our operation: Machakos, Kitui, Makueni, Garissa, Wajir, and Mandera.

As a development arm of the Anglican Church of Kenya, ADSE has consistently demonstrated resilience, innovation, and integrity in addressing the multifaceted challenges faced by communities in Arid and Semi-Arid Lands (ASALs). This strategic plan builds upon our legacy while charting a forward-looking course to promote sustainable development, inclusive growth, and social justice.

The formulation of this Plan was a collaborative process, shaped by valuable input from our partners, stakeholders, staff, and the communities we serve. It aligns with key national and international development frameworks, including Kenya Vision 2030 and the Sustainable Development Goals (SDGs), ensuring that our efforts remain relevant and impactful.

We recognize that the successful implementation of this Plan will require effective partnerships, strong governance, adequate financial resources, and a commitment to continuous learning and accountability. The Board of Trustees remains committed to providing strategic oversight, while the ADSE team is dedicated to ensuring timely and efficient delivery of programmes.

In presenting this Strategic Plan, we reaffirm our vision of a vibrant organization transforming communities to enjoy secure and sustainable livelihoods. We invite all stakeholders - government, partners, communities, and development partners - to join hands with us in this transformative journey.

The Rt. Rev. Francis Matui
Chairman, Board of Trustees
Anglican Development Services Eastern

PREFACE



The Strategic Plan (2025–2030) of the Anglican Development Services Eastern (ADSE) is a comprehensive roadmap that outlines our collective vision and commitment to transforming lives. Rooted in Christian values and guided by the principles of inclusivity, resilience, and sustainable development, this plan reaffirms our dedication to empowering communities, especially the vulnerable and marginalized, through participatory approaches that promote dignity, justice, and opportunity.

This Strategic Plan has been prepared through a collaborative process that brought together diverse stakeholders, whose diverse insights and experiences have shaped a strategic framework that, not only reflects the realities on the ground, but also aligns with national priorities and global development frameworks.

The plan identifies six (6) Key Result Areas (KRAs) that will serve as focal points for our interventions: Water, Sanitation and Hygiene (WASH); Food Security; Environmental Conservation and Climate Change; Health and Nutrition; Governance, Child Protection, Gender and Social Inclusion; and Institutional Capacity Strengthening. These areas are critical in addressing the intersecting challenges of poverty, inequality, climate vulnerability, and inadequate service delivery.

As we embark on this new strategic phase, we acknowledge the persistent socio-economic and environmental challenges facing the Arid and Semi-Arid Lands (ASALs). Yet, we remain confident in our capacity to bring about positive change through strategic partnerships, community engagement, and evidence-based programming. Our mission is clear: To empower communities through participatory approaches and Godly principles for a quality life.

We extend our heartfelt gratitude to all who contributed to this Strategic Plan. Your dedication has laid a strong foundation for the next chapter of ADSE's journey. Let us move forward together in faith and action, united in our commitment to build secure and sustainable livelihoods for all.

Lay Canon Col (Rtd) Francis M. Ngui
Chairman, Board of Directors
Anglican Development Services Eastern (ADSE)

ACKNOWLEDGEMENT



The development of this Strategic Plan (2025–2030) for the Anglican Development Services Eastern (ADSE) marks a significant milestone in our continued journey to empower communities and foster sustainable development across our six (6) counties of operation. This plan is the product of dedicated effort, collaboration, and collective wisdom from a broad range of stakeholders.

We extend our sincere gratitude to the Board of Trustees and the Board of Directors for their unwavering leadership and oversight during the entire planning process. Their strategic direction and support provided the essential foundation upon which this document was developed.

We are deeply thankful to the Technical Committee, composed of ADSE programme managers, departmental heads, and senior staff, for steering the planning process with diligence and professionalism. Their coordination, insights, and commitment ensured the development of a comprehensive and responsive plan.

Special appreciation goes to our consultant, whose technical expertise and facilitation helped transform our aspirations into a structured, actionable framework. The consultant's role in synthesizing inputs and guiding stakeholder consultations was instrumental in the success of this exercise.

We also acknowledge the invaluable contributions of our development partners, county governments, national government agencies, faith-based organizations, civil society actors, and other non-state stakeholders. Your input, perspectives, and support enriched the strategic direction of ADSE and reaffirmed our shared vision for inclusive and resilient communities.

Finally, we express heartfelt thanks to the communities we serve across Machakos, Kitui, Makueni, Garissa, Wajir, and Mandera counties. Your voices, lived experiences, and aspirations remain the heart of our work. This Strategic Plan is a reflection of your needs, hopes, and the promise we make to walk alongside you in the pursuit of secure and sustainable livelihoods. Together, we are committed to transforming lives - faithfully, professionally, and inclusively.

John Mutua
Chief Executive Officer (CEO)
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EXECUTIVE SUMMARY

Anglican Development Services Eastern (ADSE) is the development agency of the Anglican Church of Kenya (ACK) Dioceses of Machakos, Kitui, Makueni and Garissa. The ADSE works with and in partnership with vulnerable communities in six (6) Counties, namely: Kitui, Machakos, Garissa, Makueni, Wajir and Mandera Counties. The ADSE's area of operation is mainly Arid and Semi-Arid Lands (ASAL) with a total population of 6,035,845 people¹. Since inception, ADSE's role has remained the same - to improve the livelihoods of the rural communities through Community-Based Development Programs (CBP).

This is the third strategic plan for ADSE and covers the period 2025 – 2030², and was prepared through a consultative process involving its key stakeholders (internal and external). The Plan envisions ‘A vibrant organization transforming communities to enjoy secure and sustainable livelihoods’ while its mission is ‘to empower communities through participatory approaches and Godly Principles for quality life’. The ADSE is committed to upholding the following core values: Godliness, Professionalism, Integrity, Impartiality, Participation and Teamwork, and Innovativeness.

In this strategic plan, ADSE will play a crucial role in ensuring that communities in the six (6) counties of operation are transformed. Its areas of operation in the medium term will touch on the five (5) focus areas of the 2030 Agenda for Sustainable Development: People (poverty and hunger), Prosperity (livelihoods, wellbeing and equality), Planet (sustainable cities and communities, responsible consumption and production, and climate action), Peace (peaceful coexistence and strong institutions), and Partnership for the goals.

The ADSE's areas of focus will be: Food Security (agriculture and incomes), Water, Hygiene and Sanitation (WASH); Environmental Conservation and Climate Change; Health and Nutrition; Governance, Child Protection, Gender and Social Inclusion, and Institutional Capacity Strengthening. These will be achieved through, increased localization and ownership, advocating for sustainable development in various Technical Working Groups (TWGs) and steering committees, working with both state and non-state actors to formulate and implement programmes, policies and laws that advance

¹ Kenya National Population and Housing Census (KNBS, 2019)

² Implemented from July, 2025 to June 2030

Vulnerable and Marginalized Groups (VMGs) economic empowerment; and by strengthening the resilience capacity of communities and their ability to participate in development processes.

To deliver on its core mandate, the Board of Trustees will be at the Apex of ADSE and will be responsible for providing oversight to ensure efficient and effective management of the ADSE, including the implementation of this plan. The Board of Trustees will be the appointing authority for the Board of Directors who are expected to provide leadership and governance, and work closely with the ADSE Management. The Chief Executive Officer (CEO) will be responsible for the day-to-day management of the ADSE and shall ensure successful implementation of this strategic plan.

To implement this five-year strategic plan, the ADSE will require a total of Kshs. 2,278 million, for programmes and administrative purposes. To ensure adequacy of financial resources, the ADSE will: Review its resource mobilization strategy in the first year of the plan; establish and operationalize a Resource Mobilization Committee (RMC); engage the ACK Church for linkages and referrals to mobilize resources to operationalize this plan; and establish and strengthen strategic collaborations with thematic area players.

As part of tracking results, the ADSE has proposed a comprehensive M&E framework. Monitoring, evaluation and reporting of this Plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. Various indicators will be tracked and used to measure performance as presented in Annex II. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future plans of the ADSEs.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This Chapter presents background information about ADSE, including its functions; regional, global and national challenges that relate to ADSE; as well as its role in Kenya's development process.

1.1 Background

Anglican Development Services Eastern (ADSE) is the development agency of the Anglican Church of Kenya (ACK) Dioceses of Machakos, Kitui, Makueni and Garissa. It was started as Christian Community Services (CCS) in 1987 by Machakos Diocese. Later, CCS changed its name to Ukamba Christian Community Services (UCCS), which rebranded to the current Anglican Development Services Eastern (ADSE).

The ADSE works with and in partnership with vulnerable communities in six (6) Counties, namely: Kitui, Machakos, Garissa, Makueni, Wajir and Mandera Counties. The ADSE's area of operation is mainly Arid and Semi-Arid (ASAL) with a total population of 6,035,845 people (2019 KHPC).

The ADSE's strength hinges on: Good reputation, owing to strong partnerships with both state and non-state actors; in-depth understanding of local dynamics, languages, and cultural contexts enabling it to conceptualize programmes and projects that are responsive to the needs of communities; innovative interventions, products and services, a key ingredient for viability and sustainability in the long-term; adoption of adaptive planning and management enabling it to remain agile in the changing landscape; foothold in four (4) counties (Machakos, Makueni, Kitui and Garissa) – a stepping stone in scaling up interventions to the remaining two (2) counties – Wajir and Mandera; experience and rich knowledge in community-based programmes and projects; and its independence, neutrality and use of participatory processes based on Christian principles.

I.2 Functions of ADSE

Despite the name change over time, ADSE's role has remained the same - to improve the livelihoods of the rural communities through Community Based Development Programs (CBP). It acts as an enabler through provision of resources (technical and financial) that empowers communities to achieve specific goals.

Functionally, ADSE is involved in ensuring improved livelihoods through integrated initiatives on, food security (agriculture and nutrition), water hygiene and sanitation; environmental conservation and climate change, and social inclusiveness. Its developmental goal has been to facilitate communities to realize secure livelihoods characterized by adequate food supply, access to potable water, stable incomes, good health and wellbeing, resilience to the negative effects of climate change, peaceful coexistence, accountable and transparent communities and institutions, protection of vulnerable and marginalized groups (children, PWDs, youth, women, and low -income households).

I.3 Global, Regional and National Development Challenges

I.3.1 Global and Regional Development Challenges

Food security exists when all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food. Despite global efforts, food insecurity remains a critical challenge, threatening health, stability, and development worldwide. According to the State of Food Security and Nutrition in the World (SOFI report), 757 million people faced chronic hunger in 2023, while about 2.4 billion people lacked regular access to adequate food. The World Food Programme (WFP) 2025 Global Outlook estimated that 343 million people were acutely food insecure as of November 2024. This is an indication that 4.5% of the world population is unable to consume enough food over an extended period to maintain a normal, active and healthy life. They are in acute food insecurity that threatens their lives or livelihoods. It is also worth noting that the world is not on track to meet Sustainable Development Goal 2: Zero Hunger by 2030 .

The food security situation in East and Southern Africa remains critical, with approximately 10 million people in Kenya, South Sudan, Tanzania, and Uganda experiencing Crisis (IPC Phase 3) or worse food security conditions. Further, malnutrition, including undernutrition, overweight, and obesity, has

engendered significant costs, driving up healthcare expenditures and reducing incomes. Unhealthy diets and high food prices are among the core drivers of malnutrition.

Access to safe water, adequate sanitation, and hygiene (WASH) is a fundamental human right and a cornerstone of public health. Despite global progress, billions of people around the world still face severe WASH -related challenges, undermining health, dignity, and sustainable development. Whereas 73% of the global population (6 billion people) have access to these services, 2.2 billion people lack access to safely managed drinking water services, 3.5 billion people do not have safely managed sanitation, around 2 billion people use a drinking water source contaminated with feces, while 494 million people still practice open defecation³.

Climate change presents the single biggest threat to sustainable development and its widespread, unprecedented impacts disproportionately burden the poorest and most vulnerable communities. As the climate emergency intensifies, the public and private sectors need to unite to address the increasing threat of climate change to limit a global temperature rise to no more than a 1.5-degree Celsius increase, a target which the world is currently nowhere near on track to meet.

Global warming is a major concern the world over with worsening impacts that include; increasing frequency and severity of droughts, flooding, cases of wildfires, heat related illnesses, heat waves, among others.

Given the capital intensiveness of mitigating the effects of climate change, support solutions for climate change, and reduce global greenhouse gas emissions - the need for climate finance is more urgent now than ever before. Reducing the social, environmental, and economic impacts of climate change and identifying pathways towards resilient societies remains a global priority.

I.3.2 Contextual Development Challenges

Water, Sanitation and Hygiene

The ADSE's area of operation is mainly Arid and Semi-Arid (ASAL) with a total population of 6,035,845 people (2019 KHPC). The current water access in the six (6) counties is 41% (for both rural and urban), and sanitation at

³ WHO/UNICEF Joint Monitoring Programme (2023)

26.4%⁴. This is way below given that SDG 6 calls countries to ensure availability and sustainable management of water and sanitation for all. Majority of the population depends on communal water points, shallow wells, seasonal rivers, boreholes, water pans and small dams.

S/No.	County	Demand/ Population	Land Area (Sq. Km)	Population Density	Water Access (%)	Sanitation Access (%)	Open Defecation (%)
1.	Machakos	1,421,932	5,952.90	235	53.6	17.1	2.8
2.	Kitui	1,136,187	24,385.10	37	55.2	35.8	8.5
3.	Garissa	841,353	44,736	19	23.8	17.2	50
4.	Makueni	987,653	8,008.90	121	48.9	54	2.4
5.	Wajir	781,263	56,773.1	14	30	6.8	77.5
6.	Mandera	867,457	25,939.8	33	34.6	27.5	72.5
Total		6,035,845	165,795.8	76.5	41	26.4	35.6

Source: County Integrated Development Plans (2023 – 2027)

The six (6) counties grapple with perennial water scarcity, inadequate sanitation facilities (at HH and institutional level), and prevalent hygiene - related diseases. These challenges are exacerbated by socio-economic disparities, limited access to essential resources, and a lack of community capacity to address these issues effectively. Only 17% of the HHs are connected to piped water, 17.2% rely on rain water harvesting, while 31.6% rely on surface water. This is also the case at institutional level (schools and health facilities).

On sanitation services, there are pockets of communities still practicing open defecation (2.8, 8.5%, 50%, 2.4%, 77.5% and 72.5% in Machakos, Kitui, Garissa, Makueni, Wajir and Mandera⁵). Further, a substantial proportion of the population (23.1% on average) have a pit latrine with no stable slab, while most of the latrines do not offer privacy. Most of the institutions do not have adequate latrines, with almost all schools failing to attain the required boys and girls to latrine ratio as per the Sphere Standards. Further, most of the health facilities have no sex separated latrines. On handwashing, majority of HHs and institutions do not have handwashing stations, and those that have lack adequate water supply or soap. There is a significant gap in knowledge and skills on solid waste management, with close to 12.6% (on average) of HHs leaving waste undisposed.

A study by the Kenya National Bureau of Statistics (KNBS) shows that Turkana leads in open defecation with 72.6% of households using bush and

⁴ Averaged from the six (6) County Integrated Plans (2023 - 2027)

⁵ World Vision Kenya (Various Reports)

hanging toilets, almost three (3) times the national average, followed by Mandera with 72.5% of homes not having proper and safe sanitation facilities. Wajir County has one of the lowest proportions of the population with access to improved waste disposal methods in Kenya, with only 6.8% having access.

Food Security

The United Nations, the Constitution of Kenya and the 2030 Agenda for Sustainable Development have all defined food security using four (4) pillars: Availability - that HHs has a reliable and consistent source of quality food; Access – that HHs have sufficient resources to produce and/ or purchase food; Utilization – that HHs have the knowledge and basic sanitary conditions to choose, prepare and distribute food in a way that results in good nutrition; and Stability – the HHs have the ability to access and utilize food that remains stable and sustained over time.

Specifically, Sustainable Development Goal (SDG) 2 calls for end to hunger and ensuring access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round. It also aims to end all forms of malnutrition, including achieving, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons. Importantly, it calls for efforts towards doubling the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

The Goal also aims at ensuring sustainable food production systems and implementation of resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality. The aspiration of SDG 2, and those of other frameworks such as the Agricultural Sector Transformation Growth Strategy (2019 - 2029), Climate Smart Agriculture Strategy (2017 - 2026), MTP IV, BETA and targeted County Integrated Development Plans (CIDPs), properly aligns with ADSE's operational theme of securing livelihoods through availing of adequate food supply system in the six (6) counties of operation.

The ADSE's programming is relevant given that 31.8%, 33.2%, 37.7%, 45.6%, 51.2% and 60.4% of residents in Machakos, Makueni, Kitui, Wajir, Garissa and Mandera counties, respectively, are food poor – way above the national average of 31.7%⁶. Further, 38.3%, 44.7%, 58.3%, 51.1% and 53% of residents in Machakos, Makueni, Kitui, Wajir (64.7 %), Garissa (67.8%) and Mandera (72.9%) are living below the national defined poverty line, compared to the national average of 39.8%. The counties' poverty severity is above the national average of 3.8%. This effectively means that, in a substantial proportion of the HHs, members go to bed on an empty stomach - they can barely afford at least one (1) meal per day.

Environmental Conservation and Climate Change

Kenya continues to experience marginal economic growth and increasing poverty incidence; however, inequality remains high (Gini Coefficient - 0.39). Kenya is classified as a lower-middle-income country, with gross national income per capita of US\$1,883 (2023). Between 2021 and 2024, economic growth averaged 5.4% and is expected to reach 5.6% in 2024 and rise to 7.2% by 2027⁷. Due to stable economic performance, poverty incidence (measured against the official poverty line) is estimated to have dropped from 46% to 39.8% between 2015/16 and 2022⁸, however with wide regional variation⁹. While the Gini Coefficient declined over the last 10 years, Kenya remains one of the most unequal countries in the world.

Development challenges are particularly severe in the ASALs where drought, which is increasingly associated with climate change, reduces economic growth and exacerbates poverty and vulnerability. Drought is a recurring phenomenon in these areas and on average, a 0.6% decline in GDP growth is observed in years of poor rains. There is also a strong correlation between drought events and food insecurity. The Kenya Poverty Report (2022) found that six (6) of the seven (7) poorest counties nationally are in the ASAL regions. Similarly, prevalence of vulnerabilities is highest in three (3)¹⁰ of these six (6) ASAL counties.

Kenya's geographical and climatic conditions make it extremely prone to climate change-related risks. More than 80% of the country is arid or semi-

⁶ Kenya Poverty Report (2022). KNBS

⁷ MTP IV

⁸ Although an increase from 36.1% recorder in 2015/16 (KIHBS, 2015/16)

⁹ Kenya Integrated Household Budget Surveys (2015/16, CHBS – 2019, 2021 and 2022)

¹⁰ Garissa, Wajir and Mandera

arid¹¹, characterized by limited availability of water and vegetation cover. Machakos, Makueni, Kitui, Wajir, Mandera and Garissa Counties are characterized as ASALs. The six (6) counties ordinarily experience two (2) rainfall seasons, the short rains occurring from October to December (OND), and the long rains from March to May (MAM), but in recent decades the rainfall patterns have become less predictable as a result of climate change. This has exacerbated the counties' vulnerability to the risk of droughts, as evidenced by the fact of three (3) spells of drought over the past 13 years - 2008–2011, 2016–2017, and 2021–2023.

The increasingly frequent and severe droughts undermine agricultural productivity, with devastating impacts on food security, household incomes and livelihoods, particularly in ASAL Counties in the North and Eastern part of the country, as water scarcity and pasture deficit result in loss of rain-fed productive asset. Addressing these risks is a critical policy concern for Kenya, as the number of drought prone counties continues to increase due to climate change, with 32 out of the country's 47 counties now classified as drought prone – the six (6) counties where the ADSE operates all fall under the ASALs.

The risk of drought related disasters has increased significantly in recent decades as a result of climate change, undermining livelihoods security for communities living in the ASALs. Apart from droughts becoming more frequent, extreme weather events such as floods and landslides have increased as a result of climate change, undermining food and nutrition security in ASAL counties. The severity of the droughts has also increased over time, with the 2020-2023 drought recorded as the worst in four (4) decades, following four (4) consecutive seasons of failed rains and a fifth season of poor rains. It resulted in up to 5.4 million Kenyans, majority of them pastoralists and agro-pastoralists, facing acute food insecurity, led to the loss of over 2.6 million livestock, and increased resource-based conflicts in the ASAL region.

The vulnerability of the ASALs to the impacts of drought have historically been compounded by low levels of investment in these areas on infrastructure and social services provision, resulting to lower ranking of the regions compared to other parts of the country in key human development indicators. High poverty levels, low literacy levels, and poor economic opportunities mean that communities living in these regions have limited capacities to withstand shocks arising from drought and other extreme

¹¹ National Spatial Plan 2015-2045, p.215

climate events. It is for this reason that in order to strengthen drought risk management, improve on food security and livelihoods, this project has been proposed and will focus on these structural causes of vulnerability.

Further, Kenya's forest cover has experienced significant fluctuations over the decades. In 1963, forests covered approximately 10% of the nation's land area. However, by 2006, this figure had declined sharply to about 1.7% due to factors such as agricultural expansion, urbanization, and illegal logging. By 2024, forest cover stands at 8.83%, with a national tree cover of 12.13%.

Health and Nutrition

High rates of poverty and inequality exacerbate vulnerabilities, undermine investments in human capital, and limit the potential for the benefits of economic growth to be shared by all Kenyans. Many Kenyans continue to lack food security and good health care. The maternal mortality rate remains one of the highest in Africa at 358 deaths per 100,000 live births¹². Poor children, when compared to their better-off counterparts, are less likely to attend school, advance to the next school grade, be vaccinated, and have good health outcomes. Moreover, while poverty and vulnerability are highly correlated, over one-third of non-poor Kenyans are vulnerable because they are clustered just above the poverty line, meaning that even a moderate shock could push them below the line.

Nationally, as reported in the 2022 Kenya Demographic Household Survey Report, the prevalence of stunting has decreased markedly since 1993, with the greatest decrease between 2008–09 (35%) and 2022 (18%). Over this same time period, changes in the prevalence of wasting and overweight have been small, although the prevalence of each is at its lowest point since 1993. Stunting is higher among children in rural areas (20%) than children in urban areas (12%). In the counties of ADSE operation, Machakos (16%), Kitui (25%), Garissa (9%), Makueni (20%), Wajir (12%) and Mandera (21%) of those under 5 are stunted.

Further, Machakos (3.5%), Kitui (4.9%), Garissa (22.8%), Makueni (4%), Wajir (15.3%) and Mandera (17.3%) of those under 5 are wasted, while Machakos (8.1%), Kitui (13.9%), Garissa (14.1%), Makueni (8.7%), Wajir (16.2%) and Mandera (23.2%) of those under 5 are malnourished.

¹² KDHS, 2022

In the plan period, the ADSE will focus on strengthening the community strategy. It will also focus on youth-friendly health services with the aim to provide accessible and quality sexual and reproductive health services to young people, addressing barriers like stigma and lack of privacy. These services are offered through various models, including youth centres and integrated health services, and include things like contraception, HIV management, and post-rape care.

In the Kenya Health Sector Strategic Plan (2018 – 2023, which is under review), health services should be accessible regardless of age, marital status, HIV and AIDS status, sexual orientation, gender identity; they should be provided in a respectful and confidential environment, fostering trust and promoting open communication; and they should include sexual and reproductive health counseling, education, and access to essential commodities (such as contraceptives).

Governance, Child Protection, Gender and Social Inclusion

In Kenya, the inclusion of vulnerable communities - such as youth, women, persons with disabilities (PWDs), and children - in development programming has seen notable policy commitments but faces gaps in implementation. National frameworks like the Constitution of Kenya (2010), the Kenya Vision 2030, and sector-specific policies emphasize the need for Diversity, Equity and Inclusivity (DEI). For example, the Youth Enterprise Development Fund and Uwezo Fund aim to economically empower youth and women, while the Persons with Disabilities Act mandates accessibility and representation. Despite these efforts, systemic barriers remain, including limited access to funding, weak institutional coordination, inadequate data for planning, and underrepresentation in decision-making forums. According to the Kenya National Bureau of Statistics (KNBS), youth (aged 18–35) comprise about 29% of the population, yet youth unemployment stands at over 67%. Similarly, only 5% of women occupy top leadership positions in public institutions, and 80% of public buildings remain inaccessible to PWDs. Greater investment in inclusive programming, community-level participation, and accountability mechanisms is critical to ensuring that these populations are meaningfully integrated into Kenya's development agenda.

i. Participation and Economic Use of Resources

The Constitution of Kenya calls for efficient, effective and economic use of resources; coupled with responsive, prompt, effective, impartial and equitable provision of services; and transparency and provision to the public of timely,

accurate information. This initiative requires partnerships and collaboration from a whole spectrum of stakeholders, at both levels of government.

The Constitution is alive to this fact and requires public participation in key governance and policy formulation processes. By providing for public participation, it demonstrates the need for citizens to be aware of their roles and responsibilities to enable them to participate in deciding on their destiny. The rationale of public participation is based on the foundation that the people of Kenya have sovereign power which they have delegated to state actors at the national and county levels. The sovereignty must be respected and institutionalized in all processes of governance.

Whereas public participation is constitutionally enshrined its practical implementation remains inconsistent and often symbolic. The nature and extent of public participation contemplated in the Constitution has not been fully achieved. The outcome of this has, among others, seen the marginalization of several population cohorts such as PWDs, women and youth in Kenya's development processes. The 2023/24 Public Service Commission report revealed that only 7% of 508 public institutions had customized public participation guidelines, and a mere 22.8% of developed policies underwent public consultation. Furthermore, only 2.7% of policies were transcribed into braille, and just 20.6% of institutions engaged sign language interpreters, highlighting significant accessibility gaps. The 2024 Open Budget Survey assigned Kenya a public participation score of 31 out of 100, indicating limited engagement opportunities, particularly during budget implementation and audit stages. Consequently, public input often fails to influence policy decisions meaningfully.

The need for involvement of citizens in monitoring and evaluation is important during implementation of government initiatives and other planning frameworks, including the 2030 Agenda on Leaving No One Behind (LNOB).

The ADSE will continue raising citizen awareness of their civil rights and responsibilities; building the capacity of citizens, Civil Society Organizations (CSOs) and government agencies to work together constructively; training citizens to use social accountability tools such as community score cards, citizen report cards; facilitating grievance redress and building feedback loops for citizens to report shortcomings and discuss remedies; participating in local budget formulation, decision-making and expenditure monitoring; and forming coalitions to amplify the voices of vulnerable communities.

ii. **Child Protection**

Child protection in Kenya faces significant challenges, with nearly half of females (45.9%) and more than half of males (56.1%) experiencing childhood violence¹³. In 2024, over 2,000 children were trafficked, and nearly 4,000 were displaced, highlighting a growing child welfare crisis¹⁴. The government's allocation of only KShs. 3 billion (approximately 0.09% of the national budget) to children's welfare in the 2022/23 financial year has resulted in an overstretched child protection system. According to the Directorate of Children Services (DCS), in 39 out of 47 counties, there are fewer than four (4) social service workers per 100,000 children, far below the recommended ratio. This shortage hampers the ability to address issues such as abuse, neglect, and exploitation effectively. Despite the enactment of the Children Act 2022, which provides enhanced legal provisions to safeguard children's rights, the lack of adequate resources and trained personnel continues to impede progress in protecting vulnerable children across the country.

It should also be noted that Child Protection is a multi-sectoral and multi-disciplinary affair that requires involvement of everyone. This is much so considering that over half of the population of Kenya is constituted by children some of who live in different situations of vulnerability. All State organs and all public officers have the duty to address the needs of vulnerable groups within society, including women, older members of society, persons with disabilities, children, youth, members of minority or marginalized communities, and members of particular ethnic, religious or cultural communities (Implementation of rights and fundamental freedoms, Article 21 part 3).

Kenya faces significant child protection challenges, driven by a combination of poverty, cultural practices, weak enforcement of laws, and gaps in social services. Despite legislative frameworks such as the *Children Act 2022* and constitutional provisions under Article 53, systemic and societal issues continue to expose children to harm.

Key Challenges

1. **Child abuse and neglect:** Physical, emotional, and sexual abuse are prevalent, with many cases going unreported due to stigma, fear of retaliation, or lack of trust in authorities. Child neglect, especially in

¹³ Violence Against Children Survey (Ministry of Labour and Social Protection, 2019)

¹⁴ Key Statistics, KNBS (2024)

impoverished and informal settlements, is common due to economic hardship and social disintegration.

2. **Child labour and exploitation:** Over 1 million children are estimated to be involved in child labor, particularly in agriculture, domestic work, and informal sectors. Economic necessity and lack of access to education push children into exploitative labour conditions.
3. **Early and forced marriages:** Despite laws prohibiting marriage under 18, child marriage remains a critical issue, particularly in rural and pastoralist communities. Cultural norms and economic pressures often override legal protections.
4. **Female Genital Mutilation (FGM):** Although illegal, FGM persists in some communities, especially in North Eastern and parts of Rift Valley regions. It is often linked with rites of passage and early marriage.
5. **Lack of access to quality education and health services:** Many children, especially in marginalized areas, lack consistent access to quality education and healthcare. Barriers include poverty, long distances to schools, disability, and lack of sanitary facilities for girls.
6. **Inadequate child protection systems:** While Kenya has policies and agencies responsible for child protection (like the Department of Children Services), enforcement is often weak. There is limited capacity, coordination, and funding at local levels.

iii. Disability Inclusion

The prevalence of disability in Kenya stands at 2.2% of the total population, and is higher among females (2.5%) compared to males (1.9%), and also higher among those living in rural areas (2.6%) than those in urban areas (1.4%). The most common form of disability is mobility at 0.9% followed by vision at 0.8%. In the counties of operation, Kitui County has the highest prevalence of disability at 2.7%. In Garissa, Wajir and Mandera, 0.7%, 0.6%, 0.9%, of the population have some form of disability. The leading causes of disability in rural communities in Kenya are congenital conditions (42%), injuries (27%)¹⁵, and chronic diseases (21%)¹⁶.

Persons With Disabilities (PWDs) in these counties are also more likely to be poor, unemployed, and have lower levels of education than persons without disabilities. There is no specific policy to guide implementation of

¹⁵ Falls, road accidents and person-related assault or being hit by an object

¹⁶ The number of PWDs could be much higher. WHO estimates a global disability prevalence at 15%.

inclusive education in Kenya, capitation for children with disabilities is not disaggregated according to the type and severity of disabilities, the curriculum used in schools does not meet needs of learners with disabilities and special needs in education, and there is inadequate staff trained in special needs education in assessment centres and schools. Additionally, there is inadequate advocacy, sensitization and mobilization on children with disabilities and special needs in education at the grassroots and parents are not actively involved in the education of their children with disabilities¹⁷. They also face significant barriers such as attitudinal, physical/environmental, institutional/systemic and social barriers that inhibit access to health care, education, and employment. Early identification and assessment to ensure equal opportunities in provision of education for children with special needs has been a challenge.

Formulation of a disability assessment and determination mechanism in Kenya began with the enactment of the Kenya PWDs Act of 2003. The Act placed the mandate for registration of PWDs with the National Council for Persons with Disability (NCPWD)¹⁸. Major milestone has been made to ensure the assessment and registration of PWDs in Kenya is efficient and effective through the development of disability assessment and categorization guidelines and devolving of final signature to counties on medical report to ease and reduce the time it takes for registration. However, there still exists significant challenges to the process including the lengthy, complex and tedious processes involved in accessing disability medical assessment reports including disability cards as the process is manual. In addition, PWDs find it difficult to access these services as they tend to visit relevant medical facilities more than twice before being assessed as they are required to first book an appointment which requires a physical visit to the facility.

Consequently, many families especially in remote areas give up on assessments, which in turn affects the process of enriching data to facilitate humanitarian response contributing to limited access to and availability of up-to-date data on PWDs which is an underlying barrier faced by PWDs in humanitarian emergencies. This is because limitations in data greatly affects the agility of humanitarian response to enable the offer of targeted, timely and appropriate products and services to PWDs especially children.

¹⁷ Kenya National Survey on Children with Disabilities and Special Needs in Education (2018)

¹⁸<https://www.treasury.go.ke/wp-content/uploads/2020/11/Persons-with-Disabilities-Act.pdf>

iv. Women and Youth Economic Empowerment

The three (3) Perspectives of Sustainable Development include: Human Rights Based Approach (HRBA) which calls for countries to ensure that individuals and communities know their rights. It also means that they should be fully supported to participate in the development of policy and practices which affect their lives and to claim rights where necessary. Gender Equality and Women Empowerment aims at bringing gender inequality at the forefront of programmes and analysis. This is premised on the fact that faster progress across all the SDGs will largely depend on the thorough integration of gender dimensions in public policies. Environmental Sustainability focuses on the ability to maintain an ecological balance in our planet's natural environment and conserve natural resources to support the well-being of current and future generations.

Leave No One Behind is the rallying call for the SDGs. It is the epicentre of the transformative promise of the 2030 Agenda. It is a commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole. It is about addressing the root causes of inequalities - LNOB compels us to focus on discrimination and inequalities.

Many of the barriers people face in accessing services, resources and equal opportunities are not simply accidents of fate or a lack of availability of resources, but rather the result of discriminatory laws, policies and social practices that leave particular groups of people further and further behind. Despite the Agenda having been launched close to eight (8) years ago, vulnerabilities are high; deprivations are becoming more entrenched; there is high risk of missing the poverty eradication target (with 39.8% of Kenyans being ranked as poor); hunger is on the rise (with 30.5% of Kenyans being food poor); progress towards gender equality and the empowerment of all women and girls is too slow; inequalities in wealth, incomes and opportunities are increasing in and between countries; while biodiversity loss, environmental degradation, discharge of plastic litter into the oceans, climate change and increasing disaster risk continue at rates that bring potentially disastrous consequences for humanity.

Some of the reasons why quite a substantial proportion of Kenyans are likely to be left behind include: Inequity due to discrimination; low resilience of our communities, hence increased vulnerability to shocks; natural events such as

recurrent drought, increasing the number of Kenyans in need of food assistance.

I.4 ADSE's Role in Community Development

Kenya adopted the 2030 Agenda for Sustainable Development in 2015 and started implementation in January 2016. The Agenda is considerably larger than the Millennium Development Goals (MDGs), implying that coordination of implementation, assessing progress towards their achievement, and reporting will rely on an even more elaborate system of measurement.

The progress towards the 2030 Agenda has been slow in many areas. Globally, regionally and nationally, vulnerabilities are high; deprivations are becoming more entrenched; there is high risk of missing the poverty eradication target; hunger is on the rise; progress towards gender equality and the empowerment of all women and girls is too slow; inequalities in wealth, incomes and opportunities are increasing in and between countries; and biodiversity loss, environmental degradation, climate change and increasing disaster risk continue at rates that bring potentially disastrous consequences for humanity. To address these challenges, it calls for the launch of an ambitious and accelerated response to reach a common vision by 2030.

The ADSE will play a key role to ensure Kenya attains the Agenda. Its areas of operation touch on the five (5) focus areas of the Agenda – People (poverty and hunger), Prosperity (livelihoods, wellbeing and equality), Planet (sustainable cities and communities, responsible consumption and production, and climate action), Peace (coexistence and strong institutions), and Partnership for the goals.

The ADSE will conceptualize programmes and projects to address its core pillars - food security (agriculture and incomes), water, hygiene and sanitation; health and nutrition; environmental conservation and climate change, and social inclusion.

Lessons learnt while implementing past development frameworks indicate that it is not enough to acknowledge inability or ability to attain set targets but call for deepening dialogue, candid actions and bold steps on resource mobilization, allocation and utilization geared towards the identified initiatives. The lessons have so far formed the foundation for the SDGs implementation and are a key plank if any meaningful dent on development challenges is to be made. More importantly, efforts should be made to include

a renegotiation of the roles and relationships between national, county governments, between government and development partners, members of legislative assemblies (national and county) and between state and non-state actors among others. Therefore, strong partnerships and collaboration amongst stakeholders is critical in the successful implementation of sustainable development. A strong collaboration will ensure creation of synergies which are necessary in implementation of the agenda. Given the universality of the SDGs, it is critical that all relevant stakeholders are involved in the implementation of the SDGs at the national and county levels in Kenya.

Further, world over, non-state actors and increasingly private sector are using their voices and influence to drive the policies needed to achieve the sustainable development. Governments are often under pressure to deliver short-term results, whereas many of the complex systemic challenges being addressed through sustainable development require long-term integrated policy reforms that need to be pursued far beyond most government and electoral lifecycles. Non-state actors and the private sector have an important role to play, including through community development initiatives, advocacy to help shape policy, change attitudes and increase accountability. Government constraints point to the need for active engagement by other actors, not to replicate government responsibilities or let them ‘off the hook’, but to advocate for policy reforms and public resources in support of sustainable development, and to unlock additional resources and enhance capabilities to empower communities.

Non-state actors have long been at the forefront of economic, environmental and social advocacy and campaigning. In recent years, organizations that are integrating sustainability into their core values and business models have also started to demonstrate a willingness to publicly take similar policy positions and advocate for them. Individual advocacy by actors is important but insufficient to drive the long-term changes to policy and practice needed to achieve sustainable development. Private Sector advocacy alone may lack sufficient recognition of wider social and environmental challenges outside of the core business and supply chain. Non-state actors’ advocacy may lack influence with governments and the necessary resources to sustain activity, and policy priorities may lack a sufficient focus on a government’s economic goals. Individual advocacy can also be undermined by issues of trust, credibility and legitimacy. Joint advocacy and implementation is emerging as a powerful tool to inform the conceptualization of community-based interventions (informed by vulnerability), shape better policy, build political capital for change, and shift entrenched attitudes and practices.

The Government recognizes the important role non-state actors 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.

I.5 Rationale for Preparing the Strategic Plan

This Strategic Plan is a demonstration of the ADSE's commitment to fulfilling its mandate through mapping out of key partners and resources required for successful implementation of its mandate.

The Plan sets out the basis of the ADSE's existence and guides its operations for the next five (5) years. This Strategic Plan aims to provide a strategic direction that will enable the ADSE to achieve optimal performance. The Plan seeks to re-position the ADSE to respond to emerging community needs. Specifically, the Strategic Plan covering the period 2025 – 2030 has been developed to:

- i. Align the work of ADSE with national, county and other international development frameworks such as the Sustainable Development Goals (SDGs).
- ii. Strengthen the ADSE's capacity to deliver its mandate.
- iii. Improve coordination and internal efficiency.
- iv. Provide a framework for mobilizing resources towards achievement of the ADSE's planned programmes and projects.
- v. Enable ADSE focus resources on the most pressing development needs.
- vi. Strengthen partner confidence.
- vii. Define a Clear Vision and Mission for Social Impact
- viii. Provide a framework for monitoring and evaluation of the performance of the ADSE.
- ix. Communicate the ADSE's Vision and Strategic Focus to its stakeholders and partners.

I.6 Methodology of Preparing the Strategic Plan

The preparation of the Strategic Plan commenced with the appointment of a Technical Committee comprising of the whole spectrum of ADSE staff. The Committee provided overall guidance during the planning process. Together with the Consultant, the Committee reviewed existing evaluation reports, Participatory Vulnerability Capacity Assessment (PVCA) reports, county and

national action plans, and projects, and other relevant reports, conducted stakeholders' consultations - both internal and external, and held community engagements. This provided the context for preparing the Plan. The draft Plan was subjected to rigorous internal and external stakeholders' engagements where valuable inputs on the Strategic Plan were received and incorporated into the document.

CHAPTER TWO

SITUATION ANALYSIS

2.0 Overview

This chapter presents key milestones and challenges faced by ADSE including an assessment of its operating environment using SWOT and PESTEL tools. Stakeholders' analysis is undertaken to identify their interests, relationships and expectations. These analyses formed the basis for the formulation of Key Result Areas (KRAs), strategic objectives and strategies.

2.1 Review of Past Performance

2.1.1 Key Achievements

Water, Hygiene and Sanitation

On average, 47.5% of communities have reported an increase in water availability compared to 22% at baseline. As a result, the proportion of population using safely managed drinking water services, within 30 minutes round trip, in ADSE areas of operation stands at 58% (compared to the national average of 67.9% and 56.3% for rural areas). The change is attributed to several interventions, and include: Developed 27 surface water harvesting structures (i.e. sand dams with offtake wells); drilled and equipped 15 boreholes; developed 66 roof water harvesting infrastructure in public institutions; installed 20 water distribution systems; supported households with rain harvesting structures; developed 20 shallow wells; constructed 21 sump wells with distribution systems; constructed five (5) gravity irrigation systems; rehabilitated five (5) existing smallholder pump fed irrigation schemes; developed 16 demonstration sites on surface water harvesting technologies for small scale irrigations system with water use efficiency systems; sensitized communities on water use efficiency, irrigation principles and return on investments from water use; undertook advocacy campaigns on the rehabilitation, development, sand harvesting conservation and protection of water resources; formed community structures (water user committees) on water management, governance and resource conflict resolutions.

The proportion of population using safely managed sanitation services is 45%, an improvement from 30.5% reported in 2016 (compared to the national

average of 40.9% and 37.7% for rural areas). There has been a reduction in cases of waterborne diseases. Majority of the respondents (74.3%) felt that increased knowledge on sanitation and hygiene was the biggest contributor to the reduction of water borne diseases while 59.9% of the respondents attributed it to use of clean water and 23.3% attributed the reduction to proper nutrition. ADSE made contribution to these improvements in proportion through the implementation of various interventions: It held 10 forums to capacity develop community resource persons/volunteers on hygiene and sanitation through CLTS Model; promoted the understanding of social preconditions for improving community-based interventions through the use of Community-led Total Sanitation (CLTS) as an approach and practice through the community forums; and held 21 knowledge management and demonstration units/systems on hygiene and sanitation at community level; trained CHPs; established school hygiene and sanitation clubs; and established handwashing stations. As a result, a number of locations have been declared ODF, while community handwashing behaviour during critical times has improved tremendously – from 60% to 88%.

Food Security

The evaluation established that 60% of smallholder farmers have adopted improved best farming practices (with 58.9% reporting higher yields (from a baseline of 12%). Further, as at 2025, the proportion of the population that is food secure (can afford/access three meals per day) stands at 42% (compared to the national average of 30.5%), while 27.7% were planting and consuming nutritious food crops compared to the 18% at baseline. 14.9% of the farmers are reporting an increase in market opportunities compared to 8% at baseline – as a result, 33.2% of the farmers realized an increase in their income levels due to the project interventions. ADSE has played a key role towards increasing agricultural productivity and incomes for small holder farmers. It established 500 crop and 100 fodder demonstration farms; trained more than 200,00 farmers on climate-smart agricultural practices; conducted 200 farmers learning events; linked 50,000 farmers to financial institutions for input financing; linked 5,458 farmer organizations to input suppliers; and trained 166 agro dealers of product knowledge.

To improve household access to diverse, safe and nutritious foods, trained 57,270 farmers on establishment and use of high nutritional value crops, keeping small livestock and kitchen gardens. Towards increasing access to profitable output markets by smallholder farmers, strengthened 476 farmer associations/organizations for inclusive collective actions in marketing and on 23,228 farmers on Business Development Services (BDS). Further, ADSE

formed 978 Village Saving and Loaning Associations (VSLA). As a result, 60% of small-holders farmers reported having accessing to markets, credit and financial services.

Governance, Child Protection, Gender and Social Inclusion

At the end of the strategic plan implementation, inclusion and protection of children in the project implementation has been enhanced through sensitization on child rights which proved effective since most children (67%) revealed to be aware of their rights out of which 76.9%. Children acknowledge their involvement indecision making both at school (47.3%) and home (48.2%), while 48.2% of them revealed that there were elaborate complaint mechanisms to handle children's issues.

On participation, a paltry 7.6% of community members reported being involved in policy making process by the county governments and that their inputs had been taken into consideration. Further, 90% of the communities reported that their capacities have been strengthened to prevent and mitigate violent conflict and enhance reconciliation, and that there is strengthened social cohesion within their communities. On access to opportunities, 60% of the women and men reported equality, only 20% of PWDs reported having accessed quality services.

The ADSE implemented a number of interventions to promote justice, equality and equity of opportunities, accountability, good relations among communities, including: Trained 1,000 community members on participatory budgeting, social audits, resource mobilization and on county government policies on budgeting and services delivery; held dialogue meetings between communities in conflict, and collaborated and partnered with other stakeholders for long lasting solutions. Towards promoting social inclusion and prevention of violence against children, women and girls, ADSE established two (2) functional community-based child protection systems and effective referral and linkage system for child protection, formed and trained 15 committees on child protection and safeguarding systems and structures on child rights; sensitize 5,364 community members on child rights and gender-based violence as per the constitution; and developed ADSE Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) policy.

Environmental Conservation and Climate Change

From the review, 60% of small holder farmers reported increased vegetation cover and reduced disputes over resources. Further, 65% of small holder

framers reported having adopted affordable and climate friendly energy sources. A substantial proportion (70%) of small holder farmers reported increased coping and preparedness to disaster capacity among communities. The ADSE implemented a number of interventions that brought about this change. These include: Establishment of 65 community structures in the wards /CBO, strengthening climate change governance; training of 3,000 intermediaries on climate information services; development of three (3) climate information services plans; protection of 52 catchment areas; establishment of 52 woodlots; establishment of 100 tree nurseries; and mobilization of 50,000 communities for tree growing. To enhance utilization of Renewable Energy, ADSE trained 298 CORPs on construction of energy saving Jikos; and conducted 100 campaigns on energy saving devices use. To enhance the capacity to manage disasters and risk mitigation, it developed 16 contingency plans; developed and disseminated 14 Early Warning information; and conducted 16 training forums on DRR.

Community Health and Nutrition

To promote access to quality health and nutrition services for vulnerable and marginalized groups in communities, ADSE capacity built 172 health facility Boards on governance and management; and trained 2,500 Community Health Promoters (CHPs) on various issues. To improve nutritional status of women and children through nutritional knowledge and practices, it trained 40,000 community members on high impact nutrition interventions; provided nutrition supplements to 500 pregnant women; conducted nutrition campaigns in schools and the community; developed and disseminated 10,000 health IEC materials; and rollout civic programs to create awareness among citizens on their role in public policy making process.

As a result, a substantial proportion (65%) of adolescent youths reported reduced drug and substance abuse in their community. Further, 60% of women of reproductive age (15–49 years) and caregivers reported practicing optimal behaviour for improved nutrition of maternal and young children under five years, have access to improved nutritional services and foods.

Institutional Capacity Development

For improved organizational capacity to efficiently and effectively deliver quality programme that meet the priority needs of the community, ADSE developed staff retention and motivation policy, trained all staff on various aspects; reviewed the resource mobilization strategy - increasing financial resources from external sources by close to 70%; institutionalized the three

(3) tier governance structure; developed the capacity of the BoT and BoD; established satellite offices in its areas of operation; developed/reviewed organization policies and procedures; developed and implemented M&E framework – including an Monitoring Information System (MIS); procured and installed an Enterprise Resource Planning (ERP) system; and undertook oversight surveys (customer, employee and work environment) and implemented feasible recommendations. As a result, the ADSE Organizational Capacity Assessment (OCA) score moved from developing (2020) to developed (2025), while its operational efficiency improved.

2.1.2 Challenges

Despite the achievements realized, the ADSE faced challenges, including: Inadequate financial resources as compared to the community felt needs, frequent and high intensity drought, and vandalism of water infrastructure.

2.1.3 Emerging Issues

The impact of climate change-related effects on livelihoods is worsening owing to their frequency and intensity of drought. Addressing these risks is further worsened by the multiplicity of hazards such as pests e.g., desert locusts, and the emergence of virulent strains such as COVID-19. Further, more insights are emerging on climate change impact on sectors and management options including non-traditional climate financing sources. Climate change has received prominence as a key focus area in the government development agenda. Changing donor priorities have a strong bearing of the donor funding landscape, which may affect implementation of planned programmes.

2.1.4 Lessons Learnt

- i. **Strengthened partnership and collaboration is beneficial.** Coupled with this, working with technical officers at the county level has ensured the continuity of services and implementation of programmes. With anticipated regime changes, this approach should be continued.
- ii. **Institutionalization of resource mobilization:** Structuring resource mobilization improves the implementation of projects and programmes. The existing resource mobilization strategy should be reviewed and implemented, coupled with the capacity development on resource mobilization. A robust stakeholder

engagement framework is key in driving networking through trade fairs, technical working groups, partner forums, among others.

- iii. **Participatory Approaches:** These are key for institutionalization of vulnerability, risk assessment and resilience building at the community and county levels. The ADSE will continue to institutionalize participatory approaches and tools.
- iv. **Performance Measurement:** There is need to ensure that output targets and indicators meet the SMART criterion. For enhanced performance assessment, there is a need to review the ADSE's theory of change, and results framework, and define and sharpen the measurement metrics in line with the need to change the focus areas.
- v. **ADSE Visibility:** This is a key contributor to ADSE's awareness levels. To further enhance ADSE brand awareness and connect to opportunities, the ADSE will develop knowledge management products and disseminate to stakeholders.

2.2 Environmental Scan

This section scans the internal and external environments using SWOT and PESTLED analytical tools.

2.2.1 SWOT Analysis

This section presents the SWOT analysis. Strengths - areas of key internal capabilities that ADSE can build on in implementing this strategic Plan; Weaknesses - areas in which ADSE needs to improve, and which should be addressed in the strategic plan implementation framework; Opportunities - external environment that ADSE can take advantage of in the next 5 years; and Threats - external environment that may pose strategic challenges to ADSE in the next 5 years and for which it has to mitigate against.

Table 2 -I: Strengths

Strengths	Implications	Strategic Response
Competent, committed and dedicated staff, Board of Trustees (BoT) and Board of Directors (BoD)	Having the right people for the job improves effectiveness and efficiency. Diversity in the BoT and BoD provides the required timely policy direction	ADSE will develop attraction and retention strategies to minimize staff turnover, as well as tap into Directors' knowledge resources. It will properly structure its staff welfare schemes to ensure equity

Strengths	Implications	Strategic Response
Clear and well-defined governance structure, clear communication channel, coupled with the existence of supportive policies (internal and external) and Standard Operating Procedures (SOPs)	This is crucial for ADSE because it facilitates efficient operations, improves communication, fosters accountability, and supports effective decision-making. Existence of internal policies enables the definition of roles, responsibilities, and reporting lines, ensuring everyone understands their place within ADSE and how their work contributes to the overall goals of the organization.	In the plan period, ADSE will develop/review its human resource documents and other internal policies/guidelines with a view to improving efficiency, maintaining employee engagement, and fostering a positive work environment.
Enabling/conducive working environment, in addition to systems that are effective and efficient	A conducive working environment ensures increased productivity, higher job satisfaction, improved employee well-being, and enhanced organizational performance. It fosters a positive work atmosphere where employees feel valued, supported, and motivated, leading to better results. Sound systems drive efficiency and effectiveness.	ADSE will ensure that all staff members have the right and appropriate working tools. In response, the ADSE will acquire additional working space and tools. It will leverage automation for increased efficiency and effectiveness
Good reputation, owing to strong partnerships at national and county levels (with both state and non-state actors)	This is a key ingredient for attracting partners and funding opportunities as well as ensuring stakeholders' buy-in (ownership of programmes and projects), collaboration and partnerships	ADSE will develop and track the implementation of the stakeholder engagement framework. It will continue to ensure the production of quality products and services that are responsive and inclusive, in an impartial manner

Strengths	Implications	Strategic Response
In-depth understanding of local dynamics, languages, and cultural contexts	Enables ADSE conceptualize programmes and projects that are responsive to the needs of communities. This further ensures ownership of interventions (hence lesser bottlenecks during implementation)	ADSE will continuously undertake Participatory Vulnerability Capacity Assessments (PVCAs) to ensure, at all times, vulnerability informs programming and that implementation integrates the Human Rights Based Approach (HRBA) approach
Innovativeness (has been able to come up with innovative interventions, products and services)	Helps ADSE remain relevant in its field of operations and continue growing and improving over time. The ability to innovate is essential for the long-term viability and sustainability of interventions.	The ADSE will continue to innovate and pilot interventions before their roll-out. It will also strengthen its learning mechanisms through proper documentation and dissemination of best practices. It will continue documenting and disseminating Climate Change Adaptation (CCA)-related best practices
Adoption of Adaptive planning and management	Changing partner/donor and stakeholder priorities calls for Adaptive planning and management in order to address the uncertainties in the landscape of operations. In the recent past, the donor landscape has been unpredictable owing to frequent changes in partner/donor and stakeholder policy priorities	The ADSE will actively adopt Adaptive planning and management, with a focus on both outcomes and outputs. It will regularly review existing MoUs/MoAs to ensure their efficacy.
Foothold in four (4) counties (Machakos, Makueni, Kitui and Garissa)	Affords ADSE invaluable experience in WASH, food security, environmental conservation (including climate change adaptation and	Most counties have developed supportive policies that ADSE can leverage for better outcomes. It has also established collaboration mechanisms with both state and

Strengths	Implications	Strategic Response
	mitigation), and social inclusion. This is a stepping stone in scaling up interventions to the remaining two (2) counties – Wajir and Mandera	non-state actors, worth strengthening.
Existence of factual vulnerability information on communities	Enables proper targeting of programmes and projects, ensuring timely evidence-based actions.	The ADSE will continue to strengthen its M&E systems
Experience and rich knowledge in community-based programmes and projects	Overtime, ADSE has documented good practices worth replicating.	The ADSE will continuously document and disseminate good practices for adoption. It will also institutionalize Knowledge Management (KM) in all its operations.

Table 2 -2: Weaknesses

Weaknesses	Implications	Strategic Response
Inadequate financial resources compared to the communities' felt needs	Delays implementation of programmes and projects in unreached areas.	Efforts will be employed aimed at enhancing Own Source Revenue (OSR). It will explore other income generating opportunities beyond grants and non-profit. Towards this, it will undertake a mapping of value chains with a view to supporting viable ones. It will also strengthen the capacity for resource mobilization
Inadequate documentation of best practices	Leads to the non-adoption replication of good practices.	The ADSE document and disseminate best practices. It will establish demonstration units as well as organize for knowledge exchange visits across the counties.

Table 2-2: Opportunities

Opportunities	Implications	Strategic Response
Strengthened county technical capacity on community development	Is an opportunity for ADSE to partner with county governments to mainstream community development tenets and localization concepts into county plans, policies and budgets.	ADSE will review its public participation guidelines, as well as continuous review of county plans, policies, legal and institutional frameworks for efficacy. It will also prepare and disseminate success stories more documentaries and learning aides to support delivery of the KSG programme
The devolved system of governance (the existence of supporting county government programs)	County governments are the first responders to any emergencies being closer to the people (in case of natural of disasters as a result of the negative effects of climate change). As espoused in the Fourth Schedule of the Constitution of Kenya, water, health, agriculture (crop and livestock), natural resources and environmental conservation (including - soil and water conservation; and forestry) are county functions	The ADSE will work closely with county governments. It will increase awareness of climate change impacts on communities in the counties. Working with like-minded partners, it will continue to strength county institutional frameworks (such as Steering Committees, TWGs and other committees – at county, sub-county and ward levels). To strengthen accountability, it will sensitize communities on accountability aspects.
Programme Integration	Having implemented other programmes and projects across the four (4) counties, upscaling is feasible. Supported communities are key players across value chains.	ADSE will undertake a detailed value chain analysis with a view to informing areas of investment for enhanced OSR. It will learn from programme and project evaluation reports for greater impact. It will also integrate nexus planning – by integrating Income Generating Activities (IGAs) and livelihoods aspects in all its programmes and projects

Table 2-3: Opportunities

Opportunities	Implications	Strategic Response
Strengthened county technical capacity on community development	Is an opportunity for ADSE to partner with county governments to mainstream community development tenets and localization concepts into county plans, policies and budgets.	ADSE will review its public participation guidelines, as well as continuous review of county plans, policies, legal and institutional frameworks for efficacy. It will also prepare and disseminate success stories more documentaries and learning aides to support delivery of the KSG programme
The devolved system of governance (the existence of supporting county government programs)	County governments are the first responders to any emergencies being closer to the people (in case of natural of disasters as a result of the negative effects of climate change). As espoused in the Fourth Schedule of the Constitution of Kenya, water, health, agriculture (crop and livestock), natural resources and environmental conservation (including - soil and water conservation; and forestry) are county functions	The ADSE will work closely with county governments. It will increase awareness of climate change impacts on communities in the counties. Working with like-minded partners, it will continue to strength county institutional frameworks (such as Steering Committees, TWGs and other committees – at county, sub-county and ward levels). To strengthen accountability, it will sensitize communities on accountability aspects.
Programme Integration	Having implemented other programmes and projects across the four (4) counties, upscaling is feasible. Supported communities are key players across value chains.	ADSE will undertake a detailed value chain analysis with a view to informing areas of investment for enhanced OSR. It will learn from programme and project evaluation reports for greater impact. It will also integrate nexus planning – by integrating Income Generating Activities (IGAs) and livelihoods aspects in all its programmes and projects

Opportunities	Implications	Strategic Response
Goodwill from partners/donors and other stakeholders (including the ACK Church)	ADSE currently enjoys goodwill from both state and non-state actors on community development issues. Further, ADSE is reputable at community level – given its visibility and community engagement. Stronger collaboration is key in localization of the sustainable development concept	ADSE will continue to leverage this goodwill to accelerate the implementation of community-based programmes and projects. It will continue to prepare financial and non-financial reports to donors for accountability purposes. It will strengthen its stakeholder engagement framework to support co-creation.
Growing Focus on Climate Change and Green Climate Financing	Provides financing and technical opportunities such as GCF, UNFCCC, and Loss and Damages Fund, among others.	ADSE will develop strategies to tap into these facilities and expand its scope to research, carbon markets, and Agriculture, among other areas
Technological advancement and innovations	Improves effectiveness and efficiency in delivery. Community level uptake of emerging technologies for increased productivity is key in sustaining programme outcomes, and ensuring wider reach	ADSE will tap into emerging technologies and innovations to improve its processes and systems for effectiveness and efficiency.
Existence of Indigenous knowledge and institutions on ADSE's areas of operations	There exists indigenous knowledge and social values worth integrating into ADSE's operations. Their adoption provides an opportunity for greater impact, efficiency and effectiveness in service provision.	The ADSE will document and disseminate indigenous knowledge and other best practices.

Table 2 -4: Threats

Threats	Implications	Strategic Response
Climate change-related disasters	The increased frequency of disasters (such as frequent and high intensity drought, floods,	The ADSE will conceptualize and implement sustainable ecosystem-based interventions e.g. GCF and Nature-based

Threats	Implications	Strategic Response
	and locust infestation) diverts resources from planned interventions to response	Solutions (NbS), among others. It will also support the mainstreaming of community-based programming into policies, plans and budgets at county level. It will partner with National, county governments and likeminded stakeholders to put in place emergency response mechanisms
Resource-based conflicts and vandalism of community infrastructure,	Resource-based conflicts have increased significantly across the ASAL counties. Conflicts erode the gains of resilience building and increases the cost of implementing programmes and projects	ADSE will continue working with government agencies and peace structures at all levels on effective natural resource governance
Conflict of interest in the management of community projects	Proper and accountable community projects' management structures is key in sustaining programme and projects' outcomes	ADSE will establish and strengthen user committees and other relevant institutional frameworks to ensure sustained service delivery.
Insecurity	It affects programmes and projects implementation. It is expensive to implement projects in insecure areas or in areas with accessibility challenges	ADSE will work with local partners to deliver. It will strengthen community-based structures for ownership. It will integrate security and accessibility aspects in programming
Limited infrastructure (e.g. poor roads, communication network, lack of internet)	Increases cost of implementing programmes and projects.	
Increasing poverty rates	Nationally, 39.8% of Kenyans are living below the poverty line (2022). Further, on average, 60% of the ASALs population	The ADSE will work with partners to invest in Ecosystem-based programmes. It will continue to empower communities (including women

Threats	Implications	Strategic Response
	is poor, with a slightly above 65% multi-dimensional poverty rate. Increased poverty translates to increased vulnerability, hence high dependency. ADSE's area of operation lies in the ASALs	and youth) through financial literacy, support for IGAs and inclusion interventions
Changing partner priorities, interests and geo-political alignments	This can lead reduced financial resources, affecting the implementation of the planned programmes and projects. Based on interests, some donor/partner interests, at times, deploy approaches that increase dependency	The ADSE will strengthen its stakeholder engagement frameworks, as well as develop a strategy to support OSR enhancement. It will adopt Adaptive planning. It will review its operational plans (including the strategic plan) to inform re-programming
Macroeconomic instability -	Increasing the cost of goods and services can impact ADSE's budget and the affordability of programme and project inputs.	ADSE will adopt Adaptive planning and mainstream macroeconomic factors in budgeting and prioritization

2.2.2 PESTLED Analysis

This section reviews and presents the effect of major PESTLED factors on the operations of ADSE.

Table 2-5: PESTLED Analysis

Category	Issue	Description/Implication
I. Political	Devolution	County governments are the first responders to emergencies. They are key in institutionalizing community-based development and localization of international, regional, and national development frameworks at that level. This provides a platform for mainstreaming ADSE's thematic areas into county operational plans and policies.

Category	Issue	Description/Implication
		Collaboration and partnership with devolved units is also crucial for investments in these areas.
	Goodwill	ADSE has continued to enjoy goodwill from different stakeholders (both state and non-state). The ADSE will continue to leverage the existing goodwill to accelerate the implementation of programmes and projects. It will develop and implement mechanisms that support co-creation.
	Government development Agenda and policy priorities	One of the Pillars of government is Agriculture and food security. Further to this, the Government's focus in the next five years [2023 – 2027 – as espoused in the fourth Medium Term Plan (MTP IV)] has laid emphasis on the adoption of best practices in environmental conservation (including planting of 15 billion trees), climate change adaptation and mitigation, as well as the promotion of an inclusive green economy. This provides a conducive environment for the ADSE to deliver its mandate.
Economic	Constrained Financial Resources	Changing donor landscape is expected to affect the implementation of planned programmes and projects. ADSE will develop strategies for enhanced resources
	Collaboration and Partnerships	Community-based development initiatives are capital intensive and hence partnership with state and non-state actors will be encouraged. ADSE plays a critical role in strengthening linkages and providing technical support to all stakeholders
Social	Increased awareness	The ADSE will continue to undertake advocacy and sensitization programmes. The ADSE will also develop appropriate IEC materials in a timely manner for information. It will also develop and integrate appropriate feedback channels in all its operations.
	Increased vulnerability	Nationally, 39.8% of Kenyans are living below the poverty line (2022). Further, on average, 60% of the ASALs population is poor, with a slightly above 65% multi-

Category	Issue	Description/Implication
		dimensional poverty rate. Increased poverty translates to increased vulnerability, hence high dependency. ADSE's area of operation lies in the ASALs
	Social Inclusion	The population of community members in need of assistance has been increasing owing to the negative effects of climate change (among other factors). PWDs, women, youth and children are key population cohorts and their exclusion in the development processes affects overall growth. Accessibility, availability and affordability of services is key to ADSE.
Technological	Information Dissemination	Growth in the use of social media platforms offers ADSE an opportunity for disseminating information meant for early action and preparedness. The ADSE will develop different modes of communication to ensure wider reach including in areas with poor internet connectivity.
Environmental	The threat of Climate change	Weather vagaries as a result of climate change affect communities' resilience. Most ASALs are degraded, and there is loss of biodiversity and soil fertility rendering them unproductive and requiring to be restored or rehabilitated. Increased frequency and intensity
Legal	Legislative framework	Counties have developed supportive legal, policy and institutional frameworks that touch on community development. ADSE will continue to support counties to strengthen various mechanisms as well as in developing/reviewing policies and their implementation action plans.
Ethical	Increased vulnerability	The increasing vulnerability of Kenyan communities calls for reduced conflict of interest in the implementation of interventions, to only target deserving communities. ADSE will continue to strengthen community, county and national institutions so has to have mechanisms in place that enable them to plan and implement equitable community driven actions

Category	Issue	Description/Implication
Demographic	Population dynamics	Population trends and distribution is a key determinant in identifying key needs. Disparities in access to services across population cohorts (such as child poverty, Women Headed Households (WHHs) poverty, and Child Headed Households (CHHs) and regions (Rural, Urban, ASALs) is a key indicator in the formulation of interventions. Further to this, PWDs, women, youth and children are key population cohorts and their exclusion in the development processes affects overall growth. This understanding allows ADSE to focus on strengthening legal, institutional governance and actions that promote equity.

2.3 Stakeholder Analysis

An analysis of the stakeholders is undertaken to clearly outline their roles/functions; their expectations from ADSE; what the ADSE should do to meet their expectations; and what the stakeholders should do to assist ADSE realize its mandate.

Table 2-6: Stakeholder Analysis

Name of Stakeholder	Role	Stakeholder's Expectations from ADSE	ADSE's expectation from the stakeholder	Possible Areas of Collaboration
Communities (in the six counties)	Participatory implementation, monitoring and evaluation of programmes and projects	– Timely action and objective feedback – Impartiality in service provision – Accurate and timely provision of information – Quality assurance – Adherence to project implementation standards	– Timely action and objective feedback – Proper and accurate representation of needs. – Programmes and projects' ownership. – Active participation in project and programme	Participatory Identification and Implementation

Name of Stakeholder	Role	Stakeholder's Expectations from ADSE	ADSE's expectation from the stakeholder	Possible Areas of Collaboration
			implementation. – Participatory monitoring and evaluation of programmes and projects' implementation – Provide a conducive environment for development work – Sustain interventions	
The ACK Church	Support ADSE in resource mobilization	– Equity, inclusion and justice in project conceptualization and implementation – Ethical fundraising and program integrity – Shared Values and Mission Alignment – Adherence to Christian ethics during conceptualization and implementation – Respect for contextual faith identity and structures – Recognition of the church's role in the	– Effective, accountable, and inclusive collaboration – Support in resource mobilization for ADSE programmes and projects	Participatory identification and implementation

Name of Stakeholder	Role	Stakeholder's Expectations from ADSE	ADSE's expectation from the stakeholder	Possible Areas of Collaboration
		community as a trusted, long-standing institution. – Partnership that empowers and strengthens the church's existing ministries – Cultural and religious sensitivity in programme design and communication – Transparency and accountability – Sustainability and community empowerment		
County Governments (Makueni, Machakos, Kitui, Wajir, Mandera and Garissa)	Community development	– Collaboration in the implementation of programmes and projects – Technical and financial support in the implementation of programmes initiatives – Coordination of stakeholders (state and non-state)	– Early action – Implementation of investments – Provision of inputs (timely) – Mainstreaming of community development initiatives into county plans and budgets – Create a conducive environment for CCA activities, collaboration	Partnership and Collaboration

Name of Stakeholder	Role	Stakeholder's Expectations from ADSE	ADSE's expectation from the stakeholder	Possible Areas of Collaboration
			- and coordination – Reporting on progress with implementation – Objective public participation	
Partners/Like-Minded Organizations	Community development support	– Implementation of agreed-upon work plan in areas of support – Accountability, transparency and efficient delivery – Timely provision of both financial and non-financial reports – Collaboration	– Provide financial and technical resources – Objective reporting – Align their support to ADSE priority areas. – Openness and honest engagement – Collaboration and partnerships	Co-creation
Private Sector	Complementing Community Development Initiatives	– Timely and objective feedback – Collaboration and partnership	– Participatory monitoring in programmes and projects' implementation – Collaboration and partnerships	Co-creation
Non-state Actors (CBOs, NGOs, FBOs, networks, platforms and alliances)	Community Development support	– Timely action and feedback – Accurate and timely provision of information – Effective collaboration and partnerships	– Active participation in programme and project implementation. – Participatory monitoring in programmes	Co-creation

Name of Stakeholder	Role	Stakeholder's Expectations from ADSE	ADSE's expectation from the stakeholder	Possible Areas of Collaboration
		– Co-creation opportunities	- and projects' implementation – Effective collaboration and partnerships – Support social accountability audits – Co-creation opportunities	
National Government Departments and Agencies (such as NDMA, Directorate of Children Services, Department of Social Development etc)	Community development	– Timely provision of accurate information – Collaboration and partnerships – Localization of sustainable development initiatives	– Partnerships and collaboration – Timely implementation of initiatives – Timely provision of accurate information – Timely technical support	Programme Implementation; Contingency Planning; Community Engagement
ADSE Staff	Delivery of ADSE mandate	– Commensurate remuneration – Supportive policies – Career progression and development – Conducive working environment – Management, BoT and BoD support	– Confidentiality – Productivity, professionalism and teamwork – Compliance with set rules – Accountability and transparency	Productivity

Name of Stakeholder	Role	Stakeholder's Expectations from ADSE	ADSE's expectation from the stakeholder	Possible Areas of Collaboration
Media	Information Dissemination	– Timely provision of accurate information – Collaboration and partnerships	– Objective reporting – Collaboration and partnerships	Community Awareness and Education
Service providers	Service Provision	– Fair and transparent tendering processes – Timely payment – Compliance with laws and regulations	– Timely and quality products and services – Compliance with laws and regulations – Confidentiality	Service Provision

2.4 Strategic Issues

From the situation analysis, the ADSE has identified key strategic issues. These are:

- i) Inadequate access to safe water, hygiene and sanitation services across the communities ADSE works in.
- ii) Inadequate access to sufficient, safe and nutritious food for all people at all times.
- iii) Weak community capacity on environmental conservation and climate change adaptation and mitigation.
- iv) Inequality in health and nutrition access for vulnerable community members.
- v) Inadequacy in opportunities and representation of vulnerable community members.
- vi) Need to continuously strengthen the institutional capacity of ADSE (technical and financial resources).

CHAPTER THREE

STRATEGIC MODEL

3.0 Overview

This chapter presents the 'future we want for ADSE', its key foundations and its areas of focus for the period 2025 - 2030. These Key Result Areas (KRAs) have broad strategic objectives and accompanying strategies.

3.1 Vision, Mission and Core Values



Vision Statement

A vibrant organization transforming communities to enjoy secure and sustainable livelihoods



Mission Statement

To empower communities through participatory approaches and Godly Principles for quality life



Core Values

1. **Godliness:** ADSE aims to be faithful to its calling by upholding care and love which it was called to. Where all are called to be partakers of the same regardless of religious affiliation but to see the love of Christ through what it does and embrace the Gospel. By employing this value, it expresses heavenly wisdom and exemplifies its characteristics. ADSE grows in unity with the community it serves.
2. **Professionalism:** ADSE is proactive in finding solutions that improve the livelihoods of communities, while enabling the creation of lasting relationships with communities in its areas of operation. At all times, ADSE staff will demonstrate highest level of competence, diligence, efficiency and ethical values.
3. **Integrity:** ADSE is committed to conducting its operations in a manner consistent with the highest standards of transparency, stewardship and accountability, and that which demonstrates economic use of resources. It will be honest, ethical and fair in all its activities. ADSE will always strive to deliver on its promises and

acknowledge its mistakes. In all that it does, ADSE believes that its reputation is more important than any other short-term rewards.

4. **Impartiality:** ADSE will always make timely decisions, and provide responsible solutions that meet the needs of our stakeholders. At all times, ADSE will provide equitable access to services, opportunities and resources to all. It will ensure timely provision of accurate information.
5. **Participation and Teamwork:** ADSE will provide an environment that promotes an atmosphere that fosters friendship, collaboration, partnerships and loyalty. ADSE will motivate its employees to work harder, cooperate and be the supportive of stakeholder interests. It will work towards harnessing diverse talents, addressing weaknesses, improving communication and feedback, and leveraging strengths. ADSE will always remain answerable to its stakeholders and beneficiaries by giving appropriate and timely feedback that is clear while implementing its initiatives.
6. **Innovativeness:** ADSE will constantly strive to redefine the standard of excellence in everything it does. It will be open to ideas that challenge the conventional views and drive innovation. It will embrace and support creativity and adopt new products and services. The only constant in life is change and ADSE believes that in order to stay relevant, it must constantly improve with society's changing needs.

3.2 Key Result Areas, Strategic Objectives and Strategies

Based on the situation analysis presented in Chapter Two (2), ADSE has identified key strategic issues that include the need to:

- i) Increase access to safe water, hygiene and sanitation services across the communities ADSE works in.
- ii) Enhance access to sufficient, safe and nutritious food for all people at all times.
- iii) Strengthen community capacity on environmental conservation and climate change adaptation and mitigation.
- iv) Improve health and nutrition wellbeing for vulnerable community members.
- v) Improve governance, equality in opportunities and representation of vulnerable community members.
- vi) Strengthen the institutional capacity of ADSE (technical and financial resources).
- vii) Strengthen collaboration and partnerships with all stakeholders including the private sector involvement in community development.

viii) Strengthen Knowledge and Information Management.

This will be realized through six (6) Key Result Areas, namely: **Water, Sanitation and Hygiene (WASH); Food Security; Environmental Conservation and Climate Change; Health and Nutrition; Governance, Child Protection, Gender and Social Inclusion; and Institutional Capacity Development.** Details of each follow below.

3.2.1 KRA I – Water, Sanitation and Hygiene (WASH)

The Goal of the focus area is to Increase access to safe water, hygiene, and sanitation services. Working with partners (both state and non-state), the ADSE is committed to ensuring the constitutional right to water and sanitation, as stipulated in Articles 43 and 42 of the Constitution. Specifically, Article 43 (d) stipulates that every person has a right to clean and safe water in adequate quantities.

Investments in: Expanding water supply systems for the most affected counties (including establishing of boreholes); promoting of water harvesting (at HH and at institutions); provision of sanitation facilities at schools (to attain the required ratios) and institutions (sex segregated and for those with mobility challenges); promotion of handwashing during critical times, including development of a WASH Social Behaviour Change Communication Strategy; implementation of solid waste management strategies, would go a long way in addressing the inherent challenges in WASH.

KRA	Goal	Strategic Objectives	Strategy
Water, Sanitation and Hygiene	Increase access to safe water, hygiene, and sanitation services	To improve access to water for households, farming, and livestock.	Develop water infrastructure and promote efficient water use practices.
		To strengthen knowledge and skills in water governance and management	Strengthen community capacity on water management

KRA	Goal	Strategic Objectives	Strategy
		To promote proper hygiene and sanitation services.	Promote personal and community hygiene and sanitation practices
			Improve safety and cleanliness of the environment

3.2.2 KRA 2 – Food Security

The ADSE aims at ensuring access to sufficient, safe, and nutritious food for all people at all times. This would be realized by implementing interventions that: Promote climate-smart crop and livestock production practices; strengthen value chains; promote nexus planning (integration of programmes and projects); promote nutrition-sensitive agriculture; promote Business Development Services (BDS); that integrate Nature-based Solutions (NbS); promote Financial Literacy, among others.

KRA	Goal	Strategic Objectives	Strategy
Food Security	Ensure access to sufficient, safe, and nutritious food for all people at all times	To enhance communities' productivity	Promote climate-smart crop and livestock production practices.
		To increase access to inclusive, functional, and profitable agricultural markets.	Improve market access
		To strengthen Agri-nutrition for improved household dietary diversity score.	Support the establishment of nutrient-dense foods
			Promote nutrition-sensitive agriculture
		To increase income among community members	Promote non-agricultural income-generating enterprises
			Improve farmers' financial literacy

3.2.3 KRA 3 – Environmental Conservation and Climate Change

The ADSE will remain focused on strengthening capacities of community wards, sub-counties and county structures (such as Steering Committees, TWGs and other relevant structures). It is expected that strengthened institutions will be engaging more effectively in the implementation of policies, plans, programmes and projects. With strengthened capacity, the institutions will have a greater understanding of pertinent subject areas (e.g. water, conservation, climate change, Natural Resource Management (NRM), climate change, among others), will have gained more influence and recognition in their areas of work, and will be engaged in inclusive participation. They will also be able to convene and rally other like-minded actors. Most of the time, these institutions are in touch with the citizenry, and hence could play a key role in educating them on their roles in resilience building and well as in sustainable development.

As ADSE works to uplift vulnerable communities in Kenya's arid and semi-arid regions through sustainable development, and as climate change increasingly affects livelihoods, water security, and food production, integrating carbon credit mechanisms into ADSE's climate mitigation work offers a transformative opportunity to scale impact, mobilize finance, and strengthen resilience among poor and marginalized groups.

In the plan period, ADSE will put in place measures aimed at: Increasing vegetation cover; promoting climate-smart agriculture practices; promoting a healthy and safe environment; increasing community preparedness to disasters; increasing utilization of climate-friendly energy sources; and strengthening adaptation and mitigation measures.

KRA	Goal	Strategic Objectives	Strategy
Environmental Conservation and Climate Change	Strengthened community capacity on environmental conservation and climate change resilience	To enhance Natural Resource Management	Strengthen community capacity in tree planting
			Promote climate-smart practices
			Promote healthy and safe environment
		To enhance capacity on disaster risk reduction and management	Strengthen community disaster preparedness capacity

KRA	Goal	Strategic Objectives	Strategy
		To enhance the use of renewable energy	Promote adoption of climate friendly energy sources
		To improve compliance to national and international environmental and climate change policies	Improve compliance with national and international environmental and climate change policies

3.2.4 KRA 4 – Health and Nutrition

The Goal of the focus area is to improve health and nutrition wellbeing for vulnerable community members, in the spirit of LNBO. The ADSE is alive to the fact that health services should aim to overcome structural and sociocultural barriers that prevent Vulnerable and Marginalized Groups (VMGs) from accessing care, such as parental consent requirements or stigma. It calls for a multi-sectoral approach involving health, education, and other relevant actors which is crucial for effective service provision. Additionally, community members should be engaged to understand the benefits of youth-friendly services and support their provision

In the medium term, ADSE will put in place mechanisms to: Capacity develop health promoters; strengthen behaviour change communication; promote youth friendly and other sensitive health care provision services; promote targeted nutrition and health interventions for under 5 years children, pregnant women, elderly and low-income families; strengthen nutrition linkages and referral mechanisms; awareness creation and education on nutrition among vulnerable communities; and advocate for nutrition best practices.

KRA	Goal	Strategic Objectives	Strategy
Health and Nutrition	Improved health and nutrition well-being for vulnerable	To increase awareness and adoption	Strengthen capacity of health promoters Improve behavior change communication

KRA	Goal	Strategic Objectives	Strategy
	community members	of healthy behaviour	Promote youth-friendly and other sensitive health care provision services
			Implement targeted nutrition and health interventions for under 5 years children, pregnant women, elderly and low-income families
		To promote healthy dietary habits	Strengthen nutrition linkages and referral mechanisms
			Improve awareness and education on nutrition among vulnerable communities
			Advocate for nutrition best practices (documentation and dissemination)

3.2.5 KRA 5 – Governance, Child Protection, Gender and Social Inclusion

The ADSE will integrate GEDSI into programming. This is essential in ensuring that development initiatives are inclusive, equitable, and impactful across all segments of society. It ensures that development efforts do not leave behind women, Persons with Disabilities (PWDs), the elderly, youth, indigenous populations, or other marginalized groups. It addresses historic and systemic inequalities, making programs fair and just for all participants.

Inclusive programs are more responsive to diverse needs, which increases participation, ownership, and sustainability. When programming is GEDSI - sensitive, it captures multiple lived realities, leading to better-designed solutions and more successful outcomes. GEDSI programming enables meaningful participation of excluded groups in decision-making, implementation, and evaluation. It promotes agency - especially among women, youth, and PWDs - ensuring their perspectives shape policies and projects that affect their lives.

Marginalized groups are often the most vulnerable to shocks (e.g. climate change, pandemics, economic downturns). GEDSI programming supports targeted interventions that strengthen resilience, reduce poverty, and expand access to livelihoods, services, and opportunities. Empowering communities on advocacy and consultation modalities will allow the most disadvantaged, socially marginalised groups and victims of human rights violations to participate in the implementation and to benefit from interventions.

KRA	Goal	Strategic Objectives	Strategy
Governance, Child Protection, Gender and Social Inclusion	Improved governance, equality in opportunities and representation of vulnerable community members	To strengthen the existing governance systems	Strengthen governance structures at the community level
		To improve the inclusion, protection, and empowerment of VMGs ¹⁹ , across all ADSE programs and community development efforts.	Improve access to opportunities by VMGs
			Improve participation of VMGs in in community decision-making, development, and humanitarian efforts
			Promote Income Generating Initiatives for VMGs
			Strengthen child safeguarding structures

3.2.6 KRA 6 - Institutional Capacity Strengthening

The ADSE recognises the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends. Programs to accentuate staff motivation will be implemented in addition to provision of work environment that is safe and conducive. ICT infrastructure will be harnessed and deployed to augment efficacy in back-office operations to support ADSE processes and other operations. The ADSE will also integrate staff performance and productivity in all its operations, and inculcate good governance tenets to enhance efficiency and effectiveness in delivery. It will also strengthen the communication function for improved institutional visibility, including employing different modes of information dissemination.

¹⁹ Especially women, children, persons with disabilities (PWD), and youth

One of the key events that might hinder the delivery of the strategic plan is financial resource constraints. The changing donor landscape calls for strong partnerships and collaboration amongst stakeholders, which is critical in the successful implementation of programmes and projects. A strong collaboration will ensure creation of synergies which are necessary in implementation of community development initiatives. One important first step that must be undertaken is the mapping of all relevant stakeholders. This is vital in translating this strategy into action.

To sustain its operations, ADSE will integrate sustainability aspects in programming by increasing its vibrancy, and improving Own Source Revenue (OSR). Towards this, it will undertake analysis of the efficacy of the SPV (Anglicare) and Mpanzi Sacco, and implement identified feasible value chain components (including pursuing the likelihood of becoming a water service provider; greenhouse farming for high-value vegetables and beekeeping and poultry farming – given the available land; aggregation and value addition; rent-out facilities (such as tents and chairs); agroforestry – establishing tree nurseries for moringa and fruit trees (mangoes, pawpaw); establishing demonstration farms for training and income; solar lanterns and cookstoves distribution programs; mango and fruit drying, juice processing, and packaging for local and regional markets; running paid training workshops on community development topics; run consultancy services in community mobilization or training; form strategic partnerships with local businesses for joint ventures, among others).

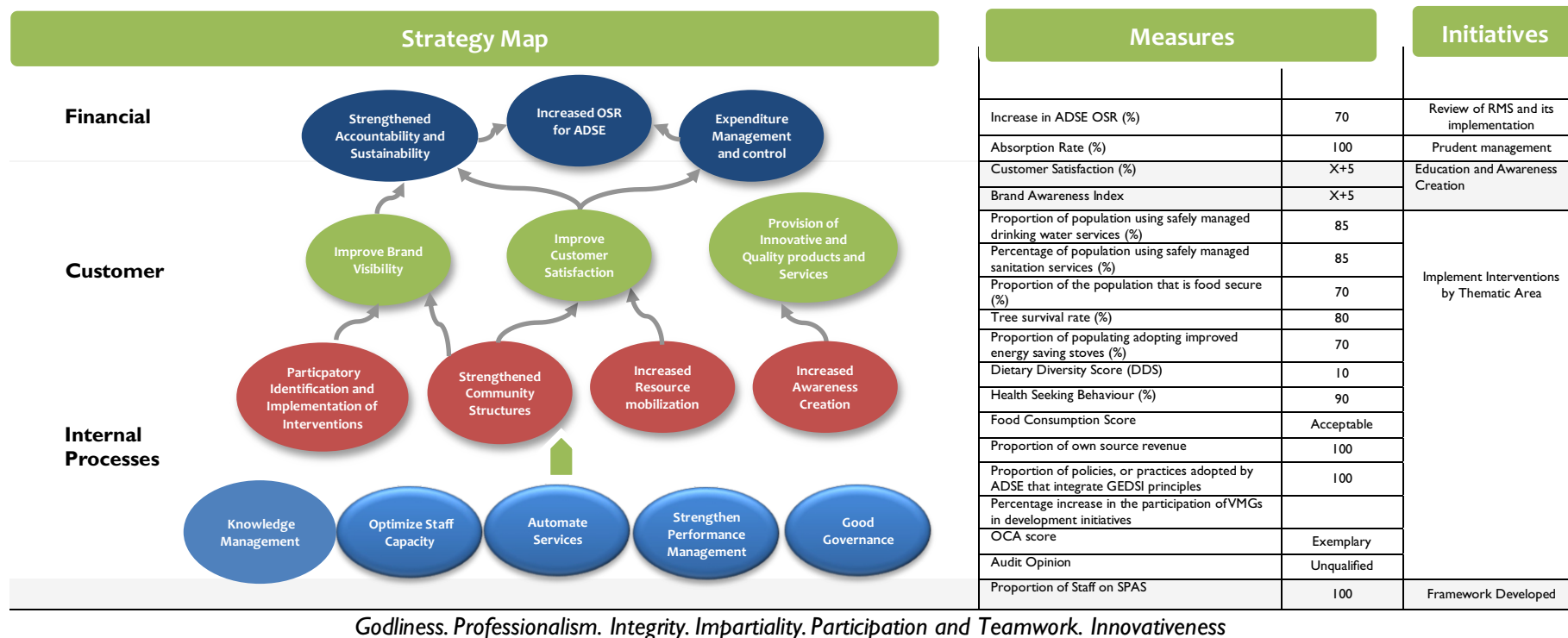
In the areas of ADSE operation, the Governments (National and County) are under pressure to deliver short-term results, whereas many of the complex systemic challenges being addressed require long-term integrated policy reforms that need to be pursued far beyond most government and electoral lifecycles. Partners have an important role to play, including through advocacy, to help shape policy, change attitudes and increase accountability. Government constraints point to the need for active engagement, not to replicate government responsibilities, but to advocate for policy reforms and provision of resources in support of sustainable development, and to unlock additional resources and enhance capabilities to achieve implementation.

KRA	Goal	Strategic Objectives	Strategy
Institutional Capacity Development	Enhanced institutional efficiency and productivity	To strengthen ADSE to	Improve human resource planning and development
			Institutionalize performance management

KRA	Goal	Strategic Objectives	Strategy
		deliver on its functions	Improve corporate governance
			Automate business processes
			Improve work environment
			Improve ADSE visibility
		To strengthen institutional systems and policies	Strengthen ADSE policy framework
		To improve organizational culture	Improve culture management
			Strengthen programme/project integration
			Improve Knowledge Management
		To improve internal sustainability of ADSE	Revamp the Special Purpose Vehicle (SPV)
		To mobilize resource for planned programmes and projects	Improve resource mobilization

3.3 Strategy Map/ToC Map

Vision	A vibrant organization transforming communities to enjoy secure and sustainable livelihoods					
Mission	To empower communities through participatory approaches and Godly Principles for quality life					
KRAs	WASH	Food Security	Environmental Conservation and Climate Change	Health and Nutrition	Governance, Child Protection, Gender and Social Inclusion	Institutional Strengthening
Strategic Results	Increased Access to Portable Water	Enhanced Access, Availability, Sustainability and Utilization to Food	Strengthened Capacity for Environmental Conservation and Climate Change Adaptation and Mitigation	Improved Health and Wellbeing of Communities	Increased Inclusion and Participation of VMGs in in community decision-making, development, and humanitarian efforts	Strengthened ADSE



CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 Overview

This chapter provides information on the various types of resources required to implement this Strategic Plan. It includes ADSE's human resource capacity and needs, financial resource requirement, strategies for resource mobilization, the proposed organization structure as well as performance and risk management strategies.

4.1 Proposed Structure of ADSE

The Board of Trustees is at the Apex of ADSE and is responsible for providing oversight to ensure efficient and effective management of the ADSE, including the implementation of this plan. The Board of Trustees will be the appointing authority for the Board of Directors who are expected to provide leadership and governance, and work closely with the ADSE Management. The Board of Directors will act as the governance body, define the organization's strategic objectives, policies, priorities and broad programme implementation arrangements.

The Chief Executive Officer (CEO) is responsible for the day-to-day management of the ADSE and shall ensure successful implementation of this Strategic Plan. The ADSE Management will work through three (3) key departments: Programme Quality and Service Delivery; Finance and Administration; Business Development and Human resource management. The operating model will have reporting structures that promote technical know-how sharing, programme quality, effective monitoring, and enhanced partnership, community engagement, while addressing emerging trends in community development. The Chief Executive Officer working with teams will oversee program elaboration and implementation, and bears the responsibility for results and their quality.

The programme and business development managers will report to the CEO who will be answerable to the Board of Directors. Adequate checks and balances in the reporting procedure will be defined, particularly with respect to project and administrative functions.

4.2 Staff Establishment

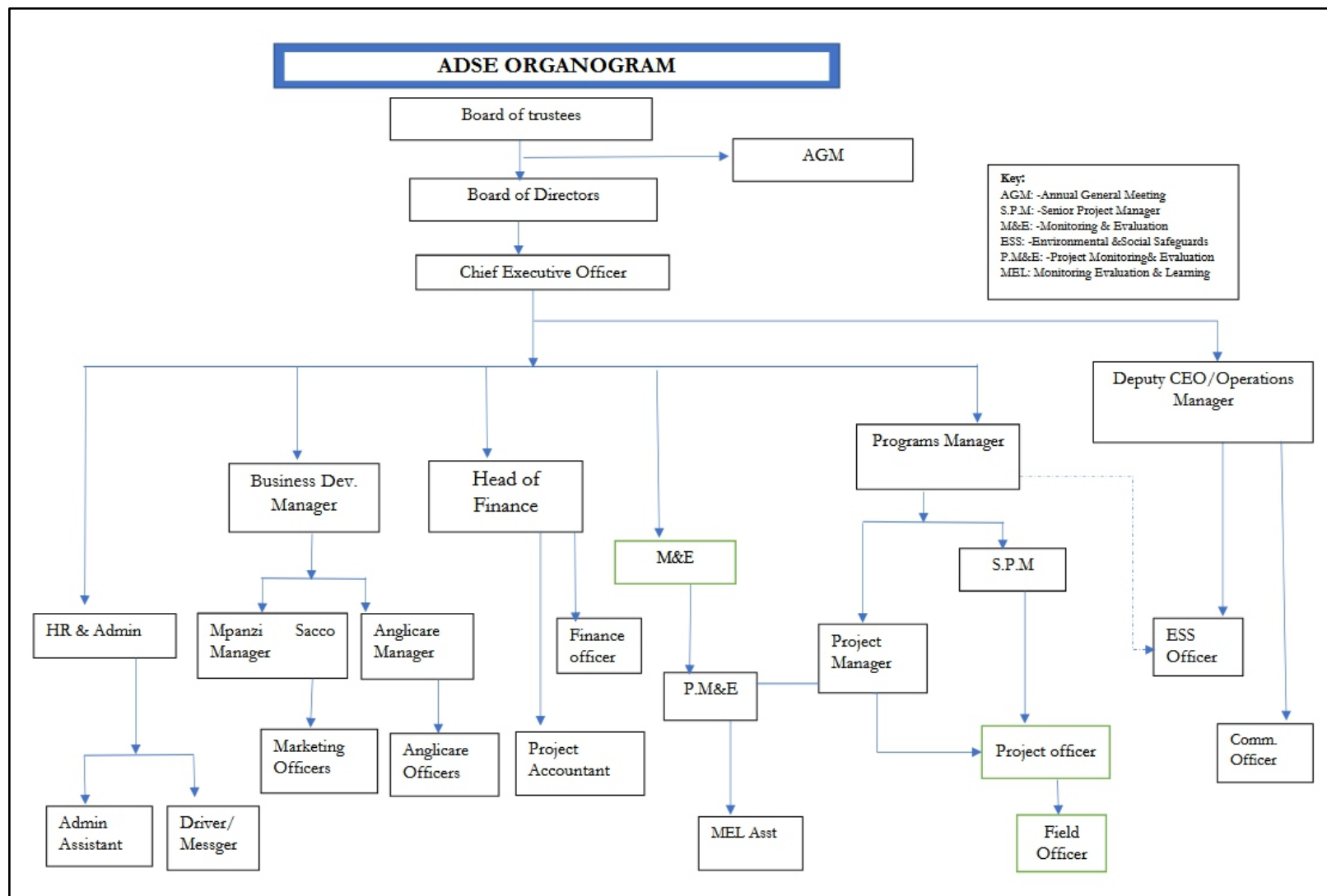
As at May 2025, ADSE had 127 staff members. At any given time, ADSE operates at optimal capacity as staff are engaged on fixed term contracts which are renewable – based on the project timelines.

4.2.1 Staff Development Measures

1. In the Plan period, ADSE will undertake a skills gap analysis with a view to informing the review of its organizational structure.
2. ADSE will also establish a mechanism to attract and retain competent staff. The ADSE will continually improve the terms of service for all staff commensurate to their skills and competencies – through the review of the salary structure.
3. The realization of key success as enshrined in the six (6) Key Result Areas will depend on a wide range of skills and competencies. For improved delivery, the ADSE will regularly train its staff on an annual basis (ensuring fairness).
4. To strengthen performance management, ADSE will implement Staff Performance Appraisal System (SPAS) for all staff. It will also endeavour to design and implement Rewards and Sanction Scheme.
5. To ensure teamwork and diligence, the ADSE will hold teambuilding forums for staff, and induct new staff and Board members on the roles of the ADSE.
6. On work environment, the ADSE will construct more office space, and procure adequate and appropriate working tools for staff.
7. The ADSE will provide a clear Business Continuity Plan (BCP) through coaching and mentorship of staff at all levels. This is aimed at transferring and retaining knowledge, skills and institutional memory of the ADSE.

The ADSE's organizational structure is shown in Figure 4-I.

Figure 4-I: ADSE Structure



4.3 Financial Resources

Financial Resources Requirements (by Key Result Areas per Financial Year and total for plan period) are presented in Table 4-2.

Table 4-1: Resource Requirements

Key Result Area (KRA)	Baseline (2024/25 (KES. Mn)	Resource Requirements (KES. Mn)						%
		Y1	Y2	Y3	Y4	Y5	Total	
Water, Sanitation and Hygiene (WASH)	54.39	35.13	70.25	149.86	132.07	66.81	412.12	18.1
Food Security	50.37	65.08	64.08	59.08	59.08	59.08	306.4	13.4
Environmental Conservation and Climate Change	48.09	79.23	97.91	110.71	49.33	46.06	383.24	16.8
Health and Nutrition	28.78	35.9	35	32.7	33.1	34.4	171.1	7.5
Governance, Child Protection, Gender and Social Inclusion	14.98	37.8	29.83	30.16	29.87	29.87	157.53	6.9
Institutional Capacity Strengthening	7.33	9.32	6.7	8.2	10.9	10.6	45.72	2.0
Administrative Cost	142.41	148.11	154.03	160.19	166.6	173.26	802.19	35.2
Total	346.35	410.57	457.80	550.90	480.95	420.08	2,278.30	

Implementation of the Plan targets will require Kshs. 2,278 million. By KRA, most of the money (Kshs. 412.12 million – 18.1%) will be utilized to provide Water, Sanitation and Hygiene services. The resource requirements compared to available revenue effectively leave a huge financial resources gap, which calls for a dynamic resource mobilization strategy in order to realize the objects of this Plan. Some of the strategies to be employed include: Concerted external resource mobilization (more proposal writing), investment in feasible value chain components - hence accruals from investments, coupled with prudent management of resources.

Resource Management is very critical in enhancing efficiency, effectiveness, and prudence in utilization of resources and bridging the resource gap. The ADSE will ensure value for money by inculcating best practices.

The ADSE will employ efficient utilization of its resources to support the Strategies/actions outlined in the Strategic Plan. Emphasis will be placed on financial resource mobilization to enhance the revenue while overseeing expenditures to ensure responsible financial resource management. The measures to be considered are:

- i) **Resource Mobilization Strategy:** The ADSE will develop and implement a resource mobilization strategy in the first year of the plan. It will also establish and operationalize a Resource Mobilization Committee (RMC).
- ii) **ACK Church Funding:** The ADSE will engage the Church for linkages and referrals in resource mobilization.
- iii) **Stakeholder Engagement Framework:** Strategic partnerships will seek to avail resources (financial and technical to the ADSE).
- iv) **Co-creation:** The ADSE will establish and strengthen strategic collaborations with thematic area players.
- v) **Value Chains Analysis and Mapping (VCAM):** Undertake a detailed VCAM to determine viable ventures to invest in.

4.3.1 Resource Management

The ADSE will put in place measures to optimize use of available resources by improving efficiency and reducing wastage. This will be done through: Improved efficiency in the use of funds; putting in place mechanisms to check expenditure and also ensuring the proper maintenance of ADSE facilities and equipment.

The ADSE will capacity built its staff on budgeting, risk management, stakeholder engagement and resource planning. Several measures will be employed to ensure prudent management of resources such as:

- i. **Automation of Processes:** The ADSE will automate and digitalize the financial and procurement functions to enhance efficiency and effectiveness in service delivery. It will encourage and support innovation towards realizing prudent resource management.
- ii. **Effective Planning:** All the Programme Areas will develop Annual Work Plans (AWPs) and procurement plans facilitating budget

implementation and prioritization of programmes. The Programme-area AWP's will be consolidated to form the ADSE annual operational plan. Prioritization of resources allocation will be based on the level of importance, urgency, and expected outcomes.

- iii. Expenditure control, financial and programme performance monitoring (through a dashboard embedded in the MIS), and adherence to financial policies, donor and stakeholder requirements.
- iv. Effective management of ADSE's human resources to maximize productivity and ensure realization of Strategic Plan goals and outcomes. This includes activities such as workforce planning and succession management, capacity building on financial matters, recruitment/rationalization, training and development, and performance management.
- v. Risk Management: ADSE has identified potential risks that could impact resource availability and develop strategies to reduce the likelihood of the events and minimize their impact if they materialize. It will regularly review its risk management framework.
- vi. Implementation of optimization measures: ADSE will design and implement measures geared towards optimizing resource utilization and minimizing expenditures.
- vii. Timely financial reporting: The ADSE will conduct internal Audits and facilitate external Audits by donors. The Audits will inform timely financial reporting and promotion of transparency and accountability.

4.4 Risk Analysis and Mitigation Measures

Table 4-4 presents a summary mapping of risk events that are anticipated, their categorization and mitigation measures.

Table 4-2: Risk Mapping

Risk Category	Risk Description	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)	Risk Owner
Environmental	Below average and erratic rainfall is impacting sump well, earth dams, shallow wells recharge, water availability, crop/livestock production, tree planting, among others	H	H	H	Promote water harvesting; work closely with county water departments. promote climate-smart agriculture; establish small-scale irrigation schemes; promote drought-tolerant crops; train farmers on soil and water harvesting; provision of agricultural information (through various channels)	CMP
Financial	Limited or delayed donor funding is impacting planned activities	M	H	M	Establish financial contingency plans; develop and implement a resource mobilization strategy;	Head, Finance

Risk Category	Risk Description	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)	Risk Owner
					Train staff on resource mobilization; enhance own source revenue (through investing in viable value chain components)	
	Changing partner and donor priorities	L	H	M	Review of existing MOUs/ MOAs; adoption of adaptive planning; prioritization; mapping of partner/donor and their areas of interest	CMP
	Low financial literacy and limited access to credit	M	M	M	Train community members/groups on financial literacy; Promote VSLAs; Link groups with financial institutions	CMP
	Macroeconomic Instability	High	High	High	Develop contingency plans; prioritization/ develop cash flow projections	CMP

Risk Category	Risk Description	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)	Risk Owner
ICT	Cyber insecurity	M	H	H	Put in place security measures; develop and implement Business Continuity Plan (BCP); conduct regular vulnerability tests	Head, ICT
Institutional	Weak coordination among partners	L	M	L	Hold regular stakeholder coordination meetings; review existing MoUs/MoAs	CMP
Operational	Poor market linkages and low prices for produce	M	M	M	Facilitate CIG training; Create market linkages; promote value addition and collective marketing; promote the One Village One Product (OVOP) approach	CMP
	Delays in the construction implementation of	M	H	M	Undertake due diligence before engagement of contractors and other	CMP

Risk Category	Risk Description	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)	Risk Owner
	projects/provision of services				service providers; Involve County department technical officers in site inspections	
	Shortage of health commodities, and limited access to quality farm inputs (seeds, feeds, vaccines, etc.)	M	H	H	Advocate through TWGs and CSGs; sign MOUs with like-minded stakeholders; strengthen input supply chains; provide subsidized inputs or input vouchers; engage agro-dealers	CMP
	Low community uptake of project interventions, coupled with conflicts amongst group leaders	L	L	L	Participatory planning at all the stages of the projects; continuous trainings on conflict resolution and management	CMP
Social	Community resistance to sanitation behaviour change	M	M	M	Conduct community sensitization and hygiene promotion through schools and	CMP

Risk Category	Risk Description	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)	Risk Owner
					community health promoters	
	Turnover of trained Community Health Promoters	M	H	H	Continuous training and engagement in programming; referral for opportunities	CMP
	Low uptake of the messages and health related services coupled with misinformation and disinformation	L	M	M	Targeted messages; Translation of messages to local dialect; employ demonstration approach	
	Resistance to change or adoption of new agricultural techniques	L	M	L	Use lead farmers as change agents; Sensitize communities; Involve local leaders in awareness creation	CMP
	Poor adoption of nutrition-sensitive agriculture practices	M	M	M	Conduct nutrition education sessions; Integrate kitchen gardens and small livestock for household nutrition	

Risk Category	Risk Description	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)	Risk Owner
	Withdrawal symptoms by VMGs e.g. the PWDS been hidden at homes thus hindering their potential to participate in the programs	Medium	Medium	Medium	Awareness creation on the importance of inclusion for all the vulnerable categories in the societies	CMP
Technical	Inadequate skills among smallholder farmers to adopt the technologies and farming practices	M	H	H	Provide regular trainings; Establish learning sites; Offer mentorship through lead farmers	CMP

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.0 Overview

Monitoring, Evaluation and Reporting of this Plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. Two (2) types of indicators will be tracked and used to measure performance. These include output and outcome indicators. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform the Plan corrective and mitigation actions where necessary.

5.1 Monitoring the Implementation of Strategic Plan

Monitoring will involve collecting and analyzing information relating to the various indicators and using the information to inform day-to-day operations. The Monitoring and Evaluation Department (MED) will monitor the implementation of programmes and projects as well as this Strategic Plan through regular meetings and reports. The Department will coordinate the implementation of this Strategic Plan.

5.2 Reviews

The ADSE will conduct reviews of this Strategic Plan to examine the progress towards achieving the set targets. Each programme area will develop progress reports and forward to the MED for consolidation. The consolidated reports will be presented during HoDs meetings. The recommendations will help in making improvements to the Strategic Plan implementation process.

5.3 Reporting

All programme areas will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the Plan period. The Programme Monitoring and Evaluation Officers will be expected to generate reports on quarterly, bi-annual and annual basis which will be submitted to the MED. The MED will

prepare and issue templates for data collection. The submitted reports will be analyzed, compiled and disseminated. The monitoring and evaluation reports generated will be shared with the management and the Board of Directors through the reporting structure for decision-making and learning.

5.4 Linkage between Strategic Plan and Performance Management

The implementation matrix of this Strategic Plan will be integrated with the Performance Management System to enhance realization of set targets. This linkage is also expected to ensure commitment of all staff to the realization of the objectives of the Strategic Plan by cascading the targets to individual level.

5.5 Critical Success Factors

1. **Leadership and Governance:** The Management and the Board of Trustees/Directors will provide direction and guidance towards strategy execution.
2. **People, Systems and Policies:** The ADSE will ensure that the right people and engaged, both in skill and competence. Supportive systems and policies will also be put in place.
3. **Monitoring and Evaluation:** The ADSE will strengthen the Monitoring Information System to ensure early remedial actions.
4. **Culture:** The ADSE will maintain and improve a performance-oriented culture at all levels during the implementation of this Plan. The performance culture will be aligned with the ADSE's performance management framework.
5. **Communication:** The ADSE's strategies will be cascade down to the various levels of the organization (to partner level). To enable buy-in and support, the Strategic Plan will be communicated in the most effective manner.
6. **Performance-Based Budget:** The ADSE will ensure that the Strategic Plan initiatives are adequately resourced.
7. **Governance:** Governance structures (including sub-committees) will be strengthened.

ANNEX I: IMPLEMENTATION MATRIX

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
SFA I: WASH																	
Goal: Increase access to safe water, hygiene, and sanitation services																	
To Improve access to water for households, farming, and livestock.	Develop water infrastructure and promote efficient water use practices.	Conduct water mapping	Water resource mapping reports produced	No. of reports	58	5	18	14	14	7	0.54	1.94	1.51	1.51	0.76	Relevant PMs	CPM
		Construct sand dams (including offtake well)	Sand dams Constructed	No. of sand dams	75	5	16	20	17	17	4.07	13.03	16.28	13.84	13.84		
		Construct offtake wells (including solarization and distribution systems)	Off take wells Constructed	No. offtake wells	51	5	6	15	15	10	4.78	5.74	14.35	14.35	9.56		
		Establish sump wells (including solarization and distribution system)	Sump Well established	No. of Sump wells	33	2	2	12	14	3	3.24	3.24	19.46	22.70	4.86		
		Excavate and equip earth dams	Earth dams excavated and equipped	No. of Earth dams	10	1	2	3	2	2	3.25	6.50	9.75	6.50	6.50		
		Construct Masonry tank for roof water harvesting in schools	Masonry tanks constructed	No. of masonry tanks	32	2	2	12	12	4	2.82	2.82	16.94	16.94	5.65		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Procure and install plastic water tanks for roof water harvesting in schools	Plastic water tanks installed	No. of schools benefitted	52	6	5	18	18	5	0.5 7	0.4 8	1.7 2	1.7 2	0.4 8		
		Drill and equip boreholes (including solarization and distribution system)	Boreholes drilled and equipped	No. of productive boreholes	24	2	2	8	8	4	5.8 2	5.8 2	23. 30	23. 30	11. 65		
		Establish sites for surface water harvesting technologies (for demonstration)	Surface water harvesting and efficiency use technology sites established	No. of sites	35	2	6	15	8	4	1.2 7	3.8 1	9.5 4	5.0 9	2.5 4		
			No. of farm ponds		30	10	10	10			3.5	3.5	4				
		Establish gravity water distribution systems	Gravity water distribution systems established	No. of systems	14	0	4	6	4	0	-	13. 30	19. 95	13. 30	-		
		Construct water distribution canals	Canals constructed	No. canal	6	1	1	2	1	1	1.8 7	1.8 7	3.7 4	1.8 7	1.8 7		
To strengthen knowledge and skills in water governance	Strengthen community capacity on water management	Establish and strengthen community	Community water user committees established and strengthened	No. of Water committees	95	18	25	25	12	15	1.3 6	1.8 8	1.8 8	0.9 0	1.1 3		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
and management		water user committees															
		Train WASH CORPs on ADSE water infrastructure standards	WASH Community Owned Resource Persons (CORPs) trained	No. of CORPs	26	5	5	5	6	5	0.63	0.63	0.63	0.75	0.63		
		Hold community training forums on water use efficiency and conservation practices (including on security of facilities).	Training forums held	No. of Forums	52	10	12	10	10	10	0.75	0.90	0.75	0.75	0.75		
		Explore innovative technologies for water infrastructure (to help streamline supply and improve efficiency)	Water structures equipped with digital metres	No. of water structures equipped	33	2	2	12	14	3	3	3	18	21	4.5		
To promote proper hygiene and sanitation services.	Promote personal and community hygiene and	Establish demonstration units on hygiene	Demonstration units established	No. of units	125	25	25	25	25	25	2.09	2.09	2.09	2.09	2.09		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	sanitation practices	and sanitation (for knowledge transfer)															
		Hold community training forums on safe water handling practices (including transportation, fetching, treatment and storage practices)	Forums held	No. of Forums	205	20	45	55	45	40	1.1 1	2.5 0	3.0 5	2.5 0	2.2 2		
		Organize and hold WASH advocacy and partnership building forums (for WASH strategy influence)	Advocacy and partnership building forums organized and held	No. of forums	26	2	5	8	7	4	0.3 0	0.7 4	1.1 9	1.0 4	0.5 9		
	Improve safety and cleanliness of the environment	Undertake community trainings and campaigns on PHAST and CLTS	Community members trained on Community-Led Total Sanitation (CLTS), including construction of rudimentary	No. of Forums	24	1	4	8	6	5	0.1 2	0.4 7	0.9 3	0.7 0	0.5 8		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			sanitation facilities														
		Map and support HHs in need of sanitation facilities	Needy HHs mapped and supported	Proportion of needy HHs supported	100	100	100	100	100	6	6	7	7	8			
		Support health facilities, schools and water points construct latrines	Institutions supported	No. of schools	50	10	10	10	10	10	7	7	8	8	9		
				No. of water points	50	10	10	10	10	10	4	4	5	5	6		
		Train Community Health Promoters (CHPs) and WASH committees on environmental hygiene promotion and monitoring.	CHPs and WASH committees trained	No. of Forums	48	2	15	15	12	4	0.25	1.88	1.88	1.50	0.50		
Conduct community awareness forums on solid and liquid waste management	Awareness forums held with community members on solid and liquid waste management	No. of forums	52	5	10	15	12	10	0.33	0.65	0.98	0.78	0.65				

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		t (including waste separation, recycling and re-use and safe disposal practices)															
SFA 2: Food Security																	
Goal: Ensure access to sufficient, safe, and nutritious food for all people at all times																	
To enhance communities' productivity	Promote climate-smart crop and livestock production practices.	Train farmers on climate smart agriculture on selected value chains	Farmers trained	No. of farmers trained	200,000	40,000	40,000	40,000	40,000	40,000	4.13	4.13	4.13	4.13	4.13	Relevant PMs	CPM
		Undertake value chain analyses and mapping	Assessments undertaken	No. of assessments	58	30	28				6	5					
			Policy briefs on various value chains prepared and disseminated	No. of policy briefs (by themes)	5	5	5										
		Establish farmer learning sites for knowledge and technology transfer	Learning sites established	No. of learning sites	200	40	40	40	40	40	2.62	2.62	2.62	2.62	2.62		
		Identify and train community change agents on crop agronomy	Agents trained	No. of agents	200	40	40	40	40	40							

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Identify and train animal health service providers	Service providers trained	No. of service providers	200	40	40	40	40	40							
		Establish indigenous crops and farming techniques' sites	Learning sites established	No. of learning sites	200	40	40	40	40	40	2.6 2	2.6 2	2.6 2	2.6 2	2.6 2		
		Sensitize communities on establishment and consumption of nutrient dense foods (targeting women of reproductive age and adolescents and children below 5)	Community members trained on establishment and consumption of nutrient dense foods	No. of community members	100,000	20,000	20,000	20,000	20,000	20,000	5	5	5	5	5		
		Train and support farmers on upgrading local goat breeds	Farmers trained and supported	No. of farmers	100,000	20,000	20,000	20,000	20,000	20,000	4.6 6	4.6 6	4.6 6	4.6 6	4.6 6		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Train farmers on postharvest management	Farmers trained	No. of farmers	200,000	40,000	40,000	40,000	40,000	40,000	4.37	4.37	4.37	4.37	4.37		
			Farmers supported with time and labour-saving postharvest technologies	No. of farmers	100,000	20,000	20,000	20,000	20,000	20,000	2.71	2.71	2.71	2.71	2.71		
		Establish fodder demonstration units	Demonstration units established	No. of units	100	20	20	20	20	20	1.20	1.20	1.20	1.20	1.20		
		Train agro pastoralists on animal husbandry, fodder development and conservation (including livestock stocking density, animal health, nutrition, and breeding)	Farmers trained and supported with inputs	No. of farmers	100,000	20,000	20,000	20,000	20,000	20,000	3.63	3.63	3.63	3.63	3.63		
			Farmers trained and supported	No. of farmers	100,000	20,000	20,000	20,000	20,000	20,000	2.77	2.77	2.77	2.77	2.77		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
To increase access to inclusive, functional, and profitable agricultural markets.	Improve market access by streamlining marketing structures and infrastructure (aggregation, market linkages, and value addition; formation of producer groups, cooperatives, B2B linkages)	Form and train CIGs on aggregation and collective marketing	CIGs formed and trained	No. of CIGs	200	50	50	50	50	50	1.99	1.99	1.99	1.99	1.99		
		Link farmers in selected value chains with markets	Farmers linked with markets	No. of farmers benefitted	150,000	30,000	30,000	30,000	30,000	30,000	1.73	1.73	1.73	1.73	1.73		
To strengthen Agri-nutrition for improved household dietary diversity score.	Support the establishment of nutrient-dense foods	Train and support farmers on the establishment of nutrient-dense foods	Farmers trained and supported	No. of farmers	100,000	20,000	20,000	20,000	20,000	20,000	0.86	0.86	0.86	0.86	0.86		
		Train and support farmers on utilization and preservation of nutrient-dense foods	Farmers trained	No. of farmers	100,000	20,000	20,000	20,000	20,000	20,000	0.86	0.86	0.86	0.86	0.86		
	Promote nutrition-sensitive agriculture [small livestock (e.g., poultry, goats)] for	Train and support farmers on nutrition	Farmers trained	No. of farmers trained	100,000	20,000	20,000	20,000	20,000	20,000	1.45	1.45	1.45	1.45	1.45		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
To increase income among community members	household nutrition and income.	sensitive agriculture																
	Promote non-agricultural income-generating enterprises (such as vocational and business skill training, bead work, soap making, weaving, and other NbS).	Map and develop non-agricultural enterprises	Non-agricultural enterprises mapped and developed	No. of Non-agricultural enterprises	26	5	5	5	5	6	1.99	1.99	1.99	1.99	1.99			
			Farmers trained and linked to markets	No. of farmers	80,000	16,000	16,000	16,000	16,000	16,000	3.03	3.03	3.03	3.03	3.03			
		Improve farmers' financial literacy	Train farmers on financial literacy	Farmers trained	No. of farmers	150,000	30,000	30,000	30,000	30,000	30,000	2.54	2.54	2.54	2.54			2.54
			Train farmers on village saving and loaning systems	Farmers trained	No. of trained	150,000	30,000	30,000	30,000	30,000	30,000	6.49	6.49	6.49	6.49			6.49
Link farmers to financial institutions	Farmers linked	No. of farmers	100,000	20,000	20,000	20,000	20,000	20,000	20,000	4.43	4.43	4.43	4.43	4.43				
SFA 3: Environmental Conservation and Climate Change																		
Goal: Strengthened community capacity on environmental conservation and climate change resilience																		
To enhance Natural Resource Management	Strengthen community capacity in tree planting	Hold forums for relevant stakeholders on tree planting	Stakeholders' forums held	No. of forums	400	90	85	80	80	65	4	3.8	3.6	3.6	2.93	Relevant PMs	CPM	
		Support tree planting in	Trees planted	No. Trees planted (Millions)	5.37	1.27	1.7	2.3	0.5	0.5	39.6	54.8	71.3	15	15			

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		schools and at the HH level															
		Support the establishment of tree nurseries	Tree nurseries established	No. of nurseries	100	20	30	30	20	0	2.4	3.6	3.6	2.4			
		Establish woodlots in the communities	Woodlots Established	No. of woodlots	302	60	60	60	60	62	0.29	0.29	0.29	0.29	0.35		
		Participate in national and international events on environmental conservation	International and National Events on environmental conservation participated and reports prepared	No. of events/reports	25 ²⁰	5	5	5	5	5	0.5	0.5	0.5	0.5	0.5		
		Promote climate-smart practices	Protect and restore catchment areas	No. of catchment	50	10	10	10	10	10	15	15	15	15	15		
	Promote climate-smart practices	Rehabilitate degraded and wastelands lands	Hectare of land rehabilitated	No. of hectares	100	25	25	25	15	10	0.2	0.2	0.2	0.12	.08		
		Establish grass seed banks in	Grass seed banks established	No of seed banks	20	4	4	4	4	4	4	4	4	4	4		

²⁰ World Environment Day, Internal Forest Day, Compartment Desertification, National Planting Days, and County Annual Tree Planting Days

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		support of holistic rangelands management															
		Train and support farmers on SALM (Sustainable Agricultural Land Management) practices, including FMNR)	Farmers trained and supported on SALM	No. of training forums	2,286	752	752	752	20	10	3.9	3.9	3.9	0.11	0.05		
	Promote healthy and safe environment	Hold awareness creation forums on proper waste management practices	Awareness forums held	No. of forums	25 ²¹	5	5	5	5	5	0.5	0.5	0.5	0.5	0.5		
		Establish youth-based recycling initiatives in urban centres (for ownership and sustainability)	Youth initiatives established and supported	No. of initiatives/groups	18		18					4					

²¹ Five counties per year

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Strengthen Climate Change Committees	Committees strengthened on climate change	No. of Committees	20	4	4	4	4	4	0.4	0.4	0.4	0.4	0.4		
		Undertake relevant policy gap analyses	Gap analysis undertaken	Analysis report	1	1					1						
		Review environment policy to include waste management aspects	Environment policy reviewed	Policy	1			1					0.5				
To enhance capacity on disaster risk reduction and management	Strengthen community disaster preparedness capacity	Undertake Participatory Assessment of Climate and Disaster Risks (PACDR)	PACDR assessments undertaken	No. of PACDR	38	7	7	7	7	10	1.4	1.4	1.4	1.4	1.4		
		Hold stakeholders' engagement forums to develop contingency plans	Contingency plans developed	No. plans	38	7	7	7	7	10	0.84	0.84	0.84	0.84	1.2		
		Hold forums on disaster	Forums held	No. of forums	38	7	7	7	7	10	0.98	0.98	0.98	0.98	1.4		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		preparedness															
		Train climate information services' intermediaries	Intermediaries trained	No. of intermediaries	1,500	300	300	300	300	300	0.26	0.26	0.26	0.26	0.26		
		Hold forums to disseminate early warning information	Forums held	No. of forums	110	22	22	22	22	22	1.2	1.2	1.2	1.2	1.2		
		Develop Disaster risk reduction policy	Policy developed	Policy	1	1			1		0.5			0.5			
To enhance the use of renewable energy	Promote adoption of climate friendly energy sources	Hold community awareness forums on renewable energy technologies	Forums held	No. of forums	200	40	40	40	40	40	2	2	2	2	2		
		Train CORPS on construction of energy saving stoves	CORPS trained	No. of CORPS	405	89	87	87	82	60	0.26	0.24	0.24	0.23	0.19		
		Train local youth in solar installation and maintenance	Youth trained	No. of youth trained	180	60	60	60			0.6	0.6	0.7				

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		e as a livelihood															
		Support groups establish charcoal briquette production as an alternative to deforestation	Groups supported	No. of groups	50	10	10	10	10	10	10	2	2	2.2	2.2		
		Construct energy saving stoves (for select HHs and institutions)	Energy saving stoves constructed	No. of stoves	4,050	890	870	870	820	600							
To improve compliance to national and international environmental and climate change policies	Improve compliance with national and international environmental and climate change policies	Undertake environmental and social impact assessment reports (ESIA) and Environmental and Social Audits (ESA)	ESIA/ESA Undertaken	Proportion (%) of Projects with ESIA	100	100	100	100	100	100							
SFA 4: Health and Nutrition																	
Goal: Improved health and nutrition wellbeing for vulnerable community members																	

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
To increase awareness and adoption of healthy behaviour	Strengthen capacity of health promoters	Train and mentor CHPs	CHPs trained and mentored	No. CHPs	6,000	15 00	15 00	10 00	10 00	10 00	7.5	7.5	5	5	5	Relevant PMs	CPM
		Conduct community outreaches on healthy behaviour practices	Outreaches conducted	No. of outreaches	38	10	11	9	4	4	0.6	0.7	0.5	0.2	0.2		
		Develop and disseminate IEC materials	IEC Materials developed and disseminated (Merchandise brochures, fliers, banners)	No. of IEC Materials	10,000	20 00	20 00	20 00	20 00	20 00	0.4	0.4	0.4	0.5	0.6		
	Improve behavior change communication (Development and dissemination of targeted health messages; organize and hold awareness campaigns, develop SBCC strategy)	Develop SBCC strategy	Strategy developed	Strategy	1	1	-	-	-	-	1	-	-	-	-		
		Hold awareness campaigns	Awareness campaigns held	No. of campaigns	38	38	38	38	38	38	1.6	1.6	1.7	1.7	1.8		
	Promote youth friendly and other sensitive health care provision services (HIV and AIDS, differentiated care services, NCDs, train EBIs master trainers – HCBF and FMP)	Hold campaign on drug and substance use	Campaigns held	No. of Campaigns	38	38	38	38	38	38	1.6	1.6	1.7	1.7	1.8		
		Conduct HIV risk assessment and testing of the eligible	HIV risk assessments conducted	No. of assessments	38	38	38	38	38	38	1.6	1.6	1.7	1.7	1.8		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Conduct anti-stigma and discrimination campaigns	Anti-stigma campaigns conducted	No. of campaigns	38	38	38	38	38	38	1.6	1.6	1.7	1.7	1.8		
		Train youth and women in reproductive age on sexual and reproductive health (SRH)	Reproductive health training forums held	No. of training forums	38	38	38	38	38	38	2.8	2.8	2.8	2.9	3		
		Identify, train certified Master Trainers (CMT) and roll-out EBI	CMTs Identified and trained	No. of CMTs trained	280	56	56	56	56	56	1.2	1.2	1.3	1.3	1.4		
			EBI rolled out in risky areas	No. of areas	56	56	56	56	56	56	1.2	1.2	1.5	1.6	1.6		
	Implement targeted nutrition and health interventions for under 5 years children, pregnant women, elderly and low-income families	Train CHPs on anthropometric measurements	CHPs trained	No. of CHPs	6000	1500	1500	1000	1000	1000							
		Undertake a nutrition needs assessment and support the needy	Assessments undertaken	No. of assessments	28	28	28	28	28	28	1.5	1.5	1.1	1.2	1.3		
			Needy HH supported	Proportion of needy HH supported	100	100	100	100	100	100	11	11	11	11.1	11.3		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
To promote healthy dietary habits	Strengthen nutrition linkages and referral mechanisms (assessments, referrals, growth monitoring, support – service provision, partnerships and collaboration, deworming, growth monitoring, supplements, immunization services, ORSs, exclusive breastfeeding, health insurance)	Conduct Nutrition education to pregnant women, elderly and lactating mothers	Nutrition education conducted	No. of areas	38	38	38	38	38	38							
		Facilitate sub-county Health TWGs	Sub-county Health TWG facilitated	No. of TWG	34 ²²	34	34	34	34	34	1.6 ²³	1.6	1.6	1.7	1.8		
		Capacity build CHPs on the referral pathways and support needy cases	CHPs capacity built	No. of CHPs	6000	1500	1500	1000	1000	1000							
			Needy cases supported	Proportion of needy cases	100	100	100	100	100	100							
		Map out like-minded organization and initiate engagement	Organizations mapped	No. of MOU	5 ²⁴	1	1	1	1	1							
		Promote adoption of health insurance	Forums held	No. of forums	38	38	38	38	38	38							
	Improve awareness and	Train vulnerable	Train forums held	No. of forums	38	38	38	38	38	38							

²² 28 Sub-county TWGs and 6 CHMT

²³ 2 Meetings annually

²⁴ 1 MOU per year per county

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	education on nutrition among vulnerable communities (diet planning, indigenous foods etc)	communities on diet planning and on use of indigenous foods															
	Advocate for nutrition best practices (documentation and dissemination)	Establish Kitchen Garden Demonstration units	Demo units established	No. of units	38	38	38	38	38	38	0.1	0.1	0.1	0.1	0.2		
		Support HH to establish kitchen garden	HH	No. of HH	1400	280	280	280	280	280	0.6	0.6	0.6	0.7	0.8		
SFA 5: Governance, Child Protection, Gender and Social Inclusion																	
Goal: Improved governance, equality in opportunities and representation of vulnerable community members																	
To strengthen the existing governance systems	Strengthen governance structures at the community level	Train community structures on leadership and management of the structures	Training forums held on organizational leadership and management	No. of forums	90	18	18	18	18	18	0.78	0.78	0.78	0.78	0.78	Relevant PMs	CPM
		Train groups on resource mobilization and effective use of the allocated resource	Lobby groups trained	No. of training forums	90	18	18	18	18	18	0.78	0.78	0.78	0.78	0.78		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Organize and hold exchange learning visits on governance aspects	Visits organized and held	No. of visits	18	18					4.5						
To improve the inclusion, protection, and empowerment of VMGs (especially women, children, (PWD), and youth) across all ADSE programs and community development efforts.	Improve access to opportunities by VMGs	Hold forums to establish linkages with relevant stakeholders on supporting PWDs, Women and children	Forums held	No. of forums	210	42	42	42	42	42	1.1	1.1	1.1	1.1	1.1		
		Develop a VMGs framework	Framework developed	Framework	1						1						
	Improve participation of communities in decision making	Sensitize communities and other stakeholders on public participation	Communities sensitized	No. of forums	58	58	58	58	58	58	6	6	6	6	6		
	Promote Income Generating Initiatives for VMGs	Train women on IGAs	Women groups trained	No. of groups	140	28	28	28	28	28	5.1	5.1	5.1	5.1	5.1		
		Support PWDs' groups with Startup kits	PWDs' groups supported with start-up kits	No. of PWD groups supported	195	39	39	39	39	39	8.2	8.2	8.2	8.2	8.2		

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Promote peaceful co-existence	Facilitate inter-community dialogue and peace committees	Intercommunity peace dialogues held	No. of forums	10	2	2	2	2	2		0.5	0.5	0.5	0.6		
			Peace committees established and strengthened	No. of committees	10	2	2	2	2	2		0.5	0.5	0.5	0.6		
		Train youth and elders in conflict resolution and alternative livelihoods	Training forums held	No. of forums	10	2	2	2	2	2		0.5	0.5	0.5	0.6		
	Strengthen child safeguarding structures	Conduct Gender Disability and Social Analyses study	GEDSI analyses study conducted	No of GEDSI reports	13	13					1.3						
		Sensitize communities on child rights and gender based violence	Communities sensitized	No. of forums	70	14	14	14	14	14	0.3	0.3	0.3	0.3	0.3		
		Train and link PSS groups to mentor mothers	PSS groups trained	No. of groups	58	10	10	10	10	18	1	1	1.2	1.3	1.3		
		Form children groups	Children groups/child right clubs formed	No. of groups/clubs	46	16	16	14			0.5	0.5	0.4				
											6	6	9				

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Hold intergenerational dialogues	Forums held	No. of forums	58	10	10	10	10	18	1	1	1.2	1.3	1.3		
		Undertake a mapping of OOSC and work with local administration for their admission in schools	Mapping undertaken	Annual reports	5	1	1	1	1	1	5	5	5	5	5		
		Form and train committees on child protection and safeguarding systems and structures on child rights	Child protection committees formed and trained	No of Child Protection Committees (CPC)	13	13					1.17						
SFA 6: Institutional Capacity Development																	
Goal: Enhanced institutional efficiency and productivity																	
To strengthen ADSE to deliver on its functions	Improve human resource planning and development	Undertake staff training needs assessment and implement training intervention	Staff Trained	Proportion of staff trained	100	100	100	100	100	100	0.3	0.3	0.4	0.5	0.5	HR	
		Prepare the HR plan	HR plan prepared	HR Plans	5	1	1	1	1	1							

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Review HR instruments	HR instrument reviewed	No. of instruments	3 ²⁵				3					1			
	Institutionalize performance management	Appraise staff	Staff appraised	Proportion of staff appraised	100	100	100	100	100	100							
		Automate appraisal system	Automated appraisal system	Operational system	1	1											
		Develop and implement a reward mechanism' action plan	Reward mechanism developed and implemented	Reward mechanism	1	1											
		Capacity build staff on use of MIS	Staff capacity built	Proportion of staff	100	1											
		Review M&E framework	M&E framework reviewed	Reviewed M&E framework	1	1										MER L	
	Fully operationalize the MIS	Sensitize staff	Proportion of staff sensitized	100	100												
		MIS App developed	Operational App	1	1		1					1					
		Develop and disseminate statutory reports to different stakeholders	Reports developed and disseminated	Proportion of projects with statutory reports	100	100	100	100	100	100							

²⁵ Organization structure, HR policy and Salary structure

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Prepare annual performance reports (at output and outcome levels)	Reports prepared	No. of reports prepared	10	2	2	2	2	2	2	2	3	3	4		
		Review the implementation of the SP	Reviews undertaken	No. of reviews	6	1	1	1	1	2					1		
		Train staff on PSS and mental health	Staff Trained	No. of staff	4	4					0.3					HR	
		Undertake OCA	OCA undertaken	No. OCA	5	1	1	1	1	1						HR	
	Improve corporate governance	Induct new board members	Board members inducted	Induction forums	3	1		1		1	1		1		1		
		Undertake Governance audits	Governance audits undertaken	Audit reports	2			1		1			0.5		0.5		
		Conduct Board evaluation	Board evaluated	Evaluation reports	5	1	1	1	1	1							
		Sensitize staff on risk management	Staff sensitized	Proportion of staff	100	1										Audit	
		Automate risk registers	Risk register Automated	Automated register	1	1	1	1	1	1							

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Review of the finance policies	Reviewed finance policies	No. of policies	4	2 ²⁶			2 ²⁷							Finance	
		Develop a consolidated AWP	AWP developed	AWP	5	1	1	1	1	1						MERL	
	Automate business processes	Develop EDRMS	EDRMS developed and operationalized	Operational EDRMS	1		1									HR	
	Improve work environment	Construct additional office space	Additional office space constructed	Level of completion	100	100					1.62						
		Construct perimeter wall	Wall constructed	Level of completion	100				100					3			
		Undertake work environment surveys	Survey undertaken and feasible recommendations implemented	Survey report	3	1		1		1							
		Train staff on OHS	Staff trained	Proportion of staff	1	1						0.3					
		Update asset register	Register updated	Register	1	1	1	1	1	1						Proc.	
	Improve ADSE visibility	Support and participate in the county steering groups (CSGs) and TWGs	Meetings participated	No. of meetings	12	12	12	12	12	12	1.6	1.6	1.6	1.7	1.8	Comm.	

²⁶ Finance and procurement

²⁷ Core cost and ethics compliance policy

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Develop and disseminate bulletin and other IEC merchandise	Bulletin and other IEC merchandise developed and disseminated	No. of IEC materials	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5		
		Revamp ADSE website and social media platforms	Website and social media platforms revamped	Updated website	1	1	1	1	1	1							
				No. of social media platforms	4	4	4	4	4	4							
		Review of existing MOUs	Reviewed MOUs	No. of MOUs	6	3	3									CPM	
	To strengthen institutional systems and policies	Undertake a mapping of policies and SOPs in need of review in the plan period	Mapping undertaken	Proportion of identified policies reviewed	100			50		50							
		Sensitize staff on existing policies, SOPs and ERP	Staff sensitized	Proportion of staff	100												
		Develop a Business Continuity Plan	BCP developed	BCP	1	1										ICT	
To improve organizational culture	Improve culture management	Hold bonding sessions held	Sessions held	Annual sessions	5	1	1	1	1	1						HR	

Strategic Objective	Strategy	Key Activity	Expected Output	Output Indicator(s)	Target for 5 Yrs	Target					Budget					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Strengthen programme/project integration	Sensitize staff on existing programmes and other initiatives	Staff sensitized	Proportion of staff sensitized	100	100	100	100	100	100							
	Improve Knowledge Management	Sensitize staff on KMS	Staff sensitized	Proportion of staff	100	100										MERL	
		Document and sensitize best practices across projects	Best practices documented and disseminated	Reports	5	1	1	1	1	1	1	1	1.2	1.2	1.3		
To improve internal sustainability of ADSE	Revamp the Special Purpose Vehicle (SPV)	Undertake analysis of the efficacy of the SPV and Mpanzi Sacco	Analysis undertaken	Analysis report	1	1										MERL	
		Implement identified feasible Value Chain components	Feasible Value Chain components implemented	Proportion of feasible Value Chain components	100			50		50							
To mobilize resource for planned programmes and projects	Improve resource mobilization	Review the resource mobilization strategy and sensitize staff	Strategy reviewed and staff sensitized	Reviewed strategy	1	1					1					CPM	
				Proportion of staff	100	100	100	100	100	100							

ANNEX II: MONITORING AND EVALUATION FRAMEWORK

Strategic Focus Area	Outcome	Outcome Indicator ²⁸	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
WASH	Increased access to safe water, hygiene and sanitation services	Proportion (%) of population using safely managed drinking water services	56.3	2023	70	85
		Percentage (%) of population using safely managed sanitation services	37.7	2023	50	85
Food Security	Enhanced access to sufficient, safe and nutritious food for all people at all times	Proportion (%) of the population that is food secure (can afford/access three meals per day)	30.5	2023	60	70
		Livelihood Diversification Score	2.4	2023	3	3.5
Environmental Conservation and	Strengthened community capacity	Tree survival rate (%)	70	2025	75	80

²⁸ In the Areas of ADSE Operations (in the six counties)

Strategic Focus Area	Outcome	Outcome Indicator ²⁸	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Climate Change	on environmental conservation and climate change resilience	Proportion (%) of population adopting improved energy saving stoves	35	2025	50	70
Health and Nutrition	Improved health and nutrition wellbeing for vulnerable community members	Dietary Diversity Score (DDS) - <i>Foods out of the possible 12</i>	MDD	2025	7 (HDD)	10 (HDD)
		Food Consumption Score (FCS) - <i>Diversity and frequency of food groups consumed over a 7-day period</i>	Borderline	2025	Acceptable	Acceptable
		Health Seeking Behaviour (%)	70	2025	80	90
Governance, Child Protection, Gender and Social Inclusion (Women, CP, Education, PWDs,	Enhanced social inclusion and participation of vulnerable and marginalized groups	Proportion (%) of PWDs accessing quality services	20	2025	50	60
		Reduction in Child Abuse Cases (%) ²⁹	X	2025	30	50

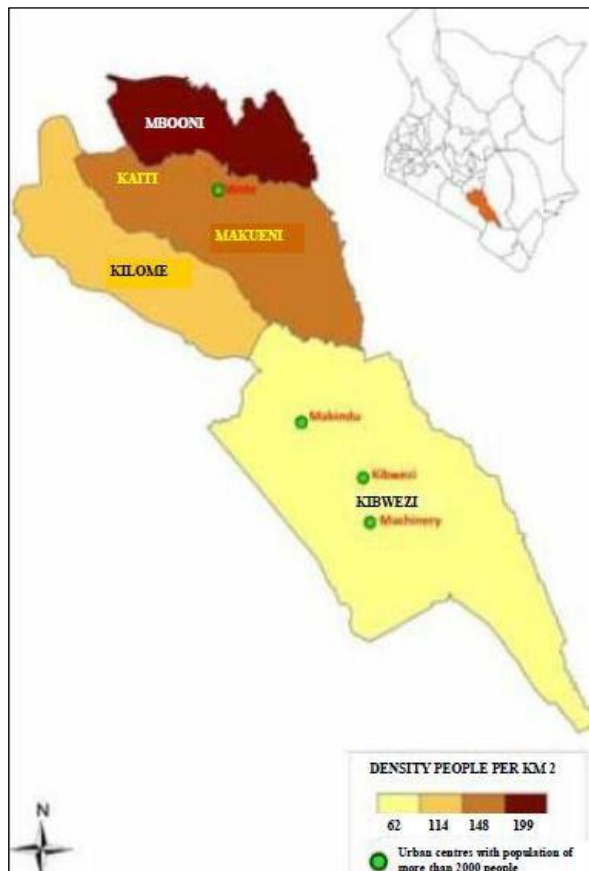
²⁹ As reported at community level

Strategic Focus Area	Outcome	Outcome Indicator ²⁸	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
VMGs)	in community decision-making, development, and humanitarian efforts	Proportion (%) of population involved in national and county level policy making and whose inputs are taken into consideration	7.6	2024	30	50
		Percentage increase in the participation of women, PWD, children, and youth in community-led decision-making forums and development initiatives	-	2025	20	30
		Proportion of policies, guidelines, or practices adopted by ADSE and partners that integrate GEDSI principles	100	2025	100	100
		Proportion (%) of	100	2025	100	100

Strategic Focus Area	Outcome	Outcome Indicator ²⁸	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		ADSE-supported programs demonstrating measurable improvements in outcomes for vulnerable groups, such as access to services, livelihood, and protection				
		Proportion (%) of advocacy initiatives led or influenced by community structures (e.g., child protection teams, gender change agents) promoting the rights of vulnerable groups	100	2025	100	100
		Proportion (%) of trained community structures and local institutions demonstrating	100	2025	100	100

Strategic Focus Area	Outcome	Outcome Indicator ²⁸	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		inclusive practices six months post-intervention				
		Proportion (%) of PWDs, women and youth in group leadership (community structures)	-	2025/2026	30	30
Institutional Capacity Development	Enhanced institutional efficiency and productivity	Increase in proportion (%) of externally mobilized	100	2025	50	100
		Proportion (%) of own source revenue	X	2025	50	100
		OCA Score	Developed	2025	Developed	Exemplary
		Organization Performance Score	Good (100)	2025	Very Good (100 - 130)	Very Good (100 - 130)
		Audit Opinion	Unqualified	2025	Unqualified	Unqualified

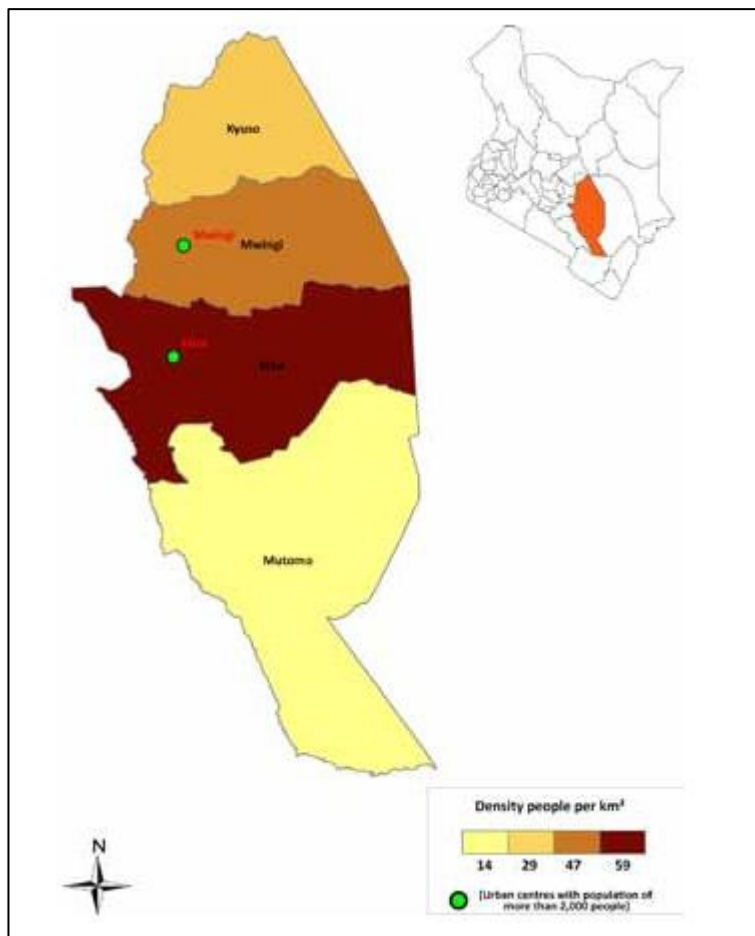
ANNEX III: COUNTY OF OPERATIONS



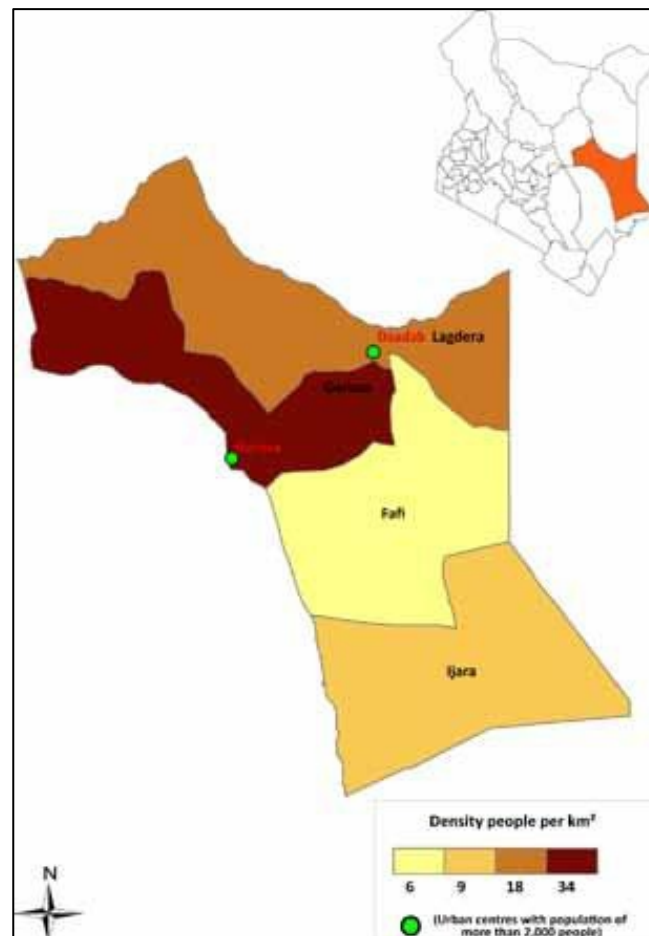
Makueni County



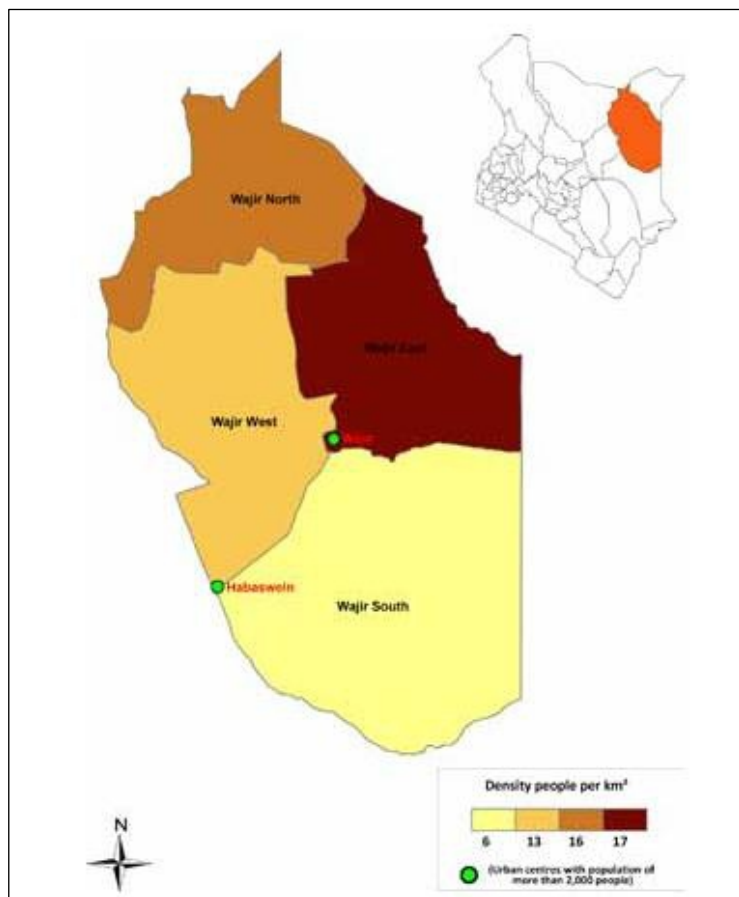
Machakos County



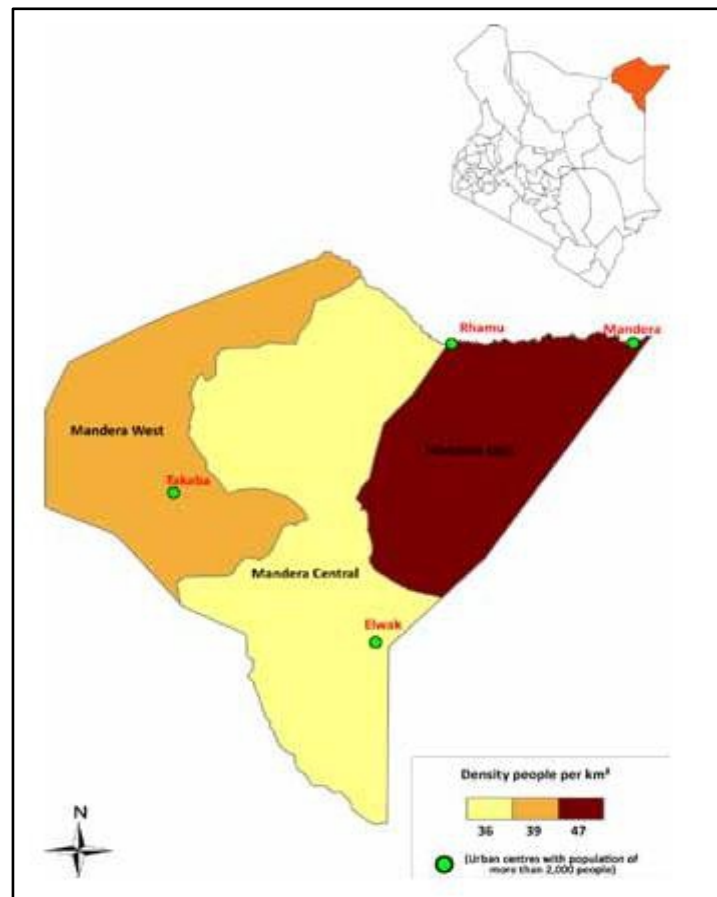
Kitui County



Garissa County



Wajir County



Mandera County

2025-2030

STRATEGIC PLAN



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