

# **KENYA ORGANIC AGRICULTURE SECTOR**

## **STRATEGIC PLAN**

**2018-2022**

August 2018

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# 1.0 BACKGROUND

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## 1.1 History of the Organic Agriculture Sector in Kenya

Formal Organic Agriculture in Kenya dates back in the early 1980s' when the first pioneer organic training institutions were established. During the same time, a few horticultural companies started growing organic vegetables for export. In the 1990's there was the formation of Kenya Organic Producers Association (KOPA) for medium and large scale farmers engaged in export as well as Kenya Organic Farmers Association (KOFA), representing small holder farmers. Kenya Organic Agriculture Network, (KOAN) was established in 2004 by organic stakeholders as a platform to coordinate sectorial issues such as policy, marketing, organic standards and guarantee systems, which stakeholders could not address individually. It seeks to promote Organic Agriculture movement in Kenya to evolve and become a highly beneficial and integral industry with direct impacts on the environment, poverty reduction, employment and wealth creation. KOAN's mandate is to coordinate, facilitate and provide leadership and professional advisory services to all members and stakeholders in the areas of production, technical training, marketing and certification, lobbying and advocacy

In the early 2000, there were programmes set up to organize supply chains with integrated guarantee systems for both export and local markets. The initial efforts to promote organic agriculture in Kenya were made by rural developments NGOs, Faith based organizations, individuals and CBOs who sought to help rural farmers address the issues of declining agricultural productivity (especially, the degradation of soils and natural resource base poverty levels, food insecurity, concerns in the situation of low incomes, which prevented the farmers access to high costs inputs. Organic farming was seen as a low cost approach to mitigate against the above situations. These "Poor man Image or Option" of the organic sector especially among the NGOs is very much the normal to date and may have contributed to a large extent the low levels of commercialization of the sector at the small holder levels. Different players used and still use different terms to define it: Ecological Organic Agriculture, Sustainable Agriculture, Bio-intensive Agriculture, Eco Agriculture, Natural Farming, etc.

The organic sub sector is fast growing mainly led by Civil Society Organisations (CSOs) and private sector (companies growing organic produce for export and domestic). The main objectives are to diversify production of food at household level in a sustainable way, at the same time ensuring ecological sustainability of the farming systems, and increasing household incomes through market access. In the early years of organic development, there was limited Government support to the sector, however, in last decade there has been increased engagement with Government leading to development of the EAOPS and the Draft Organic Agriculture Policy. Export of organic products from Kenya has been taking place since the last two decades mainly on vegetables and fruits. Over the years, this has developed beyond vegetables and fruits to include other products such as essential oils, nuts, herbaldried herbs and spices, as well as products for the cosmetic and pharmaceutical industry.

## **1.2 Kenya Organic Agriculture Network**

Since 2005, Kenya Organic Agriculture Network (KOAN) has successfully brought the Organic Agriculture sub-sector to the national map looping in key Government institutions such as Ministry of Agriculture Livestock and Fisheries (MOALF), Ministry of Industrialization and Kenya Bureau of Standards (KEBS), Public Universities and Kenya Agriculture Livestock Research Organization (KARLO), KEPHIS, to appreciate and recognize the importance and role that the sub sector contributes to the agricultural development. KOAN has also been working with the Private sector including private companies (Small Holder Groups, middle size producer associations, commercial farmers, processors, traders & retailers, certifiers & inspection agencies); Civic Society Organizations (Training & research institutions and community promoter NGOs); Development partners such as SDC, SIDA, FAO, DFID, GTZ etc.

KOANs approach is to develop the organic sector through trade. In this, KOAN has supported various value chains for both export and national markets. KOAN has been instrumental in development and implementation of the East African Organic Mark (EAOM) and the East African Organic Products Standards (EAOPS) whose review process is ongoing. KOAN is also working with the Ministry of Agriculture Livestock Fisheries, and Irrigation in developing the Organic Agriculture Policy. Some County governments are also very supportive to the sector. Organic Agriculture Development Programme.

## **Vision Statement**

A vibrant Ecological Organic agriculture sector for healthy, resilient communities and environments.

## **Mission Statement**

To lead, coordinate and create public exposure of the National organic Agriculture Sector, Promoting its contribution to economic, environmental and social benefits

## **Achievements**

Formal organic agriculture research is carried out by the National Agricultural Research System and International research institutions. while informal research is carried out by farmers. This includes research on; nutrition and food safety, breeding for organic systems, biopesticides, bio-fertilisers in soil fertility management, farming systems and socio-economic studies. The research has been necessitated by the need to ensure food security, address soil and environmental degradation and, pest and disease management. The recent enhanced interest in organic agriculture products in the domestic and international markets has offered new opportunities for market and consumer research initiatives.

In the recent past, there has been increased efforts of mainstreaming organic agriculture in formal training institutions including universities from certificate to post-graduate levels. There is are several training institutions that have trained farmers and extension officers in organic Agriculture technologies. For organic agriculture extension, the private sector and civil society actors are the main drivers.

There is currently 150,479 hectares of land under certified organic management. By 2016, over 35,000 farmers were certified organic and thousands more are practicing organic agriculture. There has been increased diversity of organic products grown and the geographical coverage nationally. The main crops grown are horticultural crops, coffee, tea essential oils, nuts, cereals and pulses, herbs and spices.

In 2016, 27,879 Metric tons worth 439 million Kenya shillings were traded locally while 104,841.3 Metric tons worth 3 billion Kenya shillings were exported. There are more than 15 outlets where one can buy organic products within Nairobi. The market outlets include supermarket chains, specialized organic shops, organic restaurants, organic farmers' open markets and basket delivery systems to consumers' homes or workplaces. The main products for the national market include horticultural products, nuts, beverages, livestock products and by-products. There are six international certifiers operating in Kenya, namely; Soil Association, Ecocert, IMO, National Organic Programme, Control Union, Africert and Bio Swiss. There are four local certification bodies operating in Kenya Encert, Nesvax Control, A Cert and KOAN has been instrumental in the development and implementation of the East African Organic Mark (EAOM) and the East African Organic Products Standards (EAOPS) and other relevant national organic product specific standards. It has also spear headed development of PGS as an alternative system for guaranteeing organic products.

There has been increased growth in consumer awareness and visibility of the sub sector. According to IFOAM Consumer Survey 2018, consumer awareness has reached seventy percent in Nairobi and Mombasa. KOAN has spearheaded development of the Organic Agriculture Policy and has engaged County Governments to develop County Organic Agriculture Programmes. It has also participated in development of other relevant policies including Horticulture Policy, Food and Nutritional Policy, National Agriculture Policy and Bio safety Act. **Challenges**

Despite the growth of the sector, there are a number of challenges which include and not limited to:

- Limited research in organic agriculture in national agricultural research system.
- Low emphasis on organic agriculture in the education system for human capacity development.
- Organic agriculture extension services are not adequately mainstreamed in the public extension service.
- Lack of an effective system for production and standardization of quality organic inputs.

- Limited production levels due to inadequate knowledge, skills and appropriate technologies among stakeholders.
- Inadequate market infrastructure and labelling requirements.
- Unfavorable legal and regulatory framework for the growth and development of organic agriculture.

## **Lessons learnt and Opportunities in the Sector**

### **Research:**

- Partnerships are important in research and dissemination of information there of.
- Although there is a lot of indigenous knowledge which works, there is need to document, validate and expand its use.
- Empirical evidence from research is a strong tool for advocacy and promotion of OA

### **Training:**

- Although there is a large pool of trained farmers and extension in OA technologies, there is still low adoption of OA.OA trainings should be integrated with well-structured marketing systems.

### **Extension:**

Accessibility of extension services especially for organic farmers is still limited because it has mainly been provided by CSOs and there is need to be incentivized. There is an urgent need to integrate organic in the government extension services.

### **Production and Inputs**

- there is need to leverage on other related programmes to broaden the understanding of OA and show how it contributes to climate change, nutrition, food security and biodiversity conservation.
- Because of the ecosystems services that OA provides, there is need for more investments to the sector..

### **Marketing and Trade**



- Organic trade can contribute to economic empowerment of women and rural development.
- Organic markets have played a key role in pulling production
- Certification costs is high and has hindered farmers from accessing markets
- There is a growing and unmet demand for quality organic products which needs to be matched with production.

### **Legal and Institutional Framework**

- Government Policy development process is usually a long term process that requires substantial human and financial resources.
- There is need to harmonize sector policy initiatives by different stakeholders
- There is need to monitor, proactively participate in relevant policies that may have an impact on OA.

### **1.3 LINKAGE WITH CONTINENTAL AND GLOBAL DEVELOPMENT AGENDAS**

The EOA practices have global recognition e.g. The Convention on Biological Diversity (CBD, 2001) recognizes the importance of traditional knowledge in the conservation and sustainable use of [agricultural] biodiversity, UNEP also recognizes the vital role of bio-cultural diversity as necessary for sustainable development. Organic Agriculture contributes to SDG

- Climate Change framework & IPCC
- AU 2063
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In 2011, the African Heads of States and Governments made a declaration to support Organic Farming in Africa under decision EX.CL/ Dec. 621 (XVII). Since then, various initiatives are now being pursued to address the food insecurity and effects of climate change in agriculture challenges among others. One such initiative is the ‘Ecological Organic Agriculture Initiative’ (EOA-I); Ecological Organic Agriculture is defined as a holistic system that sustains the health of ecosystems and relies on functional cycles adapted to local conditions, rather than the use of synthetic inputs which have adverse effects on total health (human, animal, plant and environmental).

The Ecological Organic Agriculture Initiative (EOA-I) is a continental initiative that holds promise for increasing the productivity of Africa's smallholder farms, with consequent positive impacts on food security. It is envisaged that by implementing the planned action on research, training and extension, value chain and market development as well as policy and programme development, the EOA initiative will realize the goal of mainstreaming Ecological Organic Agriculture into national agricultural production systems which will lead to the improvement in quality of life for African citizens which the Malabo declaration ultimately intends to achieve as well. Through the planned information and communication activities, networking and partnership and institutional capacity development, the initiative will ensure outreach to a wider audience with adequate information and practical activities towards meeting the African dream of food security.

In Kenya, under EOAI, KOAN is the Country Lead organization for the initiative. It also coordinates the value chain development and the networking and partnership Pillars.

#### **1.4 Purpose of the Strategic Plan**

The organic sub sector is growing and has many untapped opportunities. This is evidenced by the increased products labelled organic in the market place, number of organic businesses, farmers converting to organic, export businesses recruiting farmers to produce organic and the interest from government agencies to support organic through policy (Ministry of Agriculture, Livestock, Fisheries and Irrigation), Regulation (Kenya Bureau of Standards), Research, (Kenya Agricultural Livestock, Research Organization) and Universities. In order to harness this interest and further growth of the sub sector, there is need for stakeholders to work together in a cohesive way. There is also need to lobby for appropriate policies and structures to support the sub-sector to move forward. To achieve this there is need to develop a strategic plan that will guide priority actions by stakeholders so that they all pull in one direction.

#### **1.5 Strategic Planning Process**

The process of developing the Strategy was a two phased process.

##### **Phase 1: National Platform/Symposium**

A National Symposium was held with an aim of bringing together all EOA Stakeholders with the following objectives:

- Create awareness of EOA Initiative among a larger multi-stakeholder audience and introduce the project of mainstreaming Ecological Organic Agriculture (EOA) into national policies, strategies and plans.
- Updates of the EOAI Implementation by CLO and Pillars.
- Stakeholders Cluster formation.
- Identify priority issues for each cluster with strategies of how to address them.
- Identify and select/endorse Champions of the various clusters.

### **Phase 2: Strategic Planning process**

The symposium discussions provided good fodder for the Strategic Plan. After the Symposium, representatives of the clusters, PIPs, members of the EOA National Steering Committee and the board met in two days synthesize information generated by the Symposium. Specifically, the SP focused on:

1. Kenya Organic Sector development Strategic Plan
2. Organization Structure (s) required to implement the plan – levels, roles and responsibilities
3. Stakeholders involvement in the implementation of the Strategic Plan.

### **Outputs**

1. 2019 – 2023 Organic Sector Development Strategic Plan and the Budget.
2. Well defined Organization structure to implement the Strategic Plan with clear roles and responsibilities including how different stakeholders will be involved.

## 2.0 PESTEL ANALYSIS

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### 2.1 Political Context

OA can leverage on government efforts on the Big Four Agendas by contributing to enhancing manufacturing; Food and Nutrition Security and Universal Health coverage. There is a draft Organic Agriculture Policy which is currently at the Ministry of Agriculture, Livestock Fisheries and Irrigation (MOALF& I. Devolution of Government brings in the opportunities in OA but also advocacy complexities..). There is political good will by some County Governments to be involved in development of OA The willingness to adopt OA by some County governments and the support therein is an added advantage. There are several positive aspects of OA 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 lobby in 48 County Governments which will require huge resources and multiple strategies. The electioneering period creates a fluid political environment which slows downsector development. Government gives subsidies of farm inputs like fertilizers to conventional farmers. The organic farmers do not get any incentives hence they are disadvantaged. This affects the growth of organic sector.

### 2.2 Economic Context

Growing demand in organic products in local and international markets has provided an opportunity for more farmers to be involved in organic value chains. this has led to increased acreages under organic production and trade in organic products. Increasing consumer base andwillingness to pay more for OA products especially middle and high income customers has provided impetus to the growth of the sector. Investments in organic value chain have has also increased locally and regionally. Kenya by opening its boundaries with other African countries, construction of SGR and revival of tourism industry increases market opportunities. However

local market experience fluctuations, non-tariff barriers and strained relationships among EAC member. This may have negative impact in the development of the regional trade in organic products.

### **2.3 Social and Cultural 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. The increased population pressure has led to Land fragmentation which is a major threat to efficient production system. Farming is mostly run by women who comprise 80 percent of farmers. In spite of this, they have many challenges including land ownership and accessing loans to improve the production as men are the land owners in EAC. Youth population is growing at a high rate and present potential workforce but instead they migrate to urban towns which are more developed. Women are left in rural to produce and feed the growing population. To stimulate youth interest in agriculture there is need for appropriate technologies and innovations specifically designed for OA. Consumption of fast foods have become trendy. As a result there is an increase in lifestyle diseases like cancer, diabetes, blood pressure as well as other concerns as food safety. However, there is a trend among middle and upper income groups to adopt healthy lifestyles.

The development of cooperative movement in the seventies and eighties created an opportunity for agriculture transformation by developing strong farmer organizations and collective marketing systems. However, mismanagement, corruption, weak governance has led to the collapse of most cooperatives affecting agriculture production, marketing, advocacy and extension.

### **2.4 Technological Context**

Ecological Organic agriculture technologies emphasize on feeding the present fed communities living around the resource while taking consideration of the future generation. Technologies used by smallholder farmers are contextualized and cultural specific. Some are labour intensive due to limited machines designed for EOA which affects youth involvements in agriculture. Most small holder farmers have small farms which also limits use of machinery. Technology on information

communication is growing rapidly and fueled mostly by existence of e-platforms for trading and marketing especially mobile phones services like M-pesa. New technologies in communication, mass media, social media, websites and blogs are available and easily accessible. Documentation of farmers innovations such as new varieties, pest and disease control mechanisms is now possible with the available technologies. Farmers are now able to access EOA innovation and practices through their mobile phones. Infrastructures like road and electricity networks technologies require to be established to enhance access to end market. The negative part of technology is the development of GMO that interferes with the genetic mechanism and hybrids that erode indigenous quality of seeds. High cost of technology and farmers' awareness and usage to e-information on EOA is limited.

## **2.5 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 productivity has declined over years causing widespread hunger, poverty and malnutrition. Synthetic pesticides and fertilizers used in production eventually pollute air, soil and ground water as well as increase soil acidity. Although laws and regulation against environment pollution are in place but are not efficiently 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 leads to environment degradation that include soil erosion, loss of biodiversity, deforestation, loss of soil nutrients levels that are ultimate for production. EOA practices contribute to both climate change mitigation and adaptation well as conservation of biodiversity within the ecosystem thus sustaining existence of beneficial organisms e.g. pollinators like bees. There is increased investment in the use of renewable energy, solar, wind power and biogas by government which is in line with EOA practices

## **2.6 Legal Context**

Basic legal framework for seed, crop production, marketing, environment, health and consumer protection are in place. However, they are not effectively implemented. A draft OA policy has been developed but not yet finalized. The draft Agriculture Policy recognizes Organizes OA. Agriculture laws crop copy right and intellectual properties (IP) are not favourable 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 safe guard indigenous genetic resources. Example Pest control products act has no regulation on organic pesticides.

Health and safety laws focus on diseases curatives rather than preventive via health consumption that can reduces non communicable lifestyle diseases hence County Governments should develop working relationships with CSO and CFOs on school organic farms and feeding programs. Constitution of Kenya requires considering gender mainstreaming and inclusiveness in line with EOA principles to ensure National adaptation plans on climate change. More emphasis is need on Environmental Management and Coordination act on national and international standards that govern produce marketing especially labelling.

### 3.0 STAKEHOLDERS ANALYSIS

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KOAN will be operating in EOA sector where there are other actors. It was therefore necessary for the participants to identify actors they considered will be key in their work and analyze how they will relate with them during the implementation of this plan. Such information is vital to prepare KOAN to know in advance issues that can support or cause failure of the implementation process of this plan. Below are the results of the stakeholders' analysis.



	<b>Stakeholder</b>	<b>Their Role</b>	<b>Their Interests/ Expectations of EOA</b>	<b>Organic sectors Expectations of them</b>	<b>Level of Influence (power over your work)</b>	<b>Leadership (Ability to take leadership)</b>	<b>Areas of potential Collaboration and Networking</b>	<b>Areas of potential Conflicts</b>
1.	National Government	National policy formulation and budget allocation	Alignment and Implementation of national development plans, goals and policies	Providing a favourable legal and regulatory framework for growth and development of OA sector Allocation of resources to OA sector	H	M	National Policy development Programme/project development and implementation development and implementation of guarantee systems	Conflicting priorities  Unsupportive policies
2.	Ministry of Education		Alignment and Implementation of national development plans, goals and policies	Facilitate the development of a OA curriculum  Mainstream OA training in public training institutions	H	M	Harmonize and integrate the training curriculum in OA at all levels of the education system  Mainstream OA training in public training institutions	Conflicting priorities Unsupportive policies

3.	County Government and relevant ministries Ministry of Agriculture, Livestock and Fisheries	Policy implementation and extension support	Alignment and Implementation of national development plans, goals and policies	Mainstream OA in the public extension service Invest in organic sector development	M	H	County Policies development  Programme/project development implementation National policy implementation Capacity development	Conflicting priorities unsupportive policies
4.	Ministry of Environment and Natural resources	Policy development and implementation	Alignment and Implementation of national development plans, goals and policies with respect to environment	Raise awareness Capacity development of sector Enabling environment	L	L	Awareness creation Capacity building Policy development and implementation	Conflicting priorities unsupportive policies
5.	Min of Industrialisation and Enterprise Development	Promotion of standardisation, trade and industry	Alignment and Implementation of national development plans, goals and policies	Support the development of market infrastructure and promotion of OA	M	H	Vision 2030 projects Support to organic enterprises Promotion of organic products in national, regional and international trade fairs	Conflicting policies and priorities

6.	Ministry of Health	Regulation, education of public health and nutrition	Alignment and Implementation of national development plans, goals and policies	Raise awareness on health and nutritional benefits of organic foods	H	H	Awareness creation Capacity building	Conflicting priorities Unsupportive policies
7.	Ministry of Tourism and Wildlife	Regulation of tourism and wildlife function	Alignment and Implementation of national development plans, goals and policies	Create awareness on organic products and their benefits Promote organic agrotourism	L	M	Affirmative action for organic foods in tourist destinations Promotion of organic products and services	Conflicting priorities unsupportive policies
8.	Ministry of Public service, youth and Gender		Alignment and Implementation of national development plans, goals and policies	Train and motivate the women, youth entrepreneurs to embrace OA as a business Financing of projects for youth, gender in OA	L	L	Capacity building of youth, women and marginalised Support inclusion of youth in organic enterprises e.g. funding, entrepreneurship skills enhancement etc Support innovations in OA	Conflicting priorities Unsupportive policies

9.		As above	Alignment and Implementation of national development plans, goals and policies	Facilitate the development of a OA curriculum  Mainstream OA training in public training institutions	H	M	Harmonize and integrate the training curriculum in OA at all levels of the education system  Mainstream OA training in public training institutions	Conflicting priorities Unsupportive policies
10	Non state actors							
11	Farmers, Farmers Association and Communities	Grassroots OA practitioners	Networking partnership Knowledge exchange Market linkages Policy advocacy	Provision of organic products	H	M	Capacity building programs  Support of OA production  Value chain development  Advocacy  Participatory research	Unhealthy competition  Not meeting contractual obligations  Deception

12	Consumers	Consumption of organic products and provision of markets	Genuine and high quality organic products and services	Buy organic products Participation in guarantee systems Participate in advocacy Provide feedback to sector	H	H	Consumer awareness Advocacy and policy development Consumer surveys	Unmet quality, quantity, diversity and pricing expectations  Poor enforcement of consumer protection
13	Civil Society Organisations	Community development	A vibrant OA sector that contributes to Community development	Implementation of the organic agenda	H	H	Capacity building Market development Advocacy	Unhealthy competition Conflicting priorities
14	Kenya Organic Agriculture Network (KOAN)	Sector leader and coordinator	A well organized and vibrant OA sector	A strong and vibrant institution to provide leadership and coordination	H	H	Capacity building Market development Policy and Advocacy Standards and Certification Research Networking and partnerships	Unhealthy competition Conflicting priorities Unclear roles and responsibilities Unmet expectations
15	<b>Private Sector</b>							

	Organic Input manufacturers and suppliers	Production of organic inputs	Procurement and promotion of organic inputs Standardisation Recognition	provision of accessible, affordable, quality organic inputs	H	M	Capacity building Market development Policy and Advocacy Standards and Certification Research Networking and partnerships	Unhealthy competition Conflicting priorities Unmet expectations Fraud
	Certification bodies	Certification support and compliance	vibrant markets	Affordable, accessible, relevant and high quality services  Mutual recognition	H	L	Standards development  Consumer awareness  Advocacy	Unhealthy competition Low reach Unclear roles and structures Conflict of interest Fraud High fees High commercial interest

	Traders and processors	Provision of markets and value addition of organic products	Regular supply of high quality organic products  Awareness creation Standardisation	Fair prices to producers  High integrity  Support market infrastructure Source of OA innovation	H	M	Capacity building Market development and consumer awareness Policy and Advocacy Standards and Certification Research Networking and partnerships	Unhealthy competition Fraud Unfair prices to farmers
	Finance and Credit Institutions	Financial support to value chain actors	Sector players use their services	Accessible, affordable , quality financial services	M	L	Capacity building Market development and awareness Networking and partnerships	High financial risk High interest rates Unmet expectations Fraud
	Development and Technical Experts	Provision of technical knowledge and expertise	A well organized and vibrant OA sector	Accessible, affordable , quality services	L	M	Capacity building Market development and consumer awareness Policy and Advocacy Standards and Certification Research Networking and partnerships	High costs Unmet expectations Poor skills transfer Inequality in employment conditions

	Donors and investors	Sector development financial support	return on investment Community development (impact) Sustainability of the sector	Increased investment Technical capacity	H	L	Capacity building Market development and consumer awareness Policy and Advocacy Standards and Certification Research Networking and partnerships	Unmet expectations Poor skills transfer Sustainability Conflicting interest
	Research Institutions	OA knowledge generation and validation	Identification of research areas/gaps Funding Utilisation of research findings Increased visibility of their contribution to sector	Provision of solution to stakeholder challenges Synthesis and communication of research findings	H	M	Participatory research Capacity building Market development and consumer awareness Policy and Advocacy Standards and Certification Networking and partnerships	Unmet expectations Poor skills/knowledge transfer Sustainability Conflicting interests



	Training Institutions	OA training and practice	Sector players purchase their services  Provision of employment for their graduates	Affordable, accessible and high quality services  Skilled manpower	M	M	Participatory research Capacity building Curriculum development Market development Policy and Advocacy Networking and partnerships	Unmet expectations Poor skills/knowledge transfer Sustainability Conflicting interests Unhealthy competition
	Media	Awareness creation and information sharing	Provision of information/content from Sector  Advertising	Create awareness on the benefits OA  Increased visibility of the sector  Positively influencing on the sector	H	M	Information dissemination Capacity building consumer awareness Policy and Advocacy Networking and partnerships	Unmet expectations Misinformation High costs Conflicting interests

## 4.0 SWOT ANALYSIS

### 4.1 Strengths

The wealth of existing indigenous knowledge on ecological organic agriculture on the continent is a strength that cannot be ignored. Many diverse and creative ecological agriculture (including purely organic) practices based on rich traditional knowledge and agro biodiversity are found in Africa. This makes *Resilience* a property of EOA and where supported by appropriate research and policy, it has been shown that the knowledge is effective in tackling environmental degradation, poverty and improving livelihoods.

The increasing number of stakeholders embracing ecological organic farming on the continent is a strength already being used to catapult the concept to greater heights. More African countries, Regional Economic Commissions, research and training institutions, universities, farmers, traders, trained extension workers/personnel and consumers are among stakeholders with interest in this initiative. The collective commitment of these stakeholders will no doubt lead to the achievement of the EOA goals. EOA is operating in a context where African organic standards e.g. EAOPS and EAOM are already established. This is a strength from within that not only gives legitimacy to EOA products but also serves to demonstrate the seriousness with which African agriculture is departing from conventional agriculture.

The EOA existing organisational structures are also strength in themselves. The National Forums form the backbone that can help anchor EOA in all national agricultural policies if the forums deliver on their roles and responsibilities. The EOA Secretariat is the bridge between member states, promoting intra-state sharing of knowledge and markets. The Continental EOA Steering Committee with the Chair right in the AUC serves as the bridge between the EOA secretariat and the African Union Commission in matters of oversight, advice, resource mobilisation, guidance and implementation of EOA.

### 4.2 Weaknesses

The dearth of empirical evidence and data on EOA's capacity to meet the food demands for African populations is the weakest link in the initiative. At a time when governments are

challenged with feeding their populations this absence has been quickly taken advantage of by conventional agriculture proponents who come prepared with figures, ratios and percentages of how conventional agriculture can feed the masses. It is no wonder that our governments have increasingly embraced them. The strategy for EOA is to document, package and disseminate studies in favour of EOA that are lying on the dusty shelves of our research institutions. Research institutions should also further intensify the search for and validation of careful and creative agro-ecological production systems that reflect and adapt to local conditions.

The limited agro-ecological farm uptake is a weakness attributed to various factors but mostly to the overwhelming appeal of and push by conventional agriculture. Whereas such farm inputs were readily used in the past (organic manure, local seeds, adapted animals, etc.), the policies pushing for use of synthetic fertiliser coupled to seed bred to respond to a narrow set of external inputs, have slowly eroded the availability of adaptable seeds and use of organic fertilizers. This means that large farms that need organic seed and fertiliser in good quantity may not get adequate supplies. The strategy for EOA is therefore to kick start vibrant market and supply systems to increase the supply of these inputs through practices like seed bulking, germplasm selection and lobbying the private sector input suppliers to invest in organic products. Other significant weaknesses include:

- Limited African financing and over-reliance on external funding from the North, is a weakness that has threatened to slow down the realisation of outcomes as desired. In many instances, external funding dictates the agenda for EOA and influences the direction preferred by the financier, as this is usually also linked with other aspects of the investment system including banking and insurance.
- The poor market development of EOA products manifested in poor distribution channels, trade barriers among African states and the dependence on export market are weaknesses that have slowed down the realisation of the benefits of EOA reaching the practising farmers.
- Internally, the efforts have been slow in using and capitalising on gains already made from the wisdom of older practitioners and personalities. The tendency to re-invent the wheel has slowed down progress in Ecological Organic Agriculture. We do not recognise nor use the ‘old monkeys’.

- Efforts in engaging national governments meaningfully are weak and have led to the slow institutionalisation of EOA in many Agricultural policies on the continent.
- Likewise the failure to adopt a multi-stakeholder approach that would bring on board many industry actors including the private sector is a weakness that has made the input supply end needed for this initiative slow to grow and lacking in action.

### 4.3 Opportunities

Climate change and the growing global concern for the environment present EOA with a huge opportunity. As an opportunity, climate change serves to reinforce the urgency in the transfer and dissemination of existing EOA knowledge and technologies. De facto, climate change has actually opened up space to promote EOA initiatives. African Research and Training Institutes must therefore continue to disseminate widely what is already proven while venturing into identifying and promoting new innovations based on sound science. The fact that Africa is comparatively slow in modern agriculture technology uptake coupled with the readily available organic farm inputs (fertiliser and seeds) further cements the existing opportunity for the success of EOA in mitigating the effects of climate change.

The growing consumer demand for EOA products both locally and internationally is an opportunity that has arisen due to the increase in health consciousness, safe food consumption and nutrition campaigns. This perfectly addresses the ‘demand problem’ and opens up the opportunity for Africa’s smallholder farmers to become recognized as organic farmers producing for the growing global market. The premium prices for ecological and organic produce should make farmers embrace EOA practices and increase the area under EOA. This opportunity should also increase the number of certified business ventures in EOA (e.g. KATE organics in Kenya).

At a global level, the Sustainable Development Goals (SDGs) endorse EOA efforts. This comes with increasing support from development partners from the North (SDC, SSNC, EU, MISEREOR, etc.). It is an opportunity for the initiative to excel in promoting sustainable agriculture on the continent within the time frame of the SDGs. To the extent that Agriculture continues to be Top of the Agenda of member states, EOA is strategically placed for a win-win situation.

#### 4.4 Threats

The biggest threat to EOA perhaps lies in modern agriculture and its investment in high profile public relations. Proponents of modern agriculture subscribe to the use of synthetic pesticides and fertilisers to support narrowly-bred high external input demanding seed and animal breeds, farm machinery, large scale mono-culture farming, use of molecular science [Genetically Modified Organisms (GMOs) and Genetic Engineering (GEs)] to increase efficiency and yields. Unfortunately, our governments and the private sector (farm input suppliers) have increasingly subscribed to modern agriculture and policies due to the promise that its populations will be adequately fed. In some countries, seed laws that do not favour small scale farmers have been enacted, whilst land tenure systems and policies designed to favour commercial large scale farming and government subsidies on synthetic fertiliser are put in place.

However, it is now becoming increasingly understood that this system of modern agriculture is not sustainable at the current scale and potentially cannot even be sustained throughout this century (Cordell, et al., 2009; UNEP, 2011; Gleick&Palaniappan, 2010). The main reason for this is that modern agriculture depends on finite resources (some of which are indispensable for plant growth like phosphorus fertiliser) and non-renewable energy. Once these resources are used up, there will be no alternative convenient way of obtaining them and any one possessing these resources will sell them at high prices leading to tremendous increases in food prices. This threat exists as long as modern agriculture is made the system choice and the financial systems backed by the World Trade Organization continue to promote and protect this system.

There have also been recent studies that dispute some of the benefits of EOA. Most of these studies anchor their hypothesis in the assumption that ecological organic farming cannot feed the growing world's population. The silence of scientific studies and empirical evidence of the opposite view from EOA practitioners creates a vacuum where such studies have prospered. During this strategic period, EOA will purposefully research, document, package and disseminate findings that dispute such hypothesis.

The youth of today are not interested in Agriculture as a means of livelihood. According to the August 2014 ‘Youth and Agriculture: Key Challenges and Concrete Solutions’ a new publication by FAO, CTA and IFAD, the youth have limited access to land; inadequate access to financial services; insufficient access to knowledge; information and education; difficulties in accessing green jobs; limited access to markets; and limited involvement in policy dialogue. Many youth therefore migrate to cities and abandon rural economies based on agriculture. This trend of globalisation is a threat to the future of Agriculture including EOA. The threat will continue to exist so long as farming provides limited incentives and does not improve farmer’s livelihoods and purchasing power. Other significant threats include:

- Evident threat should the current political goodwill and donor interest running out before the realisation of EOA outputs.
- Continued control and dominance of the Agricultural research agenda by multi-nationals will continue the skewed support in favour of modern agriculture proposed by the multi-nationals.
- The high cost of accreditation for certification for African certification organisations will eventually slow down the access to markets as the cost is passed down to farmers / producers, as well as to consumers.
- The mistrust of importers of organic products in developed countries in the certification credentials and abilities of internal / national African certification bodies.

## 5.0 STRATEGIC DIRECTION

### 5.1 Strategic Priority Areas

This strategic plan has been informed by a number of challenges and opportunities emerging from the EOA sector, from which the participants were able to prioritize critical issues to be addressed by KOAN in the next 5 years. The priority issues are clustered into eight thematic areas include value chain and market development, research and innovation, capacity development, networking and partnerships, policy and advocacy, information and communication, consumers and institutional strengthening. The plan indicates how these issues will be pursued, strategies to be used, result areas and benchmarks which will be used to assess performance.

### 5.2 Organic Value Chain and Market Development

#### Goal

To build functional value chains and vibrant markets that drives sector's growth

Development of vibrant markets and functional value chains are key to development of the organic sub-sector. When markets are working they act as a pool to the whole chain and thereby enhance its functionality. Active participation of actors in organic value chains will bring interactions; facilitate building of partnerships and collaborations along the chain. This will mean more persons employed and earning incomes along the chains and thereby changing lives positively. Building vibrant markets will create demand from increased consumer base as well as enhancing diversity of the products traded in the markets. They will also provide an avenue for producers and processors to sell their produce and therefore balance increasing demand with supply side.

Under this thematic area, KOAN will address eight strategic issues:

#### **1. Failure of most operators within value chains to adopt organic guarantee systems**

Organic certification requires all organic foods to meet strict standards which regulate how foods are grown, handled and processed. Significant growth of the organic sector in a number of areas has resulted in an increased emphasis on the certification of organic foods and products. In 2016 alone, reports indicate that 35,000 farmers were certified organic while thousands more were practicing organic agriculture. This notwithstanding, the sector proponents have also indicated that the growth of organic agriculture has not reciprocated with the similar with adoption rate of

organic guarantee systems by farmers and operators within the sector, indicative that more still needs to be done.

Marketing strategies of organic products available to farmers and operators in the organic sector at present are through: Self-claims, where organic producers decide to comply with standards of their own. This approach may be easily applied, but it would deny organic farmers access to certain markets and to hinder them to call their products organic in those markets. Third Party certification often carried out for the purpose of exportation has been criticized for its lengthy, expensive and highly bureaucratic process, which has made organic label inaccessible to most smallholder farmers who would like to export their products. Nevertheless, third party system is still necessary for farmers who have interest to access the international markets.

Participatory guarantee systems (locally focused quality assurance systems) - usually developed to overcome the problem of high cost of certification for small farmers- allows farmers to be assessed by their peers alongside other stakeholders like consumers and local interest groups. Promotion of these systems has the potential to increase adoption of organic guarantee systems among farmers and operators in the organic sector. The East African Organic Product Standard (EAOPS) developed in 2007 to help EA organic farmers gain access to export markets and to support organic trade and market development within the region and with external export markets, can be used as an incentive to inspire farmers and operators in the sector to adopt guarantee systems.

Being cognizant of organic certification requirements and slow adoption of guarantee system by some chain actors, KOAN will use diverse strategies to ensure that more farmers and operators adopt organic guarantee systems for their own benefit. A mapping exercise will assist KOAN to identify existing participatory guarantee systems and determine the new ones required for use in the sector, hence the design of alternative quality assurance systems (participatory guarantee systems) relevant for the certification of farmers especially with interest in accessing domestic/local markets. A review of East African Organic Product Standard (EAOPS) will be used to assess its suitability for the sector actors. Capacity development through training will form part of KOAN's interventions in this area and will be guided by training materials tailor-made specifically for that purpose. Farmers, extension staff and traders will be trained on the development of certification schemes, participatory guarantee systems and third party



certification schemes while selected farmers and operators will be trained on certification standards as TOTs to facilitate their wider uptake and scaling up. KOAN further has planned to mentor a number of organic projects on the implementation of third party certification and to support farmers to access guarantee system like third party and PSG. Farmers interested in getting certified through EAOPS to access organic trade and markets within the East Africa region, will get appropriate supported to that end. Monitoring on how sector actors use Kilimohai organic mark (that farmers use to display on their packages) and the organic brand for sector integrity will be conducted to establish level of their use by the farmers and operators in the sector.

## **2. Limited capacity for organic value chain actors to play their role in value chain development**

Value chain development approach is a process that looks at market dynamics and the relationships between the different actors in the chains with a view to strengthen the market systems in order to stimulate economic growth and increasing the competitiveness of organic agricultural sector. Limited capacity observed among organic value chain actors inevitably deny them opportunity to effectively identify: market opportunities, strategic chain actors for mutual linkages and products that require improvement.

In the next five years, KOAN will endeavor to build the capacities of a number of organic chain actors to empower them to effectively play their roles in organic value chain development. Capacities building activities will be more focused trainings on: access to market for producers and extension staff/TOT, value development for extension staff, organic business development for retail staff and SMEs, business planning for SMEs, value addition development for farmers groups and SMEs. During the plan period, KOAN will also make efforts to mentor a number of organic SMEs on business development, facilitate and support implementation of organic value chains and give support after training to selected farmers groups and SMEs.

## **3. Inefficient organic supply chains, limiting organic products in the market**

The main focus in any supply chain is to reduce inefficiency in order to avoid interruption of product supply into the market. However, where producers, suppliers and traders in value chain choose not to collaborate among themselves either due to lack of leadership, mistrust, lack of

information or competition, they will invariably end up using unstructured supply chains to bring their products into the market. Poor relationships among actors in chain supply directly or indirectly cause inefficiency in supply chain, subsequently this will interrupt the flow of supply of organic products into the market. The current inefficient organic supply chain, said cause limitation of organic products in the market, is attributed to lack of a well-developed domestic market and specialized distribution networks and weak farmer organizations.

Improvement of supply of organic products in Kenyan markets will be one of the key areas of focus in KOAN's intervention efforts in the next five years. To ensure that relationships among the supply chain actors (producers, processors and traders) are maintained, KOAN will promote regular interactions and networking meetings to enhance their cohesiveness and enhance farmers' coordination for harmonized planting and bulking produce for the market. KOAN anticipates that these approaches will promote joint marketing, advertising and increased public relations among the supply chain actors. Support of SMEs and traders with equipment and development of logistical support for smallholder farmers will be additional interventions. KOAN envisages enhanced organic business development and expanded consumer base from by using the above strategies.

#### **4. Inadequate supply of organic products in the market among consumer**

With the intended move during the plan period to expand organic markets and consumer based through aggressive awareness creation and promotional campaigns, will continue to grow

With increased awareness about organic products in Kenya, the potential local and regional markets for organic products are also increasing. KOAN sees this as a great opportunity for the sector actors to capture while it lasts. With this as impetus, KOAN is set to facilitate organic sector actors, to take advantage of the existing potentials that have not been fully realized to date due to: supply constraints, limited consumer awareness, inadequate retail outlets, emergence of organized retail presence among others. KOAN's efforts to facilitate organic traders to expand organic market outlets and consumer will involve branding and onshelf promotion and activations for retail outlets; supporting organic farmers markets; advocating for the adoption of organic menus in hotels, restaurants, health and learning institutions; listing organic products in new outlets; establishing and activating media and e-platform for the promotion of organic

products; supporting consumer awareness campaigns in golf clubs, churches and schools; supporting chain actors to participate in trade fairs locally and internationally and facilitating wider outreach of public education and awareness creation through ICT materials. Successful implementation of these plans will help to expand organic market and consumption of organic products considerably.

## **5. Limited awareness and knowledge on the benefits of Organic Agriculture**

In Kenya, proponents of organic food like Organic Consumers Alliance (OCA) have in the past, successfully made sector actors and the public aware of the health benefits of consuming organic food and its superior nutritional contents. Need to extend and scale up awareness and knowledge on the benefits of organic agriculture is very essential in promoting health benefits of organic foods because there research has proven that industrial foods and chemical intensive agriculture have negative effects on human health.

The International Panel of Experts on Sustainable Food Systems (IPES-Food) found that many of the severest health conditions afflicting populations around the world - from respiratory diseases to a range of cancers and systematic livelihood stresses, are linked to industrial food and farming practices, i.e. chemical-intensive agriculture, concentrated livestock production, the mass production and marketing of ultra-processed foods, and deregulated global supply chains. The economic costs of these impacts are huge with the likelihood of growing, for example the combined EU and US losses from exposure to endocrine disrupting chemicals amount to \$557 billion per year. According to Niles et al (2017) food systems may account for as much as 30% of all human-caused GHG emissions which are known to cause climate change.

At a national level, soil fertility decline is a major concern in Kenya and is mostly attributed to greater removal of nutrients compared to those returned with inputs and natural nutrient cycling processes. At the same time, misuse and abuse of synthetic pesticides has led to high pesticide residue levels on foods particularly vegetables and fruits. In view of the identified challenges, KOAN will make efforts to create a paradigm shift towards diversified agro ecological systems like organic agriculture.

In its effort to scale up awareness and knowledge campaigns on the benefits of organic agriculture among key players in the organic industry, KOAN will continue to use Organic

Consumers Alliance platforms together with those of Community Supported Agriculture (CSA) to reach out the sector actors and the public with appropriate messages to that end.. Awareness creation and sensitization activities that KOAN intends to pass to its audience will include: awareness on the importance of adoption of organic farming; awareness on how to tap export potentials of organic products; advantages of organic food to the farmers; benefits of organic agriculture on environment sustainability, among others. Part of KOAN's intervention will involve strengthening the capacities of Organic Consumers Alliance and Community Supported Agriculture.

## **6. Weak exchange of market information**

Access to market information is an essential factor in promoting competitive markets and the improvement of organic agricultural sector development in Kenya. However, the prevailing weak exchange of market information observed in the organic sector does hinder farmers, traders and consumers from participating effectively in organic market activities. Smallholder farmers in particular, are easily exploited by middle men and traders in local markets when they lack relevant and timely market information. Low returns of farmers produce and failure to enhance organic food chain are also attributed to insufficient market information.

To address the weak exchange of market information in the EOA organic, KOAN will engage three specific strategies. First, KOAN will conduct a survey to identify farmers' information needs and determine appropriate approaches/systems to use to disseminate relevant market information to the farmers. Through agreed upon systems, together with organic products portal that will be establish during the plan period, KOAN will regularly provide relevant market information to: strengthen the bargaining power of small scale producers for better prices, improve their awareness on market opportunities and options, and help them improve in planning their marketing strategies and production practices. Similarly, KOAN will provide market information to benefit traders, consumers, development organizations and the government when necessary. Through these systems, together with platforms in the sector and organic agriculture products portal established during the plan period, KOAN will regularly provide relevant market information to: strengthen the bargaining power small scale producers for better prices, improve their awareness on market opportunities and options, help them improve in planning their marketing strategies and improve their production practices. Similarly, KOAN will provide

market information to benefit traders, consumers, development organizations and the government when necessary. At the same time, KOAN will establish strategic partnerships within the member network and key sector stakeholders to promote collaborative dissemination of market information to various categories of sector actors and farmers. Farmers' capacities on how to access information will be enhanced mainly through training.

#### **7. Poor quality inputs due to relaxed /lack of regulation reinforcement by mandated authorities**

One of the acknowledged barriers to organic agriculture technology in Kenya is low/poor quality inputs. Erratic supplies of organic inputs, low level awareness and improper inspection and regulation have contributed to this situation. Application of poor and adulterated organic inputs erodes the confidence of the farmers on organic farming due to their poor performance. KOAN will apply two strategies in addressing this problem. The first strategy will be a survey that will be used to establish the extent to which this problem exists in the organic sector and to its impact along the supply chain. The second strategy will be sensitization of relevant authorities to enhance their regulatory reinforcement roles to ensure availability of quality inputs for the farmers.

#### **8. Weak farmers' organizations**

Farmer organizations play a critical role in organic agriculture development, for example. Small scale farmers themselves do appreciate the importance of working within associations and networks. Evidence in the field however, shows that a number of farmers' organizations in the organic agriculture sector are not able for example; to assess local market demand, effectively negotiate prices for their organic products and to lobby for the lowering transaction costs of market access because of their weak capacities. Institutional capacity building of the farmer organizations will therefore be integral part of KOAN's intervention during the plan period.

Capacity assessment of the existing farmers' organizations in target areas/regions to determine their number and capacity gaps in individual organizations will be the first part of the intervention. Building capacities of farmer organizations to understand and sustain organic farming in the long run will be vital. KOAN will therefore facilitate farmers organizations to receive training on market research and negotiation skills to help them make appropriate

production decisions and to enhance their market access respectively. Since farmers and their organizations also require high level support before they can be integrated into value chain markets and be able to take advantages of the opportunities available therein, KOAN will assist farmers in organizing themselves to negotiate and push for lower transaction costs of market access.

### **5.3 Research and Innovation**

Research and Innovation are particularly important in the development of organic sector. Research provides an empirical body of evidence that can be used to promote and advocate for organic agriculture at different level including influencing policies. Innovations at all levels help in bringing in new knowledge, products and appropriate technologies that enhances efficiency, effectiveness that would lead to improvement of adoption of organic agriculture. Many Kenyan agricultural universities, colleges and research institutions are increasingly getting involved in collaborative interdisciplinary organic agriculture research with aim of building synergies. There is still a lot of space and opportunity to increase the level of research in organic agriculture. Universities and research institutions need to mainstream organic agriculture research in their program so that it does not entirely depend on external funding and influence. Farmers are increasing becoming innovators, which should be encouraged, such farmers innovations should be tested and endorsed and scaled up and protected for adoption.

#### **Goal**

To provide empirical body of evidence (data and knowledge) and technology that supports the adoption of Organic Agriculture.

Under this focus area, KOAN will deal with five strategic issues.

#### **1. Inadequate dissemination of available research findings and case studies on organic agriculture**

Organic farmers like other farmers need research findings to make informed decisions on their operations, production, and marketing. Empirical evidence from research is also an effective tool for advocacy and promotion of OA. Dissemination of research findings is therefore crucial for the above to happen. According to the proponents of organic agriculture, existing research

findings on organic agriculture is not widely shared with sector actors and stakeholders as it should, however, when this happens, the channels used are not diversified enough for wider circulation and the rural farmers in particular are reported to have difficulties in accessing the available research findings due to level of their illiteracy.

Taking cognizant that research findings can only make a difference in the lives of people it targets unless it is disseminated and utilized in appropriate way, KOAN is set to facilitate collection and collation of existing research findings and case studies in organic agriculture, support their publication and facilitate their dissemination to farmers, consumers and other stakeholders in organic sector. KOAN will also facilitate the synthesis and publication of these research findings and case studies into simple forms/bridged version that diverse stakeholders can read, understand and utilize for their own benefit.

## **2. Limited empirical evidence in support of OA and testing and scaling up of farmers' traditional knowledge, innovations and practices**

Existing research have proof that use of biodiversity, ecosystem services and the greater integration of people centered ecological practices and systems are now widely recognized as a sustainable and appropriate option to optimize the productivity and climate resilience of farming systems. They further indicate that sustainable production systems like organic agriculture, offer huge opportunities in terms of improving food and nutrition security, increasing local access to food, bringing degraded land back into production, building the resilience of farms to climate change. Although these truths have been proven, there is still limited empirical evidence from available researches in Kenya to support these facts.

In terms of innovation, farmers are known to hold valuable knowledge about their environment and are also known to actively experiment and have their own research traditions. In the organic sectors, such efforts have contributed to the developments of organic farming systems that have continued to evolve through experiments and innovations of organic farmers. Despite this, very little attempt has been made to study the nature, characteristics and factors associated with the experimental processes of organic farmers in a systematic and comprehensive way. As a result of this, farmers' innovations have not been widely published to bring in new knowledge, products and appropriate technologies that can enhance efficiency and effectiveness to improve the adoption of organic agriculture in the country. Secondly, farmers' innovations have not been

consciously tested and endorsed scaled up and protected for adoption and thirdly, there is still a gap between the provision of agricultural research results and the application of innovative approaches in practical farming.

Intervention for the first instance mentioned above, will involve collection and collation of existing research on consumer, market and livelihood to provide empirical evidence in support to organic agriculture. The research findings and case studies will be documented and synthesized into simple formats that are understandable and useful. The dissemination will be carefully targeted to reach the intended audiences through a wide variety of channels including media and other relevant fora. Similarly, since KOAN recognizes that farmers knowledge need to be valued as a source for innovation, it will facilitate the collection of existing research data on farmer traditional knowledge, practices and innovations, have them collated and widely disseminated to farmers and other sector actors to expand their used.

### **3. Organic Agriculture is not mainstreamed in the research agenda of most agriculture research institutions**

Information from the sector acknowledges that research on organic agriculture has not been mainstreamed in most of the agriculture institutions in the country and that most of agricultural research that have been conducted by government institutions, universities and international organizations are more oriented towards the promotion of conventional agriculture, thus little of this research is relevant to organic agriculture. Mainstreaming EOA in research institutions is therefore necessary because this is one way to scale up organic research to generate the more needed empirical evidence data in support to organic agriculture, which is currently very scarce. Lack of dedicated research initiatives is therefore perceived as a barrier to the development of organic sector.

In the next five year, KOAN aims to convince at least ten tertiary and research institutions to mainstream organic research in their agenda. The process will include consultative meetings with relevant authorities in selected institutions to deliberate on the proposed intervention and build consensus on the way forward. Acceptance of the proposal will lead to the development of memorandum of understanding to guide the partnership and eventual launch and roll out of the programme.



#### **4. Insufficient resources to finance research in the OA sector**

Despite the recognition that research and innovations play an important role in the development of the organic sector, support for organic farming research has not received adequate funding compared to conventional agriculture. Presently, researches which have good funding are mostly supported by external funding agencies, while universities and research institutions in the country are increasingly adopting collaborative interdisciplinary approaches to pool their resources to garner adequate funds to carry out research on organic agriculture. Long term research that can address complexity in organic agriculture however, need more funding. From this realization, KOAN is set to employ diverse strategies that will facilitate fund raising efforts.

One of these strategies will involve creation of a research basket with a special team that will be commissioned to raise the funds from different donors, sector actors and stakeholders, well-wishers. KOAN will also establish strategic partnerships with a number of universities and research institutions to carry out some of its organic researches jointly as funds they secure would allow.

#### **5. Inadequate research on the linkage between food, environment and health**

In 2015, contribution of organic agriculture to help solve current problems like food security and environmental quality was discussed at the International Society of Organic Agricultural Research (ISO FAR) at a Symposium entitled “Organic 3.0 Innovation with Research”, indicative that organic agriculture holds a great promise to solve food, environmental and health issues. Despite this recognition and others which have emerged in different forums and publications, researches showing connection between food, environment and health issues are not commonly undertaken by researchers in the EOA sector. However, for organic agriculture to help solve food, environmental and health issues, there is need for farmers to get essential scientific knowledge on efficient ways and sustainable means that encourage organic practices and incentives to adopt them.

During the plan period KOAN will ensure that increased numbers of systematic studies on the relationship between food, environment and health are undertaken. Such studies will be conducted in targeted counties through strategic partnerships with the relevant ministries (Ministries of Environment, Agriculture and Health) and their findings shared with a wide range

of EOA stakeholders in the sector. The main purpose for doing this will be to encourage them to use the information to address food, environment and health issues posing challenges in their respective communities. Through organized follow ups, KOAN will endeavor to establish the level of utilization of research findings by the stakeholders.

#### **5.4 Capacity Development**

This priority area will cut across all the other priority areas in building the capacity and systems within the institutions including human capital development. To smoothen the sector, there is need to develop and implement national organic agriculture curriculum, build a pool of peoples with competencies on different priority areas in organic agriculture, develop and implement an accreditation system for organic trainers and enhance capacities in the areas of governance and sustainability of institutions. This priority area also recognizes the imbalance in management and planning activities capacities in OA implementing institutions. Efforts will therefore be made to establish, develop, strengthen and support these institutions organizational capacities, as well as equip their professionals with skills and competences to promote EOA in Kenya.

##### **Goal:**

To strengthen capacities of **all** organic agriculture sector players for effective and efficient service delivery.

Under this focus area, KOAN will address five strategic issues four of which were identified as gaps by the assessment of EOA curriculum in seven education and training institutions in Kenya.

##### **1. Incomplete drafting of harmonized EOA curricula**

The findings of a study conducted in 2012 on education and training in EOA in seven institutions in Kenya, revealed that there was no harmonized EOA curriculum that would enhance understanding and training at certificate, diploma and at degree levels. Following this revelation, actors and stakeholders in the sector embarked on review of existing curricula and development of a more harmonized curricula. To date the process has not been completed.

To drive this process to a conclusive end, KOAN will facilitate a participatory review process through round table meetings with representatives from various training institutions to discuss the way forward on the completion of the draft curricula. A task committee will be appointed to

complete the process. The final EOA curricula will be submitted to the relevant accreditation authorities for approval. Part of the exercise after the development of EOA curricula will involve the development of a curriculum guide/manual (Tool Kit) that will guide the implementation of the harmonized curricula.

## **2. Inadequate integration of EOA in formal agriculture curricula at different levels of learning**

Inadequate integration of EOA in formal agriculture curriculum was also highlighted by the 2012 study. The study established that even though organic agriculture was generally offered at certificate and diploma levels in most education and training institutions, this was not the case at the degree level, where it is offered either as part of a course or as a module. The study conclusion was that, integration of EOA curriculum in existing formal agricultural syllabuses in education and training institutions at all levels was therefore needful. It is envisaged that with integration of EOA in training institutions, graduates of agriculture will be more equipped with comprehensive theoretical and practical knowledge and skills required for engaging in productive and economic agricultural production and thereby become job creators rather than job seekers after graduation. This stand will be the impetus behind KOAN's push for the integration of EOA in formal agricultural curriculum.

In its intervention efforts therefore, KOAN will organize meetings with diverse organic practitioners and stakeholders to lobby the government to integrate organic agriculture in the national agricultural curriculum using the EOA curricula discussed above. Once approved, KOAN will facilitate the launch of the curricula and roll it out in selected education and training institutions. Reviews of suitability of EOA curricula will be conducted on regular basis.

## **3. Inadequate specialists in the EOA sector and insufficient competencies in different thematic areas**

One of the other findings of the 2012 assessment of the agriculture education and training institutions established that EOA teachers were not adequately trained and as a result, they lacked adequate knowledge on organic agriculture. The recommendation was that "EOA teachers should be trained to be better trainers". Inadequate trained teachers also means

inadequate specialists in the EOA sector. Again, from discussions with various participants during the planning workshop, it emerged that most actors and practitioners in EOA sectors had insufficient competencies in different priority areas in the EOA. KOAN aims to enhance capacities of different organic actors as training of trainers to be able to train others. Training needs assessment of actors across EOA value chain will be undertaken to identify existing knowledge and skills gap and to inform the development of training materials. Specialized trainings including training in specific thematic areas will be organized for Training of Trainers (TOTs) as a way of building a critical mass of human resources with the right expertise and skills in the EOA sector. During the plan period, the TOTs will also undergo refresher trainings to keep their knowledge and skills up to date and will be regularly followed up to monitor their performance and document challenges they face as they train others. Coupled with the training of TOTs, KOAN will provide support for the training of sector staff in specialized areas of organic agriculture. Trainings on research methods will be provided through collaborative partnerships with various universities.

#### **4. Lack of standardized accreditation system across the value chain in the EOA sector**

KOAN believes that high professional standards are crucial to further the development of the organic industry. Since EOA currently does not have a standardized accreditation system across the value chain, KOAN will facilitate the development of one for the EOA sector through a participatory process **to make their certification practices acceptable and competent to test and certify third parties.** The process will include: identification of the existing accredited institutions/players in EOA sector, holding round table discussions with the players to lobby and advocate for accreditation system that will support EOA. Consent to this, will pave way for the development of standards for accreditation for different thematic areas by a task committee. KOAN will then organize stakeholders meeting to validate the proposed standards before their submission to the relevant authorities for approval. KOAN will also organize and carry out institutional trainings on organic agriculture in selected institutions.

#### **5. Weak Institutional Capacities of organic agriculture implementing organizations**

Institutional capacities of a number of implementation organic agriculture organizations were reported to be weak in a number of areas including internal governance and financial

sustainability. Poor governance was attributed to lack of organizational policies, lack of clear board structure, lack of appropriate systems for membership recruitment, lack of transparency and accountability. Inadequate funds on the other hand, was attributed to over-reliance on donor funds, irregular payment of membership fees, unwillingness of networks to pool their resources together and absence of effective resource mobilization strategies.

The main intervention strategy that KOAN will use to address the aforementioned challenges, will give more focus on institutional capacity development. Increased understanding of capacity needs will come from the capacity assessment that will be undertaken by KOAN. The findings from the capacity assessment report will further inform the develop of training materials that will be used to train staff members from the selected organizations.

## 5.5 Networking and Partnerships

This priority area appreciates that the organic agriculture still has not adequately been embraced by every community in the country and therefore will work with other partners and networks already in the Sector to increase the outreach with regard to organic agriculture. Through partnership Agreements and MOUs, the implementers and other willing partners will be engaged in the initiative. Efforts will be made to reach out to the Government of Kenya, private sector, like minded civil society organizations among others, to influence organic agriculture activities, leverage on experiences and maximize the impact of organic agriculture initiatives in Kenya.

**Goal:** To scale up collaboration and information exchange among Organic Agriculture actors in Kenya for strong institutions and sector growth

Under this focus area KOAN will address four strategic issues

### 1. Inadequate information and sharing platforms and weak networking structures

Collaboration in networks are known to expose organizations to new ideas and knowledge, enhance and deepen their critical thinking and creativity, help them to address problems through joint action and can also lead them to new business opportunities. EOA sector actors are increasingly recognizing that mobilization and exchange of information and knowledge between and among themselves are of paramount importance for the promotion and growth of EOA

sector. As a result of this realization, a number of networks have been able to create sharing and knowledge platforms/space from where their members have effectively discussed and spoken with a collective voice on various issues related to organic agriculture. **More however needs to be done to have additional strategic functional information sharing and knowledge platforms to enhance EOA focused activities at local, county, national and regional levels.**

To this end, after mapping out sector actors and their information needs, KOAN will facilitate creation of strategic platforms - both thematic and geographical- where researchers and innovators, input suppliers, traders, producers, will share information and exchange knowledge, share challenges they have experienced in EOA initiatives and generate new ideas with the aim to bring about innovative and sustainable solutions as fresh challenges emerge. Some of these platforms will be periodic meetings, workshops and conferences for special thematic clusters where organic agriculture sector members and multi-stakeholders to increase the voice of EAO actors on OA issues.

others will be formed to mobilize support for organic agriculture and to take necessary actions that would bring the organic agenda to new heights. Learnings from these platforms will be used to enhance the sector's performance, identify existing opportunities for further partnership and/or for initiating joint ventures that will increase adoption of organic agriculture and advance EOA in the country.

## **2. Institutions in organic agriculture working in isolation as a result of mistrust, unnecessary competition leading to low synergy among actors**

Existing literature proves that cross-sector collaborations does avail organizations opportunities to leverage on resources to accomplish more with less and to access resources of leaning and knowledge exchange that can improve OA practice. This awareness however has not been fully embraced by all actors, organizations and institutions because of mistrust and unnecessary competitions that are occasionally observed in the EOA sector.

In order to promote sector synergy, KOAN has planned a number of initiatives in the next five years to enhance collaborative initiatives to promote sector synergy. KOAN will facilitate the establishment of joint initiatives to increase cooperation and teamwork among the sector networks. National stakeholders' forums and workshops will be organized for the sector actors

to create opportunity for learning, share information and to tell their success stories on organic agriculture. Exchange visits and field days among the partners will be facilitated to increase information sharing and peer learning.

### **3. Limited knowledge and negative perception of organic agriculture among the general public**

Level of knowledge gap and negative perception of organic agriculture vary from one area to another. This situation is partly attributed to having fewer people with technical knowledge on organic agriculture, use of localized approaches in awareness creation, sporadic uptake of organic agriculture country-wide and complexity of organic farming techniques.

In order to enhance knowledge on OA in the general public and to change the prevailing negative attitude towards organic agriculture in certain quarters, KOAN will use multiple strategies and initiatives. Dissemination of evidence based information through national and counties agricultural and trade fairs, field days barazas will give KOAN opportunity to inform and sensitize sector actors and stakeholders and the general public about the value of organic agriculture. Information about the actors in terms of their service areas, location of their operation, their experiences, the kind of data they have, areas of collaboration and networking, will be disseminated to the public and stakeholders through a National Organic Agriculture Directorate that will be developed and regularly updated. A more elaborate networking and partnership strategy will be developed by KOAN and used to scale up information sharing and awareness creation on OA.

A strategy for networking and partnership in the sector will be developed through organized forums and wider consultations with sector actors and stakeholders to ensure professional inputs and ownership of the process. The National Directorate will on continuous basis used to increase the visibility of the sector and to facilitate network collaborations among the sector actors and relevant stakeholders.

### **4. Weak partnerships with other relevant actors**

Feedback from stakeholders reveals that there have been weak partnerships between the sector and other relevant actors like the government, donors and non state actors. Whereas this may be

true, partnerships with the government, donors and relevant non-state actors can effectively foster successful spread of organic agriculture and the promotion of EAO in the country. Based on this understanding, KOAN will organize a number of forums to lobby national and county government to support OA policies and programmes. Policy makers will also be facilitated to participate in a number of international fairs/forums to increase their understanding of and appreciation for organic agriculture. Conversely, KOAN will from time to time, get involved in government activities that would be beneficial to the sector.

In this regard, KOAN will organize forums to lobby policy makers to support OA policies and programmes. Furthermore, KOAN will also support policy makers to participate in international fairs to increase their appreciation for OA. Through strategic meetings, workshops and exposure meetings KOAN will provide platforms where sector actors and other non-state actors to speak with one voice on issues related to organic agriculture. Through their participation in international forums, sector actors will have opportunity to share information about their individual and EOA sector activities, share their success stories and identify potential donors.

## **5.6 Policy and Advocacy**

This pillar recognizes that organic agriculture policy is needed to provide legal framework for the adoption and scaling up of organ agriculture in the country. It also recognizes that it will take active lobbying and advocacy to persuade the government to approve and adopt the national organic agriculture policy and have it mainstreamed into national and counties policies and programmes once it becomes law. Active participation of actors to influence the adoption of the draft OA policy is necessary, but for them to do this effectively, they require adequate knowledge and skills in lobbying and advocacy, at the same time, they need to be sensitized and given proper understanding of the importance of an OA policy

### **Goal**

To support the organic agriculture sector by ensuring the adoption and implementation of National Organic Agriculture Policy and mainstreaming it to National and County level policies to provide for social economic and environmental conservation.

Under this thematic area, KOAN will address four strategic issues



## **1. Inadequate investment in the completion of the organic agriculture policy development and implementation process**

Existing research reveals that, organic sector in Kenya has developed over the years without any official organic agriculture policy. Earlier efforts' by the government towards this end, witnessed the establishment of Organic Agriculture Desk and later and incorporation of organic agriculture into Food Security and Soil Fertility Policy Drafts. Several other policies, including Agriculture Policy 2015, have components that support Organic Agriculture. Nonetheless, the proponents of organic agriculture feel that these have not adequately provided solutions to the existing challenges in the sub-sector. Currently there is an advanced Organic Agriculture draft policy in place, a product of a concerted effort of sector stakeholders under the leadership of Kenya Agricultural and Livestock Research Organization (KALRO) and Kenya Organic Agriculture Network (KOAN). The process which produced this draft began in 2010. The draft national policy submitted to Cabinet Secretary in 2016 and is yet to be tabled in parliament for debate and approval.

Due to this prolonged delay, KOAN will organize round table meetings with policy makers/members of parliament lobby them to have the draft policy approved. In addition to this, KOAN will organize and facilitate advocacy and sensitization workshops and meetings in an effort to get more support from the organic actors to push their lobby efforts. Once the approval takes place, KOAN and sector actors will lobby the government to increase financial resources for the adoption and implementation of the National Organic Agriculture Policy. KOAN will engage media houses to offer public education on the significance of OA policy and IEC materials to disseminate the same message to a wider audience. It is hoped that, with a supportive policy framework from the Kenyan government, the multi benefits of organic agriculture will eventually begin to be realized in Kenya.

## **2. Low levels of mainstreaming of OA in national and county governments policies and development plans**

Players in organic sector believe that organic agriculture cannot develop to its full potential without the government's support. Among the issues that they feel require the support of the government is mainstreaming of National Organic Agriculture policy into the National and County Governments policies and development plans.

KOAN's push for mainstreaming OA in national and county government policies and development plans, will be facilitated through public advocacy and sensitization workshops and meetings, round table meetings with policy makers/parliament, engagement of media houses and use of IEC material to win support from the public. Organic agriculture programs will be developed for the counties enhance the integration process.

### **3. Inadequate representation of organic sector in the processes of domestication of international treaties and agreements**

Domestication of international treaties and agreements is a way of making international instruments applicable at the national level in a specific country. When a treaty is not domesticated, it means that it has not been translated into a country's legislation and implementing programmes. There has been a concern that the organic sector is not adequately represented in the processes of domestication of international treaties and agreements, indicative that organic agriculture issues are lacking force or meaning at the national level where decisions are made. In this way, they cannot affect the organizations and individuals the international treaties and agreements aim to influence.

In response to this situation, KOAN will ensure increased representation of organic sector in the processes of domestication of international treaties and agreements. Relevant treaties will be documented and presented at round table meetings with relevant institutions, policy makers and parliament for consideration. Through public advocacy and sensitization workshops and meetings, KOAN will endeavour to create a critical mass of sector actors and stakeholders to support their efforts to lobby the government to domesticate international treaties and agreements on organic agriculture. To gain public support, KOAN will use

IEC materials and litigation in various legal forums to justify their demand for increased inclusion of organic sector in the processes of domestication of international treaties and agreements.

### **4. Low recognition of the contribution of Organic Agriculture to the National Development Agenda**

Researchers in a number of countries where organic farming has experienced significant growth have empirical proof that organic agriculture has potential to contribute to rural development and

enhance national GDP. In Kenya, due to limited research and slow inclusion of organic agriculture in national development agenda, level of this recognition has been lower than expected.

During the plan period, KOAN will undertake a number of research studies and surveys to collect relevant data to present in different forums as scientific evidence that organic agriculture has potential of organic agriculture to contribute to national development agenda. Debates with national and county government and sensitization meetings will further be used to demonstrate this proof. Beside these interventions, KOAN will also organize and facilitate organic actors to participate in a number of international workshops on green growth, climate change, food security, GMOs and health, to hear stories from other countries on how organic agriculture is contributing their national development agenda.

## **5.7 Information and Communication**

This priority area will be the mouth piece and the vehicle through which Organic Agriculture reaches out to the Kenyan population. The Priority area will work together with all the other priority areas to collect empirical data on the sector, analyze and disseminate the same to audiences and stakeholders. This priority area will also package the OA information into a sectorial brand to attract investments from the private and public investors. The communication strategies will be designed appropriately targeting the various audiences from the basic for farmers to the sophisticated ones for universities and researchers in the most efficient and effective ways possible.

### **Goal**

To Package and disseminate OA information into sector brand to influence on the production, consumption, policies and to attract investors.

Under this focus area, KOAN will address three strategic issues.

#### **1. Low levels of public awareness on organic agriculture and its benefits**

Studies have shown that the level of people's awareness and knowledge on organic agriculture and its benefits is still low despite the awareness creation efforts by a number of organizations in the sector. To improve this situation, KOAN will endeavor to increase the level of public

awareness of EOA. In order to work from an informed position, KOAN will first undertake a baseline survey to establish the level of public awareness on EOA, by identifying their information needs. The results from the survey will be used to increase public awareness on organic agriculture. Different platforms including media, trade fairs, exhibitions, conferences and publications will be systematically used to reach different segments in the public while case studies, exchange visits and workshops to reach specific audiences.

## **2. Inadequate information on EOA for value chain players and potential investors**

This plan acknowledges the strides already made in creating awareness in the sector through information and communication strategy. However, with the growing interest among the public and potential investors on organic agriculture, there is further need for information on EOA to help them make informed decisions on how to seize the lucrative opportunities being presented by local and international market demands for organic agricultural products. As it is now, such wide spectrum of information is not available in consolidated form.

In its intervention efforts, KOAN will once again embark on a survey to identify information needs for specific target groups along the EOA value chain and among the potential investors, package the EAO information and disseminate it to specific audiences and stakeholders.

## **3. Inadequate information to support adoption of EOA**

The importance of EOA is underlined by its potential contribution to national food security, foreign exchange earnings, gross domestic product and employment, in both formal and informal sectors. But due to inadequate information to support these facts, adoption of EOA has been rather slow in some parts of the country. Making informed choices to support adoption of organic agriculture, requires a cocktail of information that would touch the entire spectrum of the concept, including information on organic standards and certification, how to find credible inspectors, agroecological methods, market dynamics, challenges of transition from conventional farming to organic farming among others. However, for KOAN information needs for specific groups along the EOA value chain, will be determined through a survey. The survey will mainly document information on best practices and success stories in EOA and share this with different audiences in support for the adoption of EOA.

## 5.8 Consumers

This pillar recognizes that Consumers represent a potential for organic market growth in the country. Therefore it is important for organic traders to use diverse and effective marketing strategies to address their interests and challenges in order to keep their motivation of buying organic products alive. This pillar also recognizes that empirical evidence that shows the link between organic food and health benefits has the potential to increase consumers' interest in organic products while easy access to genuine or certified organic products influences their organic food purchases. This pillar further recognizes that it is important to enhance consumers capacities to identify genuine organic products as a way of building their trust on organic products and provide them with relevant information on existing sources of genuine organic markets, to protect them against unsafe and fake organic products.

**Goal:** To have a widespread organic product consumption base on scientific evidence and informed consumers

This area, KOAN will address five strategic issues five issues.

### **1. Inadequate empirical evidence and it's awareness creation to support organic consumption**

A survey conducted by IFOAM on "Consumer Attitude and Preferences Towards Organic Products in East Africa", in 2013, revealed that: although the level of awareness of organic foods was generally modest (in Kenya it was reported at 55%), perception towards consumption of organic foods highly acceptable and supported, supermarkets, hotels and restaurants at that time were not willing to sell the organic products, arguing that customers did not know and demand for them. This led to the recommendation that there was need create more awareness on the benefits of organic foods. Empirical evidences that can increase awareness to support organic consumption is vital, yet the archives have only few such studies including 2010 case studies from East Africa sponsored by UNEP-UNTAD.

Since KOAN believes that scientific research information has the ability to effectively support organic consumption by showing its benefits through empirical evidence, KOAN sees this information gap as an opportunity and will therefore conduct a comprehensive research to generate, compile and package relevant scientific data that will be used to demonstrate to the

general public the benefits of organic consumption. This approach will also be built on earlier efforts by Organic Consumers Alliance's (OCA), helped to promote and created awareness on the health benefits of consuming organic foods. Data that support organic consumption will be disseminated through multiple channels (radio, T.V., newspapers and social media) to specific audiences in the public.

## **2. Inadequate information on access and availability of genuine/certified organic products**

Providing information to consumers on where to buy organic products and about other organic actors in the industry has been ongoing and helped consumers to access genuine organic products. Interventions in this area will include wide dissemination of information on the Kilimohai Mark and other organic certification standards, institutionalizing traceability mechanisms for organic products and creating and regularly updating data base on organic markets and products.

## **3. Inadequate capacities of consumers to identify genuine /certified organic products**

Organic certification for domestic market offer a quality assurance that gives the consumer the security of knowing that food has been produced according to organic production standards. However, inadequate recognition of organic certification standards like the East Africa Organic among the consumers suggests that there is need to increase awareness of verification systems to enhance consumers' capacity in this aspect. KOAN will therefore make efforts to increase public's awareness of the existing organic guarantee systems including standards, mark, verification and control, so that consumers to learn how to identify what is organic and what is not. KOAN will also start to promote use of Kilimohai Mark, and other existing organic certification standards in the country for this purpose.

## **4. Weak organic consumers lobby groups**

Key challenges that face organic consumer lobby groups are: limited knowledge about their rights, apathy (unwillingness to join their associations or being unaware of the existence of such associations) and having unqualified personnel. These challenges have weakened the capacities

of most consumer lobby groups in Kenya, hence their inability to carry out their roles effectively.

Three strategies (recruitment campaigns, advocacy and institutional strengthening) will be used by KOAN to strengthen and empower organic consumer lobby groups during the strategic period. Recruitment campaigns will be organized to increase membership of consumer lobby groups. Advocacy activities by lobby groups will be organized to enhance discussions on matters to do with organic food safety and unfair trades. Governance and management structures of lobby groups will be strengthened through training and establishment of appropriate systems and structures. Specific organizational capacity gaps to inform the aforementioned strategies will be identified through capacity gaps assessment.

## **5. Weak regulations to protect consumers against unsafe and fake products**

The Consumer Protection Act 2012, which was assented into law in 2013 was created to provide protection for the consumers and to prevent them from unfair trade practices. Unfortunately, many consumer lobby groups do not know about this Act and the rights enshrined in it to protect them. In such a scenario, consumer basic rights are consciously or unconsciously violated. Based on the organic policy, KOAN will legislate and put a legal and regulatory framework to ensure safety standards and regulations are adhered to. Hopefully, this will: increase their accountability to the consumers; facilitate wide dissemination of the Act to inform consumers of their rights and open them up for regular reviews and increase consumers' protection against unsafe and fake organic products.

### **5.9 Institutional Strengthening**

**Goal:** Effective, Efficient and self-sustaining institution at national and regional level

In this area, KOAN will address four issues.

#### **1. Weak international governance**

Although the current board has passionate and committed members and is composed of men and women with long experience on organic agriculture and a good historical understanding of the OA sector, these strengths were outweighed with the weaknesses noted by the participants.

Stakeholders analysis conducted during the planning workshop revealed that the current Board is ineffective, evidenced in: members lack of proper understanding of their roles and responsibilities, lack of effective engagement in decision making, irregular board meetings and Annual General Meetings (AGMs), inability to raise adequate funds to the work, limited capacities to pursue sector agenda and failure to have fundraising efforts as a priority. In addition to the foregoing problems, the stakeholders' analysis also revealed that:

- Representation of Board members was not diversified in terms of expertise, skills and knowledge, regional representation, sectoral representation, gender, age and other groups.
- Board structure was unclear and not well known.
- Conditions on how to join the Board was unclear.
- Board members were too many and that some of the members have overstayed in their positions.
- Effect of the Board's performance has not being felt in the sector.

In response to the Board related problems cited above, KOAN will endeavour to strengthen and empower the capacity of Board members through continuous training to become a high-performing board with clear understanding of their roles and responsibilities and able to contribute to the long-term success of the organization. In this way, they will be able to provide strategic direction to the organization, provide general programme oversight, to ensure availability of adequate financial resources to facilitate the activities of the organization and for management operations. KOAN will facilitate review of the current Board structure and develop a new one. A new board with regional, gender, sectoral and age diversity will also be constituted. Development of selection criteria will precede the recruitment of the new board members, while the establishment of Board's Self-Assessment Mechanism done to enable the board members to evaluate the performance of both board and members on regular basis.

## **2. Limited interaction between the networks, the Board and the Secretariat**

Feedback from sector actors and stakeholders indicated that there has been weak linkage between the membership, the Board and the Secretariat due to limited understanding on the part the members about the benefits of their membership, irregular annual general meetings, hence low level of accountability to the membership and unclear membership structure.



KOAN will make efforts to enhance interaction these three organs by building the capacities of members to effectively undertake and benefit from sector activities, by ensuring that members are well informed by the board members about the organization performance, the future plans and strategies because they are entitled to this. During this period, KOAN will also facilitate members to actively participation in Secretariat's advocacy networking activities as beneficiaries in the counties and at national level.

### **3. Inadequate visibility of KOAN**

Despite KOAN's existence since inception, some stakeholders still have limited knowledge about the organization. Efforts to increase visibility of KOAN will include production and dissemination of IEC materials ( annual reports, newsletters , brochures) to scale up information and knowledge about KOAN in the public, supporting members to put in place communication infrastructures (Web sites, Social Media) where information about the work of KOAN and the sector actors can will be posted for a wider outreach.

### **4. Inadequate funding to support Board functions and Secretariat operations and initiatives**

Inadequate funding being experienced by the Secretariat is as a result of donor dependency, (which over the years has reduced significantly) and lack of long term strategies to ensure sustainability at the Secretariat. Without financial sustainability, the Secretariat cannot be self-reliant. Inadequate finances, have contributed to high staff turnover to join better paying organizations. Plan to turn this situation around, will include development of a sustainability plan with diversified resource mobilization strategies/mechanisms which will be used to constantly seek for diversified funding sources. The role of the board will be crucial in fundraising to ensure adequate availability of resources at the Secretariat to carry out the work. KOAN will facilitate Board members to actively participate in resource mobilization campaigns, guided by a sustainability plan that will be developed to spearhead the exercise.

## 6.0 IMPLEMENTATION MATRIX

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This section presents the logical framework for the implementation of this strategic plan. It reflects the different activities to be implemented with strategic milestones and outcomes. A detailed activity work plans with specific deliverables under each strategic priority area will be developed and implemented on an annual basis. These will be reviewed on a quarterly basis and, when necessary, revised to ensure KOAN meets the objectives in a pragmatic and adaptable manner, continually learning from our actions and building on best practices through our planning, monitoring, and learning methodology.

Being the Coordinating organization of EOA Initiative in Kenya, KOAN will solely responsible for the implementation process of this plan to ensure its success and will also be accountable to EAOI partners. (KOAN: Please expand on this from agreed perspective of EOA and proposed arrangements)

## Key Result Area 1: Value Chain and Market Development

<b>Strategic Objective 1: To develop and support functional organic guarantee systems for sectoral integrity</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
Outcome	Increased access to organic markets by the producers	No. of producers using certified organic products	There will good will to all the chain players to play their role
Output	Functional Guarantee Systems	Types and No. of guarantee systems adopted	Producers will be willing to adopt the Guarantee systems
<b>Activity</b> 1.1.1 Map out the existing and strengthen the Participatory guarantee systems and establish new ones	Existing participatory systems identified and used Participatory system developed and operationalized	Mapping Report Participatory system	Funds will be available There will be support from the stakeholders
1.1.2 Facilitate review and implementation of EAOPS in Kenya	EAOPS reviewed and updated	Revised copy of EAOPS	Funds will be available There will be support from the stakeholders
1.1.3 Develop training materials for PGS and third party certification schemes	Training materials developed and used	No. and types of materials produced	Funds will be available There will be support from the stakeholders
1.1.4 Mentor 30 organic projects on implementation of third party certification	No. of people mentored	List of mentees	Funds will be available People to mentor will be available for the training
1.1.5 Support 50,000 farmers to access guarantee systems: third party and PGS	No. of farmers accessing guarantee systems Types of guarantee systems being accessed	List of farmers Activity reports	Farmers will be willing to be supported to access the guarantee systems
1.1.6 Publish EAOPS and Kilimohai mark	EAOPS and Kilimohai mark published	Copies of EAOPS and Kilimohai	Funds will be available
1.1.7 Monitor the use of Kilimohai	Monitoring Frequency	Monitoring	Funds will be available

mark and organic brand for sector integrity		reports	
1.1.8 Train 500 extension staff, 50 traders on development of certification schemes; PGS and third party	No. farmers trained No. of extension staff trained	Training programmes List of participants	Funds will be available  Target groups will be available to participate in the training programmes
<b>Strategic Objective 2: To build capacity of 100,000 actors to effectively play their roles in organic value chains</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased income and improved livelihoods	Economic status of the value chain actors	Political environment will be conducive Weather will be favourable
<b>Output</b>	Functioning value chains with active participation of all actors	Level of effectiveness in the value chains	There will be willingness of chain actors to collaborate and form partnerships
<b>Activity</b> 1.2.1 Identify capacity gaps among the actors	Capacity gaps identified and strategies determined	Capacity assessment report	Funds will be available
1.2.2 Develop a capacity building programme	Capacity building programme developed and used	Copy of capacity building programme	Funds will be available Target groups will be available and willing to participate in the training programme
1.2.3 Train 10,000 producers and 500 extension staff/TOT on	No. of producers and extension	List of participants Training	Funds will be available Target groups will be available and willing to participate in the training

access to market	staff/TOTs trained	programme	
1.2.4 Train 500 extension staff on value chain development	No. of trained extension staff	List of participants Training programme	Funds will be available Target groups will be available to participate in the training
1.2.5 Facilitate implementation of 25 organic value chains through value chain support	No. of value chains implemented and supported	Activity Reports List of groups	Value chain actors will be available and willing to be supported
1.2.6 Train and mentor organic SMEs on business planning and business development	No. organic SMEs trained and mentored	List of participants Training programme Activity report	Funds will be available Target groups will be available and willing to participate in the training programme
1.2.7 Train retail staff on organic business development	No. of retail staff trained	List of participants Training programme Activity reports	Funds will be available Target groups will be available and willing to participate in the training programme
1.2.8 Train and support value addition development for 25 farmer groups and 10 SMEs	No. of farmer group and SMEs train and supported	List of participants Training programme Activity report	Funds will be available Target groups will be available and willing to participate in the training programmes
<b>Strategic Objective 3: To develop and enhance 50 strategic market linkages and infrastructure for organic business development and expand consumer base by xx% for organic products</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased organic supply	No. of organic supply chains in the markets	The market will be vibrant The actors will relevant market

	chains in the market		information on organic markets
<b>Output</b>	Consumer base for organic products developed by 20%	No. of organic consumers Level of organic products in the market	There will be awareness about the available products for the consumers
<b>Activity</b>			
1.3.1 Enhance farmers coordination for harmonized planting and bulking produce for market	Enhanced farmers coordination for harmonized planting and bulking	List of farmers Activity reports	Funds will be available Target groups will be willing to participate
1.3.2 Promote regular interactions among OA actors to enhance cohesiveness	No. of interactions No. of participants	Reports List of participants	OA actors will be willing to participate There will be suspicion and mistrust among the OA actors
1.3.3 Hold 30 business networking meetings	No. of business networks held No. of participants	List of the networks List of participants	Funds will be available Target groups will be willing to attend
1.3.4 Support SMEs and traders aggregating smallholder produce with equipment	No. of SMEs and traders supported Types of equipment given out	List of the beneficiaries LPOs Invoices Financial reports	Funds will be available Appropriate equipment will be affordable and available in the market
1.3.5 Develop logistics/support for 5000 smallholder farmers aggregation	Logistical support developed and used No. of	Activity reports List of beneficiaries	Funds will be available The farmers will be willing to receive the support

	smallholder farmers supported		
<b>Strategic Objective 4: To expand markets by 50% and consumer base by xxx% for organic products</b>			
<b>Outcome</b>	Consumption of organic products grow by 50%	Rising demand for organic products	There will adequate information and awareness
<b>Output</b>	Increased market for organic products	No. of new organic markets No. of suppliers No. of consumers	The weather will be favorable The will be improved infrastructure
<b>Activity</b> 1.4.1 Brand and conduct onshelf promotion and activations for 20 retail outlets	No. onshelf promotions conducted No. of outlets activated	Promotion and activations reports	Funds will be available
1.4.2 Support implementation of 20 organic farmers markets	No. of organic farmers market created and used	List of markets List of participants Activity reports	Funds will be available The government legislation will permit the creation of the markets
1.4.3 Advocate for adoption of organic menus in 5 hospitals, 10 schools, 10 restaurants and hotels	No. of hospitals reached No. of schools reached No. of restaurants reached No. of hotels reached	Activity Reports	Funds will be available The management of the health, learning institutions and hospitality facilities will be willing to cooperate

1.4.4 List organic products in 20 new outlets	No. of products listed	Reports	Funds will be available There will be cooperation by the owners of the outlets
1.4.5 Establish and activate social media and e-platform for promotion of organic products	No. of functional social media and e-platforms	Reports Social media and e-platforms	Funds will be available There will be stability of the service providers
1.4.6 Support value chain actors to participate in 20 trade fairs locally and 10 internationally	No. of chain actors participated No. of trade fairs attended locally and internationally	Activity Reports List of participants Photos Financial reports Copy of tickets and visas	Funds will be available There will cordial relationship between Kenya and international partners and collaborators
1.4.7 Support consumer awareness campaign in golf clubs, churches and schools	No. of awareness campaigns carried out No. golf clubs, churches and schools reached	List of participants List golf clubs, churches and schools	Funds will be available There will be corporation from the targeted golf clubs and institutions
1.4.8 Targeted consumer awareness in schools	Awareness created No. of schools reached	List of schools Activity reports	Funds will be available The Ministry of Education and the school management will cooperate
1.4.9 Develop, print and distribute consumer awareness materials	No. of ICT materials developed and distributed	Activity reports Procurement document Financial report	Funds will be available
<b>Strategic Objective 5: To increase levels of awareness and consumption of products by 50%</b>			
<b>Outcome</b>	<b>Consumption</b>	<b>Level of demand for</b>	<b>The public will embrace the use of organic</b>



	of organic products grow by 50%	organic products	products
<b>Output</b>	Increased awareness and knowledge on the benefits of organic agriculture	Increased awareness and appreciation	The public perception of the information will be positive
<b>Activity</b> 1.5.1 Strengthen Organic Consumer alliance(OCA) through awareness creation and sensitizations of actors	Organic Consumer alliance strengthened	Activity reports	Funds will be available Collaborating organizations will be willing to participate
1.5.2 Strengthen Community Supported Agriculture (CSA) through awareness creation and sensitizations of actors	Community Supported Agriculture strengthened	Activity Reports	Funds will be available Collaborating organizations will be willing to participate
<b>Strategic Objective 6: To enhance market information communication systems and platforms</b>			
<b>Outcome</b>	Expanded market for organic products	More products More outlets	There regulatory bodies will provide the permit for the outlets The improved infrastructure
<b>Output</b>	Enhanced market information communication systems and platforms	Well informed actors and stakeholders	There will be funds for the dissemination of the information
<b>Activity</b> 1.6.1 Conduct a survey to identify farmers	Survey conducted	Survey report	Funds will be available

information needs			
1.6.2 Compile survey report and identify approaches to use	Survey report compiled	Copy of survey report	Funds will be available
1.6.3 Train farmers and other stakeholders how to access information	No. of farmers and stakeholders trained	List of participants Activity reports Training programme	Funds will be available Beneficiaries will be Available and willing to be trained
1.6.4 Establish OA products portal for market information	OA portal established and used	Portal	Funds will be available
<b>Strategic Objective 7: To reinforce regulations relating to inputs by relevant bodies</b>			
<b>Outcome</b>	High quality inputs available to producers		
<b>Output</b>	Available information on poor quality inputs	Survey report Policy documents	The regulatory bodies, the stakeholders will be willing to provide the relevant information Funds will be available
<b>Activity</b> 1.7.1 Sensitize regulatory bodies to do their work	Regulatory bodies sensitized No. of regulatory bodies reached	Activity reports	The management of regulatory bodied will be to cooperate
<b>Strategic Objective 8: To build new and strengthen existing organic agriculture farmer organizations</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased bargaining power	Reports Group financial reports	Operating environment will be conducive There will be strong cooperation among the farmers groups

	Improved farmer returns	Newsletters Journal Magazines Documentaries	
<b>Output</b>	Well organized and empowered farmer organizations	Activity reports Observation	There will be willingness to come together to form new groups The farmer existing groups will be willing to be strengthened
<b>Activity</b> 1.8.1 Sensitize actors on the importance of having strong associations	Actors sensitized No. of participants	Activity reports List of participants	Funds will be available The actors will be available and willing to participate

## Key Result Area 2: Research and Innovation

<b>Strategic Objective 1: To collate and synthesize and disseminate 100 research findings and case studies by 2022</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased interest and uptake of organic agriculture	Positive attitude And appreciation towards OA increased adoption of OA	The stakeholders will be willing to use the research data
<b>Output</b>	Available and easily accessed research data/information on organic research	Reports Portals	Funds will be available
<b>Activity</b> 2.1.1 Identify existing		Copies of Research	Relevant research and case studies on organic agriculture

research findings and case studies on OA for consideration	No. of research findings identified and sampled	documents	will be available The custodians of the research documents will be willing to share them with KOAN
2.1.2 Collate and synthesize the research findings in organic agriculture	No of studies collated and synthesized No of publications and outreach	Copies of research documents	Adequate funds will be available
2.1.3 Develop EOA research data base	No. of EOA research data base developed and used	Data base	Adequate funds will be available
2.1.4 Synthesize into simple forms that various stakeholders can understand	No. of abridged versions compiled and Published	Copies of abridged versions	Adequate funds will be available
2.1.5 Disseminate 20 research findings and case studies in relevant fora/media	No. of research findings and case studies disseminated Types of fora/media used for dissemination	List of disseminated research and case studies Mailing list of beneficiaries	Adequate funds will be available  Media and other platforms will be willing to partner
<b>Strategic objective 2: To initiate, collate and upscale 3 participatory research projects and validate 3 indigenous knowledge practices</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased appreciation and application of traditional methods, innovations and practices	Survey report	Sector stakeholders will receive and use the information
<b>Output</b>	Research information/data available on traditional knowledge, innovations and practices	Research reports	Funds will be available for dissemination

<b>Activity</b> 2.2.1 Develop data collection tools	Data collection tools developed and used	Data collection tools	Funds will be available
2.2.2 Collect and Collate sampled data on farmer traditional knowledge, practices and innovations	Relevant data collected and collated Research report compiled, documented and shared	The data	Adequate funds will be available The farmers will be willing to give the information on traditional practices
2.2.3 Validate traditional knowledge, practices and innovations	Research report validated and published	Copy of research report	The stakeholders will be available to participate in the exercise
2.2.4 Scale up traditional knowledge, practices and innovations	Report on procedures of scaling up	Copy of the report	Adequate funds will be available  Farmers will be willing to embrace traditional knowledge, practices and innovations
<b>Strategic Objective 3.To mainstream OA research and innovations in at least 10 tertiary and research institutions programmes</b>			
<b>Outcome</b>	Increased number of champions for organic agriculture	Activity Reports Surveys	The institutions will continue with the OA research agenda
<b>Output</b>	Organic agriculture mainstreamed in agriculture research institutions	Activity Reports Financial reports	The management of selected institutions will be willing to have organic agriculture mainstreamed in their respective institutions
<b>Activity</b> 2.3.1 No. of identified tertiary and research institutions for mainstreaming	No. of tertiary and research institutions identified for mainstreaming	List of the institutions	There will up to date data base on research institutions
2.3.2 Hold consultative	No. of consultative meetings	List of	Management members will be

meetings with the relevant authorities in selected institutions	held  No. of participants	participants  Minutes of the meetings	willing and available to attend the meetings
2.3.3 Lobby the authorities to mainstream organic agriculture in their institution programmes	No. of institutions successfully lobbied	List of the institutions	Authorities in the selected institutions will be willing to have organic agriculture mainstreamed in their programmes
2.3.4 Develop memorandum of understanding	Memorandum of Understanding developed and signed	Copy of the MOU	The management of the selected institutions will be willing to have the MOU drawn and assigned
2.3.5 Launch and roll out the programme	The programme launched and rolled out	List of participants Launch programme Report on the launch	The agreement will be honoured by the concern parties
<b>Strategic objective 4. To have sufficient resources to finance researches in organic agriculture</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Diversified research on organic agriculture		
<b>Output</b>	Increased funds available for research in organic agriculture	Funds for research	The proposed fund raising strategies will raise the required funds
<b>Activity:</b> 2.4.1 Establish a research basket fund for organic agriculture	Research basket fund established	The basket fund	Sector members will be willing to have research basket fund
2.4.2 Appoint fund raising team	Fund raising team appointed and commissioned	List of fund raising team	Qualified people will be identified, appointed and

			willing to participate
2.4.3 Develop fund raising strategy	Fund raising strategy developed	Copy of the strategy	Funds will be available
2.4.4 Induct the team on their roles and fund raising strategy	Fund raising team inducted on the roles and fund raising strategy	List of team members inducted Induction programme	Team members will be available for the induction
2.4.5 Facilitate the team to mobilize fund raising activities	No. of fund raising activities facilitated  Amount of money raised	Financial reports Bank statements Receipt books	Funds will be available to facilitate the team Stakeholders will be willing to contribute
2.4.6 Prepare and disseminate report on fundraising activities	Fund raising report compiled and disseminated	List of recipients Mailing list	Fund raising activities will be successfully carried out
<b>Strategic Objective 5: To undertake research on the linkage between food, environment and health in four Counties</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased uptake of organic agriculture and improved health and livelihoods	Survey	Funds available Research reports will be used to create awareness
<b>Output</b>	Empirical research data available and used	Research data	Funds will be available
<b>Activity</b> 2.5.1 Research successfully undertaken in target Counties	No. of researches conducted	Research report Names of the Counties	Adequate funds will be available Farmers and ECO practitioners in the target Counties will be willing to participate
2.5.2 Collate and compile the reports	No. of reports collated, compiled and published	Research reports Financial reports	Adequate funds will be available to publish the research reports

2.5.3 Research findings disseminated to EOA stakeholders	No. of reports disseminated	List of the beneficiaries	Adequate funds will be available
2.5.4 Follow up to establish level of utilization of research findings by the stakeholders	No. of follow ups conducted No. of individuals/organizations involved	Follow up reports List of people/organizations visited	Funds will be available to conduct the follow ups

### Key Result Area 3: Capacity Development

<b>Strategic Objective 1: To review and finalize the 2012 EOA draft curricula by 2020</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	The training on OA standardized in all institutions	EOA curricula	The new curricula will be incooperated and used in the trainings
<b>Output</b>	EOA curricula developed and used by stakeholders	EOA curricula	Stakeholders will be willing to participate in the review
3.1.1 Identify all training institutions and bring them together for a round table discussion	No. mobilized institutions identified No. of participants	List of education and training institutions List of participants	Up to date data base of the institutions will be available  Representative will be available and willing to attend
3.1.2 Form a task committee to develop an harmonized draft	Task committee formed and commissioned	Names of the members of the task force committee	The nominated people will be willing to take up the tasks Fund will be available
3.1.3. Develop a final EOA	EOA final draft	EOA Copy of	Funds will be available



curricula and submit to the relevant accreditation authorities for approval	developed and submitted for approval	Draft	The accreditation authorities will be willing to approve the EOA curricula
3.1.4. Develop a curriculum guide/manual( Tool Kit)	Curriculum guide developed and adopted	Copy of the curriculum guide	Funds will be available
<b>Strategic Objective 2: To integrate and streamline EOA curricula in institutions at all levels of learning by 2022</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased appreciation of organic agriculture	Reports Course outlines	The institutions will be committed to teach OA
<b>Output</b>	EOA mainstreamed in learning institutions at all levels	Reports Curricula	The institutions will be willing to mainstream the EOA curriculum
3.2.1 Hold lobby meeting for integration of O.A curriculum in the national agricultural curricula	Meeting held  No. of participants	List of participants	People concern will attend the meetings
3.2.2 Launch and roll it out to relevant institutions	COA curriculum rolled out in target institutional	Report	Management in the target institutions will cooperate
3.2.3. Conduct regular reviews	Reviews conducted	Review reports	
<b>Strategic Objective 3: To develop a pool of 100 trainers annually with competencies of different priority areas in the EOA.</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased knowledge on organic agriculture in the sector	Survey	Funds will be available
<b>Output</b>	A pool of trainers with	No. trained	Funds will be available

	different competencies providing services to the sector	people	
3.3.1. Conduct training needs assessment for actors across EOA value chain	Needs assessment conducted	Needs assessment report	Funds will be available
3.3.2 Production of training materials	Training material produced and used	Copy of the training materials	Funds will be available
3.3.3. Organize and carry out Training of Trainers for specialized trainings in the different priority areas in EOA	No. of TOTs trained	List of participants  Training programme	Funds will be available People to be trained as TOTs will be available and willing to participate
3.3.4 Partnership with universities to provide training in areas of research in OA	No. of partnerships	List of universities MOU	The management of the universities will cooperate
3.3.5 Support Training for Sector staff in specialized areas of OA	No. of trainings offered No. of sector staff trained	List of participants Training programme	Funds will be available Sector staff will be available and willing to participate
3.3.6 Follow up the trainees	No. of Follow up conducted No. of trainees reached	Follow up reports	Funds will be available
<b>Strategic Objective 4: To develop and implement a standardized accreditation system for players in the EOA sector by 2022.</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Increased recognition of accreditations of organic agriculture	Report	The standardized accreditation system popularized
<b>Output</b>	A standardized	Reports	The players in the sector will be

	accreditation system developed and in use by EOA players		considered appropriate by stakeholders
3.4.1. Identify and record existing accredited institutions/players in EOA sector	No. of institutions identified	List of institutions	Representatives from accredited constitutions will cooperate and provide relevant information
3.4.2 Hold a round table discussion of with key players in the accreditation process	No. of roundtable discussion held No. of participants	List of participants Report	The people invited will attend the meeting
3.4.3 Form a task committee to develop standards for accreditation for the different thematic areas in the sector	Task committee attend meeting formed	Minutes	Members of the task force will be willing to take up the task
3.4.4 Organize and hold a stakeholders meeting for validating the standards	Stakeholders' meeting held No. of participants	Reports List of participants	People invited will attend
3.4.5. Organize and carry out institutional trainings	No. of trains	List of participants	Funds will be available
<b>Strategic Objective 5: To enhance capacity for xx sector institutions for better governance and sustainability by 2022</b>			
<b>Outcome</b>	Strategic leadership and organizational sustainability	Policies Minutes Financial statement Bank statements Evaluation reports	The leadership will be available and willing to receive the induction
<b>Output</b>	Enhanced capacity of sector institutions	Assessment reports Performance report Activity reports	Funds will be available The people to receive capacity building will available and will to participate
3.5.1 Conduct organization capacity Assessment of selected organizations	Organization capacity conducted	Assessment report	Funds will available

3.5.2 Develop training materials	Training materials developed	Training materials	Fund will be available
3.5.3 Train organization staff	No. of staff trained	List of participants	Fund will be available

#### Key Result Area 4: Network and Partnerships

Activities (Strategies)	Verifiably Indicators	Means of Verification	Important Assumption
<b>Strategic objective 1: To create functional and accessible information sharing platforms to reach 100,000 OA actors</b>			
	Verifiably Indicators	Means of Verification	Important Assumption
<b>Outcome</b>	Increased level of knowledge sharing, networking, collaboration and partnership	Activity Reports Stakeholders reports	The stakeholders will continue to maintain trust and cooperation
<b>Output</b>	Functional platforms for various stakeholders established	Activity reports M&E reports	Funds will be available Stakeholders will use the platforms
4.1.1 Do mapping of actors, information needs and initiate linkages.	Mapping done	Mapping Report	Funds will be available
4.1.2 Organize 10 meetings/workshops/conferences for special thematic clusters, to share challenges and information (Researcher and innovators, input suppliers, traders, producers and CBs etc)	No. of meetings No. of workshops No. of participants	List of participants Training/ Workshop reports	Funds will be available The stakeholders will attend the various meetings
4.1.3 Hold Annual EOA	EOA annual conference	Conference	Funds will be available

Conference	held No. of participants	Reports List of participants	
4.1.4.Organize workshops for special thematic clusters	No. of workshops organized No. of participants	Lit of participants Reports	Funds will be available
<b>Strategic Objective 2: To promote sector Synergy by establishing at least 10 joint initiatives</b>			
<b>Outcome</b>	Increased cooperation, collaboration and interaction in the sector	Survey reports	There will be team spirit to continue the cooperation
<b>Output</b>	Functional platforms with good synergy established	Activity reports Joint initiative reports	Funds available
4.2.1 Do mapping of actors, identify information needs and initiate linkages	Mapping done	Mapping report	Funds will be available Partners will be willing to participate
4.2.2.Organize National stakeholders forums/Workshops for sharing information and success of OA	National stakeholders forums organized No. of participants	Reports List of participants	Funds will be available Members will be available to attend
4.2.3.Organize exchange learning visits, field days amongst partners	No. of exchange learning visits No. of field visits No. of participants	Activity Reports List of participants	Funds will be available The stakeholders will be willing to participate

<b>Strategic Objective 3: To increase the visibility of the sector by creating OA credible information portal</b>			
<b>Outcome</b>	Increased growth of EOA sector	Survey report	Funds will be available
<b>Output</b>	Increased visibility	Feedback from the sector stakeholders and the public	There will be feedback mechanisms in place
4.3.1. Disseminate evidence based information through public barazas , field days, trade fairs, shows etc for attitude change	No. of baraza field days barazas , field days, trade fairs, shows Trade fair attended Show participated	Reports  List of participants Financial report	Funds will be available
4.3.2 Organize, facilitate and participate in National and county fairs to sensitize actors on the values on OA	No. of fairs organized and facilitated No. of participants	Reports List of participants	Funds will be available There will be cooperation the sectors with two level of the government
4.3.3 Develop strategy for networking and partnerships	Networking strategy developed and used	Strategy document	Funds will be available
4.3.4 Develop and update the National OA Directorate for dissemination	National Directorate develop and used	Copy of Directorate	Funds will be available
<b>Strategic Objective 4: To establish 10 partnerships with other relevant actors (donors, government, non-state actors)</b>			
<b>Outcome</b>	Vibrant EOA sector		
<b>Output</b>	Functional	Activity	Sector stakeholders will

	partnerships established and being used to promote organic agriculture	reports Stakeholders reports	nurture the partnerships
4.4.1 Support Policy makers to participate in international fairs/forums to lobby for national and county governments to support OA policies and programmes	No. supported	Report	Funds will be available  People to be supported will be available and willing to participate
4.4.2 Strategic meetings , workshops, exposure meetings, international forums participation, Involvement in govt activities	No. of meetings held No. of participants	List of participants Reports	Funds will be available  People to be supported will be available

### Key Result Area 5: Policy and Advocacy

<b>Strategic Objective 1: To lobby for the adoption and implementation of the draft National Organic Agriculture Policy by 2022</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Functional Policy Framework	Evaluation Report Management reports	County Governments will incorporate OA policy components in their policy decisions and programmes budgets
<b>Output</b>	Organic Agriculture Policy adopted and implemented	Approval reports Legal notification	Parliament and legislative organs will recognize the importance of having OA Policy
<b>Activity</b> 5.1.1 Round table meetings with	No. of meetings	Report List of	Those invited will attend

5.1.2 Exchange/Peer learning	No. of peer exchange learning sessions	participants List of participants	People invited will be available and willing to participate
5.1.3 Public Advocacy & Sensitization Workshops/meetings	No. of meetings No. of workshops	List of participants Reports	Funds will be available People invited will attend the workshops/meetings
5.1.4 Production of IEC materials	Sets of materials	Type and No. produced	Financial report Procurement list
5.1.5. Media Engagement	No. of engagement sessions	Reports Media clips	Funds will available
<b>Strategic Objective 2: To lobby for the mainstreaming Organic Agriculture in 10 County Governments by 2022</b>			
<b>Outcome</b>	Enhanced recognition and appreciation of OA by country governments	Evaluation reports Policy decisions reports	Policy makers will embrace OA
<b>Output</b>	OA mainstreamed in County Governments	Policy and Programme Documents	County governments will be willing to have OA policy mainstreamed in the policies and programmes
5.2.1 Public Advocacy & Sensitization Workshops/meetings	No. of meetings	List of participants	Funds will be available
5.2.2 Production of IEC materials	Types and No. cut and u	IEC Materials	Funds will be available
5.2.3 Support developmen of OA programmes in Counties and CIDP	No. of programs	Report	Funds will be available
5.2.4 Media engagement	No. of sessions	Report	Funds will be available
<b>Strategic Objective 3: To lobby for the mainstreaming Organic Agriculture in at least 5 other relevant policies and programmes at National and County levels</b>			
<b>Outcome</b>	Enhanced	Evaluation reports	Policy makers will embrace



	recognition and appreciation of OA by National and county governments	Policy decisions reports	OA at all levels
<b>Output</b>	OA mainstreamed in relevant National and County policies and programmes	Parliament reports Legislative reports Management reports	Policy and Programme Documents
5.3.1 Round table meetings with policymakers/Parliament	Number of meetings	Report List of participants	Funds will be available
5.3.2 Public Advocacy and 5.3.3 Sensitization Workshops/meetings	Number of meetings	No. of works/ meetings	
5.3.4 Production of IEC materials	Sets of materials	IEC	
5.3.5 Development of OA programs in the counties or CIDPs	Number of programs	List of participants	Funds will be available
<b>Strategic Objective 4: To lobby for the domestication of relevant international treaties and agreements for organic sector</b>			
<b>Outcome</b>	International treaties on and agreements on OA domesticated	Policy and legal reports Evaluation reports	There will be political commitment and good will in the process
<b>Output</b>	Ratification of international treaties and agreements relevant to OA	Government policy reports	The government will accept EOA request to have international treaties and agreements relevant to OA ratified
5.4.1 Consultancies on Identification of relevant treaties	Number of consultations	List of participants	Funds will be available
5.4.2 Round table meetings with relevant institutions/policymakers/Parliament	Number of meetings	List of participants	Funds will be available

5.4.3 Participation & Organising Public Advocacy & Sensitization Workshops/meetings	Number of meetings	List of participants	Funds will be available
5.4.4 Production of IEC materials	Sets of materials	List of participants	Funds will be available
5.4.5 Litigations	Number of litigations	List of participants	Funds will be available
<b>Strategic Objective 5: To advocate for the role of organic agriculture in National Development in green growth , climate change ,food security , job creation, Gender and youth empowerment., big fours , health ,GMOs, etc.</b>			
<b>Outcome</b>	OA aspects incorporated in policy decisions and programme budgets	Government programme and budget reports Evaluation reports	The government will approve and its maintain support to OA in polices and programme decisions
<b>Output</b>	Increased recognition of OA in National Development Goals	Activity Reports	Concern government ministries appreciate the role of OA in national development agenda
5.5.1 Undertake research and surveys .....	Number of surveys	Survey report	Funds will be available
5.5.2 Hold sensitization meetings with .....	Number of meetings	List of participants	Funds will be available
5.5.3 Organize/participate in national or international workshops on green growth, climate change, GMOs food security, health among others	Number workshops attended	List of participants	Funds will be available
5.5.4 Contribute to debates on the contribution of organic agriculture in development agenda at the County and national Governments	Number of debates	List of participants	Funds will be available

## Key Result Area 6: Information and Communication

<b>Strategic Objective 1: To increase the level of public awareness of EOA by 5% by 2022</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Enhanced Appreciation of OA	Evaluation reports	Funds will be available
<b>Output</b>	Increased level of public awareness on OA and its benefits	Activity report Assessment reports	The public will receive information on OA and its benefits positively
<b>Activity</b> 6.1.1 Conduct a baseline survey to establish level of awareness on EOA by 2019	Baseline survey conducted	Survey report	Funds will be available
6.1.2 Undertake awareness creation platforms such as media, case studies, trade fairs, exhibitions, exchange visits, workshops, conferences and publications	No. of platforms undertaken No. of participants	Activity Reports List of participants	Funds will be available People invited will willing to attend
<b>Strategic objective 2: To increase Investments in organic agriculture</b>			
<b>Outcome</b>	Economic growth from OA business ventures	Evaluation reports	Funds will be available There will be demand for organic products
<b>Output</b>	Increased investment in OA	Activity reports	There will be increased awareness on the benefit of OA in the public
6.2.1 Identify information needs for specific target groups along the EOA value chain	Information needs identified	Report	Funds will be available

6.2.2 Collection and analysis of EOA data and dissemination to specific audiences and stakeholders	Data collect and analyzed	Report	Funds will be available
6.2.3 Package EOA information and dissemination to specific audiences and stakeholders	Information packaged and disseminated No. of specific audiences and stakeholders reached	Activity Report	Funds will be available
<b>Strategic Objective 3: To increase adoption of EOA practices by farmers and processors by 5%.</b>			
<b>Outcome</b>	Production of quality organic products	Evaluation reports Survey report	Information on OA appropriately used by the farmers
<b>Output</b>	Increased adoption of EOA practices by farmers and processors	Activity report Case studies	Information on OA positively received by the farmers
6.3.1 Identify information needs for specific target groups along the EOA value chain	Information needs identified and used	Activity Report	Funds will be available
6.3.2 Address identified gaps	Information needs addressed	Activity Report	Funds will be available
6.3.3 Document best practices and success stories in EOA and share	Best practices documented and shared	Activity Reports	Funds will be available

### Key Result Area 7: Consumers

<b>Strategic Objective 1: To generate, collate, synthesize and disseminate data and information to support organic consumption</b>			
	<b>Verifiably Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>

<b>Outcome</b>	Increased demand for organic products	Survey report	Consumers interest on organic products will increase
<b>Output</b>	Research data available and used to promote consumption of organic products	Research documents Activity reports	Funds will be available The information will be used by the sector stakeholders
<b>Activities</b>			
7.1.1 Generate the information to support organic consumption	Information generated	Activity Report	Funds will be available
7.1.2 Create a data base of information that support organic consumption	Data base created	Data base	Funds will be available
7.1.3 Disseminate data and information that supports organic consumption through multiple channels that target specific audiences	Information disseminated No. of recipients	Report Distributing list	People will be willing to receive the information
<b>Strategic Objective 2: To enhance access and availability of consumer information on genuine/certified organic products</b>			
<b>Outcome</b>	Increased consumers' confidence on organic products	Evaluation report Survey reports	The information on genuine/certified organic products will be easily accessible
<b>Output</b>	Enhanced access and availability of consumer information on certified organic products	Activity Reports Portals Newsletters Journals Magazines	Funds will be available
7.2.1 Widely disseminate information on the Kilimohai mark	Information disseminated No. of recipients	Circulation list List of recipients	Funds will be available
7.2.2 Institutionalize traceability mechanisms for organic	Mechanisms institutionalized	Mechanisms	Funds will be available

products			
7.2.3 Create and regularly update a data base of organic markets and products	Data created	Data	Funds available
<b>Strategic Objective 3: To strengthen consumer capacities on mechanisms for identifying genuine/certified organic products</b>			
<b>Outcome</b>	Increased consumption of organic products	Evaluation report Survey	High recognition of value for consuming organic products
<b>Output</b>	Consumers capacities enhanced for identifying genuine /certified organic products	Activity reports Assessments and process reports	Funds will be available
7.3.1 Capacity building for organic certifiers	No. trained	List of participants	Funds will be available
7.3.2 Disseminate information on Kilimohai mark and other organic certification standards	Information disseminated	Report	Funds will be available
7.3.3. Governance for the certifiers			Funds will be available
<b>Strategic Objective 4: To strengthened and empowered organic consumer lobby groups</b>			
<b>Outcome</b>	Strong, active and well informed consumer groups		
<b>Output</b>	Organic lobby groups strengthened and empowered	Assessment reports Feedback from the strengthen groups	The funds will be available The will be willing to participate in capacity building processes
7.4.1 Recruitment campaign to increase membership	No. recruitment campaigns No. of new members	List of recruited members	Funds will be available People will be willing to become members

	recruited		
7.4.2 Conduct advocacy activities by the lobby groups	No. of advocacy activities No. of participants	Activity Reports	Funds will be available
<b>Objective 5: To have in place safety and regulatory mechanisms approved protect the consumers</b>			
<b>Outcome</b>	Enhanced accountability	Evaluation reports Surveys	Increased accountability of regulatory bodies to the consumers
<b>Output</b>	Consumer protection against unsafe and fake organic products ensured	Activity reports	Regulatory authorities will be committed to their work
<b>Activity</b> 7.5.1 Based on the organic policy, legislate and put a legal and regulatory framework to ensure safety standard and regulations are adhered to	Functional legal and regulatory frameworks developed and used	Regulatory frameworks	Funds will be available

## 8. Key Result Area: Institutional Strengthening

<b>Strategic Objective 1: To strengthen the capacities of the Board members for effective governance</b>			
	<b>Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b>	Effective execution of roles and responsibilities	Evaluation report	Board members will make use of the acquired skills and knowledge from the trainings received to execute their roles and responsibilities
<b>Output</b>	Capacities of Board	Assessment	Funds will available to train the board

	members strengthen	reports Observation	members
<b>Activity</b>			
8.1.1 Review Board's roles and responsibility document	Board's roles and responsibility document reviewed	Roles and Responsibilities document	
8.1.2 Constitute a new Board	A new board in place	List of board members Appointment letter	
8.1.3 Induct Board members on their roles and responsibilities		List of participants Induction programme and report Photos	Funds will be available Board members take up the offer and be willing to attend the induction meeting
8.1.4 Conduct capacity assessment and identify capacity gaps	Capacity assessment conducted and report produced Improved understanding of capacity gaps among the board members	Capacity assessment report	Funds will be available
8.1.5 Facilitate capacity enhancement for the identified gaps	No. of board members trained	Capacity enhancement reports	Funds will be available Operating environment will be relatively stable
8.1.6 Facilitate development of Board Self –Assessment mechanism	Board Self-Assessment mechanism developed and used	Self-Assessment mechanism	Funds will be available
<b>Strategic Objective 2: To improve the linkage between the sector members, the board and the secretariat</b>			
	<b>Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>



<b>Outcome</b>	Improved sharing and learning Increased synergy	Evaluation report	All the parties concern will be willing to participate
<b>Output</b>	Linkages between the members, the Board and the Secretariat improved	Activity reports	Operation environment will be conducive to facilitate collaboration and networking
<b>Activity</b> 8.2.1 Facilitate capacity development of identified gaps among the members	Capacity development of identified facilitated No. of board members trained	List of participants	Funds will be available Board members will be available and willing to be trained
8.2.2 Facilitate the Annual General Meetings	No. of AGMs held No. of participants	List of participants AGM reports	Funds will be available Members will be available and willing to attend the AGMs
8.2.3 Enhance members participation in advocacy engagements in the counties and at national level	No. of public advocacies facilitated No. of participants	Activity reports Financial reports Monitoring reports	Funds will be available Members will be willing to participate
<b>Strategic Objective 3: To increase institutional visibility at national, continental and international levels</b>			
<b>Outcome</b>	Enhanced Partnerships and funding		
<b>Output</b>	Increased institutional visibility at national, continental and international levels		
<b>Activity</b> 8.3.1 Produce IEC materials (	Improved publicity	IEC material produced and	Funds will be available

annual reports, newsletters , brochures)		disseminated	
8.3.2 Train members on effective communication	No. of participants Improved communication skills Effective communication	Training reports Attendance list	Funds will be available
8.3.3 Support members to put in place communication infrastructures (Web sites, Social Media)	Effective use of communication channels Timely communication with members	Activity reports No. of members supported	Funds will be available
<b>Strategic Objective 4: To develop a sustainability plan with diversified resource mobilization strategies/mechanisms</b>			
<b>Outcome</b>	Attained financial sustainability Effective implementation of activities Increased out-reach/ volume of work Reduced external funding	Evaluation report Assessment reports	Adequate funds will be raised through the resource mobilization activities
<b>Output</b>	Sustainability plan with diversified resource mobilization strategies developed and being used by the secretariat	Activity reports Financial reports Bank statements Resource mobilization programmes List of participants List of organizations	Political environment will conducive There will be no suspicion among the sector actors and institutions

<p><b>Activity</b> 8.4.1 Develop a fundraising strategy with sector stakeholders</p>	<p>Fundraising strategy developed and used</p>	<p>Fundraising strategy</p>	<p>Sector stakeholders will be available to participate in the development of the strategy</p>
<p>8.4.2 Build capacity for resource mobilization</p>	<p>Capacity for resource mobilization built</p>	<p>Activity reports Capacity building programme</p>	<p>Funds will be available</p>
<p>8.4.3 Develop resource mobilization structures with targets</p>	<p>Resource mobilization structures with targets built and used</p>	<p>Resource Mobilization structures</p>	<p>Funds will be available</p>
<p>8.4.4 Integrate resource mobilization component in HR</p>	<p>Resource mobilization integrated in human resources</p>	<p>Activity reports</p>	

## 7.0 IMPLEMENTATION MANAGEMENT

### 7.1 Roles and Responsibilities

#### Regional Cluster

- Sector need assessment and prioritization
- Promoting the organic principles and practices
- Enhancing networking and synergy within the sector
- Participating in lobbying activities
- Participation on M&E

#### Thematic Advisory/Technical group

- Provide technical advice to the national organic board on technical

#### National Organic Board

- Accountable to the sector
- Policy formulation that provide clear guidelines on operations and decision making
- Provide strategic leadership
- Arbitrate in disputes and conflicts within the organization, partners and outside
- Assist management with the management of risks
- Hire secretariat CEO and senior staff
- Appraise Secretariat CEO on annual basis
- Approve appropriate relevant practices that may be adopted by the sector

#### Secretariat to the board

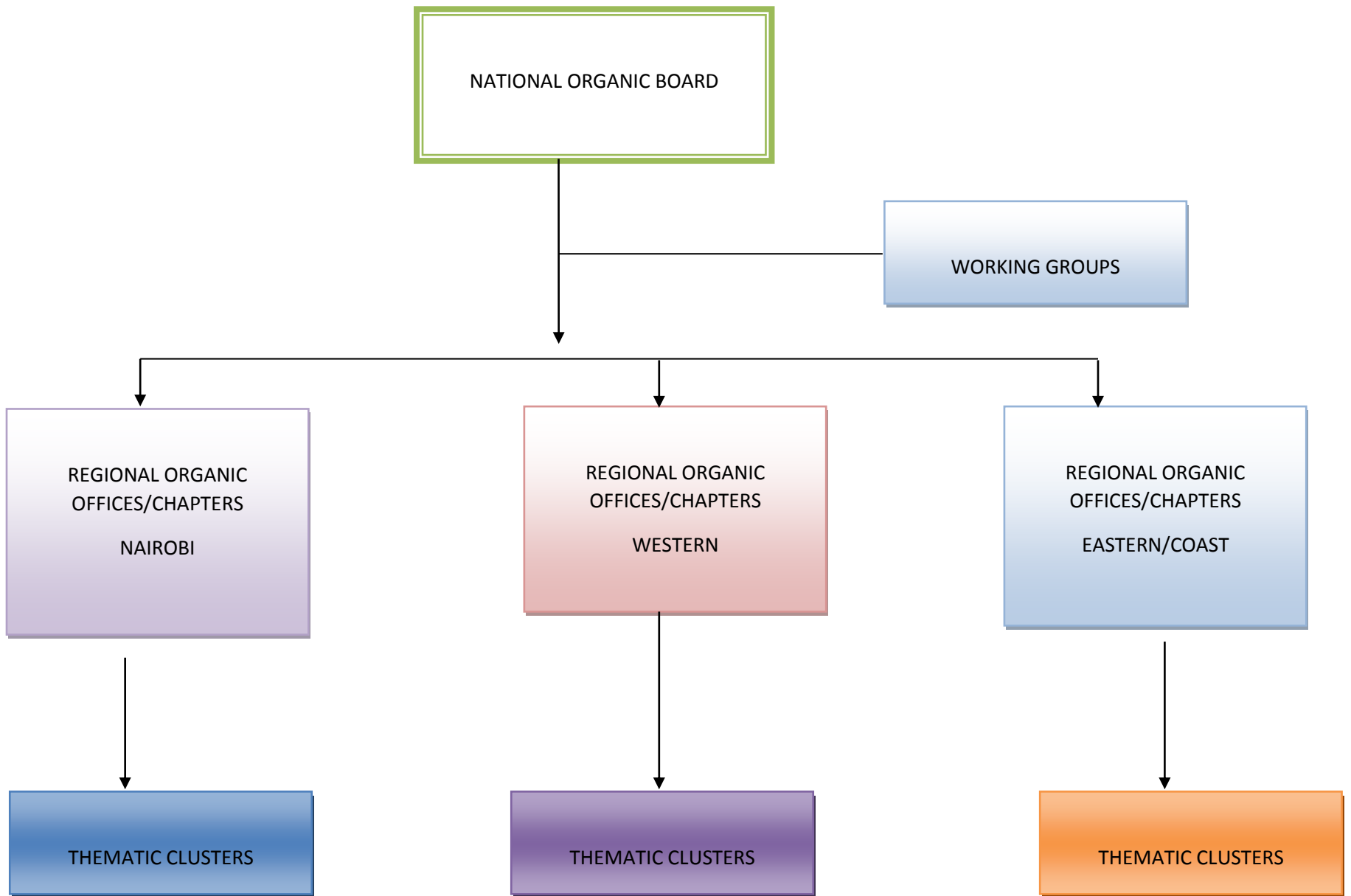
- Operationalize the decision of the national board
- Projects development and implementation.
- Monitor sector trend
- Liase with partners and relevant stakeholders for sector support and development
- Support members networking activities
- Collate and disseminate information relevant for the sector

- Resource mobilization
- Institution risk management

## 7.2 Organizational Structure

The organization management shall be at a three tier level, Regional Cluster groups, National Organic Board, Secretariat and supportive thematic advisory group. Each charged with synergetic roles.





### 7.3 Critical Success Factors

1. Competent and committed staff
2. Adequate funding for the activities
3. Quality M&E systems in place
4. A clear structure that defines roles and responsibilities
5. Teamwork at all levels in the structure
6. Positive relationship with partners
7. Work towards sustainability
8. Relevant communication and operations tools such as computers, internet for timely reporting)
9. Information sharing and feedback
10. Share the strategic plan with key stakeholders to build ownership and commitment

### 7.4 Communication and Dissemination Plan

- a. Have a launch for this plan where plan is disseminated to members
- b. Provide printed copies to sector actors and stakeholders
- c. Encourage members to domesticate the strategic plan
- d. Build capacity of sector actors and stakeholder on the strategic plan



## 8.0 MONITORING, EVALUATION AND REPORTING

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### 8.1 Monitoring, Evaluation and Reporting Framework

#### **Monitoring**

The monitoring process will be based on the Results Matrix, which provides sufficient details, especially indicators and targets, to enable the monitoring of progress of implementing the strategies and activities for each Strategic Result Area. Regular field visits will be conducted to ascertain implementation of programs and interact with actual implementers for information. Reports will thereafter be prepared for deliberation and decision making.

The Sector's M&E framework will be developed consisting of:

1. Annual work plans as a basis for both plan implementation as well as a Monitoring and Evaluation tool;
2. Appropriate data collection tools at all levels for purposes of monitoring and evaluation;
3. Monitoring and evaluation process at all stages of inputs, processes, outputs and outcomes, frequencies (half yearly and annual);
4. Feedback reporting mechanism through, activity reports, documentation and dissemination processes.

The financial and other resources monitoring and evaluation will constitute part of the M&E system to ensure that all the resources are utilized according to approved work plans and budgets, guidelines and regulations to ensure accountability.

The following activities will generate the information required as process, output and impact indicators to monitor and evaluate the work of the programme:

- 1) Expected outputs, strategic objectives, strategies and respective major activities;
- 2) Capacity needs assessments conducted and subsequent capacity building;
- 3) Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed;

- 4) Supervision and monitoring visits;
- 5) Periodic review meetings; and
- 6) Annual reports on performance.

The Thematic Cluster partners will monitor projects in their respective Pillars. They will submit half year and annual M&E reports to the Secretariat. These reports will be reviewed regularly against the targeted indicators to measure progress, they will be also be used to prepare annual M&E reports for submission to the National Organic Board.

### **Evaluation**

The Strategic Plan will be evaluated during and after implementation to establish the extent of achievement of the intended results. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures.

The Secretariat will undertake three types of participatory evaluations. Baseline survey, will take place at the beginning of the programme to define realistic goals, objectives and strategies.

The strategic plan will thereafter be subjected to mid-term review to track its efficiency. The mid-term evaluation will be conducted in the year 2021. (2018- 2023) To gauge the effectiveness of the Strategic plan the end of project evaluation will take place towards the end of the programme and will focus on impact and results been achieved as a result of the programme effort. The evaluations will focus on both results and process.

## **8.2 Roles and Responsibilities in Monitoring and Evaluation**

### **The National Organic Board will:**

- (a) Participate in key planning meetings and in major evaluations.
- (b) Receive, approve and give policy direction on the M&E reports.
- (c) Undertake field/site validation visits through an M&E sub-committee for objectiveness.

### **The Sector's Secretariat**

Establish Monitoring, follow-up and control systems at all levels. By conducting review meetings, regular review of the budget systems and develop progress reports through organized forums with the Thematic clusters' partners in quarterly review meetings.

Reports indicating overall progress made on key strategic objectives will be consolidated for review by the National Organic Board. The nature and scope of reporting will include:

- progress made against Plan;
- causes of deviation from Plan, if any;
- areas of difficulties and suggested solutions to problems that may adversely affect implementation, and corrective measures to be undertaken.

The Secretariat will also ensure ownership of the Strategic Plan by all Thematic Clusters' partners. The Thematic clusters' Partners will monitor programmes and projects administered within their respective priority areas and subsequently submit bi-annual and annual M&E reports to the Secretariat, who will in turn submit the same to National Organic Board. These reports will be reviewed regularly against the set targets to measure progress.

#### **Thematic Clusters partners Level**

Monitoring will involve routine data collection and analysis on the progress of the Strategic Plan implementation. Their role will include;

- (a) Formulation of work plans
- (b) Participation in evaluation, reflection and review meetings
- (c) Receive, consider and act on M&E reports by providing policy direction
- (d) Data collection and field monitoring
- (e) Organization of review meetings and external evaluations.
- (f) Preparation and presentation of progress report.

#### **4. Working Group**

- Support initiatives which track the county commitment to Sector plan
- Identify ways to measure other areas which warrant further attention
- Support the building of systems to enable good monitoring and to strengthen M&E frameworks
- Monitor the activities of sector itself regarding progress
- Work with Secretariat to track resource flows, programme inputs and service outcomes linked with The sector work plan, and ensure dissemination of this information for advocacy purposes;

## 5. Regional Chapters

Regional representatives monitor the implementation of country-level evaluation plans by the county offices in their regions. When necessary, they follow up the submission of evaluation reports by the county offices;

- The Regional offices ensure that county offices comply with the policies on evaluation coverage;
  - Manages the implementation of the Sector plan and also
  - Ensures that appropriate evaluations are undertaken from which lessons can be drawn for future programming.
5. **Stakeholders (Sector network) and partners will review, consider and give feedback and** advice on the Sector's reports; and also participate in the participatory, monitoring and evaluation process.

### 8.3 Reporting

Reporting provides a useful way of communicating with all stakeholders regarding the implementation of programs and thus gaining valuable feedback and support. Reports of monitoring activities carried out in the Sector will be prepared on a bi-annual basis for discussion by the Secretariat. A consolidation of these reports containing key issues will be submitted to the National Organic Board on a bi-annual basis for discussion and guidance and the next Strategic Plan.

The Sector will use two basic formats for reporting which are Bi- annual and annual reports.

The following tools for reporting shall be utilized:

- Oral presentations.
- Written progress reports.
- Written performance or evaluation reports.
- Informal discussions.
- Status of Progress reports.
- Action Plan

## APPENDIX: RISK MITIGATION

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## APPENDIX: BUDGET PLAN

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**Update the budget based on the reworked activities in the plan**