# Table of Contents

ABBREVIATIONS AND ACRONYMS ......................................................... iii
FOREWORD ................................................................. iv
ACKNOWLEDGEMENTS ................................................................. vi
EXECUTIVE SUMMARY ................................................................. 1
INTRODUCTION ................................................................. 4
    Rationale for Strategic Plan ................................................ 4

1.0 Guiding Principles ................................................................. 6
    1.1 Our Vision .............................................................................. 6
    1.2 Our Mission ............................................................................ 6
    1.3 Our Core Values ................................................................. 6

2.0 Situational Analysis ................................................................. 7
    2.1 The Demographic Changes: ............................................... 7
    2.2 Social-Economic Landscape: ............................................. 7
    2.3 The effects of climate change on Environment: ................. 9
    2.4 Shifting Geopolitics: ........................................................... 10
    2.5 Pressures on natural resources and urbanization: ............ 10
    2.6 Science and Technology: ..................................................... 10
    2.7 Insecurity and Terrorism: .................................................... 11
    2.8 SWOT Analysis ................................................................. 12

3.0 Strategic Focus Areas, Objectives, and Activities ..................... 15

4.0 Monitoring, Evaluation and Reporting ........................................ 31

5.0 Human Resource, Resource Mobilization and Risk Management 32
    5.1 Human Resources Requirements ........................................ 32
    5.2 Resource Mobilization Strategy .......................................... 32
    5.3 Assumptions and Risks ....................................................... 33

Annex Implementation Matrix ....................................................... 34
<table>
<thead>
<tr>
<th>ABBREVIATIONS AND ACRONYMS</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADS</td>
<td>Anglican Development Services</td>
</tr>
<tr>
<td>ACK</td>
<td>Anglican Church of Kenya</td>
</tr>
<tr>
<td>CCK</td>
<td>Church Commissioners of Kenya</td>
</tr>
<tr>
<td>CCA</td>
<td>Climate Change Adaptation</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>DJPC</td>
<td>Diocesan Justice Peace Committees</td>
</tr>
<tr>
<td>DOSS</td>
<td>Directorate of Social Services</td>
</tr>
<tr>
<td>FBO</td>
<td>Faith Based Organization</td>
</tr>
<tr>
<td>HENNET</td>
<td>Network of Health NGOs</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IEC</td>
<td>Information, Education and Communication</td>
</tr>
<tr>
<td>ICCO</td>
<td>Inter-Church Organization for Development Cooperation</td>
</tr>
<tr>
<td>IGAs</td>
<td>Income Generating Activities</td>
</tr>
<tr>
<td>KIPPRA</td>
<td>Kenya Institute for Public Policy Research and Analysis</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>NCCK</td>
<td>National Council of Churches in Kenya</td>
</tr>
<tr>
<td>NHA</td>
<td>National Health Accounts</td>
</tr>
<tr>
<td>PBO</td>
<td>Public Benefit Organization</td>
</tr>
<tr>
<td>PRB</td>
<td>Population Reference Bureau</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
</tbody>
</table>
I am pleased to provide some introductory thoughts to the strategic plan for Anglican Development Services (ADS) Kenya for the period 2015-2019. This plan provides strategic direction for the development arm of the Anglican Church of Kenya in social transformation, good governance and public accountability. The strategic plan is a critical step in actualizing the desired objectives envisioned when ADS underwent a rebranding process that informed the change of name from Anglican Church of Kenya Directorate of Social Services (ACK DOSS) to ADS Kenya.

In 2012, ADS Kenya developed a transition strategy plan to guide her operations running from 2013 to 2014. ADS Kenya chose to implement this two-year transition strategy to accommodate the needs of the nation in the transition period - change from a centralized to a devolved form of governance. In the transition period the Institution work focused on six key strategic areas namely: i) Delivery of social transformation in advocacy and good governance, ii) Improving livelihoods through food security, economic empowerment, emergency preparedness and disaster management, iii) Capacity building, iv) Organizational and Institutional strengthening, v) Stakeholder relationship strengthening and vi) Resource mobilization.

In the formulation of this strategy many stakeholders were consulted. This strategy is aligned to regional ADS specific strategic plans.

Going forward, ADS Kenya through this strategic plan (2015-2019) will consolidate the past achievements and perform strategically the following roles:-

1) Provide leadership and oversight in implementing national level engagements including humanitarian response, advocacy and cross-cutting interventions that require the full capacity of the Anglican Church response, chief of which are National Advocacy and the Climate Change Adaptation and disaster risk reduction.

2) Provide the ADS regional offices with support in program design and quality assurance, coordination and technical backstopping and promotion of best practices on behalf of the Anglican Church.

ADS Kenya is therefore a critical agent in helping us the Anglican Church of Kenya to act our size in positioning for partnerships and leveraging on our gifts to comprehensively deliver on our social mission. The following strategic development areas or pillars will be our priority:

**Strategic Pillars Themes:** Community Development, Advocacy, Climate Change Adaptation, Sustainability, Institutional Strengthening and Capacity Development, and Knowledge Management that will include Research, communication and Documentation. The strategic development areas are also in line with the global sustainable development goals as well as our partner's strategic direction.
Cross cutting themes: Gender, Disabled persons and Youth. The three that will be mainstreamed in our work will equally be important for our responses.

As the country prepares for general election in 2017, advocacy for policy influencing, gender mainstreaming, civic education, peace building and national cohesion will be key in our work and will be fast tracked at all levels.

We look forward to a strong spirit of collaboration from all our stakeholders for the realization of this plan. I thank our stakeholders, ADS staff both at the national and regions for ensuring this strategic plan is ready on time.

The Most Rev. Dr. Eliud Wabukala, EBS
The Archbishop Anglican Church of Kenya
The ADS Kenya strategic plan 2015-2019 is a commitment to our vision, mission, and core values and to the holistic mission of the Anglican Church of Kenya. The plan reflects the core mandate of the church in her social ministry to the people of Kenya as we move into the future. This strategic plan is a product of a process that involved many stakeholders who in a participatory way gave key insights and contribution to the overall strategy. We may not acknowledge all the players who walked with us in the process of writing this plan, but we appreciate the input we received from each one.

On behalf of the ADS Kenya Board I wish to register my sincere thanks to His Grace the Archbishop of ACK for his guidance as we went through this entire process, we appreciate the moral support he gave to the entire exercise. The goodwill and moral support we received from all the ACK Bishops ensured that the planning and writing of this plan was smooth; thank you Bishops for allowing some of your staff to participate in our planning workshops. The Provincial Secretary Canon Rosemary Mbogo was also very instrumental in ensuring that all the necessary logistics for the process were in place when we required her support, I appreciate her input. The oversight and guidance role taken by the entire board of ADS Kenya was outstanding hence the timely delivery of this plan. I wish to acknowledge the input from ADS Regional board members, ADS Regional Directors and their staff, ACK head of Institutions and the technical staff from the nine ADS Regions. Great appreciation goes to the ADS Kenya secretariat under the leadership of Bwibo Adieri and his staff team who burnt the midnight oil to get the strategy together.

A special thanks goes to our external stakeholders who include all our funding partners, we appreciate the support that we have received from Diakonia Sweden, Norwegian Church Aid, Christian Aid UK, ICCO Cooperation, UN Women, ACT Kenya Forum and ACT Alliance. We specifically thank Bread for the World Germany who facilitated the entire process for writing this plan. I further wish to thank all our other stakeholders who include the Government of Kenya, NCCK, the Catholic Church and other Public Benefit Organizations (PBOs) who walked with us through this journey.

Last but not least, I wish to appreciate the input of external consultants who reviewed and refined our thoughts into a plan that we are now sharing out; special mention in this regard to CORAT Africa and Mr. Eric Wafukho of Africa Leadership Ministry.

I believe that our success in implementing this plan largely depends on our commitment and stakeholders. We are inviting you all to walk and work with us towards the realization of this plan.

God bless you!

*The Rt. Rev. Dr. Jackson Ole Sapit  
Chairman Board of ADS Kenya*
The Anglican Church of Kenya recognizes the importance of social transformation in ensuring well being in the society we live in. This is demonstrated through her development work in the last 35 years and the spread of her infrastructure in 34 Dioceses, nine ADS regions and other ACK Institutions that aim to equip God’s people to transform society with the Gospel.

After conducting both a landscape scan of the operating context in which ADS Kenya works and an assessment of the internal environment within the ADS Kenya works through participatory situation analysis. Key issues were identified that would inform 2015-2019 Strategic Plan. These were:

1. The challenge of climate change and its impact on the quest for sustainable development.
2. The opportunities created by extractive industry with the discovery of oil and coal, titanium and other minerals in Kenya and the attendant challenges that could be visited upon to the communities in the form of exploitation, food insecurity threat and environmental pollution, among others.
3. The challenge created by few economic indicators that may not tell the whole story about the condition of the people, with such impact as possible donor withdrawal in country like Kenya that was said to be middle income yet it has more than 22million of its people below poverty line and in need or greater partnerships that hold government accountable, builds local capacities and meets people’s needs as and when they occur.
4. The great gains made in delivering on transformational development over the years in such areas as Water Sanitation and Hygiene (WASH), Food security and livelihoods, Health and HIV Response and Advocacy, persons with disabilities, children, orphans and the elderly among others, and the need built on these gains by strengthening interventions at regional level through ADS regional offices and nationally through ADS Kenya.
5. The promise of the new constitutional order in Kenya that increases collaborative opportunities in development with Government of Kenya as the duty bearer and the need it creates of constantly holding the government and other actors accountable to the highest ideals in service delivery
6. The strong team of development partners who have walked with ADS and other ACK institutions and the need to deepen these relationships through pursuing greater impact that directs resources in building sustainable development models through lessons shared together.
7. The great strengths found within ADS Kenya and all the ADS regional offices and all the other ACK institutions that provide a platform for strategic engagement with partners and the need to build institutional capacity and strengthen organizational knowledge management that makes greatest use of lessons learnt and best practice in the industry.

The systemic causes of the issues that this strategic plan will seek to address include Community Development, Advocacy, Climate Change Adaptation, Sustainability, Institutional Strengthening and Capacity Development, and Knowledge Management that will include Research, communication and Documentation. Advocacy will look at speaking into policy formulation at both national and county levels, advocating for rights, inclusion and fairness at all levels speaking into mechanisms of implementing the Kenya’s constitution and public service provision.
Institutional strengthening and capacity development will look at, among other priorities, addressing weak governance and capacity gaps in ACK Institutions, standardization of operational policies and systems at ADS regions. Knowledge management shall look at proper documentation and communication of ACK development work, among others.

In addressing the above priorities, ADS Kenya will consolidate past achievements and perform strategically the following roles:

1) Provide leadership and oversight in implementing national level engagements including humanitarian response, advocacy and cross-cutting interventions that require the full capacity of the Anglican Church response, chief of which is the Climate Change Adaptation. ADS Kenya will strengthen her capacity in order to effectively address the systemic hindrances facing society. This is in tandem with Kenya’s vision 2030 and ADS Kenya’s Vision to be a sustainable organization working with communities that live godly and dignified lives and ACK’s mission to build partnerships with communities and enable them to exercise their God-given potentials in addressing their needs.

2) Provide the ADS regional offices with support in program design and quality assurance, coordination and technical backstopping and promotion of best practices on behalf of the Anglican Church. ADS Kenya will work as facilitator by creating spaces for engagement at grassroots, county and national levels.

In contributing to ADS Kenya’s vision and mission, this strategy will implement six focus areas in the period 2015 -2019 as follows:

1. Community Development focusing on the following:
   i. Water & Sanitation
   ii. Health and HIV
   iii. Food Security
   iv. Livelihood and Micro-Finance
   v. Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA)

2. Advocacy
3. Climate Change Adaptation
4. Sustainability and availability of development resources
5. Institutional Strengthening and capacity development.
6. Knowledge Management that will include Research, Communication and Documentation

The strategies to be employed by ADS Kenya to achieve the above objectives will include capacity strengthening, partnerships and strategic alliances, modeling, advocacy and sharing good practices, participatory information sharing, communication and technology; participatory budgeting and research, learning and documentation.
This program led resource mobilization for ADS Kenya will ensure that fundraising is in line with the strategic plan and program strategies. Annual budgets would be developed every year.

Staffing and human resources needs to be developed in line with this strategy after the strategic plan is approved. The structure would have four departments: Program, Business development, Consultancy and Finance and Administration. Each department will develop a clear operational work plan with the defined staffing positions. Specific monitoring guidelines shall be developed in the operation plans for each focus area.

A Monitoring and evaluation framework has been put in place to ensure that all the planned activities in this plan are implemented as per schedule and where deviations are experienced; they are detected early enough for re-adjustments. A review of the plan will be done every year to check progress of implementation by comparing achievements against set targets.
1.0. INTRODUCTION

Figure 1 Cultivating beans in Isiolo County as a means of achieving food security.

The Anglican Development Services Kenya is the development arm of the Anglican Church of Kenya. ADS Kenya is the national coordination and facilitation office for all the development work of ACK, it is also the secretariat to nine ADS Regions that cover the 47 counties of Kenya, these regions are: Pwani, Eastern, Nairobi, All Saints and Kajiado (NAIKA), Mt. Kenya, Mt. Kenya East, Central Rift, North Rift, Western and Nyanza regions.

ADS Kenya is a learning and proactive organization and has transformed itself from being the ACK Provincial Development office in the 80’s to ACK Directorate of Social Services in the 90’s and was restructured through a rebranding process to become ADS Kenya in 2013.

At the culmination of the rebranding exercise in 2012, ADS Kenya developed a transition strategy (2013-2014) to implement six key strategic areas as Kenya approached the 2013 general elections. These six areas were: Social transformation, Improve livelihoods, stakeholder relationships, resource mobilization and Organizational & Institutional development. This strategic plan (2015-2019) is a medium term strategy for ADS Kenya as anticipated in 2012 and it is expected to build into the long-term Strategy Framework (2013-2030). This strategy is aligned to the first phase of Kenya's devolved form of governance and the Strategic plan of Anglican Church of Kenya 2015-2020.

The ACK Development arm has been facilitating development work in Kenya for over three decades with a clear philosophy, which is participatory and draws from the rich depository of development experience of over 35 years. In the period that ACK has engaged herself in development matters, a lot has been achieved in the areas of health, food security, environment conservation, economic empowerment, lobby and advocacy through this department. ADS Kenya’s development work is rooted within the ACK agenda of holistic mission.

Rationale for Strategic Plan

The ACK Strategic Plan 2008-2014 and ADS Kenya’s Transition Plan 2013-2014 ended in December 2014, this therefore required that ADS Kenya develop a new plan that guides her operation and activities from January 2015. The transition plan focused on six key areas namely: Social transformation, Improving livelihoods, Stakeholder relationships, Resource mobilization, Capacity building and organizational development and Institutional strengthening.
As a result of the rebranding process in the ACK development department, in 2012-2013 and after evaluating the transition strategy, it became clear that ADS Kenya would assume a new role of oversight and coordination of the nine ADS regions. This therefore required that a new strategy be put in place to ensure the new mandate is properly delivered.

In March 2013, Kenya ushered in a new era of devolved form of governance with more government functions and resources devolved to the grassroots. This called for newer strategies of engaging with the changed government structures and systems. ADS Kenya had to align her strategies to the changing political landscape in Kenya.

The MDGs attainment period comes to an end in 2015 and the world has changed its gear to SDGs. Therefore, ADS Kenya has to align her strategies towards the Sustainable Development Goals fundamentally informing the engagement areas in this strategic plan.
1.0 GUIDING PRINCIPLES

Drawing its mandate from John 10:10b “… I have come that they may have life and have it to the full” (NIV). ADS Kenya upholds biblical principles in all her undertakings and like the other departments of the church is geared towards achieving the ACK vision of being “A growing, caring Anglican Church boldly proclaiming Christ” ADS Kenya is guided by the following principles:

Our Vision

“A sustainable organization working with communities to attain Godly and Dignified Living”

Our Mission

“Build partnerships with communities and enabling them to exercise their God given potential in addressing their needs”

Our Core Values

Godliness: We seek to honor God in our work as guided by the Holy Bible.

Love: We serve with compassion, love, humility and upholding human dignity.

Professionalism: We are committed to professionalism and efficiency in our service.

Integrity: We ensure integrity and honesty in all our undertakings.

Stewardship: We are committed to accountability, transparency and good stewardship in utilization of God-given resources including preservation of the environment.

Justice: We ensure justice, inclusiveness and equity in sharing of resources and opportunities.

Participation: We are committed to teamwork and participation in our service.

Innovation: We encourage creativity.
2.0. SITUATIONAL ANALYSIS

ADS Kenya is aware of the rapidly changing external Macro and Micro external environment and is conscious of the potential effects that these environments will have on her operations if not well analyzed. As a critical step in developing this strategic plan an assessment of the current environment was done to establish all the potential factors for consideration in the new strategy formulation.

The environmental analysis found out that some of the key pointers and environmental trends in the global and Kenya’s context that will affect ADS Kenya’s operation as it implements the 2015 - 2019 strategic plan would include the following:-

2.1. The Demographic Changes:
Currently youth and children constitute a larger segment of the world population and this will be a major focus for engagement by governments and other actors moving forward. A higher number of youths in Kenya are unemployed and if not well handled this group will become unmanageable in the future.

According to the World Population Dynamics (October 2014), the share of global population under age 20 has dropped to about 35%; the population between ages 20 and 64 represents 58 percent, and ages 65 and older represent 7%. In a nutshell, the global population of the youth and the children constitute about 70% of the world population. The youth population in sub-Saharan Africa is increasing rapidly. By 2050, that age group is projected to nearly double to about 561 million, according to PRB’s. (The World's Youth 2013 Data Sheet.)

In Kenya, the latest census report 2009 indicate that from the total population of 38,593,000, young people 0-14 years is 16,576,000 and that of ages 15-64 is 20,685,000 and ages 65 and above is 1,332,000 (Kenya bureau of Statistics). The share of youth in total unemployment has risen significantly from 44 to 52% over the period 1998/2005-6. This is a critical segment that ADS Kenya and other state and non-state actors cannot ignore.

2.2. Social-Economic Landscape:
Many people are becoming poorer and poorer and more are living on less than a dollar per day in the world today. The gap between the rich and the poor is getting bigger and bigger and the prices of basic food commodities are ever on the rise.

Globally, 1.2 billion people still live on less than $1.25 a day, and disproportionately large numbers of them live in Southern Asia and Sub-Saharan Africa (October 2014, World Population Bureau).
In the developed world the effects of Wall Street and donor fatigue have caused a decline in resources from the West and Europe to developing nations.
The Kenya Poverty Report estimate (2012) places the population below poverty line in the country at 43.4%. In Kenya there is a fear that the poverty levels for those below poverty line will substantially increase if the Government succeeds in doubling the country’s borrowing from 1 trillion to 2.2 trillion as it proposed in November 2014 to the National Assembly.

During the period 2007-2012, Kenya’s economy faced various shocks resulting in periods of high inflation and slow growth and overall poverty increased from 48.8 per cent in 2007 to 50.8 percent in 2008, before it declined marginally to 49.8 per cent in 2012. The proportion of rural poor people in the total population accounted for about 56.4 per cent in 2008. Since then, rural poverty has only declined marginally to 55.0 per cent. (Kippra, Kenya Economic Report 2013).

Kenya is implementing Vision 2030 that seeks to make Kenya a newly industrializing middle-income country providing high quality life for all its citizens by 2030. Three pillars underpin this vision. The economic pillar that seeks to provide economic prosperity for all through an economic development program aimed at achieving Gross Domestic Product (GDP) growth rate of 10% per annum till 2030. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The political pillar aims at realizing a democratic political system founded on issue-based politics that respects the rule of law and protects the rights and freedoms of every individual in Kenyan society. (Source: Vision 2030).

The main contributors to Kenya’s GDP have been agriculture followed by transport and communications, wholesale/retail, manufacturing, education, in that order, with mining and fishing coming on the tail end. However, with the discovery of coal in Kitui County, oil deposits in Turkana County, gold in Migori County and in Kakamega County and Titanium in Taita Taveta County, among others, extractive industry is beginning to take center stage with attendant conversation on its impact on the nation and local communities, especially in relation to food security, livelihoods, pollution and environmental stewardship (Source: Kenya National Bureau Statistics 2012, Pg13).

Although Kenya’s food and beverage exports have been growing, they have remained mostly in the raw form, accounting for about 76.9% in 2011, 80% in 2010, 78% in 2009, and 75% in 2008. Interestingly, food and beverage imports for the same period accounted for 48.8% in 2011, 64% in 2010, 44% in 2009, and 54% in 2008 (Source: Kenya National Bureau Statistics 2012, Pg. 52). There is great need for Kenya to move more into value addition programs that fetch greater income than depending on the raw exports. Additionally, there is need to pay attention to food security components of availability, access, utilization and stability that measures the level of uncertainty and vulnerability to future disruptions including climate change, conflict, price shocks and disease.

Kenya’s entry into middle-income level has been long in coming. The country has enjoyed relative robust growth for much of the 2003-2013 decade. According to the
World Bank's data, Kenya's GDP per capita grew 248 percent between 2000 and 2012 rising from US$399 in 2000 to $991 in 2012. In 2014, the economy has crossed the middle income threshold: a survey by Ernst and Young projects that by 2018; Kenya's GDP per capita will surpass US$1200 at a projected real growth rate of 5.8 percent, what does this mean for Kenyans and what does it also mean for ADS?

Although Kenya's poverty is estimated to have dropped from 47% in 2005 to between 34% and 42% in 2013, these are imprecise estimates given that the last household survey was conducted in 2005/6 and with about 40% (20 million) of the country's estimated population of 44 million as at 2012 living below poverty line, there is a long way to go in implementing vision 2030 (Source: Kenya Food Security Brief, 2013, Pg. 7)

Through the implementation of free primary and secondary education, enrollment in primary and secondary education has increased drastically to the current number of more than 10 million in primary schools, two million in secondary schools, 300,000 in universities other tertiary institutions. The influx of high numbers of students has reduced the teacher to student ratio to 1:31.2 in secondary schools and 1:56.6 in primary schools (Source: Kenya National Bureau Statistics 2012, Pg. 20). There is need for consensus among stakeholders on what the actual cost of quality education is for Kenya, in order to cushion the conversation around free education from being susceptible to political manipulation. (Source: Kenya National Bureau Statistics 2012, Pg. 22).

The country has been registering steady growth in number to about 7,500 doctors, 1000 dentists, 3000 pharmacists, 30,000 nurses, all serving within about 8000 health institutions countrywide. Some of the health facilities were established and run by churches, serving especially the hard-to-reach areas of Kenya (Source: Kenya National Bureau Statistics 2012, Pg. 24).

2.3. The Effects of Climate Change on Environment:
Global warming and climate change is a critical subject in the world today largely seen a potential threat to public health to face the world in future. Climate change is expected to have a significant impact on water supplies and cannot be ignored today for instance farmers are not able to observe farming patterns any more.

The Inter-governmental Panel on Climate Change (IPCC) projects that by 2020, between 75 and 250 million people in Africa region will experience increased water stress, yields from rain-fed agriculture could be reduced by up to 50% in some regions; agricultural production, including access to food, may be severely compromised.

Mountains are critical in serving as water towers with higher rates of precipitation, centers of biodiversity, and regulators of climate. Kenya has five major water towers, namely, the Aberdares, Cherangani Hills, Mau Hills, Nandi Hills and Ngong Hills, among others.
Lakes like Naivasha, Nakuru, and Elementaita depend on these ranges. Floods in places like Budalangi on River Nzoia and in Tana River on Sabaki continue to wreak havoc from time to time. The animal-human conflict in Kajiado County and Baringo County is a major challenge.

2.4. Shifting Geopolitics:
In the past, focus was on cold war among nations and insistence on democracy; this has changed and interest now shifting to human rights and democratization. The growing partnership and business interaction between the south and east is seen as skewed and in favor of one partner (east) countries.

What is the National and devolved governance structures in the country and their implications on the work of the Church?

The Kenyan Government, which is the duty bearer and recognizing the big role that public sector organizations are in complementing her efforts in service delivery and employing nearly a half as many staff as the public sector, has enacted the PBO Act 2013 to ensure that this sector maintains high standards of governance, transparency and accountability.

2007-2008 experiences in Kenya and current political rivalry between CORD and JUBILEE coalitions in Kenya are a threat to National cohesion and integration.

2.5. Pressures on Natural Resources and Urbanization:
There is a rapid increase of population in the developing nations and pressure on the existing resources. The United Nations Report on global impact of Urbanization on Bio-diversity and Natural Resources (2007) revealed that at least 50% of the world's population is living in cities. By 2030, that number will jump to 60%, with nearly 2 billion new city residents, many migrating from rural areas. According to the report, humans are building the equivalent of a city the size of Vancouver every week. While most of the growth is occurring in developing countries like China, India and Africa, ecologically rich areas such as coasts and islands are also at risk.

2.6. Science and Technology:
Debate in the suitability of Genetically Modified Objects (GMOs) for human consumption is an area of sharp focus in the world, the influence and effects of the Information Communication Technology (ICT) remains a critical area that cannot be ignored.

The laying of undersea Fiber Optic Cable from Mombasa to Fujairah in United Arab Emirates linking Kenya to the global fiber optic submarine system and the laying of the more than 5,000 km terrestrial fiber optic cables covering most parts of the country has provided reliable and affordable high capacity bandwidth, leading to efficiency and more than five-fold reduction in ICT costs. (Source: Vision 2030 Mid-Term Plan Update, November 2011)
With increased access by many Kenyans to mobile telephony and with payment platforms such as Mpesa and Mshwari, this has opened the flow of resources with great convenience.

The on-going global digital migration that is taking place is further opening up media space as a resource and placing accent on content development that provides an opportunity for some of the civic education programs to be placed on these portals.

2.7. Insecurity and Terrorism:
Global, regional and Kenya security threats by terrorists & armed banditry and their implication on global and Kenyan economy. The sharp increase in terrorist attacks, armed banditry in parts of Kenya is a major threat to the stability of this nation.
2.8 SWOT Analysis

A SWOT analysis was conducted to determine the ADS Kenya current standing position and to project on her future opportunities and threats. The findings are presented in the table below.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The functional structures of the church with national coverage and high grass root penetration covered by nine ADS regional units with defined jurisdiction and functions, 34 ACK Dioceses and other ACK Institutions.</td>
<td>• Inadequate clarity of functions by our traditional funding partners for ADS Kenya and regions.</td>
</tr>
<tr>
<td>• The extensive experience and lessons learnt in development and social transformation in Kenya over 30 years.</td>
<td>• Inadequate Knowledge Management practices of information gathering, documentation and dissemination on ACK successes.</td>
</tr>
<tr>
<td>• A rich heritage of competencies and expertise of driving social transformation thematic areas including Education, Health, peace building, advocacy, and emergency response.</td>
<td>• Inadequate platform for joint sharing of consolidated information with internal and external publics.</td>
</tr>
<tr>
<td>• More than 4 million ACK membership in the 47 counties as the immediate resource entry point to society for social transformation.</td>
<td>• Inadequate operating policies, systems and structures that affect accountability to our stakeholders.</td>
</tr>
<tr>
<td>• ACK is a solid and trusted brand built over the years, with a unique voice to speak into society and mobilize for collective action.</td>
<td>• Limited ownership and investment of the development work by the church at provincial and diocesan level.</td>
</tr>
<tr>
<td>• Strong and clear governance structure and systems of accountability in place as the Anglican Church and as ADS Kenya.</td>
<td>• Governance structure in which Diocesan leadership forms the Boards of ADS regions limits deployment of diversity of gifts and competencies unless they constitute a Council of Reference then appoint Executive Boards</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• The Vision 2030 provides an opportunity for ADS/ACK to partner with government at national and county level in the social pillar that seeks to build a just and cohesive society with social equity in a clean and secure environment.</td>
<td>• Although government is the duty bearer to its citizens in delivery of service as envisaged in the Constitution and the Public Benefit Organizations Act 2013, there is a threat that this could stretch government into areas best served by the civil society and faith community, frustrating funding and development priorities. There is increasing donor fatigue and dwindling donor resources, having funded programs that focused on direct assistance without sustainability considerations in empowering local structures, strengthening institutions and building local capacities to drive development agenda.</td>
</tr>
<tr>
<td>• Unmet needs of the 4 million members found in our 35-diocese spread in most parts of the country.</td>
<td>• There is increasing pressure for donor funding to be accompanied with conditionality's that seek to impose values that are out of dissonance and in conflict with the recipient faith community.</td>
</tr>
<tr>
<td>• The extractive industry that is beginning to take center stage provides an opportunity for ADS/ACK to influence policy and action around its impact on the nation and local communities, especially in relation to food security and livelihoods.</td>
<td>• The shifting donor priorities are sometimes out of sync with local community priorities. There is a threat of engaging in zero sum development that leaves no lasting impact.</td>
</tr>
<tr>
<td>• The good working relations between ACK and GOK and the need for build a food secure nation provides an opportunity to influence policy and build models of food security, right from availability, to access, utilization and stability that measures the level of vulnerability to the future disruptions including climate change, conflict, price shocks and disease.</td>
<td>• Effects of climate change with unpredictable weather patterns have made rain-fed agriculture untenable.</td>
</tr>
<tr>
<td>• The free primary and secondary education in Kenya provides an opportunity for ACK to influence policy and action on the quality, access and relevance of academic programs on the national fabric.</td>
<td>• Insecurity and terrorism have taken on global dimensions and aided by ICT platforms, calling for drastic measures and architecture</td>
</tr>
<tr>
<td>• The ICT and digital platforms provide ACK with an opportunity to link internally to its entire constituency and deepen penetration with message of transformation.</td>
<td></td>
</tr>
</tbody>
</table>
• The ecumenical partners and Global Network of Anglicans provide an opportunity to access global expertise and galvanize action on development.

• The Global focus on development agendas provides a platform for ongoing engagement with development partners both locally and globally.

• Devolved funding by GOK provides an opportunity to partner at grassroots level and influence priorities and actions.

• The Public Benefit Organizations Act 2013 provides an opportunity to work in a well-regulated environment.

• People’s aspirations and will as expressed in the spirit of new constitutional order are likely to be jeopardized by narrow and expedient interests.

• Negative ethnicity and nepotism are likely to deny the country the opportunity to tap into full potential of the resources.

• High levels of unemployment and institutional corruption are likely to eat at the people’s resolve to build a healthy, cohesive and integrated nation.
Chapter Three

3.0 STRATEGIC FOCUS AREAS, OBJECTIVES, AND ACTIVITIES

ADS Kenya is the national and coordinating facilitating office for nine ADS regions on social transformation matters in Kenya. These regions are spread across all the 47 counties in Kenya as below:

<table>
<thead>
<tr>
<th>ADS Region</th>
<th>Counties covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ADS Pwani</td>
<td>Mombasa, Taita Taveta, Lamu, Kwale, Kilifi and Tana River</td>
</tr>
<tr>
<td>2 ADS Eastern</td>
<td>Machakos, Makueni, Kitui, Garissa, Mandera, Wajir</td>
</tr>
<tr>
<td>3 ADS NAIKA</td>
<td>Nairobi and Kajiado</td>
</tr>
<tr>
<td>4 ADS Mt. Kenya</td>
<td>Kiambu, Nyeri, Muranga, Nyandarua, Laikipia</td>
</tr>
<tr>
<td>5 ADS Mt. Kenya East</td>
<td>Kirinyaga, Embu, Tharaka, Meru, Isiolo, Marsabit</td>
</tr>
<tr>
<td>6 ADS Central Rift</td>
<td>Nakuru, Baringo, Samburu, Kericho, Narok and Bomet</td>
</tr>
<tr>
<td>7 ADS North Rift</td>
<td>Uasin Gishu, Nandi, Trans Nzoia, Elgeyo/Marakwet, West Pokot and Turkana</td>
</tr>
<tr>
<td>8 ADS Western</td>
<td>Kakamega, Vihiga, Bungoma and Busia</td>
</tr>
<tr>
<td>9 ADS Nyanza</td>
<td>Kisumu, Siaya, Homa Bay, Migori, Kisii and Nyamira</td>
</tr>
</tbody>
</table>

After reviewing her transition strategy 2013-2014 which had six focus areas, ADS Kenya identified that Advocacy work and strengthening of ACK Institutions as critical and required attention in the new strategy. A milestone setting survey done in the nine ADS regions also revealed that moving forward it was necessary for ADS Kenya to take lead in resource mobilization and business development.

The survey also found out that ADS Kenya was better placed to take lead in consortium matters for ADS regions and in joint appeals and proposal writing. The strategy writing workshop with ADS Kenya stakeholder’s emphasized the need for ADS Kenya to address the Sustainable Development goals taking into account all innovations and models that come along.
The Strategy

In the strategic period 2015-2019 ADS Kenya is going to focus her implementation in the following key areas:

Goal: Transformed communities leading lives of dignity and contributing to the well-being of households and the vulnerable in society as God designed for them.

Outcome # 1: The Church and Community capacity fully mobilized in holistic development.

ADS Kenya shall seek to support the regions in direct implementation of most of the programs. By supporting or facilitating of regions will mean technical backstopping, coordination, sharing of good practices and lessons learnt and leveraging on the experiences and expertise available at the ADS Kenya to impact the nine ADS regions as they carry out the implementation of projects and initiatives to realize these objectives.

Output # 1: Sustainable and affordable access to safe water and sanitation enhanced.

Key activities include:
- Strategies put in place to ensure that target population is accessing safe water within a kilometre.
- Rolling out a community capacity building program in rain water harvesting and protection of water catchment areas.
- Supporting communities in soil conservation and reforestation measures in targeted areas.

Output # 2: Accessible and affordable quality health care and prevention of HIV infection promoted.

Key activities include:
- Strategies rolled out in partnership with county governments to ensure that the target population is accessing essential health services within a kilometre.
- Develop and implement strategies aimed at promoting preventive health care services.
- A comprehensive HIV and AIDS Response program focusing on prevention, treatment, care and support and policy influencing rolled out in the dioceses.
Output #3: Food security through adoption of community appropriate approaches in food production, handling and storage enhanced.

**Key Activities include:**

- Strategies put in place to ensure that target households have all-year access to food supplies in amounts that are adequate and cost that is affordable and nutritional status that is sufficient.
- Build community capacity in Innovative farming practices that integrate climate change adaptation measures.
- Facilitate access to farm inputs and appropriate technologies including drought tolerant strains of crops.

Output #4: Sustainable community empowerment livelihood and micro finance schemes promoted.

**Key activities include:**

- A program put in place for supporting regions and dioceses in implementing value addition livelihoods programs.
- Conduct training programs aimed at building capacity of the regions and dioceses to scale up savings-led microfinance.

Output #5: Resilience of communities prone to disasters increased.

**Key activities include:**

- Strategies put in place to build the capacity of ADS regional offices and local community structures to effectively manage local disasters.
- Structures set in place and systems strengthened for ADS Kenya to effectively coordinate regional and national level disasters.
- Working with national and county leadership to ensure that there is integrated disaster management and risk reduction in community development initiatives.

Outcome #2: Strengthened ACK National Advocacy backed by research on emerging social challenges.

ADS will carry out advocacy at the national level in Kenya and also facilitate the ADS regions to engage in County advocacy.

Given that Kenya is on transition from a centralized system to a devolved form of governance, there are several matters that relate to advocacy, which require the engagement of non-state actors. ADS Kenya will engage in policy formulation, mining and extractives, peace building and citizen participation in governance.
Output #6: Local capacities in peace building, reconciliation healing strengthened.

Key Activities include:
- Developing and rolling out peace building strategies including peace forums, rallies and sermons.
- Undertaking initiatives aimed at building the capacity of leadership and communities in conflict-sensitive programming in designing and implementing community development programs.
- Promoting gender mainstreaming and ethnic inclusion in community life and public participation.
- Conducting countrywide civic education to enhance civic competence among Kenyans and their capacity to promote democratic governance right from grassroots to the national level.

Output #7: Policy influencing, participation and accountability at County and National levels enhanced.

Key Activities include:
- Put in place a mechanism and protocols for engaging policy makers and participating in decision-making and community action processes.
- Set up technical working groups to collect and articulate policy agenda through technical papers on a regular basis.
- Create a desk for monitoring and influencing policy and action on the impact of extractives and mining on the well-being of communities identified and advocated for.

Outcome# 3: Climate change adaptation through sustainable use of biodiversity enhanced.

ADS Kenya will work with the ADS regions to spearhead efforts aimed at building community capacity in Climate Change Adaptation.

This is critical given the changing climate that is having great impact on Kenya's ability to address her food security challenge and given the need to ensure that Kenya is practicing ecosystem-based adaptation in her biodiversity management.

Output #8: Climate change adaptation and DRR in advocacy and community development programs enhanced.

Key activities include:
- Develop and rollout strategies on policy influencing at national and global level in Climate Change Adaptation.
- Provide opportunities at national and regional level for education, training and knowledge sharing on the climate change and global warming threats.
- Develop and roll out creative and innovative programs that demonstrate integration and main streaming of climate change adaptation in water harvesting, farming methods, and value addition.
Outcome #4: Investing in local capacities to drive development through structured capacity building programs on self-sustainability with good governance.

The resourcing of ADS Kenya and ADS regional offices as ACK development ministry has not been optimal and there is need to strengthen the ADS Consortium. ADS Kenya will take lead in concept development, proposal writing, and joint resource mobilization for ADS regions; moving from rebranding to consortium to enhance our work and uniformity in program work.

Output #9: Internal capacity for generation of resources for driving development in a sustainable way mobilized.

Key activities include:
- Investment strategy outlining various income generation initiatives developed and launched by ADS.
- Infrastructure and systems put in place for managing the investment in line with other ACK entities.
- A joint venture in setting up a business premise undertaken by ADS Kenya and other ACK entities and facilitated by Church Commissioners of Kenya (CCK).

Output #10: Capacity for local community structures for driving development agenda empowered.

Key activities include:
- Develop and roll out a framework that guides the design and implementation of projects to always ensure that there is stakeholder participation at all stages and there is a demonstration of building on local capacities.
- Develop and implement strategies aimed at building capacity of the community to drive development agenda.

Output #11: Strategic partnerships in mobilizing resources for development agenda intensified.

Key activities include:
- Develop and roll out a fundraising strategy with clear targets focusing on various market segments
- Conduct stakeholder analysis in relation to resource matrix and develop strategies for mobilizing stakeholders in the areas of their strength
- Establish a robust fundraising department with clear targets and necessary structures and budget.

Outcome #5: Institutional capacity of ADS and ACK as a whole in governance structures, policies and systems strengthened.

The ACK church and some of ACK institutions have gap areas in governance structures, policies and systems that require critical assessments and analysis for improvement. Efforts will be made to ensure the church and her institutions are effective and efficient in delivering
her mandate. Moving forward ADS Kenya will refocus her efforts in strengthening these institutional gaps.

**Output # 12: Good governance within the church and her institutions enhanced.**

**Key activities include:**
- Conduct capacity building session for ADS and ACK entities leadership on good corporate governance.
- Undertake structural and policy reviews to mainstream good governance and enforce compliance in organizational business processes.
- Participate in the review of the Constitution of the Anglican Church.

**Outcome # 6: Knowledge management that contributes to a learning organization through research, documentation and communication strengthened.**

In the past, this area has not been as strong at both ADS Kenya and ADS Regions; there has been limited focused research on topical issues that would inform evidence-based advocacy, decision-making and planning. Documentation of good practices has also not been done properly hence the need for ADS Kenya to take lead in this particular area and work very closely with the nine ADS Region.

**Output # 13: Research and documentation capacity enhanced.**

**Key Activities include:**
- Develop a framework for research and documentation, bearing in mind the level and depth needed for various platforms.
- Set up a research and documentation secretariat with tools and resources needed for the work.
- Set up a knowledge management system that places information and data in retrievable and secure environments.

**Output # 14: Consistent and comprehensive communication capacity enhanced.**

**Key Activities include:**
- Strategies developed that build consistency in ADS brand visibility and provide opportunities for engagement in local and international media
- Tools and resources developed that facilitate internal communication and public engagement aimed at mobilizing collective community resolve for action
## Logical Framework

<table>
<thead>
<tr>
<th>Objectives Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
</table>
| **Goal:** Transformed communities leading lives of dignity and contributing to the well being of children and the vulnerable in society as God designed for them. | • Evidence of caring communities living in harmony with each other and their environment.  
• Evidence of the fear of God as motivation for caring behavior. | • Evaluation Report.  
• Testimonials | • Evaluation Report.  
• Testimonials |
| Outcome #1  
The Church and Community capacity fully mobilized in holistic development. |  |  |  |
| Output #1: WASH  
Sustainable and affordable access to safe water and sanitation enhanced. | • % of population accessing safe drinking water.  
• % of population accessing safe water within less than a kilometre.  
• Number of operational WASH initiatives.  
• Evidence of improved hygiene and sanitation standards.  
• % of water catchments protected.  
• % of WASH initiatives complying with local and | • Evaluation Reports. | • That communities will have a deep appreciation of the role of water in their lives and go for strategies aimed at harnessing and utilizing such water sources. |
<table>
<thead>
<tr>
<th>Objectives Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
</table>
|                   | • international environmental standards, regulations and requirements.  
|                   | • Evidence of environmentally sound managed water initiatives. |                      |                      |
| Output # 2: HEALTH & HIV Accessible and affordable quality health care and prevention of HIV infection promoted. | • % of population accessing essential health services within a kilometre.  
|                   | • %age of budgetary provisions dedicated to dealing with essential health services. | • Evaluation Report.  
|                   | • Types of preventive and support healthcare services put in place for the target population.  
|                   | • Evidence of environmentally sound managed water initiatives. | • National Health Accounts Reports from HENNET.  
|                   | • Evaluation Reports. | • That there will be community support and participation at grassroots level.  
|                   |                      | • That devolved health docket shall receive priority at the county government level.  
<p>| Output # 3: FOOD SECURITY Food security through adoption of community appropriate approaches in food production, handling and storage enhanced. | • % of households with all-year access to food supplies in amounts that are adequate and cost that is affordable and nutritional status that is sufficient. | • Evaluation Report. | • That there shall be drastic shift made from rain-fed agriculture to irrigation and conservation agriculture in some of the areas. |</p>
<table>
<thead>
<tr>
<th>Objectives Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of households engaged in building productive assets using appropriate technology.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Types of post harvesting strategies that create space for value addition through production, handling and storage.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation Reports.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Micro-finance institutions reports.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>That community will embrace the vision of becoming food secure through production.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>That farmers will tap into available technologies and adapt them into food production.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Output # 4**

Sustainable community empowerment livelihood and micro-finance schemes promoted.

- Number of value addition livelihood programs being undertaken in the community.
- % of relevant and affordable microfinance services and products available to households.
- % of households taking up the micro-finance products and services.
- The degree of resilience built at household and community level.
- That the community will not be averse to credit.
- That micro-finance institutions shall have the interests of the communities at heart and not exploit them.
<table>
<thead>
<tr>
<th>Objectives Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
</table>
| **Output # 5** Resilience of communities prone to disasters increased. | • Evidence of capacity building for ADS regional offices and local community structures to effectively manage local disasters  
  • Evidence of capacity building for ADS Kenya to effectively coordinates regional and national level disasters.  
  • Evidence of integrated disaster management and risk reduction in community development initiatives. | • Evaluation Reports.  
  • Disaster Preparedness Plans. | • That there will be collaborative efforts at regional and grassroots level. |
| **Outcome # 2 Strengthened ACK National Advocacy backed by Research on emerging social challenges** |  |  |  |
| **Output # 6** Local capacities in peace building, reconciliation healing strengthened. | • Evidence of grassroots and regional initiatives aimed at promoting peace, cohesion and reconciliation.  
  • Evidence of conflict-sensitive programming in designing and | • Evaluation Report.  
  • Annual Reports.  
  • Community Barazas. |  |
<table>
<thead>
<tr>
<th>Objectives Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• implementing community development programs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The extent to which communities and families build bridges and create space to care for the most vulnerable.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output # 7</strong> Policy influencing, participation and accountability at County and National levels enhanced.</td>
<td>• Level of community participation in legislative and overall advocacy initiatives.</td>
<td>• Citizen Participation Reports.</td>
<td>• That there shall exist a working formula in which ACK entities conduct comprehensive internal consultations before giving position papers.</td>
</tr>
<tr>
<td></td>
<td>• Evidence of increased social accountability, citizen voice and action.</td>
<td>• Evaluation Reports.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Number of technical papers and contributions by ADS towards policy influencing.</td>
<td>• Public Barazas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Number of social audit programs on the impact of extractives and mining on the well being of communities identified and advocated for.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Outcome # 3
**Climate change adaptation through sustainable use of biodiversity enhanced.**

**Practicing ecosystem –based adaptation to climate change, policies and systems strengthened.**

### Output # 8
**Climate change adaptation in advocacy and community development programs enhanced.**

| • Evidence of policy influencing at national and global level in climate change adaptation. |
| • Number of opportunities for education, training and knowledge sharing on the climate change and global warming threats. |
| • Evidence of integration of climate change adaptation in water harvesting, farming methods, and value addition strategies. |
| • Number of innovative initiatives aimed at enhancing climate change adaptations at regional and grassroots level. |
| • Evaluation Reports. |
| • Consultative Meetings Reports. |
| • Technical Papers and Legislation on Climate change. |
| • Field Visits Reports & Testimonials. |
| • Ministry Reports. |

- That these local efforts are part of the national and regional efforts on climate change.

- Evidence of policy influencing at national and global level in climate change adaptation.

- Number of opportunities for education, training and knowledge sharing on the climate change and global warming threats.

- Evidence of integration of climate change adaptation in water harvesting, farming methods, and value addition strategies.

- Number of innovative initiatives aimed at enhancing climate change adaptations at regional and grassroots level.

- Evaluation Reports.

- Consultative Meetings Reports.

- Technical Papers and Legislation on Climate change.

- Field Visits Reports & Testimonials.

- Ministry Reports.

- That these local efforts are part of the national and regional efforts on climate change.
<table>
<thead>
<tr>
<th>Objectives Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome # 4</strong></td>
<td>Investing in local capacities to drive development through structured capacity building programs on self-sustainability with good governance.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Output # 9**     | Internal capacity for generation of resources for driving development in a sustainable way mobilized. | • Number of income generating initiatives launched by ADS.  
• % of budget being funded by the IGAs. | • Evaluation Reports.  
• Field Visits. |
| **Output # 10**    | Capacity for local community structures for driving development agenda empowered. | • Evidence of consultations and collaborations that facilitate burden transfer to local communities in design, funding, implementation and leadership.  
• % age of resources being generated locally to drive the programs. | • Evaluation Reports.  
• Field Visits.  
• Minutes of Collaborators Meetings. |
| **Output # 11**    | Strategic partnerships in mobilizing resources for development agenda intensified. | • Evidence of fundraising strategy in place.  
• % age of resources being mobilized by various partners.  
• % age growth in budget on annual basis. | • Evaluation reports.  
• Ministry Quarterly and Annual Reports.  
• That there will be intentionality to diversify funding streams |
<table>
<thead>
<tr>
<th>Objectives Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome # 5</strong> Institutional capacity of ADS and ACK as a whole in governance structures, policies and systems strengthened.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Output # 12** Good governance within the church and her institutions enhanced. | • # Leaders taken through capacity building program on governance.  
• Evidence of policies, processes and tools developed and strategies undertaken to strengthen governance within ACK entities.  
• Evidence of policy framework for guiding working relationships of the various ACK entities. | • Evaluation Reports. | • That all the ACK entities will be committed to pursuing the common vision and mission of ACK and not building territories. |

| **Outcome # 6** Knowledge management that contributes to a learning organization through research, documentation and communication strengthened. | | | |
| **Output # 13** Research and documentation capacity enhanced. | • %age of budget dedicated to research and documentation.  
• Evaluation Reports.  
• Filed visits.  
• Annual Reports. | | • That the project will receive goodwill and support from the leadership |
### Objectives Summary

**Objectively Verifiable Indicators**

- The level and depth of research undertaken as evidenced by citations and references.
- The degree of ease with which information is put in retrieval formats and portals.

**Means of Verification**

- Evaluation Reports.

**Risks and Assumptions**

- as data is collected.

### Output # 14
Consistent and comprehensive communication capacity enhanced.

- Degree of consistency in ADS brand visibility in local and international media.
- Coverage of ADS work by local media houses.
- Evidence of deliberate strategies for internal communication and public engagement aimed at mobilizing collective community resolve for action.

- That ACK shall have consistent messaging.
4.0. MONITORING, EVALUATION AND REPORTING

A Monitoring and evaluation (M&E) framework has been put in place to ensure that all the planned activities in this plan are implemented as per schedule and where deviations are experienced; they are detected early enough for re-adjustments. A review of the plan will be done every year to check on the progress of implementation by comparing the achievement of yearly targets against the baseline data.

The M&E framework has a Performance Monitoring Plan (PMP) with clearly defined indicators and annual targets. Some of the tools to be used to measure impact and progress made include the logical frameworks, work plans, field visits reports, quarterly and annual reports, mid-term internal evaluation, and end of term external evaluation. The activity reports and field visit reports will be compiled to quarterly reports while the quarterly reports will be compiled to annual reports. The annual reports will be useful for the mid-term internal evaluation. On the other hand, the mid-term evaluation results will assist in the external evaluation whose results will inform the preparation of the strategic plan for the subsequent phases.

The log-frame on Pg. 21 and implementation matrix on Pg. 34 are important M&E framework for this strategic plan.
5.0. HUMAN RESOURCE, RESOURCE MOBILIZATION AND RISK MANAGEMENT

5.1. Human Resources Requirements

ADS Kenya does not envisage any major changes although there will be adjustments to technical support from various sectors mainly constituting consultants who will be outsourced from time to time to complement existing team. It is envisaged that Business Development and Grants management function will be strengthened. The ADS Kenya senior management will provide leadership in the implementation of this strategic plan.

ADS Kenya will review its structure, staffing and human resources needs and strategy through internal participative process once this strategy is approved. A needs assessment of skills and competencies against the programs and the overall structure will be undertaken and gaps addressed through appropriate options. Although ADS Kenya does not envisage any major changes in the structure there will be adjustments to technical support functions in particular in respect of area of expertise, location and coverage. Other factors to be considered shall include limiting the numbers of direct supervises of certain posts to allow for effective management.

5.2. Resource Mobilization Strategy

Through a program led approach resource mobilization strategy. ADS Kenya will ensure that fundraising is congruent with the strategic plan and program strategies. The organization will mobilize resources through grants from local and external institutions, corporate and foundations and partnerships. The grants portfolio will be expected to grow by at least 20% every year. The estimated budgets would include both program and administration costs. The program budget will be distributed among the six ADS programs.

The purpose of resource mobilization strategy is to grow and maintain a diversified funding base for successful implementation of programs in this strategic plan cycle. The resource mobilization strategy objectives will be to:

- Build and retain current partners.
- Ensure diversified resource base of stable income.
- Contribute to a strengthened engagement with individual partner organizations or consortiums for joint resources mobilization initiatives and implementation of programs.
- Undertake joint feasibility study with regions on joint investments.
ADS Kenya will map out external and local fundraising opportunities and match them with programs goals and strategies. We will also develop a database of project concepts and proposals for proactive marketing to identified donors and emerging opportunities. ADS Kenya will strengthen strategic partnerships and alliances with organizations to ensure theory of change and impact is informed by significant stories of change and lessons emerging from the programs. These will be essential for demonstrating impact and value for resources that will have been invested.

Within this Strategic Plan, ADS Kenya will seek to harmonize program implementation in order to ensure that all programs, irrespective of sources of funding, are implemented through detailed plans and disbursements are done on quarterly basis based on successful implementation of the plans for previous quarter. ADS will ensure that its structure is supportive to effective and efficient implementation, reporting and accountability to the programs.

5.3. Assumptions and Risks

The ADS Kenya strategic plan 2015-2019 will be realized fully if the current prevailing conditions do not change both in the external and internal environment. However given the global trends, it is highly difficult to predict the future. In this regard this plan anticipates that the prevailing conditions will not change significantly to a level that can undermine the implementation in the next 5 years. The following are some of the key assumptions and risks that are likely to affect smooth implementation of ADS Kenya 2015-2019 Strategic Plan.

- Full funding for the implementation of the plan.
- Stability of Kenya’s political environment.
- A stable economy.
- Optimum staffing at ADS Kenya.
- Middle income status.
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Church and Community capacity fully mobilized in holistic development.</td>
<td>a) Sustainable and affordable access to safe water and sanitation enhanced</td>
<td>% of population accessing safe and clean drinking water.</td>
<td>1. Strategies put in place to ensure that target population is accessing safe water within a kilometre.</td>
<td>By 2017</td>
<td>ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of population accessing safe and clean water within less than a kilometre.</td>
<td>2. Rolling out a community capacity building program in rainwater harvesting and protection of water catchment areas.</td>
<td>By 2018</td>
<td>ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of operational WASH initiatives.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of households reporting access to improved water and sanitation facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of water catchment areas protected.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of WASH initiatives complying with local and international environmental standards, regulations and</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Goal: Transformed communities leading lives of dignity and contributing to the well-being of children and the vulnerable in society as God designed for them.
### 2015 - 2019 STRATEGIC PLAN

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>number of water initiatives that report environmentally friendly practices</td>
<td>1. Strategies rolled out in partnership with county governments to ensure that the target population is accessing essential health services within a kilometre.</td>
<td>Continuous</td>
<td>ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of population accessing essential health services within a kilometre.</td>
<td>2. Develop and implement strategies aimed at promoting preventive health care services.</td>
<td>Continuous</td>
<td>ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of target population reporting access to improved and affordable preventive and support health care services</td>
<td>3. A comprehensive HIV and AIDS Response program focusing on prevention, treatment, care and support and policy influencing rolled out in the dioceses.</td>
<td>Continuous</td>
<td>ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of households reporting all-year access</td>
<td>1. Strategies put in place to ensure that target households have all-year access to food</td>
<td>By 2018</td>
<td>ADS Regions/GoK/Partners</td>
</tr>
</tbody>
</table>

**b) Accessible and affordable quality health care and prevention of HIV infection promoted.**

- % of population accessing essential health services within a kilometre.
- % of budgetary provisions by national and county government dedicated to dealing with essential health services.
- % of target population reporting access to improved and affordable preventive and support health care services.

**c) Food security through adoption of**

- % of households reporting all-year access
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>community appropriate approaches in food production, handling and storage enhanced.</td>
<td>to adequate, affordable and nutritious food supplies. % of households engaged in building productive assets using appropriate technology.</td>
<td>supplies in amounts that are adequate and cost that is affordable and nutritional status that is sufficient.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of communities reporting use of post harvesting strategies that creates space for value addition through production, handling and storage.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of households with all-year access to food supplies in amounts that are adequate and cost that is affordable and nutritional status that is sufficient.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of households engaged in building productive assets using appropriate technology.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Build community capacity in Innovative farming practices that integrate climate change adaptation measures.</td>
<td>Continuous</td>
<td>ADS Regions/GoK /Partners</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Facilitate access to farm inputs and appropriate technologies including drought tolerant strains of crops.</td>
<td>Continuous</td>
<td>ADS Regions/GoK /Partners</td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td>Output</td>
<td>Indicators</td>
<td>Activities</td>
<td>Timeframe</td>
<td>Key Actors</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Types of post harvesting strategies that create space for value addition through production, handling and storage.</td>
<td>1. A program put in place for supporting regions and dioceses in implementing value addition livelihoods programs.</td>
<td>By 2017</td>
<td>ADS Kenya, ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td>d) Sustainable community empowerment livelihood and microfinance schemes promoted</td>
<td></td>
<td>- Number of value addition livelihoods programs being undertaken in the community.</td>
<td>2. Conduct training programs aimed at building capacity of the regions and dioceses to scale up savings-led microfinance.</td>
<td>By 2018</td>
<td>ADS Kenya, ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of relevant and affordable microfinance services and products available to households.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of Households taking up the micro-finance products and services.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The degree of resilience built at household and community level.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e) Resilience of communities prone to disasters increased</td>
<td></td>
<td>- Number of value addition livelihoods programs being undertaken in the community.</td>
<td>1. Strategies put in place to build the capacity of ADS regional offices and local community structures to effectively manage local disasters.</td>
<td>By 2018</td>
<td>ADS Kenya, ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td>Outcome</td>
<td>Output</td>
<td>Indicators</td>
<td>Activities</td>
<td>Timeframe</td>
<td>Key Actors</td>
</tr>
<tr>
<td>---------</td>
<td>--------</td>
<td>------------</td>
<td>------------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of households reporting access to relevant and affordable microfinance services and products.</td>
<td>2. Structures set in place and systems strengthened for ADS Kenya to effectively coordinate regional and national level disasters.</td>
<td>BY 2017</td>
<td>ADS Kenya, ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of households that demonstrate utilization of micro-finance products and services.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- % of households that are able to cope with economic aftershocks as a result of improved income from microfinance initiatives.</td>
<td>3. Working with national and county leadership to ensure that there is integrated disaster management and risk reduction in community development initiatives.</td>
<td>Continuous</td>
<td>ADS Kenya, ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Number of ADS regional offices and local community structures empowered through capacity building to effectively manage local disasters that may arise from time to time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Number of ADS Kenya offices empowered to effectively coordinate regional and national level disasters.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td>Output</td>
<td>Indicators</td>
<td>Activities</td>
<td>Timeframe</td>
<td>Key Actors</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>---------------------------</td>
</tr>
</tbody>
</table>
| Advocacy role in guiding the nation through emerging social challenges  | a) Local capacities in peace building, reconciliation healing and strengthened | - Evidence of grassroots and regional initiatives aimed at promoting peace, cohesion and reconciliation.  
- Evidence of conflict-sensitive programming in designing and implementing community development programs.  
- The extent to which communities and families build bridges and create space to care for the most vulnerable | 1. Developing and rolling out peace building strategies including peace forums, rallies and sermons.  
2. Undertaking initiatives aimed at building the capacity of leadership and communities in conflict-sensitive programming in designing and implementing community development programs.  
3. Promoting gender mainstreaming and ethnic inclusion in community life and public participation.  
4. Conducting countrywide civic education to enhance civic | By 2017 | ADS Kenya, ADS Regions/GoK /Partners                           |
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
</table>
| b) Policy influencing, participation and accountability at County and National levels enhanced. | - Level of community participation in legislative and overall advocacy initiatives.  
- Evidence of increased social accountability, citizen voice and action.  
- Number of technical papers and contributions by ADS towards policy influencing.  
- Number of social audit programs on the impact of extractives and mining on the well-being of communities identified and advocated for. | 1. Put in place a mechanism and protocols for engaging policy makers and participating in decision-making and community action processes.  
2. Set up technical working groups to collect and articulate policy agenda through technical papers on a regular basis.  
3. Create a desk for monitoring and influencing policy and action on the impact of extractives and mining on the well-being of communities identified and advocated for. | Continuous | ADS Kenya, ADS Regions/GoK /Partners |ADS Kenya /GoK/Partner s  
ADS Kenya/GoK/Partners |
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change adaptation through sustainable use of biodiversity enhanced</td>
<td>a) Climate change adaptation in advocacy and community development programs enhanced.</td>
<td>- Evidence of policy influencing at national level in climate change adaptation.</td>
<td>1. Develop and roll out strategies on policy influencing at national and global level in climate change adaptation</td>
<td>Continuous</td>
<td>ADS Kenya /GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The number of active early warning systems.</td>
<td>2. Provide opportunities at national and regional level for education, training and knowledge sharing on the climate change and global warming threats.</td>
<td>Continuous</td>
<td>ADS Kenya, ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Number of opportunities for education, training and knowledge sharing on the climate change and global warming threats.</td>
<td>3. Develop and roll out creative and innovative programs that demonstrate integration of climate change adaptation in</td>
<td>Continuous</td>
<td>ADS Kenya, ADS Regions/GoK/Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The number of communities demonstrating integration of climate change adaptation techniques in water harvesting, farming methods, and value addition strategies.</td>
<td></td>
<td>--------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The number of innovative initiatives aimed at enhancing</td>
<td></td>
<td>--------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>--------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>Outcome</td>
<td>Output</td>
<td>Indicators</td>
<td>Activities</td>
<td>Key Actors</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>--------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td></td>
</tr>
</tbody>
</table>
|         |        | water harvesting, farming methods, and value addition. | climate change adaptations at regional and grassroots level.  
- The number of risk-informed initiatives to mitigate the effects of hazards.  
- The number of risk-based investments  
- The number of risk-informed projects, trained people and organization framework. | |
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
</table>
| Investing in local capacities to drive development in a sustainable way through leadership, resources and strategy | a) Internal capacity for generation of resources, driving development in a sustainable way mobilized. | - Number of income generation initiatives launched by ADS.  
- % of budget being funded by the IGAs. | 1. Investment strategy outlining various income generation initiatives developed and launched by ADS. | By 2017 | ADS Kenya, ADS Regions/GoK/Partners           |
<p>|                                                                        |                                                                        |                                                                           | 2. Infrastructure and systems put in place for managing the investment in line with other ACK entities. | By 2017 | ADS Kenya, ADS Regions/GoK/Partners           |
|                                                                        |                                                                        |                                                                           | 3. A joint venture in setting up a business premise undertaken by ADS Kenya and other ACK entities and facilitated by Church Commission | By 2019 | ADS Kenya, ADS Regions/GoK/Partners           |
| b) Capacity for local community structures, driving development agenda empowered |                                                                        |                                                                           | 1. Develop and rollout a framework that guides the design and implementation of projects to always ensure that there is stakeholder participation at all stages and there is a demonstration of building on local capacities. | By 2016 | ADS Kenya                                     |</p>
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
</table>
| c) | Strategic partnerships in mobilizing resources for development agenda intensified. | - Evidence of fundraising strategy in place.  
- % age of resources being mobilized by various partners.  
- % age growth in budget on annual basis. | 1. Develop and rollout a fundraising strategy with clear targets focusing on various market segments.  
2. Conduct stakeholder analysis in relation to resource matrix and develop strategies for mobilizing stakeholders in the areas of their strength.  
3. Establish a robust fundraising department with clear targets and necessary structures and budget. | By 2017  
By 2016  
By 2017 | ADS Kenya, ADS Regions/GoK/Partners | ADS Kenya, ADS Regions |
| a) Institutional capacity of ADS and ACK as a whole in governance structures, | Good governance within the church and her institutions enhanced | - Number of leaders taken through capacity building program on governance  
- Evidence of policies, processes and tools developed and strategies | 1. Conduct capacity building session for ADS and ACK entities leadership on good corporate governance.  
2. Undertake structural and policy reviews to mainstream | By 2018  
By 2018 | ADS Kenya, ADS Regions | ADS Kenya, ADS Regions |
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Indicators</th>
<th>Activities</th>
<th>Timeframe</th>
<th>Key Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>policies and systems strengthened</td>
<td></td>
<td>undertaken to strengthen governance within ACK entities. - Evidence of policy framework for guiding working relationships of the various ACK entities</td>
<td>good governance and enforce compliance in organizational business processes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge management that contributes to a learning organization through research, documentation and communication strengthened.</td>
<td>a) Research and documentation capacity enhanced.</td>
<td>%age of budget dedicated to research and documentation. - The level and depth of research undertaken as evidenced by citations and references. - The degree of ease with which information is put in retrieval formats and portals.</td>
<td>1. Develop a framework for research and documentation, bearing in mind the level and depth needed for various platforms. 2. Set up a research and documentation secretariat with tools and resources needed for the work. 3. Set up a knowledge management system that places information and data in retrievable and secure environments.</td>
<td>By 2017</td>
<td>By 2018</td>
</tr>
<tr>
<td></td>
<td>b) Consistent and comprehensive communication capacity</td>
<td>Degree of consistency in ADS brand visibility in local and international</td>
<td>1. Strategies developed that build consistency in ADS brand visibility and provide opportunities for engagement</td>
<td>Continuous</td>
<td>ADS Kenya, ADS Regions</td>
</tr>
<tr>
<td>Outcome</td>
<td>Output</td>
<td>Indicators</td>
<td>Activities</td>
<td>Timeframe</td>
<td>Key Actors</td>
</tr>
<tr>
<td>---------</td>
<td>--------</td>
<td>------------</td>
<td>------------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td></td>
<td>enhanced.</td>
<td></td>
<td>in local and international media.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>media.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Coverage of ADS work by local media houses.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Evidence of deliberate strategies for internal communication and public engagement aimed at mobilizing collective community resolve for action.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Tools and resources developed that facilitate internal communication and public engagement aimed at mobilizing collective community resolve for action.</td>
<td>Continuous</td>
<td></td>
<td>ADS Kenya, ADS Regions</td>
</tr>
</tbody>
</table>
Contacts:
Anglican Development Services (ADS) 2nd Floor,
ACK Language School Building,
Bishops Roap, Opposite NSSF, P.O. Box 40502-00100, Nairobi.
Tel: +254 20 271 8801, 20 271 4752/3 Fax: 20 271 1782
Email: adskenya@africaonline.co.ke