

PELUM KENYA



Networking for a greener Africa.

STRATEGIC PLAN 2021 - 2025 POPULAR VERSION

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PELUM KENYA

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STRATEGIC PLAN
2021 - 2025

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*“Networking
for a Greener
Africa”*

FOREWARD

It gives me great pleasure to see PELUM Kenya launching its new Strategic Plan (2021- 2025) after a successful implementation of the previous Strategic Plan (2016-2020). The 2021-2025 Strategic Plan has been developed during a time when PELUM Kenya is celebrating its 25 years since its inception. This plan therefore provides the strategic direction for the PELUM Kenya network in the next 5 years and lays a firm foundation for another 25 Years of active networking.

The development process of this Strategic Plan has involved PELUM Kenya staff, Board of Directors, Member Organizations and selected strategic stakeholders. The 2021-2025 Strategic Plan emphasizes on the need to focus on creating impact among the members of PELUM Kenya and the small holder farmers and pastoralists; strengthening the network and Secretariat to be an active Networking Hubs; enhancing institutional capacities for Member Organizations while also utilizing the network to advocate for agroecological practices and issues that affect the small holder farmers and pastoralists.

The New Strategic Plan has four areas of focus that are ambitious and yet achievable. Climate Change Resilience; Sustainable Natural Resources Management; Youth & women in Agroecology; Agro-enterprise & Market Development and Institutional Development & Networking. These focus areas will propel PELUM Kenya in the right direction. Advocacy and policy influencing in PELUM Kenya network still remains the “arrows” to ensure that agroecology will be embedded in the policies at the county and national government level.

As PELUM Kenya network embarks to work on implementing the new Strategic Plan, we look forward to contributing to the vision: a prosperous and healthy communities in Kenya. The PELUM Kenya Board is committed to continue supporting the network in achieving its mission of promoting agroecological practices and principles among small holder farmers in Kenya.

On behalf of the PELUM Kenya present Board, I would like to thank all the previous board members, members of the Network, PELUM Kenya management and staff led by the Country Coordinator, Mr. Zachary Makanya for successfully executing all the entire previous Strategic Plan diligently. It is this success that has made PELUM Kenya be one of the strongest PELUM Chapters in Africa.

Finally, I welcome you all members and partners to join hands with PELUM Kenya as it embarks in implementing this exciting 5-Year Strategic Plan (2021 – 2025). Viva PELUM Kenya! Viva Networking



Collins Ochieng
Chairperson,
PELUM Kenya Board of Directors

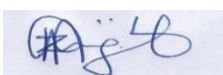
ACKNOWLEDGEMENT

I am delighted to present to you the new PELUM Kenya's Strategic Plan 2021 to 2025. The New SP highlights the strategic pillars that have been identified to steer and guide the network in the next five years. The process of formulating this new Strategic Plan took teamwork and dedication at all levels. The new SP was developed in a consultative and a lengthy process involving the PELUM Kenya member organizations, selected stakeholders, representatives of funding partners PELUM Kenya staff and Board of Directors through the able and professional guidance of Move On Afrika Consultants.

The development of the Strategic Plan was also guided by lessons from the previous Strategic Plan (2016-2020), the various programme reports and experiences that PELUM Kenya has acquired while working with other partners in Kenya and in the region. In 2015, PELUM Kenya introduced zonal networking. The zones have taken the network nearer the beneficiaries on the ground. The Zonal initiative has helped strengthening horizontal networking. In the 2021-2025 Strategic Plan, PELUM Kenya will strengthen zonal networking and build on lessons learnt articulated in its recent evaluation. This is the future of the PELUM Kenya, taking the network near to its beneficiaries. In the next five years, PELUM Kenya will focus on 5 Thematic Areas: Climate Change Resilience, Sustainable Natural Resources Management, Youth & women in Agro-ecology; Agro-enterprise & Market Development, Networking and Institutional Development and Advocacy and policy influencing will be cross cutting. We are very excited that for the first time, the network is making deliberate efforts to strengthen the role of women and youth involvement in Agroecology.

Our theory of change is built on the premise that; if we strengthen the capacity of PELUM Kenya network on identified need areas, enhance the resilience of small holder farmers, strengthen youth and women involvement in Agroecology, strengthen agro-enterprise and market development and lobby for favorable policy and legislative environment in Agroecology, then there shall be sustainable and resilient livelihoods for small holder farmers and pastoralists. This shall be attributable to increased household incomes, improved sustainable productivity, increased adoption of agro-ecological practices, and enhances food and nutritional security through agroecological practices.

On behalf of the PELUM Kenya Management, I wish to take this opportunity to offer PELUM Kenya's sincere gratitude to all those who contributed to various stages of the process. Indeed, the quality and the content of the new Strategic Plan resonate with the rich and diverse inputs we have received from PELUM Kenya stakeholders. We highly appreciate the valuable inputs and advice from our funding partners who include Bread for the World (BftW), Swedish Society for Nature Conservation (SSNC) and Both ENDS. We are very happy that they took time to go through the draft stage and gave inputs. We also take opportunity to appreciate all PELUM Kenya funding partners for their financial support in the implementation of the previous Strategic Plan and work. I welcome you all partners to join PELUM Kenya in implementing yet another 5-year Strategic Plan that will make PELUM Kenya leap up as it moves forward to realize its Vision and Mission. A journey of improving of the livelihoods of the small holder farmers in the next five years is exciting indeed.



Zachary Makanya,

Country Coordinator, PELUM Kenya,

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ACRONYMS

ACEP	Agriculture Community Empowerment Programme
ADSE	Anglican Development Services Eastern
AGM	Annual General Meeting
BAC	Baraka Agricultural College
BIOGI	Bio – Gardening Innovations
CAL	Campaign Advocacy and Lobbying
CCA	Climate Change Adaptation
CEO	Chief Executive Officer
CEP	Capacity Enhancement Programme
CSO	Civil Society Organization
CIFORD	Community Initiatives for Rural Development
CWG	Country Working Group
ELUM	Ecological and Land Use Management
EOAI	Ecological Organic Agriculture Initiative
FOSELI	Food Security and Livelihood Improvement
GAP	Global Advocacy Project
GDP	Gross Domestic Product
GMO	Genetically Modified Organism
MOs	Member Organizations
MEAP	Maendeleo Endelevu Action Programme
M & E	Monitoring and Evaluation
NBE	Nature Based Enterprises
NRM	Natural Resource Management
PELUM	Participatory Ecological Land Use Management
PENELI	Promoting ELUM for Networking and Livelihood Improvement
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PGS	Participatory Guarantee System
RBM	Results Based Management
RIM	Research and Information Management
SACDEP	Sustainable Agriculture Community Development Programme
SP	Strategic Plan
SSF&P	Small-Scale Farmers and Pastoralist
SDC	Swedish Development cooperation
SSNC	Swedish Society for nature Conservation
SWOT	Strengths, Weaknesses, Opportunities and Threats
UDO	Utooni Development Organization
TOT	Trainer of Trainees

DEFINITION OF KEY TERMS

1. **Agroecology** - A form of agriculture system that maintains ecological processes and increases biological diversity by applying ecological, social, and art practices and principles for production of safe food.
2. **Ecological Land Use Management (ELUM)**- Is the use of the land resources to meet the needs of the current generations while maintaining the potential/productivity/capacity of the same resources to be used by future generations and to maintain the ecological balance/ecosystems
3. **Ecological Organic Agriculture** - A farming system that applies ecological principles and it is economically viable, embraces social fairness and environmental safety with production of food while maintaining the biophysical resources including soil, water and biota with no diverse impacts on the wider environment
4. **Resilience-Ability of PELUMKenya network** , small holder farmer, pastoralist to withstand, absorb and recover from the negative eventuality that may bring shock and stress in the system and continue to grow despite them



CHAPTER ONE INTRODUCTION

1.1. Background

Participatory Ecological Land Use Management (PELUM) Association is a network of civil society organizations which was founded in 1995 to work with small scale farmers in East, Central and Southern Africa. Currently, it has over 250 members spread across these three regions, or in twelve (12) countries in Africa. In Kenya, PELUM has since its take-off period in 2002, implemented four strategic plans, including the previous Strategic plan for 2016 - 2020 period.

The review of the previous PELUM Kenya strategic plan took place at the end of year five (Y5, 2020), which was a very elaborate process to understand the key achievements, lessons learnt, challenges and opportunities that the 2016 – 2020 strategic plan experienced. The process undertook a collaborative approach between PELUM-Kenya and Move on Afrika Consultancy firm, in which the latter was commissioned to provide technical support in the evaluation of 2016-2020 and development of the 2021-2025 Strategic Plan.

The review process subjected the previous PELUM-Kenya Strategic Plan, 2016-2020, to further re-examination due to the changing realities. The review entailed relooking at the historical path, visioning statements, both internal and external context, against the strategic directions, or broad goals stated in the 2016-2020 strategic plan. The review of the previous strategic plan and the situational analysis of the existing development context informed the development of the 2021-2025 strategic plan.

1.2. Vision, Mission, Values

Vision: Empowered, Prosperous and healthy communities in Kenya

Mission: To Promote agroecological principles and practices through member organizations, for sustainable livelihoods of small holder farmers and pastoralists communities in Kenya.

Core values

- i. **Commitment to partnership, participation and networking** : PELUM Kenya will strive to establish linkages with strategic partners and strive to ensure Member Organizations work towards a common goal.
- ii. **Commitment to gender equity and social Inclusion:** PELUM Kenya recognize the needs for our work to reflect and promote respect for youth and women empowerment. Additionally, PELUM Kenya will work with other like-minded partners to promote equality and dignity especially with regards to the agricultural communities.
- iii. **Transparency and Accountability** : As PELUM Kenya we will hold ourselves accountable for ethical behavior and responsibility for our action while maintaining integrity in our performance and advocating for the same among member organizations
- iv. **Quality service delivery** : PELUM Kenya will endeavor to deliver its mandate while maintaining professionalism and delivery of highest standard to its beneficiaries.

1.4. PELUM Kenya Organizational Principles

- 1) **Diversity.** Showcasing the diversity of Ecological Agricultural practices amongst members within and without the Network.
- 2) **Learning and Knowledge management** . Enable learning for experiences and best practices sharing among members & other actors through networking with others.
- 3) **Membership.** Ensure that PELUM Kenya is a member-driven Network.
- 4) **Innovation.** Encourage and support innovativeness across the Network.
- 5) **Sustainable Ecosystem.** Always striving towards an ecosystem that is healthy and sustainable.
- 6) **Advocacy.** Advocate on Agricultural ecological issues in favour of small-scale farmers & pastoralists.
- 7) **Inclusive Practices.** Promoting inclusive practices at all levels as the basis of ownership, empowerment and sustainability.
- 8) **Participation.** Recognize participation as an enabling & empowering process (everybody's opinion matters, participation is drawn from the members, enhances ownership of the processes, has the strength of inclusiveness, and accommodates diverse opinions, gender and social inclusion and involvement the people going).

1.5. Geographical Coverage of Network and Membership

1.5.1. Nairobi and Central Zone

The current member organizations in this zone are 16: Africa IPM Alliance (AIA); Arid Lands Information Network (ALIN); CARITAS Nairobi; Community Action for Rural Enhancement (CARE); Community Sustainable Development Empowerment Program (COSDEP); Grow Bio – Intensive Agriculture Centre of Kenya (GBIACK); Institute of Culture and Ecology (ICE); Kenya Institute of Organic Farming (KIOF); Kenya Organic Agricultural Network (KOAN); Organic Agriculture Centre of Kenya (OACK); Permaculture Research Institute (PRI) Kenya; Resources Oriented Development Initiative (RODI – Kenya); Self Help Africa (SHA); Sustainable Agriculture Community; Development Program (SACDEP – Kenya); Youth Action for Rural Development (YARD) and Aid link- Ireland.

1.5.2. Upper Eastern & Northern Kenya Zone–

The current member organizations in this zone are 11: Anglican Development Services Mt. Kenya East; Caritas Meru; CEFA-KENYA; Community Initiatives for Rural Development (CIFORD); FH Kenya; Laikipia Permaculture Centre (LPC); Nainyoiye Community Development Organization (NCDO); Pastoralists Community Initiatives and Development Assistance (PAIDA); Rural Initiatives Development Program (RIDEP); Caritas Nyahuhuru and Institute for Peace Development and Innovation (IPSIA) Meru

1.5.3. Lower Eastern and Coastal Zone

The current member organizations in this zone are 12.: Anglican Development Services Eastern; Benevolent Institute of Development Initiatives (BIDI); Christian Impact Mission (CIM); Community Sustainable Agriculture and Healthy Environmental Program (CSHEP); Emayian Integrated Development Organization (EIDO); INADES Formation – Kenya (IFK); Katoloni Community Based Organization; Kitui Development Centre (KDC); Neighbors Initiative Alliance (NIA); Taita Taveta Wildlife Forum (TTWF); Utooni Development Organization (UDO) and Dryland Natural Resource Centre (DNRC)

1.5.4. Rift and Western Kenya Zone

The current member organizations in this zone are 18; Anglican Development Services Western (ADSW); Bio – Gardening Innovations (BIOGI); Busia Environmental and Resource Management (BERMA); Manor House Agricultural Centre (MHAC); Sustainable Mobilization of Agricultural Resource Technologies (SMART) Initiatives; Trans Community Organization (TRANSCOM); Vi Agroforestry (VIAFP); Agriculture Community Empowerment Programme (ACEP); Community Mobilization Against Desertification (C-MAD); Community Rehabilitation and Environment Protection Program (CREPP); Development In Gardening (DIG); Baraka Agricultural College (BAC); Maendeleo Endelevu Action Programme (MEAP); Network for Eco farming in Africa (NECOFA); Seed Savers Network; The mission of Tenwek Hospital Community Health & Development; Slow food Convivia Association of Kenya (SFCAK) and Support for Tropical Initiatives (STIPA)



CHAPTER TWO SITUATIONAL ANALYSIS

2.1. SWOT Analysis

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

Table 1: SWOT Analysis

Strengths	<ul style="list-style-type: none"> <input type="checkbox"/> Skilled and experienced Human Resource (Board, CEO, Programme and Administration staff) <input type="checkbox"/> Presence of accounting software for financial management. <input type="checkbox"/> Low risk audit issues and implementation of audit recommendations. PELUM Kenya conducts annual audits and project based audits. <input type="checkbox"/> Frequent departmental and planning meetings leading to timely implementation and mitigation of any arising issue and timely execution of activities <input type="checkbox"/> Strong cohesion among staff through continuous prayers i.e. Monday devotions and starting and ending of all meetings with prayers. This has led to cohesion and team spirit among staffs. <input type="checkbox"/> Transparency in accountability of funds and there have been no cases of reported fraud <input type="checkbox"/> Presence of organizational policies that guides our operations e.g. finance manual, human resource, HIV policy, Risk management policy, Procurement policy among others. <input type="checkbox"/> We have a strong and committed network of membership and good will from the Member Organizations and stakeholders.
Weakness	<ul style="list-style-type: none"> <input type="checkbox"/> Lack of financial sustainability measures and policy gaps on fundraising and resource mobilization. <input type="checkbox"/> Low visibility e.g. due to low media engagement in our programmes activities <input type="checkbox"/> Lack of human Resource department to coordinate fully human resource functions. <input type="checkbox"/> Lack of succession planning policy for senior leadership and management <input type="checkbox"/> Limited resources to support the Zonal Networking strategy for Member organizations. <input type="checkbox"/> PELUM Kenya has a heavy reliance on donor funding and lack own enterprises for income generating programmes <input type="checkbox"/> Inadequate visibility at relevant National level forums that can be used for advocacy campaigns on policies.
Opportunities	<ul style="list-style-type: none"> <input type="checkbox"/> Maximum utilization of the Associate Membership and especially tapping from their experiences and linkages <input type="checkbox"/> Using ICT development to improve communication with the membership <input type="checkbox"/> Exploiting Constitutional opportunity for Public Participation

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	<ul style="list-style-type: none"> □ The growing awareness on healthy feeding among Kenyans provide an opportunity to expand agroecology in the Network □ Develop and operationalize a volunteer policy to serve two main purposes; Support budding development practitioners by offering them a conducive platform/opportunity, and secondly, to have some office & field routine documentation done efficiently. □ Accountability is a major issue with most CSOs world over. The PELUM Kenya Finance Team has the capacity of offering short trainings on consultancy basis to its members and beyond at varied rates. □ Strategic involvement with National and County governments in policy advocacy around agroecological practices. □ Explore the opportunities of partnering with strategic consortiums □ Strengthening of Zonal Networking for closer engagement with Counties and grass root stakeholders □ Explore and expand collaboration with organizations specialized in inclusive water governance □ Increase advocacy work on water governance and climate change governance at the county level.
Threats	<ul style="list-style-type: none"> □ Shift in areas of interest by donors e.g. more donors are now focusing on humanitarian issues. □ Climate change effects that has led to further unpredictable weather patterns with negative effects to rain fed agriculture in Kenya and the region □ Emergence of non-traditional pests and diseases including Desert locust invasion and Corona Virus □ The upgrading of Kenya to middle lower income country has affected the funding base as some donors as a middle income economy that does not require donor aid. □ Government support to GMOs giving CSOs in sustainable agriculture harsh operating environment. □ Failure to increase the adoption to Climate Resilient agro ecological practices by the small-scale farmers and pastoralists due to use of improper channels of generation and diffusion of knowledge on the appropriate technologies. □ Some funding partners have started to fund the member organizations directly hence weakening the role of PELUM Kenya as membership network □ With the dwindling resources to attract and maintain member organizations, PELUM Kenya may lose some of the members if members do not see any value added to their organization by the network. □ The unconducive policy environment to support organic agriculture it is also a threat to PELUM Kenya in achieving one of its core objectives.

2.4 PESTEL Analysis

The PESTEL analysis sought to understand the development context within which PELUM Kenya's programmes will be implemented. This was analyzed by appreciating the political, economic, social, technological, environmental and legal context in Kenya

2.4.1: Political Context

In agroecological terms, Kenya is a highly diverse country. Only about 20% of the country's land is classed as medium-high potential and this supports high population densities, whilst the remainder is mainly arid or semi-arid and supports only a small proportion of the population (World Bank 2008). Reflecting the high degree of agroecological diversity within the country, Kenya is globally or regionally significant as a producer of tea, coffee, horticultural products, dairy and meat products, as well as producing significant quantities of the main staple food crop maize and sugar for the domestic market. According to Government of Kenya 2010, the agriculture sector accounts for 65% of national exports and 70% of informal employment in rural Kenya, and provides livelihood to about 80% of the population.

Devolution of Government brings in the opportunities in Organic Agriculture but also advocacy complexities. There is political good will by some County Governments to be involved in development of an organic agricultural policy which is currently at the Ministry of Agriculture, Livestock, Fisheries and Irrigation (MOALF) desk, waiting to be taken to parliament for debate. The willingness to adopt organic agriculture by some County governments and the support therein is an added advantage. There are several positive aspects of organic agriculture that align with the global sustainable goals, green growth agenda and climate change action plan, which can be leveraged by advocacy and support of international bodies like EU and AU.

Devolution has, as well, several complexities especially when it comes to lobbying County Governments which will require huge resources and multiple strategies. There is fluid political environment which sometimes make it difficult for advocacy work especially during the electioneering period and political activities such referendum and the building bridges initiative. Government also tends to give subsidies of farm inputs like fertilizers to conventional farmers. The organic farmers do not get any incentives hence disadvantaged. This affects the growth of organic sector even with the government implementing the Big Four 4 Agenda over 5 years (2017-2022) namely; 1. Food Security and Nutrition, 2. Affordable Universal Health Care, 3. Affordable Housing, and 4. Enhancing Manufacturing.

The devolved Governments have refocused on their mandates and a growing number of Counties are paying keen attention towards developing policies that favor Agroecology. The new entrants in the process include Kiambu, Taita - Taveta, Meru and Nyeri County while Busia and Murang'a have favorable policies in place already. At the National level however, there is some back-tracking on the Organic Farming Bill after the national Government decided to merge a number of Agricultural related functions. This delay, deflated the momentum that the organic stakeholders had. The Government on its part is not very keen on the matter and therefore CSOs must continue engaging government in advocacy to enact the organic farming Bill.

2.4.2: Economic Context

Agriculture is considered the backbone of the Kenyan economy though over the years it has not been allocated adequate resources. Malabo declaration, which directs that each African country should allocate at least 10% of its national budget to agriculture, is still to be honored. The grading of Kenya as a Lower-middle Level Income Economy has seen the Government getting into a borrowing frenzy for infrastructural development while the infraction grew steadily from 4.68% in 2018 to 5.61%. The Organic market is however looking brighter with growing awareness on healthy eating. Organic food outlets both eateries and retailers of bulked Organic foods are on an upward trend.

Growing demand in organic products in local and international markets has provided an opportunity for more farmers to be involved in organic value chains, hence increased acreages under organic production. The increased consumer base and willingness to pay more for organic agricultural products especially among middle- and high-income customers has provided impetus to the growth of the sector. Investments in organic value chain have also increased locally and regionally. Favorable policies by regional trading blocs is removing trade barriers and therefore favoring trade amongst the countries. In Kenya, construction of Standard gauge railways (SGR) and revival of tourism industry have increased market opportunities. However local market experience in price fluctuations, non-tariff barriers and strained relationships among EAC members may have negative impact in the development of the regional trade in organic products.

However, the Kenyan economic prospects may not be that bright in the future owing to the invasion of Desert Locusts that has brought damage to crops and pasture in over 20 Counties and still counting. In addition, COVID-19 struck and it is currently contributing to a steady decline of productivity in the whole country. The COVID-19 global pandemic will have a large negative impact on the Kenyan economy.

The COVID-19 shock is expected to further reduce growth in 2020 with large impacts on services (transport, retail trade, tourism, events, leisure, etc.), industry (manufacturing and construction), and agriculture. According to the 2020 African Economic Outlook report, Kenya's economic transformation faces challenges in manufacturing, agriculture, the labor market, and macroeconomic stability. Manufacturing's share in GDP has remained at 9% for more than a decade, and manufacturing value added is only 5% of GDP. Agriculture accounted for 52% of GDP, 56% of employment, and 65% of foreign exchange earnings in 2018. The 2018/19 drought slowed economic growth and reduced food security. Four-fifths of workers are in the informal economy, and 9.3% of the workforce are unemployed (African Development Bank Group, 2020). Investment has been low in sectors with greater capacity to absorb labor.

Economic policy are not only creating extreme inequality, but also holding back women's economic empowerment. For example, despite 96% of Kenya's rural women population working on farms, only 6% of the women in Kenya hold a title to land. There is no accurate data on the number of people with disabilities under extreme poverty in Kenya. However, evidence shows that people with disabilities are the most marginalized and poor in the world. Disability increases vulnerability to poverty while poverty increases vulnerability to disability.

Given the youth bulge, the supply of labor is large, but skills and entrepreneurial activity are limited (African Development Bank Group, 2020). Kenya has the potential to be one of

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Africa's success stories from its growing youthful population, a dynamic private sector, highly skilled workforce, improved infrastructure, a new constitution, and its pivotal role in East Africa (UNDP, 2018). A young population puts great demands on provision of health services, education, water and sanitation, housing and employment. At the same time, it provides opportunities for the country's development if the adolescents get opportunities to attain educational goals and receive an all-round preparation for responsible adulthood. According to the 2019 Kenya Population and Housing Survey, the census data shows that 5,341,182 or 38.9 percent of the 13,777,600 young Kenyans are jobless, further widening the gap between the rich and the poor.

2.4.3: Social Context

Kenya has experienced dramatic population growth since the mid-20th century as a result of its high birth rate and its declining mortality rate despite the cancer and HIV/AIDS pandemics. The rapid population growth strains the labour market, social services, natural resources and arable land. Increased population pressure has led to land fragmentation which is a major threat to efficient production systems.

Farming is mostly run by women who comprise of 80 percent of farmers. However, they have many challenges including gaining land ownership and accessing loans to improve the production as men are the land owners.

Youth population growing at a high rate presents a potential workforce for the agricultural sector, but instead, they migrate to the urban centers which are more developed. To stimulate youth interest in agriculture there is need for appropriate technologies and innovations specifically designed for organic agriculture.

The consumption of fast foods has become trendy and as a result there is an increase in lifestyle diseases like cancer, diabetes, blood pressure as well as other concerns like food safety. However, there is a trend by middle- and upper-income groups to adopt healthy lifestyles. There is need for awareness creation on healthy eating habits via religion and movements, while care is taken to mitigate negative media influence that may occur on feeding behavior information. The major social change is in-efficient cooperative movement that has led to weak farmer organizations. The mismanagement, corruption and weak governance systems has led to the collapse of most of the cooperatives which has affected agriculture production, marketing, advocacy and extension services.

Kenyans are fast adopting to either foods that were considered traditional or "food for other communities" and steadily embracing nutritious foods owing to the growing awareness of healthy feeding. For example, the keeping and consumption of fish as well growing and consumption of traditional vegetables.

Analysis of social trends in agro ecological practices in the county with regard to respective gender allowing deriving projections in uptake of agro ecological practices and consumption of goods and services that are agro ecological based.

2.4.4: Technological Context

Ecological agriculture technologies emphasize feeding the present communities living around the resource while taking consideration of the future generation. Technologies used by smallholder farmers are contextualized and culturally specific. Some are labour intensive due to limited machines designed for agro ecological practices which affects youth involvement in agriculture. Most smallholder farmers have small farms which also limits the types of machinery.

The Government is keen to see Kenya retaining its communication Technological lead in the Eastern Africa Region and therefore this move is strategically advantageous in terms of CSO Networks like PELUM Kenya coming up with more interactive platforms. This can be achieved by documentation of science based ecological practices in forms palatable to smallholder farmers and scaling up of agro ecological practices. The penetration of mobile telephony in Kenya is estimated to be over 90% among the youth and adults. Internet access is equally growing at an encouraging pace and hence access to information among majority of Kenyans. Technology on information communication is growing rapidly fueled mostly by existence of e-platforms for trading and marketing especially via mobile phones services like M-pesa. New technologies in communication, mass media, social media, websites and blogs are available and easily accessible. Documentation, sharing and accessing of farmers' innovations such as new varieties, pest and disease control mechanisms is now possible with the available technologies.

There is fast global high technological expertise experienced hence, staff requires being in the lookout for them to be relevant in the market and this requires funds for the capacity building. Farmers have rich indigenous knowledge, which has over the years been neglected, as old fashion is fundamental in integration with scientific knowledge for advancement of agriculture in the country. Indigenous agricultural technologies cover all aspects of what constitute the holistic management of a farm, forest, rangeland, lake or seashore for sustained production. This feeds the present communities living there while also considering how to ensure future production of the same or similar goods and services.

Farmers are now able to access agricultural innovations and practices using their mobile phones, developed innovations to support Ecological Organic Agriculture sector e.g. pest control mechanisms are possible with the use of technology. Some new technologies such as GMOs interfere with the genetic diversity of seeds thus eroding resilience and food sovereignty. In addition, the pressure from corporate multinational companies to adopt GMOs is a real threat to organic agriculture sector development. PELUM Kenya recognizes that the rapid development of data infrastructure, profusion of digital technologies, and low-cost precision agriculture devices (ICT, Drone Aerial Surveillance, Satellite GIS, Weather Data Analytics, Block chain, Internet of Things) in Kenya has the potential to deliver farm-level, geospatial, and real-time analytics to inform policies and targeted investments to increase farmers' productivity. The spread of mobile technologies, remote-sensing services and distributed computing are already improving smallholders' access to information, inputs, market, finance and training. Digital technologies are creating new opportunities to integrate smallholders in a digitally driven agrifood system (USAID, 2018).

2.4.5: Environmental Context

Agriculture production has depended on use of chemicals for a long time in an attempt to improve productivity per unit area. However, this has not worked and has resulted to decline in agriculture productivity causing widespread hunger, poverty and malnutrition. Synthetic fertilizers and pesticides used in production eventually pollute air, soil and ground water as well as increase soil acidity. Although laws and regulations against environmental pollution are in place, they are not effectively enforced.

Since majority of farmers in Kenya depend on rain fed agriculture, effects of climate change exacerbate the already daunting challenges facing agriculture sector. Poor farming practices lead to environmental degradation that include soil erosion, loss of biodiversity, deforestation, soil nutrients levels that are ultimate for production. Agro ecological practices contribute to climate change mitigation and adaptation as well as conservation of biodiversity within the ecosystem, thus increase existence of organisms e.g. pollinators like bees.

There is increased investment in the use of renewable energy, solar, winds and biogas which is in line with Agro- ecological practices. It is known that use of chemicals like pesticides, herbicides and genetic pollution among many others, impact negatively on weather and increases the production of carbon emissions. Locally available renewable resources are encouraged in organic agriculture due to less energy used, leading to reduced carbon dioxide emissions which is a major contributors to global are warming. Seasons have changes over a long period with the growing accumulation of greenhouse gases in the atmosphere. Several parts of the world have already experienced the warming of coastal waters, high temperatures, a marked change in rainfall patterns, and an increased intensity and frequency of storms. Innovation in agriculture practices and policy change is required to enable farmer to adapt ecological friendly technologies.

The negative effects of Climate change that affect the community through the unpredictability of the seasons. For instance, the 2019 October to December rain did not cease at December but rather continued into March/May rain season in most parts of the country. This phenomenon continues to affect the rain-fed agriculture where new pests have emerged including the Locusts.

In addition, climate change impacts on agriculture have adversely affected farming in Kenya just as many parts of the world. The unreliable weather patterns have adversely affected production, as most farming in Kenya is rain fed. The government is also highly advocating for use of synthetic inputs, which have adverse effects on the environment.

2.4.6: Legal Context

Constitution

The new Kenya's Constitution [2010] creates two levels of governance structure, the National government and 47 County governments. The National government role is development of enabling environment through policy formulations including agricultural and veterinary policy, capacity building, finance and technical assistance to the counties. These are discharged through the Ministry of Agriculture, Livestock and Fisheries. Agricultural functions and services rendered by the County governments include crop and animal husbandry, livestock sale yards, abattoirs, plant and animal disease control, fisheries and cooperative

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societies. The policy and strategic framework in the agricultural sector have been shaped by key deliberate and strategic actions taken by the government in recognition of the sector potential to contribute immensely to growth of the economy. Key among these strategies and policies relevant to the agricultural sector include:

Vision 2030¹: The Kenyan government developed the Vision 2030 as the country's development blue print covering the period 2008-2030 with the aim of transforming the country into an industrialized middle-income country with a rapid GDP growth rate of 10% per annum. The Vision identifies challenges facing agriculture sector and proposes key strategies to address those challenges. The challenges identified include productivity, land use, markets and value addition, whereas the proposed solutions include increasing market access through value addition by processing, packaging and branding; reforming institutions in the sector (e.g. cooperatives, regulatory bodies, research institutions) to facilitate growth; provision of widely accessible inputs and services to farmers and pastoralists (fertilizer cost reduction, irrigation, seed improvement). An important reform proposed in the Vision was to harmonize/ review the multiple laws and policies that overlapped or created ambiguities in the agriculture sector. The potential of livestock sub-sector manifests itself through value addition of hides and skins and supply of beef and other high nutritional food products.

Agriculture Sector Development Strategy (ASDS) 2009-2020²: The strategy was launched by the government following the Vision 2030 and the rationale was to position the agriculture sector as one of the key sectors to deliver the 10% per annum growth rate as envisaged in the Vision 2030. The strategy foresees a food secure and prosperous nation by 2020 and aims to transform agriculture sector into 'an innovative, commercially oriented and modern agriculture'. Important strategic interventions proposed to address challenges/issues along the value chains and hence increase productivity and competitiveness of the crops sub-sector are: legal, regulatory and institutional reforms; improvement of agribusiness and market access. Strengthening of research and extension; sustainable land use and crop development; access to affordable inputs and credit to farmers; institutional efficiency and effectiveness in service delivery.

The development of the ASDS is also strongly linked and aligned to the Comprehensive Africa Agriculture Development Programme (CAADP)³ an agricultural policy framework initiated by AU NEPAD in 2002 which was consolidated in the Maputo Declaration⁴ on Agriculture and Food Security in Africa and endorsed by AU Heads of State in 2003.

In line with the Vision 2030 and the ASDS (2009-2020) objective to harmonize or consolidate multiple legislations in the agriculture sector, several legislations were enacted into law including; The Agriculture, Fisheries and Food Authority (AFFA) Act (2013), the Crops Act (2013) and the Kenya Agricultural and Livestock Research Act (2013).

¹ Republic of Kenya (2007) Kenya Vision 2030

² Republic of Kenya (2009) Agricultural Sector Development Strategy (ASDS) 2009-2020

³ CAADP 2002: <http://www.fao.org/docrep/005/y6831e/y6831e00.htm#TopOfPage>

⁴ Maputo Declaration 2003: <http://www.nepad.org/system/files/Maputo%20Declaration.pdf>

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Crops Act 2013: The act consolidates and repeals the various statutes relating to crops with the aim of accelerating growth and development of agriculture as a key driver of Kenya's economy. The act seeks to improve the competitiveness of crop sub-sector by increasing efficiency in value chains, streamlining regulation and rationalizing the taxation system

Water Act 2016: This Act provides for the regulation, management and development of water resources and water and sewerage services in line with the Constitution. Authorities shall, in administering or applying this Act, be guided by the principles and values set out in Articles 10, 43, 60 and 232 of the Constitution. It establishes the Water Resources Authority ("Authority"), the National Water Harvesting and Storage Authority, the Water Services Regulatory Board, the Water Sector Trust Fund and the Water Tribunal. It encompasses: Ownership, Use and Management of Water Resources; Regulation of the Management and Use of Water Resources; Water Services; Water Sector Trust Fund; and Dispute Resolution.

The Agriculture, Fisheries and Food Authority (AFFA) Act 2013 Established the Agriculture, Fisheries & Food Authority (AFFA) as a successor of former regulatory institutions which were merged into Directorates under the Authority effective August 2014.

Kenya Agricultural and Livestock Research Act 2013: Established the Kenya Agricultural and Livestock Research Organization aimed at coordinating and regulating agricultural research in Kenya especially in crops, livestock, genetic resources and biotechnology. Former agricultural institutions were streamlined and transformed into new thematic research institutes (18) all under the control of the Kenya Agricultural and Livestock Research Organization (KARLO).

Kenya Forest Service Act :

Basic legal framework for seed, crop production, environment, marketing, health and consumer protection are in place. However, they are not effectively implemented. For the organic sector, a draft organic agricultural policy has been developed but not yet finalized. The draft Agriculture policy recognizes organic agriculture. Agriculture laws governing intellectual properties (IP) like the Crop Act are not favorable to smallholder farmers who would like to produce and conserve their own seed. Therefore, there is need to reinforce the legal and institutional environment to enable OA business and investment to thrive as well as safeguard indigenous genetic resources. For example, there is inadequate regulatory framework for organic inputs such as seeds, fertilizers, manures and pesticides.

CHAPTER THREE: STRATEGIC OBJECTIVES

3.1 Introduction

Based on PELUM Kenya's past performance in the 2016 - 2020 strategic plan and an environmental scan that looked at both internal and external analysis using the SWOT and the PESTEL analysis, the organization has made a strategic decision to implement five key development programmes defined by below theory of change and aligned to seven sustainable development goals.

3.2 Our Developmental Approach and Theory of Change

The implementation of the five key strategic objectives will be guided by the theory of change that **"if** we strengthen the capacity of PELUM Kenya Network and Members organizations to enhance the resilience of small holder farmers and pastoralists against the effects of climate change through promotion of activities such as, climate governance, water governance, sustainable agricultural practices and adoption of NRM activities, work with women and youth to promote agro enterprise and market development and carry out lobbying and advocacy on agroecology **then** there shall be improved and sustainable livelihood for small holder farmers and pastoralists **because** they shall experience increased household incomes, improved sustainable productivity, increased adoption of agroecological practices, enhanced food and nutritional security and increased environmental conservation and management"

3.3 Contribution to SDGs

Through this strategic plan, PELUM Kenya will endeavor to monitor its work closely with the aim of contributing to the Sustainable Development Goals (SDGs) in line with its mandate. Specific focus shall be placed on the following SDGs;

Table 2: Sustainable development goals

Goal Number	Description
Goal 1	End poverty in all its forms everywhere Goal
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 5	Achieve gender equality and empower all women and girls
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

3.4 Strategic Programme Focus Areas

The five-key strategic programmes choices to be implemented in the new strategic plan for 2021 - 2025 will include: Institutional Strengthening, Networking and Capacity Development; Policy Influence & Advocacy on Agro ecological Practices; Agro-Enterprise and Market Development; Climate Change Resilience and Natural Resource Management; and, Women and youth in Agroecology. To ensure that PELUM Kenya achieves the above strategic objectives, the programmes will be implemented through the following strategic approaches that cut across. Capacity building of members' organizations, small holder farmers and pastoralists on Agro ecological Practices; Promote Research, Knowledge management and learning through both scientific and adaptive farmer led research; Awareness creation on agro ecological practices, Resource mobilization for PELUM Kenya and Network members; adaption of innovation and technology; Advocacy and policy influencing on ELUM practices; Networking, partnership and collaboration, Inclusion of gender, youth, pastoralists, minority groups- People living with disabilities in Agro ecological farming practices.

Strategic Objective One: Institutional Strengthening, Networking & Capacity Development

PELUM Kenya is a member driven network with 57 Member Organizations across 42 Counties in Kenya. The network's vibrancy is essential and vital for relevance and sustainability. PELUM Kenya as a network understands that there is need to strengthen and improve the capacity of network members for learning and information sharing of agroecological practices. This involves training of member's organizations, conducting monitoring and evaluation visits to support member organization in the implementation of joint activities. The capacity building will also entail enhancing the capacity of PELUM Kenya Secretariat for improved service delivery based on gaps identified during PELUM Kenya staff performance appraisal and Human Resource capacity needs assessment.

PELUM Kenya will endeavor to achieve this strategic theme through conducting Training Needs Assessment (TNA) and organizing for capacity building Trainings based on identified needs for the network; organizing for capacity building Trainings based on identified needs for the Secretariat; strengthening resource mobilization skills to ensure adequate funding and resource base for the network and individual Member Organizations; and, improving and strengthening the governance of the network and individual Member Organizations. The organization's activities will be geared towards targeting PELUM Kenya Network including Member Organizations, PELUM Kenya Board Members and Secretariat. PELUM Kenya will invest and tap on the wealth of knowledge and skills from the network and source for experts from outside whenever need arises within the next five years (2021-2025).

Strategic approaches to be used in institutional strengthening and capacity development are as indicated in the table below.

Goal: To strengthen the institutional capacity of PELUM Kenya Network and member organizations

Strategic Objective

1. To enhance the capacity of PELUM Kenya Network and member organizations
2. Strengthen organizational governance
3. Enhance human resource capacity for PELUM Kenya and MOs
4. Enhance Capacity of PELUM Kenya and MOs on Research and knowledge management
5. Strengthen Network visibility
6. Strengthen sustainability, research and Monitoring and evaluation

Illustrative outcomes

1. Increased resource base for PELUM Kenya Network and member organizations
2. Improved financial management systems
3. Improved Governance and management systems
4. Improved human resources development
5. Increased knowledge management and communication within the PELUM Kenya Network
6. Increased visibility of PELUM Kenya Network
7. Strengthened networking among PELUM Kenya networks
8. To improve sustainability and reduce donor dependency on core support services.
9. Increased use of agro ecological knowledge for advocacy and campaigns
10. To improve result Based monitoring of programmes

Strategic Objective Two: Policy Influence & Advocacy on Agroecological Practices

Most of the existing agricultural and environmental policies do not promote agroecological practices, they promote conventional agriculture that is not environmentally friendly, unsustainable and lead to health complications. Most extension officers do not believe in agroecological practices and they discourage farmers from practicing agroecology.

Women and youths have limited ownership, control and access to land which is a key resource for production. This hinders proper utilization of arable land resulting into low production and productivity and consequently reduced income.

Communities' participation in the budget making process is still very low resulting to the duty bearers not allocating adequate resources for agriculture and environmental projects. At the national level, the treasury has been allocating less than 4% of the national budget while the Maputo declaration that Kenya is a signatory to, recommends at least 10%. This scenario is replicated at the county level despite the fact that agriculture contributes over 60% to our GDP.

There is therefore need for lobbying and advocacy on mainstreaming agroecology into policies/action plans and development agenda at both county and national level. PELUM Kenya will advocate for implementation of policies that scale up agroecological practices.

Affirmative action is needed to enhance women and youth participation in agro ecology, natural resource management and agro enterprises through advocacy and capacity building. Farming community needs to be involved in decision making around resource allocation during financing so as to increase productivity that will translates into more income and enhanced food security.

To enhance food and nutrition security and environmental conservation through agroecological practice, PELUM Kenya, member organizations and stakeholders will work within a defined structure and timeframe to address the policy issues and carry out advocacy on agroecological practices.

Goal: To advocate for better policy outcomes that enhance agroecological practices and improve food and nutritional security and environmental conservation

Strategic Objective :

1. To influence Enactment/Incorporation of agroecological practices in relevant policies at County and National level
2. To promote agroecological practices /technology at the community level through MOs/ relevant stakeholders
3. To enhance access to land for economic productivity for youths, women and people with disability
4. To enhance access to land for economic productivity for youths, women and people with disability
5. To influence increment of budget allocation for Agro ecology at the National and County governments
6. To promote knowledge and skills development on agroecological practices

Illustrative Outcome

1. National and county policies mainstream agroecological practices
2. Increased adoption of agroecological practices and productivity
3. Increased access to land by youth and women and minority groups for food production
4. Increased participation of MOs and farmers in budget making and allocation of funds for Agro ecology
5. To increase knowledge and adoption of agro ecological practices

Strategic Objective Three: Agro-enterprise and Market Development

The small holder farmers have continued to generate low incomes from their farm produce due to poor farming practices, failure to engage in value addition/ processing and weak marketing strategies. Poor farming practices are attributed by poor agroecological practices in soil health, pest and disease management, inaccessibility to quality farm inputs and weak technical skills. This results in low yields and poor-quality farm produce that do not yield adequate incomes for improved livelihoods among the farmer groups. Failure of farmers to engage in value addition and processing makes farmers vulnerable to gaining fewer incomes from their farm produce.

Weak engagement of farmers in value addition and processing is attributed by poor capacities among the farmers and limited engagement of youth innovators in agriculture. The youth and women will be engaged in startup and incubation projects to enhance their incomes and increase agricultural shelf life of products. Value addition will increase shelf life of produce and transportation hence creating cottage industries for youth employment hence increasing value for farm produce and pastoral products. There is a growing potential on organic agriculture markets with more consumers being more conscious about their health both locally and internationally. The consumers are however interested in getting assurance of the quality of organic products in the market. Accessibility to organic foods and lack of structured markets for farmers has continued to contribute to low incomes. To address these issues, farmers groups need to embrace agro ecological farming practices, value add their products and adapt good marketing practices.

Goal: Improved Household incomes among Small Holder Farmers through adoption, development of agroecological enterprises and access to markets.

Strategic Objective

1. Improved agro ecological production among small Holder Farmers by 2025
2. Strengthened engagement of small scale farmers' in value addition and processing of agroecological products
3. Promote diversified enterprises among pastoral and farming communities
4. Improved access to Organic Product markets for Small Holder Farmers

Illustrative Outcomes

1. Improved quality of agroecological products through adoption of agro ecological practices
2. Increased number of values added and processed products by SMEs
3. Increased number of diversified enterprises among pastoral and farming communities
4. Increased number of farmers accessing structured markets for their organic products

Strategic Objective Four: Climate change resilience and Natural resource management

The goal of PELUM Kenya's interventions on Climate Change Adaptation (CCA) in this planning period is to enhance resilience of small holder farmers on effects of climate change and natural disasters. PELUM Kenya will continue creating awareness on the subject of Climate Change and its effects in general but in particular building the resilience of the communities. PELUM Kenya will give particular attention to Climate adaptation and Governance. The increasing frequency of climatic extremes has been a growing threat to sustainable development and poverty alleviation hence the need to enhance community adaptation measures to effects of climate change and natural disasters.

Notable effects include unexpected changes in farming calendar affecting good yields, loss of pasture leading to high migration rates among the pastoralists, water stress, persistent pest and diseases and disruptions of communities' livelihoods which have highly affected food security. The natural disasters and pandemics have also led to big losses among communities due to unpreparedness.

PELUM Kenya shall seek to influence policy makers at county, national, and regional levels and official development partners to systematically integrate CCA issues into policies and in particular to provide more support to the communities to respond, cope and bounce back from the negatives effects of Climate Change and natural disasters. PELUM Kenya will endeavor to engage the communities through the member organizations on the following key interventions; Natural Resource Management, Disaster preparedness, Climate governance, Soil and water conservation, sustainable water management including water governance, watershed management and rehabilitation, Diversification of Agro enterprises and Issues affecting pastoralists.

Goals: Enhance resilience of small holder farmers on effects of climate change effects and natural disaster

Strategic Objective :

1. To promote widespread adoption of NRM practices
2. To reduce potential loss and hazards caused by natural disasters among target groups
3. To strengthen PELUM Kenya network capacities on climate governance
4. To promote sustainable water management and agricultural productivity
5. Promote participation of pastoralist communities in pasture management

Illustrative Outcome

1. Degraded natural sites restored and rehabilitated
2. Small scale farmers adapt to natural shocks
3. Enhanced participation of communities on decision making on climate governance
4. Improved land productivity and access to quality water
5. Improved pasture management

Strategic Objective Five: Women and youth Inclusion in Agroecology

Agroecology is a scientific discipline that involves a set of practices and a social movement. It seeks sustainable farming systems to optimize and stabilize yield and also tackles a multifunctional role for agriculture, promotes social justice and culture and strengthen the economic viability of rural areas.

Agroecology, as a model that transforms established relations between human beings and between human beings and nature. Men and women have a shared responsibility in producing agricultural crops, tending animals, processing and preparing food, working for wages in agricultural or other rural enterprises, collecting fuel and water, engaging in trade and marketing, caring for family members and maintaining their homes.

According to existing data, women comprise just over 50% of the agricultural labour force in Kenya. It is evident that women are key agents for development. They play a catalytic role towards achievement of transformational economic, environmental and social changes required for sustainable development. Women produce 60-80 percent of the world's food, and women due to this important role they play, women are inherently better stewards of the environment than men. Therefore, within this narrative, there is a great need for women to drive the AE agenda. But how are they prepared to play this leadership role? Available evidence shows that AE is dominated by Men. Equity is a social justice issue because in many cases, women have less access and control, fewer rights and opportunities, than men. For example, out of the 52 MOs of PELUM Kenya, only a paltry 12 are CEOs and of this, their organizations are weak. There is a clear need for to strengthen women leadership in AE.

Young people are usually not interested in Agriculture because of their perception of farming being antiquated and unprofitable. The image of agriculture traditionally has been more about subsistence – producing enough for you to eat. There is a need to change this narrative and bring in the element of agribusiness in Agriculture. This will encourage the youth to take up farming without bothering about the market risks.

Agricultural literacy initiatives should focus on helping teachers make connections with the environment, how food is produced, and the importance of agriculture in students' lives. An important implication is the avenue agriculture provides to help students learn about the ecosystem.

While earning their undergraduate degree in agricultural education, students become involved in field experiences related to teaching agricultural education in public schools. Graduates find jobs in a wide range of fields including secondary education, agricultural extension, sales, marketing, finance, and management.

The justification / rationale for strengthening women and youth leadership in agroecology is brought about because of:

- a) Most farmers are women and hence resonate / connect and learn well from women trainers.
- b) There is a need to mobilize and organize and empower women leaders to push for their space in leadership in agroecology.
- c) Women are best in practicing and scaling up what they learn.

- d) Women are best placed to feed the family and the world hence placing them as leaders in agroecology is putting agroecology in sustainable and safer hands.
- e) The youth are ambitious, enthusiastic and energetic and hence can push the AE to help

Goal: Contribute to increased women and youth involvement in AE in Kenya

Strategic Objective

- 1. To promote women and youth participation in decision making in AE
- 2. To promote women and youth friendly financing / credit schemes
- 3. To promote AE innovations and new ideas that support women and youth.
- 4. Support youth and women groups to form marketing cooperatives

Illustrative Outcome

- 1. Increased number of women and youth in leadership in AE
- 2. Increased access to reliable financing for women and youth
- 3. Increased innovations in AE
- 4. Increased number of marketing cooperatives formed by youth and women groups



CHAPTER FOUR: STAKEHOLDER ANALYSIS

PELUM Kenya has used the stakeholder analysis process to identify the organization and partners it will work with during the implementation of the identified programme interventions in the 2021-2025 Strategic Plan. The stakeholders have been grouped according to their levels of participation, interest, and the strategic area in which they have influence and interest.

Table 3: Stakeholders Analysis

Stakeholder Name	Areas of Engagement
National government	
Ministry of Agriculture, Health and Water and Irrigation, Environment and Natural Resources Ministry of Lands, Housing and Settlement Ministry of Gender, Youth and Social Services Ministry of Interior Security	<input type="checkbox"/> Provide technical expertise <input type="checkbox"/> Coordination of climate change and adaptation programmes <input type="checkbox"/> Partnership and network on joint research <input type="checkbox"/> Provide regulations and linkages to donor organization and county services
Donor Agencies	
BROT, SSNC, Both ENDS, Tudor Trust, NOREC BvAT (GIZ), McKnight, Biovision Foundation USAID, UKAID, EU, Swedish Embassy, FAO DHAN Foundation, Corporate Institutions GLS for Future Foundations	<input type="checkbox"/> Provision of funds for PELUM Kenya projects <input type="checkbox"/> Provide technical advice to PELUM Kenya <input type="checkbox"/> Linkage with other development partners <input type="checkbox"/> Share best and innovative practices
Member Organizations	
All the 57 Member organizations that form PELUM Kenya Network	<input type="checkbox"/> Makes decision through AGM <input type="checkbox"/> Contribute to the results of PELUM work <input type="checkbox"/> Determinants of the future of PELUM <input type="checkbox"/> Vision bearers of PELUM Kenya <input type="checkbox"/> Connects the Network to small holder farmers
Board of Governance	<input type="checkbox"/> Governance and Development of policies <input type="checkbox"/> Hiring & Firing of senior programmes staff <input type="checkbox"/> Oversight roles and Resource mobilization <input type="checkbox"/> Custodian of all the resources of the Network
Farmers and Pastoralist communities.	<input type="checkbox"/> Critical link with all other grass root organizations
Staff	<input type="checkbox"/> Implementing of board decisions <input type="checkbox"/> Guidance in the Implementation of Projects <input type="checkbox"/> Builds the Capacities of MOs <input type="checkbox"/> Represent the Network in forums
Service Providers	<input type="checkbox"/> Implementing of board decisions <input type="checkbox"/> Guidance in the Implementation of Projects <input type="checkbox"/> Builds the Capacities of MOs <input type="checkbox"/> Represent the Network in forums
Networking and Collaborating Partners: ABN, BIBA, SCOPE, KOANBiovision Africa Trust (BVAT) AgriProFocus, CORAT Africa, TAABCO	<input type="checkbox"/> Information sharing <input type="checkbox"/> Advocacy and policy campaigns <input type="checkbox"/> Sharing best and innovative practice
Research Institutions e.g. Jomo Kenyatta University, Egerton University, KARLO, ICIPE, ICRAF	<input type="checkbox"/> Provide scientific information to PELUM Kenya <input type="checkbox"/> Support PELUM in its prioritized research agenda <input type="checkbox"/> Undertaking research on developmental issues <input type="checkbox"/> Provide successful innovations and best practice
Media FM Radios, Daily Newspapers especially Nation and Standard, TV stations Citizen, NTV, KTN, QTV, K24	<input type="checkbox"/> Influence adoption of <i>agro ecological</i> practices <input type="checkbox"/> Realization of results. <input type="checkbox"/> Create public awareness on <i>agro ecological Practices</i>

CHAPTER FIVE: RISK ANALYSIS

This involves detailed consideration of uncertainties, hazards, consequences, likelihood, events, scenarios, controls and the mitigation measures to address any emerging risks that may impact on the implementation of programmes. An event can have multiple causes and consequences and can affect multiple objectives of the strategic plan. The analysis helped to determine the highest-level risks to be addressed during the strategic plan implementation. The matrix below was used to analyze the risks and mitigation strategies.

Risk (threat)	Implication	Mitigation measure
Covid-19 and other natural and man-made calamities (locusts, floods etc.	<input type="checkbox"/> Delayed project implementation <input type="checkbox"/> death of staff, farmers and partners	<input type="checkbox"/> Follow GoK protocols <input type="checkbox"/> Utilization of Early warning systems
Political Instability due to political activities such as 2022 general elections, referendums and boundary reviews	<input type="checkbox"/> Delayed project implementation <input type="checkbox"/> Withdrawal of donors support and Shift of donors to other countries	<input type="checkbox"/> Support the affected staff <input type="checkbox"/> Provide psycho-social support <input type="checkbox"/> Relocate staff <input type="checkbox"/> Follow GoK advice on security.
Political interference during programme implementation due to community dynamics	<input type="checkbox"/> Delayed project implementation <input type="checkbox"/> Withdrawal of donors <input type="checkbox"/> Shift of donors to other countries	<input type="checkbox"/> Form partnership and consortiums <input type="checkbox"/> Work with communities based on their identified needs
Fire and burglary	<input type="checkbox"/> Loss of property <input type="checkbox"/> Loss of information	<input type="checkbox"/> Firefighting equipment <input type="checkbox"/> CCTV <input type="checkbox"/> Strong security (guards, fence) <input type="checkbox"/> Insure property
Computer hacking / computer clashing / cyber crime	<input type="checkbox"/> Loss of information and crucial programme data	<input type="checkbox"/> External back ups <input type="checkbox"/> Saving documents in the clouds
Cash in transit	<input type="checkbox"/> Loss of cash for projects <input type="checkbox"/> Staff can be at risk	<input type="checkbox"/> Insure cash in transit <input type="checkbox"/> Promote cashless payments
MOs who tarnish the Network	<input type="checkbox"/> Loss of donor confidence <input type="checkbox"/> Negative publicity	<input type="checkbox"/> Increase the screening of members joining the network <input type="checkbox"/> Check management letters (MLs) <input type="checkbox"/> System and structures
Corruption, fraud and misappropriation of sub-grants	<input type="checkbox"/> Loss of donor confidence <input type="checkbox"/> Negative publicity <input type="checkbox"/> Failure to implement projects <input type="checkbox"/> Mistrust <input type="checkbox"/> Court cases	<input type="checkbox"/> Increase and strengthen controls <input type="checkbox"/> Involve committees <input type="checkbox"/> Institute internal audits <input type="checkbox"/> Have strong external auditors

CHAPTER SIX: GOVERNANCE, MANAGEMENT & COORDINATION

6.1 Human Resource Management Approach and Culture

The Human Resources function focus is to contribute to the vision, mission, culture and values of PELUM Kenya. The organization model will support the achievement of the identified strategic programme objectives in 2021 - 2025 strategic plan. The Human Resources function aims to foster a culture that promotes innovation to improve processes through embracing integrity, transparency, accountability, commitment, efficiency and effectiveness. This will be done by encouraging the human resources managers and staff to experiment and rethink programme approaches that increase impact towards target beneficiaries; while equipping them with the confidence and capabilities to try different things to achieve objectives and measure the results thereafter. For the new employees coming on board they will be oriented on PELUM Kenya Values and work ethics. The organization will continue to ensure it employs professional, qualified employees with diverse background and that identify with PELUM Kenya's vision, mission and values.

The steps committed to foster a culture of innovation is by aligning with other key organizational initiatives that are already underway, undertaking trainings on leadership development for the board for effective leadership. The Human Resource function is committed to encouraging internal hire first mind-set and encourages staff with transferable skills to move across different departments. Therefore, the operating model will have reporting structures that promote technical assistance sharing, increase staff mobility and promote the desire to share knowledge and seek cost efficiencies.

6.2. Organizational Structure

The core functions in delivery the strategic plan 2021-2025 will be supported by three core structures, the Annual general Assembly, Board of Directors and the Secretariat. The secretariat will be headed by the Country Coordinators who will provide leadership for programmes management, Finance & Administration and Human resource management. At the secretariat level other key leadership positions will be head of finance, Human resource manager and head of programmes who will double up as the deputy country coordinator. Each of the strategic focus area in the strategic plan that is Institutional strengthening and capacity development; knowledge management and communication; monitoring and evaluation and learning; agro-enterprise development; resource mobilization; women and youth will be have technical programmes leads at the position of programmes officers. Other key positions to represent the composition and natures of PELUM Network will be positions for zonal coordinators who will act as linkage and liaison officers between PELUM Kenya secretariat and member organization. There will also be the position of the East African regional coordinators who will act as the liaison officer within the east African region. The other positions will include support staffs. The operating model is designed to increase staff mobility, promote networking and seek cost efficiencies with an opportunity to work closely with members organizations in an integrated manner.

CHAPTER SEVEN: RESOURCE MOBILIZATION PLAN

7.1 Resource Mobilization Strategy

Implementing a strategic plan requires the commitment of financial resources. It is imperative that the financial requirements of this plan be based on the objectives to be achieved, requisite strategies, and action plans. The plan must also show how those resources are to be sourced. The overall objective of this Resource Mobilization Strategy is to ensure that there is a clear, systematic, predictable and well-coordinated approach to soliciting, acquiring, and utilization, management, reporting, monitoring, and evaluating assistance from external donor support and for expanding the resource base to ensure sustainable resource availability for implementation of the identified Development Programmes.

The resource mobilization focus for the next five years is based on analysis of past performance, existing sources of funding, relationship with current donors and analysis of donor focus. The projections are estimates based on existing organizational capacity and the new focus of programme work. PELUM Kenya will require approximately KES 643.5 Million to implement the entire Strategic Plan.

Table 4: Budget and Financial Projection for five years

Strategic Objective	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Institutional strengthening and capacity building	Kshs 30 M	Kshs 48 M	Kshs 36 M	Ksh 39 M	Kshs 42 M	Kshs 195 M
Women and youth in agroecology	Kshs 10.5 M	Kshs 17 M	Kshs 14.7 M	Kshs 17.4 M	Kshs 15 M	Kshs 74.8 M
Agro Enterprise and Market Development	Kshs 26.2 M	Kshs 28 M	Kshs 28.7 M	Kshs 32.6 M	Kshs 24.6 M	Kshs 140.2 M
Policy Influence & Advocacy on Agro-ecological Practices	Kshs 26.8 M	Kshs 22.7 M	Kshs 26 M	Kshs 25.6 M	Kshs 28.6 M	Kshs 129.2 M
Climate Change Resilience and NRM	Kshs 25.5 M	Kshs 19.5M	Kshs 18.3 M	Kshs 19.1 M	Kshs 21 M	Kshs 104 M
TOTAL	Kshs 119 M	Kshs 135.2 M	Kshs 123.7 M	Kshs 133.7 M	Kshs 131.2 M	Kshs 643.5 M

CHAPTER EIGHT: MONITORING, EVALUATION & REPORTING

Monitoring and evaluation is an essential and critical component for the systematic implementation of a strategic plan. This M&E strategy is developed to provide an effective M&E framework, which is designed to measure progress towards the achievement of the overall goal and objectives of this plan. This M&E framework aims to monitor the resources invested, the activities undertaken and work implemented, services delivered as well as evaluate outcomes achieved and long-term impacts achieved by the different components of this plan.

Outcome Level Monitoring: This will be done annually by PELUM Kenya and its stakeholders and will seek to assess the changes in knowledge, attitude and practices of the programmes participants. The outcome level monitoring will also assess how the programmes have influenced the lives of the MOs and the communities they are serving. The outcome monitoring will be used to generate evidence that demonstrate achievement on both immediate impacts that benefit them directly and broader ripple effects that are good for a society. The tools to be used to assess this will be The Most Significant Change stories (MSC) to map out success stories of projects for learning and sharing.

In order to attribute the realized outcomes to the set of interventions in this action, the strategic plan will adopt outcome mapping which will be able to link and attribute the changes seen on the beneficiaries to the activities implemented in the project. This will take place by having unique identification of the project beneficiaries and assessing how the various outcome indicators rank for them and analyze the trends of these indicators. The action will develop robust tools to track changes taking place in the lives of beneficiaries directly and the multiplier effects on indirect beneficiaries.

Output Level Monitoring: The output level monitoring will be done on a quarterly basis. The organization will monitor the extent of delivery of the key project deliverables such as the number of direct and indirect project beneficiaries. The tool for monitoring this will be the activity monitoring logs, activity reports and field study assessment reports. This will gather information on the type of activity involved, the number of project beneficiaries reached by the programmes.

Process Level Monitoring This will assess the quality of our day-to-day processes. This will look into the content of service delivery to assess whether they are in line with the project documents. This will be done through quarterly review meetings between the various project staff to assess whether the services offered to project beneficiaries covers the required subjects. Other than the programmatic monitoring, financial monitoring will also be done by the PELUM Kenya finance team. This will be done in cases where sub grant to member's organizations is involved. Just before projects are commissioned, baseline study will be done to provide a bench mark against which progress will be measured. Additionally, need assessments will be conducted to assess the needs and priority of Member organizations and project beneficiaries especially on capacity building needs.

ANNEX ONE: THEORY OF CHANGE

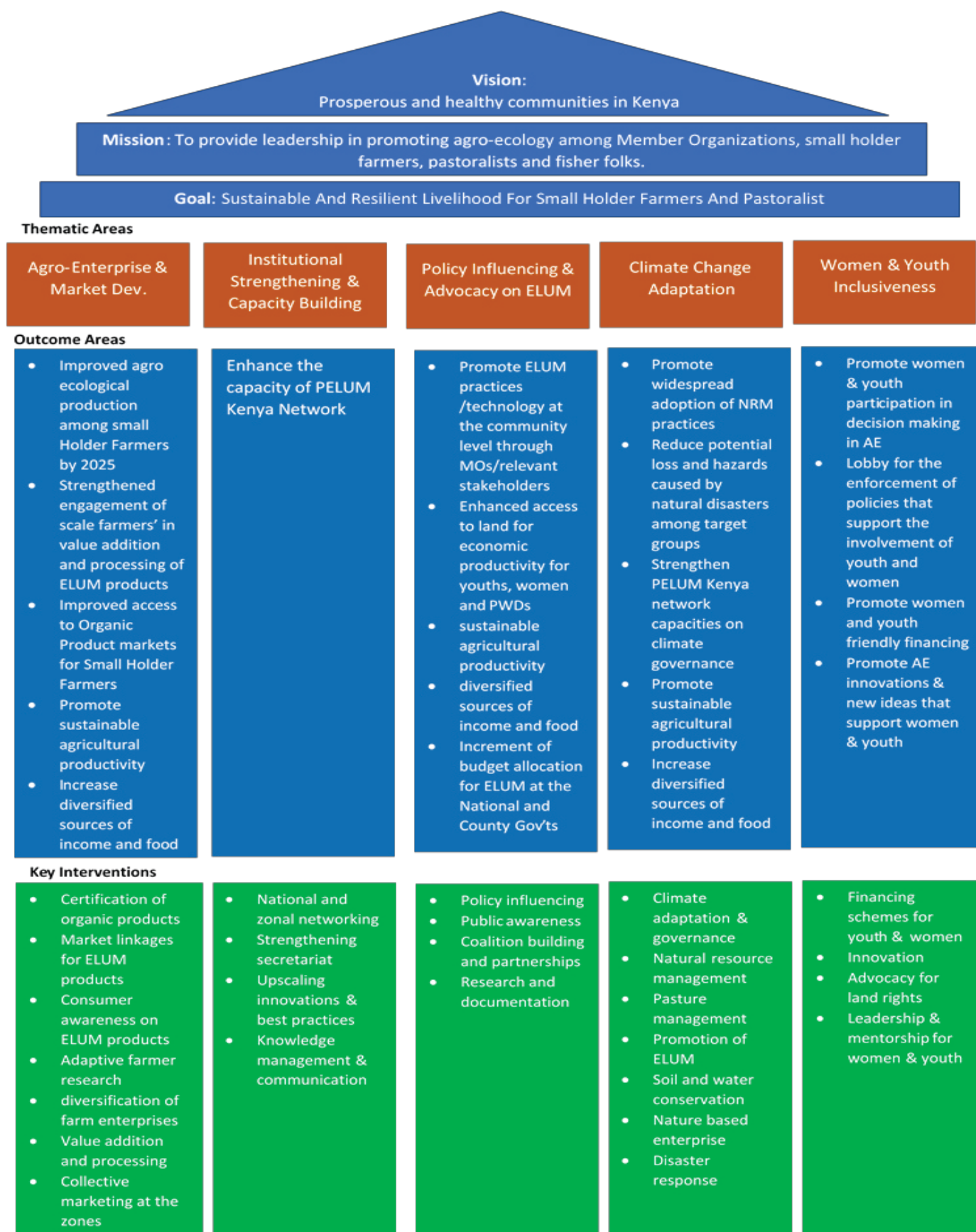
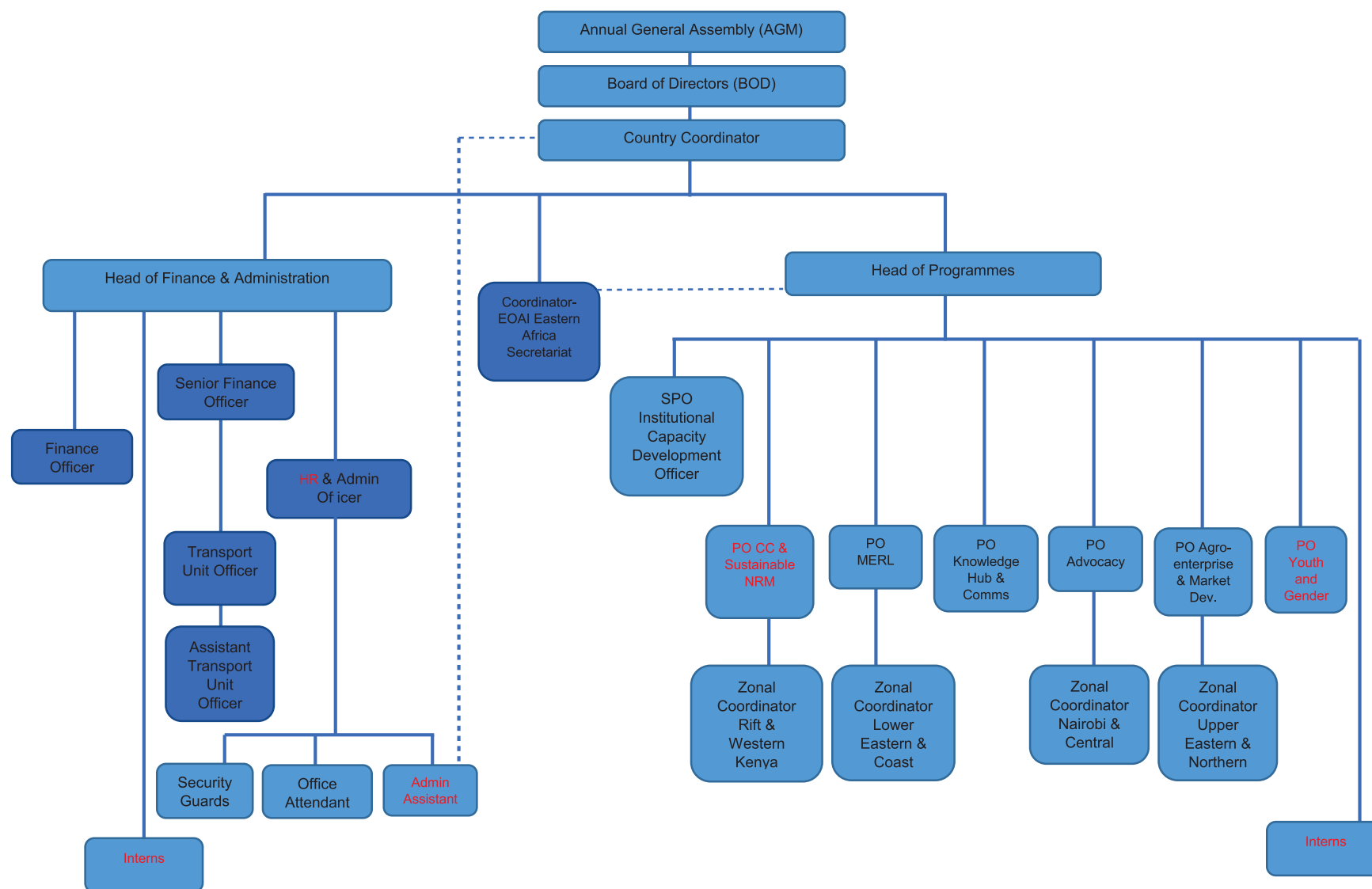


Table 5: Theory of Change Matrix

TWO: PELUM KENYA GOVERNANCE/ ORGANOGRAM





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