

# KENYA ORGANIC AGRICULTURE SECTOR

## STRATEGIC PLAN

2019-2023

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## **ABBREVIATIONS**

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AGMs	Annual General Meetings
AIDS	Acquired immunodeficiency syndrome
AU	African Union
CBD	Convention of Biological Diversity
CBOs	Community Based Organizations
CEO	Chief Executive Officer
CIDP	County Integrated Development Plans
CLO	Community Liaison Officer
CSA	Community Supported Agriculture
CSOs	Civil Society Organizations
DFID	Department of International Development
EAC	East African Community
EAOM	East African Organic Mark
EAOPS	East African Organic Products Standards
EOA	Ecological Organic Agriculture
EOA-I	Ecological Organic Agriculture Initiative
EU	European Union
FAO	Food and Agriculture Organization
GDP	Gross Domestic Products

GEs	Genetic Engineering
GMOs	Genetically Modified Organism
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation)
HIV	Human immunodeficiency virus
ICT	Information and Communication Technologies
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IFOAM	International Federation of Organic Agriculture Movements
IMO	International Maritime Organization
IP	Intellectual Properties
IPES-Food	International Panel of Experts on Sustainable Food Systems
ISOFA	International Society of Organic Agricultural Research
KARLO	Kenya Agriculture Livestock Research Organization
KEBS	Kenya Bureau of Standards
KEPHIS	Kenya Plant Health Inspectorate Service
KOAN	Kenya Organic Agriculture Network
KOFA	Kenya Organic Farmers Association
KOPA	Kenya Organic Producers Association
LPOs	Local Purchase Orders
M&E	Monitoring and Evaluation
MOALF	Ministry of Agriculture Livestock and Fisheries
MOUs	Memorandum of Understanding

NGOs	Non-Governmental Organisations
OA	Organic Agriculture
OCA	Organic Consumers Alliance
PGS	Participatory Guarantee Systems
PIPs	Partners In Performance
PWD	People With Disabilities
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Agency
SMEs	Small Micro-enterprises
SP	Strategic Plan
SSNC	Swedish Society for Nature Conservation
TAABCO	Transforming Analyzing Accompanying Building Change Organizations
TOT	Training of Trainers
UNEP	United Nations Environmental Programme
USDA	United States Department of Agriculture

## **FOREWORD**

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Agriculture forms the basis of food production in the country and significantly contributes to growth of the National economy. It directly contributes 24% to GDP and 60% of the export earnings. The Constitution of Kenya in its Fourth Schedule provides for the Agricultural policy as a function of the National Government. It devolves key components of agriculture including crop and animal husbandry, fisheries development and control of plant and animal diseases. The Constitution also affirms the right of every person to be free from hunger and to have food of acceptable quality.

In Kenya, the organic agriculture sub-sector has gained increased importance in its contribution to food security, gender empowerment, increased profit margins and access to new markets. Organic agriculture provides an excellent means of replenishing depleted soil nutrients, sustaining agro ecosystems, providing healthy quality products, assuring farmers markets for their produce while empowering women to participate in income generating agricultural practices. Other notable benefits to the farmers are price stability being experienced on the fair trade regime. The stable demand for organic products has stabilized prices and supply for the benefit of farmers.

The challenges facing the sub-sector include; inadequate research and development; weak research-extension-farmer linkages, and low production levels due to the small parcels of land where organic farming is being practiced. The market and infrastructure is poorly developed and does not give clear distinction between conventional and organically produced products. Value addition and processing are poorly developed, consisting mainly of transport and handling as opposed to change of form. The existing legal and regulatory framework is not conducive for the growth and development of organic agriculture due to poor enforcement of produce and product standards. These shortcomings have resulted in poor performance of the organic agriculture sub-sector.

The Kenya Organic Agriculture Network (KOAN), in collaboration with Ministry of Agriculture Livestock, Fisheries and Irrigation and other stakeholders in the Ecological Organic Agriculture space has taken the initiative to formulate the Kenya Organic Agriculture Sub-Sector Strategy

which will be the basis of plans, projects and programs for the country's Organic agricultural development.

The strategy has been formulated in line with relevant provisions of the Constitution and provides a clear road map to the realization of Vision 2030 agricultural goals and targets. It identifies current challenges in the agricultural sector and outlines suitable guidelines to address them. It provides measures towards sustainable use of natural resources, particularly land and water, which are expected to boost agricultural production and productivity.

In addressing the challenges, the strategy recognizes institutional and capacity limitations in the agricultural sector and provides for functional linkages between the Sector and respective institutions whose domains have potential impacts on agricultural value chains. It takes cognizance of cross-cutting issues, particularly agriculture in a changing climate, youth and gender, which have significant effects on agricultural development.

The strategy affirms the interrelationship between food and health together with insecurity levels that have a definite bearing on personal and National security. In this regard, it emphasizes the need for National and County governments to commit adequate resources to enable sustainable production of sufficient and diverse nutrient dense foods. Consequently, the highest leadership at both levels of government is expected to take responsibility for the development of annual implementation plans for this strategy.

Eustace Kiarii Gacanja

**Executive Director (ED)**

Kenya Organic Agriculture Network



## **ACKNOWLEDGEMENTS**

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Mr. Mark Korir

**Office Manager**

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## **EXECUTIVE SUMMARY**

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Formal Organic Agriculture in Kenya dates back to the early 1980s' when the first pioneer organic training institutions were established. 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. In the early 2000, there were programmes set up to organize supply chains with integrated guarantee systems for both export and local markets. In 2004, KOAN was established 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. Over the years, KOAN has endeavoured 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. In this context, 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.

Organic sub-sector has been growing and has many untapped opportunities. To harness the increasing interest and further growth of the sub-sector, there is need for stakeholders to work together in a cohesive way and to lobby for appropriate policies and structures to support the sub-sector to move forward. This Strategic Plan is to guide priority actions by stakeholders so that they can all pull in one direction.

The problems to be addressed by this Strategic Plan were identified from challenges and opportunities emerging from the EOA sector, by sector actors and stakeholders during a two-phased planning process, from which they prioritized 34 strategic areas to be addressed. The issues have been clustered into thematic areas, replicating the model of Ecological Organic Agriculture Initiative (EOA-I) - a continental initiative in Kenya under KOAN as the country lead organization, which includes: organic value chain and market development; research and innovation; capacity development; networking and partnerships; policy and advocacy; information and communication and consumers.

Guided by this framework, in the next five years, the organic sector's intervention strategies aim to: build functional value chains and vibrant markets that will drive the sector's growth; provide empirical body of evidence (data and knowledge) and technology that will support the adoption of Organic Agriculture; strengthen capacities of organic agriculture sector players for effective and efficient service delivery; scale up collaboration and information exchange among organic agriculture actors in Kenya for strong institutions and sector growth; advocate for the mainstreaming of ecological organic agriculture into National and County level policies for social economic development and environmental conservation; package and disseminate organic agriculture information into sector brand to influence the production, consumption, policies and to attract investors and have a widespread organic product consumption base on scientific evidence and informed consumers. In addition, the plan will also address five key institutional issues to help KOAN become effective, efficient and self-sustaining institution at national and regional levels.

Successful implementation of this plan will make organic agriculture sector in Kenya more visible, stronger, relevant and to remain true to its vision, namely: to lead, coordinate and expose organic agriculture sub-sector in Kenya to promote its contribution to social, economic, environmental benefits.

## **1.0 BACKGROUND**

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### **1.1 History of the Organic Sector in Kenya**

Formal Organic Agriculture in Kenya dates back to the early 1980s' when the first pioneer organic training institutions were established. During the same period, 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. 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). Organic farming was seen as a low cost approach to militate 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 East African Organic Products Standard (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, dried herbs and spices, as well as products for the cosmetic and pharmaceutical industry.

## **1.2 Kenya Organic Agriculture Network (KOAN)**

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.

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, Kenya Bureau of Standards (KEBS), Public Universities, Kenya Agriculture Livestock Research Organization (KARLO) and 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.

KOAN's approach is to develop the organic sector through trade. In this way, KOAN has supported various value chains for both export and national markets. KOAN has been instrumental in the development and implementation of the East African Organic Mark (EAOM) and the EAOPS (whose review process is ongoing), and other relevant national organic product specific standards and in the development of PGS as an alternative system for guaranteeing organic products. KOAN is also working with the Ministry of Agriculture, Livestock, Fisheries and Irrigation in developing the Organic Agriculture Policy, and has engaged County Governments to develop County Organic Agriculture Programmes.

KOAN has spearheaded development of the Organic Agriculture Policy with the Ministry of Agriculture, Livestock, Fisheries and Irrigation 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.

**Vision:** A vibrant organic agriculture industry that contributes to a healthier environment, enhance livelihoods and a growing consumer market

**Mission:** To lead, coordinate and expose organic agriculture sub-sector in Kenya to promote its contribution to social, economic, environmental benefits.

**Core values:**

- Guided by principles, practices and ethics of OA
- Efficiency and Effectiveness
- Accountability and integrity
- Teamwork

**Achievements**

Currently there is 150,479 hectares of land under certified organic management. By 2016, over 35,000 farmers were certified organic and thousands more practicing organic agriculture. In the same year, 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 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. 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.

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, bio- pesticides, 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 have been increased efforts of mainstreaming organic agriculture in formal training institutions including universities from certificate to post-graduate levels. There 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 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.

## **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 systems.
- Low emphasis on organic agriculture in the education system for human capacity development.
- Organic agriculture extension services 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 thereof.
- 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 Organic Agriculture.

### **Training:**

- Although there is a large pool of trained farmers and extension in Organic Agriculture 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 by 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 bio-diversity 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 are high and have 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 Organic Agriculture.

### **1.3 Ecological Organic Agriculture Initiative (EOA-I)**

Organic agriculture contributes directly toward SDGs 1 to combat poverty, SDG 2 on food security and catalyze SDG 7 by eliminating energy wastage and generation of renewable energy such as biogas. It will also catalyze SDG 8 by enhancing quality jobs, structural transformation and contributing to macro-economic expansion through increased agriculture GDP. Organic technologies and practices contribute to climate adaptation hence SDG 13. The practices have been documented to have a potential to boost food security with up to 128% yield increases of healthier food, having more immune boosting compounds hence contribute to SDGs 2 & 3 while enhancing farmer incomes to combat poverty (SDG 1). Organic agriculture enhances the capacity of ecosystems to continue providing ecosystem goods & services of water, healthy soils, and pollinators etc. which underpin agro-productivity and enable communities to adapt to climate change (SDGs 13, 15).

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 agricultural 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 EOA practices have global recognition e.g. The Convention on Biological Diversity (CBD, 2001) which 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.

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, KOAN is the Country Lead organization for EOA 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 was need to develop a strategic plan to guide priority actions by stakeholders so that they can all pull in one direction, hence this Strategic Plan.

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

The process of developing this Strategic Plan 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 the objectives:

- To introduce Strategic Planning development process to a larger multi-stakeholder audience.
- To form Stakeholders Clusters.
- To identify priority issues for each cluster with strategies of how to address them.

### **Phase 2: Strategic Planning Process**

The symposium discussions provided good fodder for the Strategic Planning process. After the Symposium, representatives of the clusters, PIPs, members of the EOA National Steering Committee and the Board met for two days at workshop to synthesize information generated by the Symposium. Specifically, the SP process focused on:

1. Kenya Organic Sector's development of 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.

## PESTEL ANALYSIS

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### 2.1 Political Context

Devolution of Government brings in the opportunities in Organic Agriculture but also advocacy complexities. There is political good will by some County Governments to be involved in development of OA policy which is currently at the Ministry of Agriculture, Livestock, Fisheries and Irrigation (MOALF) desk, waiting to be taken to parliament for debate. The willingness to adopt 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. There is fluid political environment which sometimes make it difficult for advocacy work especially during the electioneering period. Government also tends to give subsidies of farm inputs like fertilizers to conventional farmers. The organic farmers do not get any incentives hence disadvantaged. This affects the growth of organic sector.

### 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, hence increased acreages under organic production. The increased consumer base and willingness to pay more for OA products especially among middle and high income customers has provided impetus to the growth of the sector. Investments in organic value chain have also increased locally and regionally. Favourable policies by regional trading blocs is removing trade barriers and therefore favouring trade amongst the countries. In Kenya, construction of SGR and revival of tourism industry have increased market opportunities. However local market experience in price fluctuations, non-tariff barriers and strained relationships among EAC members may have negative impact in the development of the regional trade in organic products.

## 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.

Increased population pressure has led to land fragmentation which is a major threat to efficient production systems. Farming is mostly run by women who comprise of 80 percent of farmers. In spite of this, they have many challenges including gaining land ownership and accessing loans to improve the production as men are the land owners.

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

The consumption of fast foods has become trendy and as a result there is an increase in lifestyle diseases like cancer, diabetes, blood pressure as well as other concerns like food safety. However there is a trend by middle and upper income groups to adopt healthy lifestyles. There is need for awareness creation on healthy eating habits via religion and movements, while care is taken to mitigate negative media influence that may occur on feeding behaviour information. The major social change is in-efficient cooperative movement that leads to weak farmer organizations.

The development of the cooperative movement in the 70s and 80s created an opportunity for agriculture transformation by developing strong farmer organisations and collective marketing systems. However, mismanagement, corruption and weak governance systems has led to the collapse of most of the cooperatives which has affected agriculture production, marketing, advocacy and extension

## **2.4 Technical Context**

Ecological agriculture technologies emphasise feeding the present 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 involvement in agriculture. Most smallholder farmers have small farms which also limits the types of machinery.

Technology on information communication is growing rapidly fuelled mostly by existence of e-platforms for trading and marketing especially via mobile phones services like M-pesa. New technologies in communication, mass media, social media, websites and blogs are available and easily accessible. Documentation, sharing and accessing of farmers' innovations such as new varieties, pest and disease control mechanisms is now possible with the available technologies. Farmers are now able to access EOA innovations and practices using their mobile phones, developed innovations to support EOA sector e.g. pest control mechanisms is possible with the use of technology. Some new technologies such as GMOs interfere with the genetic diversity of seeds thus eroding resilience and food sovereignty. In addition, the pressure from corporate multinational companies to adopt GMOs is a real threat to OA sector development.

## **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 has resulted to decline in agriculture productivity causing widespread hunger, poverty and malnutrition. Synthetic fertilizers and pesticides used in production eventually pollute air, soil and ground water as well as increase soil acidity. Although laws and regulations against environmental pollution are in place, they are not effectively enforced.

Since majority of farmers in Kenya depend on rain fed agriculture, effects of climate change exacerbate the already daunting challenges facing agriculture sector. Poor farming practices lead to environmental degradation that include soil erosion, loss of biodiversity, deforestation, soil nutrients levels that are ultimate for production. EOA practices contribute to climate change

mitigation and adaptation as well as conservation of biodiversity within the ecosystem, thus increase existence of organisms e.g. pollinators like bees.

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

## **2.6 Legal Context**

Basic legal framework for seed, crop production, environment, marketing, health and consumer protection are in place. However, they are not effectively implemented. For the organic sector, a draft OA policy has been developed but not yet finalized. The draft Agriculture policy recognizes OA.

Agriculture laws governing intellectual properties (IP) like the Crop Act 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 safeguard indigenous genetic resources. For example, there is inadequate regulatory framework for organic inputs such as seeds, fertilizers, manures and pesticides

There is weak linkage between agriculture and health. Our Health policy is skewed in favour of curative rather than preventive medicine which emphasis on healthy eating and lifestyle. This has led to an upsurge of non-communicable lifestyle diseases. Gender mainstreaming and inclusiveness is in line with EOA principles to ensure compliance with the gender rule.

The existing National and County adaptation plans and strategies on climate change provide a good platform for leveraging increased investment in OA.

### **3.0 STAKEHOLDERS ANALYSIS**

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The organic sector is entrenched within the agricultural sector where there are many actors playing different roles. It is therefore necessary to identify the key stakeholders, their roles, influence, interest levels and their relationships during the implementation of this plan. Such information is vital to prepare the sector to know in advance issues that can support or cause failure of the implementation process of this plan. Below is the sector stakeholders' analysis.



	Stakeholder	Their Role	Expectations of EOA	Organic sectors Expectations of them	Level of Influence (power over your work, success of project)	Level of interest (Potential to win or lose)	Areas of potential Collaboration and Networking	Areas of potential Conflicts
	State Actors							
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	Curriculum development, oversight of training institutions and quality control	Alignment and Implementation of national development plans, goals and policies	Facilitation of the development of an OA curriculum  Mainstreaming OA training in public training institutions	H	M	Harmonization and integration of the training curriculum in OA at all levels of the education system  Mainstream OA training in public training institutions	Conflicting priorities  <u>Un</u> supportive policies

3.	County Government and their relevant ministries Ministry of Agriculture, Livestock and Fisheries	Policy implementation and Extension support	Alignment and Implementation of National development plans, goals and policies	Mainstreaming of OA in the public extension service  Invest in organic sector development	M	H	County Policies development  Programme/project development and 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	Raising awareness Capacity development of the sector Enabling policy environment	M	M	Awareness creation Capacity building Policy development and implementation	Conflicting priorities Unsupportive policies
5.	Ministry of Industrialisation and Enterprise Development	Promotion of standardisation, trade and industry	Alignment and implementation of national development plans, goals and policies	Supporting the development of market infrastructure , data collection and promotion of OA standards and mark	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	Raising awareness on health and nutritional benefits of organic foods	H	H	Awareness creation Capacity building Realization of agenda 4 (Industrialization Through OA Enterprises)	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	Creating awareness on organic products and their benefits in the Tourism sector Promoting organic agro-tourism	L	M	Affirmative action for organic foods in tourist eateries Promotion of organic products and services	Conflicting priorities Unsupportive policies
8.	Ministry of Public Service, Youth and Gender	Mainstreaming youth, gender and PWD issues in the country policies and programmes	Alignment and Implementation of national development plans, goals and policies	Training and motivating the women, youth, PWD entrepreneurs to embrace OA as a business Financing of projects for youth, gender and PWD in OA	L	L	Capacity building of youth, women and the marginalised Supporting inclusion of youth in organic enterprises e.g. funding, entrepreneurship skills enhancement etc Support innovations in OA	Conflicting priorities Unsupportive policies

	<b>Non state actors</b>							
9.	Farmers, Farmers Associations and Communities	Grassroots OA practitioners	Networking and Partnership Knowledge exchange Market linkages Policy advocacy Capacity development	Provision of organic products Participation in advocacy for policy influence	M	H	Capacity building programs  Supporting OA production  Value chain development  Advocacy  Participatory research	Unhealthy competition  Not meeting contractual obligations  Deception
10.	Consumers	Supporting sector growth through consumption of organic products and provision of markets	Genuine and high quality organic products and services	Buying organic products Participation in guarantee systems Participation in advocacy Providing feedback to the sector	H	H	Consumer awareness creation Advocacy and policy development Consumer surveys	Unmet quality, quantity, diversity and pricing expectations  Poor enforcement of consumer protection

11.	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
12.	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 Over expectations
	<b>Private Sector</b>							
13.	Organic Input manufacturers and suppliers	Production and distribution of organic inputs	Procurement and promotion of organic inputs Standardisation Recognition	Provision of accessible, affordable, quality organic inputs	M	H	Capacity building Market development Policy and Advocacy Standards and Certification Research Networking and partnerships	Unhealthy competition Conflicting priorities Unmet quality expectations Fraud

14.	Certification bodies	Certification support and compliance	Vibrant sector	Affordable, accessible, relevant and high quality services  Mutual recognition	L	H	Standards development  Consumer awareness creation  Advocacy	Unhealthy competition Low reach Unclear roles and structures Conflict of interest Fraud High fees High commercial interest
15.	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 and consumers  High integrity  Supporting market infrastructure Source of OA innovation	HM	H	Capacity building Market development and consumer awareness creation Policy and Advocacy Standards and Certification Research Networking and Partnerships	Unhealthy competition Fraud Unfair prices to farmers

16.	Finance and Credit Institutions	Financial support to value chain actors	Sector players using their services	Accessible, affordable , quality financial services	L	M	Capacity building Market development and awareness creation Networking and Partnerships	High financial risk High interest rates Over expectations Fraud
17.	Development and Technical Experts	Provision of technical knowledge and expertise	A well organized and vibrant OA sector	Accessible, affordable , quality services	L	H	Capacity building Market development and consumer awareness creation Policy and Advocacy Standards and Certification Research Networking and Partnerships	High costs Unmet expectations Inadequate skills transfer Inequality in employment conditions

18.	Donors and Investors	Sector development financial support	Returns on investment Community development (impact) Sustainability of the sector	Increased investment Technical capacity	H	H	Capacity building Market development and consumer awareness creation Policy and Advocacy Standards and Certification Research Networking and Partnerships	Unmet expectations Sustainability Conflicting interest
19.	Research Institutions	OA knowledge generation and validation	Identification of research areas/gaps Funding Utilisation of research findings Increased visibility of their contribution to the sector	Provision of solution to stakeholders challenges Synthesis and communication of research findings	H	M	Participatory research Capacity building Market development and consumer awareness creation Policy and Advocacy Standards and Certification Networking and Partnerships	Inadequate knowledge transfer  Conflicting interests and priorities



20.	Training Institutions	OA training	<p>Sector players utilizing their services</p> <p>Provision of employment for their graduates Development of OA curriculum</p>	<p>Affordable, accessible and high quality services</p> <p>Skilled manpower</p>	M	H	<p>Participatory research</p> <p>Capacity building</p> <p>Curriculum development</p> <p>Market development</p> <p>Policy and Advocacy</p> <p>Networking and Partnerships</p>	<p>Inadequate skills/knowledge transfer</p> <p>Sustainability</p> <p>Conflicting interests</p> <p>Unhealthy competition</p>
21.	Media	Awareness creation and information sharing	<p>Provision of information/content from the Sector</p> <p>Advertising</p>	<p>Create awareness on the benefits of OA</p> <p>Increased visibility of the sector</p> <p>Positively influencing the sector</p>	H	L	<p>Information dissemination</p> <p>Capacity building</p> <p>consumer awareness creation</p> <p>Policy and Advocacy</p> <p>Networking and Partnerships</p>	<p>Misinformation</p> <p>High costs</p> <p>Conflicting interests</p>

**KEY:** L=Low M= Medium H= High

## 4.0 SWOT ANALYSIS

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### 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 contemporary challenges such as environmental degradation, poverty and has a potential for 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 who are increasing considerably 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 not only gives legitimacy to EOA products but also serves to demonstrate the seriousness with which organic agriculture is departing from conventional agriculture.

The EOA existing organisational structures are also strength in themselves. The National Stakeholder Forum form the backbone that can help anchor EOA in all national agricultural policies if the forums deliver on their roles and responsibilities. In the current structure, the EOA Secretariat is the bridge between members/stakeholders, promoting sharing of knowledge and information

## 4.2 Weaknesses

The dearth of empirical evidence and data on EOA's capacity to meet the food demands for growing Kenyan population is the weakest link in the sector. 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. The strategy for EOA sector 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 adoption of organic agriculture system is a weakness attributed to various factors but mostly to the overwhelming appeal of and push by conventional agriculture. Whereas organic practices were readily used in the past (organic manure, local seeds, adapted animals, etc.) as part of the norm, the policies pushing for use of synthetic fertiliser coupled with 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 sufficient 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 innovating and producing sufficient organic inputs. Other significant weaknesses include:

- Limited financing and over-reliance on external funding from the North by key organizations that are promoting EOA, 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, limited investment in market infrastructure development by County Governments, trade barriers with neighbouring 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. This has been coupled with poor documentation and dissemination of good practices. 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. This makes the Government to develop conflicting policies.
- 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 degradation 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, practices and technologies. De facto, climate change has actually opened up space to promote EOA practices. The 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 vast regions in the country have limited or none use of conventional/synthetic inputs coupled with the readily available organic farm inputs (fertiliser and seeds) and practices 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 Kenya’s smallholder farmers to become recognized as organic farmers producing for the growing market. The premium prices for ecological and organic produce locally and internationally make farmers embrace EOA practices and increase the area under EOA. This is an opportunity with potential to 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.). This 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 African 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, the Government 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 addition, 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 the 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 to the opposite view from EOA practitioners creates a vacuum where such studies have prospered.

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:

- The current political goodwill and donor interest running out before the realisation of EOA goals.
- 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 certification for 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 stakeholders were able to prioritize strategic areas to be addressed by the sub-sector in the next 5 years under nine thematic areas, including: 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 areas will be pursued, which strategies to apply, which result areas and benchmarks to be achieved and how to evaluate performance.

### **5.2 Organic Value Chain and Market Development**

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.

#### **Goal**

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

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

#### **1. Adoption of Organic Guarantee Systems**

Organic certification requires all organic foods to meet organic standards which regulate how foods are grown, handled and processed. Significant growth of the organic sector in other countries has resulted in an increased emphasis on the certification of organic foods and products. In 2016 alone, Kenya had 35,000 farmers certified organic while thousands more were practicing organic agriculture, but are not yet certified. In Kenya, for local markets The East

African Organic Product Standard (EAOPS) is used as the local organic standards. EAOPS was 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. It has since been adopted by the Kenya Bureau of Standards.

For those who comply to the EAOPS, they are allowed to use the Kilimo Hai, Mark, a regional label that signifies a product is organic.

Organic products are currently labelled and sold in the market place through self-claims, third party certified and Participatory Guarantee Systems.

- Self-claim- this is where farmers organic producers decide to comply with standards of their own, or they are aware of the organic standards requirements but there is no verification mechanism.
- Third Party Certification - this applies where a third party certification body/company assess that a farmer or processor has met the organic standards requirements, makes a decision and approves them to use an organic mark on their products. Its mandatory for export organic products, but some products in the local market also use this system.
- Participatory Guarantee Systems (PGS), is a certification approach used for short local marketing chains. It involves farmer groups organizing themselves and agreeing to follow organic standards and develop mechanisms of checking against each other on how they meet the standards requirements and collectively market their produce as organic. It 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. Being cognizant of organic certification requirements and slow adoption of guarantee system by some chain actors, diverse strategies will be used to ensure that more farmers and operators adopt organic guarantee systems. A mapping exercise will be undertaken to identify existing participatory guarantee systems and determine the levels of success, lessons and how to improve on their design and implementation to inform development of new ones. A review of East African Organic Product Standard (EAOPS) will be used to assess its



suitability for the sector actors. Training on EAOPS requirements to operators and development training materials tailor-made specifically for key end users including and not limited to farmers, extension staff and traders on the development of certification schemes.

The other strategy will be to monitor of how the sector actors use Kilimohai organic mark, the organic brand for sector integrity will be conducted.

## **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 increase the competitiveness of organic agricultural sector. Limited capacity observed among organic value chain actors inevitably denies 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 interrupts the flow of supply of organic products into the market. The current inefficient organic supply chain, said to 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 consumers**

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 base will involve branding and onshelf promotions 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 not only help the sector to expand organic market and consumption of organic products considerably, but also to increase supply of organic products in the market among consumers.

## **5. Limited public 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 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 USA 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 to 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 to carry out their roles effectively.

## **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 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 sector, 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. Secondly, 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, to improve their awareness on market opportunities and options, and to 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. Thirdly, 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 include 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. Small scale farmers themselves 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 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 their 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 to take advantages of the opportunities available therein, KOAN will therefore assist them to organize themselves into groups 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 levels including influencing policies. Innovations at all levels help to bring in new knowledge, products and appropriate technologies that enhance efficiency and 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 the 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 programs so that it does not entirely depend on external funding and influence. Farmers are increasingly becoming innovators, which should be encouraged, and such farmers innovations should be tested, endorsed, 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 Organic Agriculture. 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 usually 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. The rural farmers in particular are reported to have difficulties in accessing the available research findings due to level of their illiteracy. To change this narrative, KOAN will spearhead the 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 versions 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 researches have proved 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 show that sustainable production systems like organic agriculture, offer huge opportunities in improving food and nutrition security, increasing local access to food, bringing degraded land back into production and 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 into the sector to enhance efficiency and effectiveness and to improve the adoption of organic agriculture in the country. Secondly, farmers' innovations have not been consciously tested, endorsed, scaled up and protected for adoption. 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, thus 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 adequately mainstreamed in most of the agriculture institutions in the country and that most of agricultural researches 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 agendas. 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 important role in the development of organic sector, support for research on organic farming has not received adequate funding compared to conventional agriculture. Presently, agriculture researches with good funding are mostly supported by external funding agencies, while universities and research institutions in the country are increasingly adopting collaborative interdisciplinary approach to pool their resources to garner adequate funds to carry out research on organic agriculture. Long term researches that can address complexity in organic agriculture however, need more funding. From this realization, KOAN is set to employ diverse strategies to facilitate resources mobilization efforts to raise funds to support researches on organic agriculture. One of these strategies will involve



creation of a research basket. A special team will be commissioned to raise the funds from different donors, sector actors and stakeholders and 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.

## **5.4 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 organic agriculture sector players for effective and efficient service delivery.

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

#### **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 this process has not been completed.

To drive this process to a conclusive end, a participatory review process to discuss the way forward on the completion of the draft curricula is required. 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 was being offered either as part of a course or as a module. The study thus proposed integration of EOA curriculum in existing formal agricultural syllabuses in education and training institutions at all levels. 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.

In its intervention efforts, 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 as trainers. The recommendation was that “EOA teachers be trained to be better trainers”. Inadequate trained teachers also means inadequate specialists in the EOA sector. Discussions during the planning workshop further revealed that most actors and practitioners in EOA sectors also had limited competencies in priority areas in the EOA. Initial activity will involve training needs assessment of actors across EOA value chain to identify existing knowledge and skills gaps and to inform the development of training materials. Specialized trainings 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.**

The Sector 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 for its actors across the value chain, the sector will facilitate the development of the requisite accreditation systems to ensure quality assurance.

Since EOA currently does not have a standardized accreditation system across the value chain, KOAN will facilitate the development 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 will address the aforementioned challenges, by giving more focus on institutional capacity development. This will be informed by findings from capacity assessment that will be facilitated by KOAN. The findings from the capacity assessment report will further inform the development of training materials to be used to train staff members from 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 to increase adoption of organic agriculture and advancement of EOA in the country.

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

Existing literature confirms that cross-sector collaborations provide organizations with opportunities to leverage on their resources and accomplish more with less. at the same time, to access learning 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 among and between sector actors 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 actor's to create opportunity for learning, information sharing 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 approach 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 some 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 Governments 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 can speak with one voice on organic agriculture related issues. Through their participation in international forums to be facilitated by KOAN, sector actors will have further 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 mainstream EOA into National and County level policies for social economic development and environmental conservation.

Under this thematic area, the sector 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 incorporation of organic agriculture policy frameworks such as the Food Security and Soil Fertility Policy Drafts. Several other policies, including Agriculture Policy 2015, have components that support Organic Agriculture. Nonetheless, the proponents of ecological 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 Organic Agriculture Network (KOAN) and Ministry of Agriculture.

Due to prolonged delay of the approval of the draft policy, KOAN make efforts to ensure its approval. In this regard, round table meetings will be organized to lobby policy makers/members of parliament to debate and approve the adoption of OA draft policy. In addition, KOAN will organize and facilitate advocacy and sensitization workshops and meetings to get sector support to push their lobby efforts. Once the approval takes place, KOAN and sector actors will lobby the government to increase financial resources for the implementation of the National Organic Agriculture Policy and engage media houses to offer public education on the significance of OA policy.

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 ecological 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 to 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 ecological organic sector is not adequately represented in these processes where decisions are made.

In response to this situation, the sector will advocate for increased representation 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 in lobbying 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 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, this recognition has been lower than expected.

During the plan period, KOAN will facilitate research studies and surveys to collect relevant data to be presented in different forums as scientific evidence that organic agriculture has potential to contribute to national development agenda. The research findings will be used mainly in organized debates with national and county governments and sensitization meetings. Besides

these, KOAN will facilitate ecological organic actors to engage in international forums on green growth, climate change, food security, GMOs and health, to share stories on how organic agriculture is contributing to 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 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 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 that have already been 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 need to provide more information on EOA to help organic actors 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 response to this challenge, information needs for specific target groups along the EOA value chain and among the potential investors, will be identified through a survey, the findings packaged and disseminated 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, agro-ecological methods, market dynamics, challenges of transition from conventional farming to organic farming among others. However, information needs for specific groups along the EOA value chain, will be determined through a survey, which will document 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 are key players in the organic market growth in the country. It is therefore important for organic traders to recognize this potential and make concerted efforts to keep consumers interests high on their agenda. 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 influence their organic food purchase. This pillar further recognizes

that enhancing consumers capacities to identify genuine organic products help to build their trust on organic products, while providing them with relevant information on existing sources of genuine organic markets, protect them from 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.

### **1. Inadequate empirical evidence and its 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%) and perception towards consumption of organic foods highly acceptable and supported, supermarkets, hotels and restaurants at that time were not willing to sell organic products, arguing that customers did not know and demand for them. This led to the recommendation that there was need to create more public 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 the sector actors believe that scientific research information has the ability to effectively support organic consumption by showing its benefits through empirical evidence, a comprehensive research will be undertaken to generate relevant scientific data that will be used to demonstrate to the general public the benefits of consumption of organic products. . Data that support organic consumption will be disseminated through multiple channels (radio, T.V. newspapers and social media) to specific audiences in the public. Earlier efforts to create awareness on the health benefits of organic foods by Organic Consumers Alliance’s (OCA) will be scaled up by KOAN to reach more people.

### **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 is ongoing and has 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 ability to recognize organic certification standards like the East Africa Organic by most consumers is indicative of the 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, to help consumers 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 capacity building) will be used by KOAN to strengthen and empowered 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 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 consumers lobby groups do not know about this Act and the rights enshrine in it to protect them. In such a scenario, consumers 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 standard 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 to open them up for regular reviews and increase consumers' protection against unsafe and fake organic products.

### **5.9 Institutional Strengthening**

This pillar recognizes that institutional strengthening involves refocusing and streamlining the structures, processes and management resources and abilities of the organization so that it is better able to perform the tasks and responsibilities assigned to it. Through partnership with the government, improvement of structures and management processes and capacity building as part of technical support, the implementers will strengthening the operations in KOAN secretariat to provide effective leadership and coordination during the implementation process of this Strategic Plan.

#### **Goal**

To have effective, efficient and self-sustaining institution at national and regional level

In this area, KOAN will address five strategic issues.

#### **1. Lack of Governance Structure for the Organic Sector in Kenya**

Currently, there does not a governance structure for the organic sector in Kenya. The Ecological Organic Agriculture Initiative, a Continental Programme has a governance structure covering, continental, regional and national levels. At National level, in Kenya, there is a National Steering Committee with representatives of stakeholders along the value chain. The Steering committee oversees project implementation at national level.

Ideally, the Government should support the sector through the elaborate systems like the way the dairy, coconut, tea, coffee and other sectors are supported through a National Board, regional chapters and thematic clusters and working groups. Organic Stakeholders proposed ideal structure under 7.2 of this plan.

There is need to support institutions supporting the organic sector in terms of strengthening their governance, organizational development, systems and management to become more efficient in delivering their mandate. There is also need to support government agencies and staff to understand the organic principles, standards and certification requirements and policy options that can support further growth of the sector. **(What is then the intervention to make this happen? Please clarify and develop the objective and activities for it).**

## **2. Weak internal governance at KOAN Secretariat**

Although the current board is passionate, has committed members, 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 sector members. 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, holding Board meetings and Annual General Meetings (AGMs) irregularly, inability to raise adequate funds for the sector project activities, limited capacities to pursue sector agenda and failure to have fundraising strategies. In addition to the foregoing problems, 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 some have overstayed in their positions.
- Board's performance is not being felt in the sector.

In response to the Board related problems cited above, KOAN will endeavour to strengthen the capacity of Board members through continuous training. The aim of capacity building of the

Board members will ensure high-performance, provision of strategic direction to KOAN and general oversight to the sector programme activities, and availability of financial resources to facilitate implementation of sector activities and management operations. To realize all these, KOAN will facilitate review of the current Board structure and develop a new one. A new board with regional, gender, sectorial and age diversity will also be constituted using standardized selection criteria. Culture of self-assessment will be introduced and nurtured in the organization, to enable Board members to evaluate their own performance on regular basis. Board's Self-Assessment Mechanism will be established to facilitate this process.

### **3. 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 KOAN Secretariat. This was attributed to limited understanding on the membership benefits, irregular annual general meetings, low level of Board accountability to the membership and unclear membership structure.

KOAN will enhance active interaction between these three organs by building the capacities of members to effectively undertake and benefit from sector activities, ensuring members get regular updates on the sector performance, future plans and strategies and facilitating members to actively participation as beneficiaries in Secretariat's advocacy networking activities in the counties and at national level.

### **4. Inadequate visibility of KOAN**

Being the Coordinating organization for EOA Initiate in Kenya, KOAN will be solely responsible for the implementation process of this plan to ensure its success and to be accountable to EAOI partners.

Efforts to increase the visibility of KOAN as the coordinating organization for EOA Initiate will include production and dissemination of IEC materials (annual reports, newsletters, brochures) about KOAN in the organic sector and the public domain; training selected sector actors on communication skills and supporting them to establish communication infrastructures (Web sites, Social Media) from where they will disseminate information about KOAN and its key role in the implementation of the organic sector activities in the country.



## **5. Inadequate funding to support Board functions, KOAN Secretariat operations and organic sector initiatives**

Inadequate funding experienced by the Secretariat is as a result of donor dependency, (which has reduced significantly over the years) and lack of long term strategies to ensure sustainability at the Secretariat and program activities. Inadequate finances have contributed to high staff turnover at the Secretariat to join better paying organizations. The role of the board will be crucial in fundraising to ensure availability of resources at the Secretariat to carry out sector activities. KOAN will facilitate Board members to actively participate in resource mobilization campaigns, guided by a sustainability plan with diversified resource mobilization strategies/mechanisms to 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. 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 its actions and building on best practices through its planning, monitoring, and learning methodology.

Being the Coordinating organization of EOA Initiative in Kenya, KOAN will be solely responsible for the implementation process of this plan to ensure its success and will also be accountable to EAOI partners.

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

Strategic Objective 1: To develop and support functional organic guarantee systems for sectoral integrity			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Increased access to organic markets by the producers	Percentage of producers using certified organic products	Evaluation reports Producers reports	Chain players will be willing to play their roles
<b>Output</b> Functional Guarantee Systems and sectorial integrity	Types and No. of guarantee systems adopted and supported	Guarantee systems	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 New participatory systems developed and operationalized	Mapping Report Participatory systems Project reports	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 active participation and support from the stakeholders
1.1.3 Develop training materials for PGS and third party certification schemes	No. and types of materials produced and used	Copies of training materials	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 mark and organic brand for sector integrity	Monitoring Frequency Utilization of Kilimohai mark	Monitoring reports	Funds will be available
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>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Improved income	Economic status of the value chain actors	Evaluation reports	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	Monitoring and Evaluation reports Activity progress reports	Chain actors will be willing 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	No. of producers and extension staff/TOTs trained	List of participants Training programme	Funds will be available Target groups will be available

extension staff/TOT on access to market			and willing to participate in the training
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 and using knowledge and skills acquired	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 20% for organic products.</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Increased organic supply chains and consumers	Volume of organic products in the market % of new organic consumers	Evaluation reports Traders reports	The market will be vibrant The actors will provide relevant market information on the current status of organic markets
<b>Output</b> Organic business	No. of Strategic market linkages and	Business reports	There will be awareness about

developed with strategic market linkages and infrastructures and expanded consumer based	infrastructures % of customer based expanded	Financial reports	the available products for the consumers
<b>Activity</b> 1.3.1 Enhance farmers coordination for harmonized planting and bulking produce for market	Volume of organic products produced for the market	List of farmers List of farms	Funds will be available Target groups will be willing to participate in the programme The weather will be favorable for planting
1.3.2 Promote regular interactions among OA actors to enhance cohesiveness	Improved interactions and cohesion among OA actors	Reports List of participants	OA actors will be willing to participate There will be no 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 Reports of the meetings	Funds will be available Target groups will be willing to attend the meetings
1.3.4 Support SMEs and traders aggregating smallholder produce with equipment	No. of SMEs and traders supported with equipment Types of equipment given	List of the beneficiaries LPOs Invoices Financial reports	Funds will be available Appropriate equipment will be available and affordable
1.3.5 Develop logistics/support for 5000 smallholder farmers aggregation	Logistical support developed and used No. of smallholder farmers supported	Activity reports List of beneficiaries	Funds will be available The farmers will be willing to receive the support
<b>Strategic Objective 4: To expand markets by 50% and consumer base by 20% for organic products</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Consumption of organic products expanded	Rising demands for organic products	Evaluation reports Survey reports	There will be adequate information and awareness on the benefits of organic products
<b>Output</b> Market outlets and	% of expanded market outlets	Activity progress reports	The weather will be favorable

consumers base expanded	% of new organic consumers	Observation	There will be improved infrastructure
<b>Activity</b> 1.4.1 Brand and conduct onshelf promotion and activations for 20 retail outlets	No. of onshelf promotions conducted No. of outlets activated	Promotion and activations reports Progress 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 progress 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, schools, restaurants and hotels reached Level of adoptions of organic menus in the various institutions	Activity Progress Reports List of participating institutions Feedback from customers	Funds will be available The management of health, learning institutions and hospitality facilities will cooperate and allow their institutions to participate
1.4.4 List of organic products in 20 new outlets	No. of organic products listed No. of new outlets	Activity progress reports Observation	Funds will be available Owners of the outlets will cooperate and allow the lists posted
1.4.5 Establish and activate social media and e-platform for promotion of organic products	No. of functional social media and e-platforms actively disseminating relevant messages on organic products	Progress Reports Social media and e-platforms Customer feedback	Funds will be available There will be stability with 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 in trade fairs locally No. of trade participated in fairs 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 campaigns in	No. of awareness campaigns carried out in the various institutions	List of participants List golf clubs, churches	Funds will be available There will be corporation from

golf clubs, churches and schools	No. golf clubs, churches and schools reached	and schools	the targeted golf clubs, churches and schools
1.4.8 Targeted consumer awareness in schools	Increased awareness of organic products in target schools 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 reports	Funds will be available
<b>Strategic Objective 5: To increase levels of awareness and consumption of organic products by 50%</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Growth of the sectors	Volume of organic products being purchased	Evaluation reports Business reports Survey reports	The public will embrace consumption of organic products
<b>Output</b> Awareness and consumption of organic products increased by 50%	Proper understanding of organic products Level of consumption of organic products	Monitoring reports Assessment reports	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	Capacity of Organic Consumer Alliance strengthened	Activity progress reports OCA 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 of Supported Agriculture strengthened	Activity Reports CSA 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>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b>			



Well informed sector actors and stakeholders on organic market status and related issues	Informed decision making Empowered sector actors	Evaluation reports Business reports	There regulatory bodies will provide the permit for the outlets There will be improved infrastructure
<b>Output</b> Functional market information communication systems and platforms	Information on market outlets and prices Interactions on organic market related issues	Activity reports MIS systems Copies of messages disseminated Feedback from sector actors and stakeholders	There will be funds to improve the market MIS and platforms People with relevant skills will be identified to host/improve the ICS and platforms
<b>Activity</b> 1.6.1 Conduct a survey to identify farmers information needs	Survey conducted	Survey data	Funds will be available
1.6.2 Compile survey report and identify approaches to use	Survey report compiled and used	Survey reports Management reports	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 Training programme Activity reports	Funds will be available Selected beneficiaries will be available and willing to receive training
1.6.4 Establish OA products portal for market information	OA portal established and used	OA Portal Feedback from organic farmers, producer and suppliers	Funds will be available OA portal will be accessible to sector actors and the public
<b>Strategic Objective 7: To reinforce regulations relating to inputs by relevant bodies</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Improved farmers	Production outputs	Survey reports	Regulatory bodies will ensure

confidence on organic farming		Evaluation reports Suppliers reports Farmers feedback	that suppliers sell quality inputs
<b>Output</b> Regulations of inputs reinforced by relevant bodies	Quality inputs in the market	Activity reports Reports by regulatory authorities	The regulatory bodies and 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 and improve in their work No. of regulatory bodies reached	Activity report Reports from regulatory authorities	The management of regulatory bodied will cooperate and willing to participate in sensitization activities
<b>Strategic Objective 8: To build new and strengthen existing organic agriculture farmer organizations</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Strategic Objective 8: To build new and strengthen existing organic agriculture farmers organizations</b>			
<b>Outcome</b> Organized and empowered farmer organizations	Bargaining power Farmers returns Coordination	Evaluation Reports Group financial reports Newsletters Journal Magazines Documentaries	Operating environment will be conducive There will be strong cooperation among the farmers groups
<b>Output</b> Newly established and strengthened farmers organizations	No. of new farmers organizations established and functional No. of existing farmers organizations strengthened	Activity reports Observation M&E reports	There will be willingness to come together to form new groups The existing farmers groups will be willing to be strengthened
<b>Activity</b> 1.8.1 Sensitize actors on the importance of having	No. of actors sensitized No. of farmers organizations involved	Activity reports Sensitization programme	Funds will be available The actors will be available and

strong associations		List of participants List of farmers organizations	willing to participate
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## Key Result Area 2: Research and Innovation

Strategic Objective 1: To collate and synthesize and disseminate 100 research findings and case studies by 2022			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Improved interest and uptake of organic agriculture	Positive attitude towards organic agriculture Adoption of organic agriculture	Evaluation reports Survey reports Observation	The stakeholders will be willing to use the research data for their benefits
<b>Output</b> Research findings and case studies on organic agriculture available and easily accessed	Research reports/data accessed and used by organic actors and other stakeholders	Research Reports Journals Farmers magazines	Funds will be available Sector actors and stakeholders will have interest to read research findings on organic agriculture
<b>Activity</b> 2.1.1 Identify existing research findings and case studies on OA for consideration	No. of existing research findings and case studies identified and sampled	Copies of Research documents List of research reports and case studies disseminated	Relevant research and case studies on organic agriculture 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	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 with the sector to disseminate the findings to the sector actors and the general public
Strategic objective 2: To initiate, collate and upscale 3 participatory research projects and validate 3 indigenous knowledge and practices			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Increased appreciation and adoption of traditional methods, innovations and practices by organic farmers	% of organic farmers who have adopted indigenous methods, innovation and practices	Survey report Evaluation reports Observation	Sector stakeholders will receive and use the information
<b>Output</b> Research data available on indigenous knowledge and practices available	No. of research on indigenous knowledge and practices No. of farmers accessing the information	Research reports List of the users	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 reports compiled, documented	Research Reports	Adequate funds will be available Farmers with information on traditional knowledge, practices and innovations will be identified and willing to share the information
2.2.3 Validate traditional knowledge, practices and innovations	Research findings on traditional knowledge, practices and innovation validated and published	Copy of research reports Validation report	The stakeholders will be available to participate in the validation exercise
2.2.4 Scale up traditional	Research findings on	Reports on scaling up process	Adequate funds will be available

knowledge, practices and innovations	traditional knowledge, practices and innovation scaled up	No. of farmers involved	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>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Growth in number of champions for organic agriculture	% of people championing organic agriculture in learning and research institutions	Evaluation reports Surveys Observation	The institutions will continue with the organic research agenda
<b>Output</b> Organic agriculture and innovations mainstreamed in tertiary and research institutions	No. of tertiary and research institutions with organic research and innovations activities No. of students enrolled for organic agriculture courses	Activity Reports Financial reports Institutional 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 be up- to- date data base on tertiary and research institutions
2.3.2 Hold consultative meetings with the relevant authorities in selected institutions	No. of consultative meetings held No. of participants	List of participants Minutes of the meetings	The management of various institutions will be 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 learning programmes
2.3.4 Develop memorandum of understanding	Memorandum of Understanding developed	Copy of the MOU	The management of the selected institutions will be willing to have the

	and signed		MOU drawn and assigned
2.3.5 Launch and roll out the programme	The programme launched and rolled out No. of students	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>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Increased number of researches on organic agriculture	Diverse researches on organic agriculture	Research ports Evaluation reports Articles Libraries	Funds will be reimbursed and used appropriately
<b>Output</b> Funds to conduct organic research available	Amount of funds raised and set aside for organic agriculture research No. of organic agriculture researches conducted and published	Financial reports Bank statements	The proposed fund raising strategies will be able to raise the required funds
<b>Activity</b> 2.4.1 Establish a research basket fund for organic agriculture	Research basket fund established	Management report	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	Fund raising team will develop fund raising strategy
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 exercise
2.4.5 Facilitate the team to mobilize fund raising activities	No. of fund raising activities facilitated successfully	Financial reports Bank statements Receipt books	Funds will be available to facilitate the team for fund raising drives Sector actors and other stakeholders will

	Amount of money raised		be willing to make contributions
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

### Key Result Area 3: Capacity Development

Strategic Objective 1: To review and finalize the 2012 EOA draft curricula by 2020			
Narrative	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Standardized training on OA in all institutions	Standardized curricula available and used in all institutions	Institutional reports Feedback reports	The new curricula will be incorporated and used in the trainings
<b>Output</b> EOA curricula reviewed and finalized by 2020	No. of participants in the review exercise Official harmonized EOA curricula ready for use	List of participants Copies of EOA curricula	Stakeholders will be willing to participate in the review exercise
<b>Activity</b> 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	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 task Fund will be available
3.1.3. Develop a final EOA curricula and submit to the	EOA final draft developed and submitted for approval	EOA Copy of final curricula	Funds will be available The accreditation authorities will be willing to

relevant accreditation authorities for approval		Submission note List of accreditation authorities	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>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Increased percentage of students enrolling in OA courses	Appreciation and interest of organic agriculture	Evaluation reports Institutional progress reports Instructors feedback Students feedback	The institutions will be committed to teach organic agriculture
<b>Output</b> EOA curricula integrate and mainstreamed in institutions at all levels of learning by 2022	No. of education and learning institutions with EOA curricula	Institutional Reports Activity progress reports	The institutions will be willing to mainstream the EOA curriculum
<b>Activity</b> 3.2.1 Hold lobby meeting for integration of O.A curriculum in the national agricultural curricula	No. of meeting held No. of participants	List of participants Minutes of the meetings	People concern will attend the meetings
3.2.2Launch and roll it out to relevant institutions	EOA curriculum rolled out in target institutions	Report on the launch Launch programme List of attendees	Management in the target institutions will cooperate Invited stakeholders will participate in the launch
3.2.3.Conduct regular reviews	No. of reviews conducted Frequency of the reviews	Review reports List of participants	There will be commitment and funds for the reviews
<b>Strategic Objective 3: To develop a pool of 100 trainers annually with competencies of different priority areas in the EOA.</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption



<b>Outcome</b> Improved understanding of ecological organic agriculture among the in the sector	Interest on organic agriculture in the sector and by the public	Survey reports Evaluation reports	Trained people will share their newly acquired knowledge and skills with sector actors
<b>Output</b> A pool of trainers with various competences in EOA priority areas	No. of trained TOTs Transfer of knowledge and skills	List of trainees Activity progress reports List of people trained by the TOTs	Funds will be available The people identified will be available for the training The trained will used their
Activity 3.3.1. Conduct training needs assessment for actors across EOA value chain	Needs assessment conducted and report compiled	Needs assessment report	Funds will be available Sector members will provide relevant information
3.3.2 Production of training materials	Training materials 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 formed and active No. of trainings conducted No. of people trained on organic research skills	List of universities and respective MOU List of trainees Training programmes	The management of the universities be willing to enter into partnership with the sector
3.3.5 Support Training for Sector staff in specialized areas of OA	No. of trainings offered to sector staff No. of sector staff trained	List of participants Training programme	Funds will be available Sector staff will be available and willing to participate in the trainings
3.3.6 Follow up the trainees	No. of Follow ups conducted No. of trainees reached	Follow up reports List of trainees followed up	Funds will be available Trained staff will be available to participate in the follow up exercises
<b>Strategic Objective 4: To develop and implement a standardized accreditation system for players in the EOA sector by 2022.</b>			

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Increased recognition of accreditations systems of organic agriculture	Adoption of the accreditation system by EOA training institutions	Evaluation reports	The standardized accreditation system will be popularized
<b>Output</b> A standardized accreditation system developed and implemented by 2022	Accreditation systems used by EOA players	Accreditation systems Activity progress reports	The system will be considered appropriate by EOA actors and stakeholders
<b>Activity</b> 3.4.1. Identify and record existing accredited institutions/players in EOA sector	No. of institutions identified and contacted	List of institutions	Representatives from accredited institutions will cooperate and provide relevant information
3.4.2 Hold a round table discussion of with key players in the accreditation process	Round table discussion held No. of participants	List of participants Round Table Report	The people invited will attend the meeting
3.4.3 Form a task committee to develop standardized accreditation system of different thematic areas	Task committee formed, attend meeting and develop standardized accreditation system No. of meetings held	Minutes of the Task Committee List of participants Accreditation system	Members of the task force will be willing to take up the tas
3.4.4 Organize and hold a stakeholders meeting for validating the standards	Stakeholders' meeting held No. of participants	Validation report List of participants	People invited will attend the validation meeting
3.4.5. Organize and carry out institutional trainings	No. of trainings conducted	List of participants Training programme	Funds will be available People targeted will be available for the training
Strategic Objective 5: To enhance <b>capacity for xx sector</b> institutions for better governance and sustainability by 2022			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption

<b>Outcome</b> Well-managed and sustainable institutions	Effective internal governance Financial stability Strategic leadership	Assessment reports Board Minutes Financial statement Bank statements Evaluation reports	The leadership of target institutions will have effective boards with clear roles and responsibilities
<b>Output</b> Capacity of target sector institutions strengthened	No. of institutions involved No. of participants	List of institutions List of participants Performance report Activity progress reports Management reports	Funds will be available The people to receive capacity building will be available and will participate
<b>Activity</b> 3.5.1 Conduct organization capacity Assessment of selected organizations	Organization capacity assessment conducted Assessment report compiled and used	Assessment report Management report	Funds will be available Organizations will be willing to participate in the assessment Relevant data will be gathered
3.5.2 Develop training materials	Training materials developed	Training materials	Funds will be available
3.5.3 Train organization staff	No. of staff trained No. of trainings conducted	List of participants Training programmes	Funds will be available Staff will be available for training

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

Strategic objective 1: To create functional and accessible information sharing platforms to reach 100,000 OA actors			
Narrative Summary	Verifiably Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Improved knowledge sharing, learning, networking, collaboration and partnership among the sector actors	Sector actors well informed on diverse issues of OA Active interactions, networking and partnerships among the actors	Evaluation Reports Stakeholders reports Survey reports Observation	The stakeholders will continue to maintain trust and cooperation among themselves

<b>Output</b> Functional platforms for various stakeholders established	No. of information sharing platforms established and active No. of actors using established information platforms	Activity reports M&E reports List of users of the information sharing platforms	Funds will be available Stakeholders will use the platforms
<b>Activity</b> 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 conferences convened No. of workshops held No. of participants	List of participants Conferences/Workshop programmes and reports	Funds will be available The stakeholders will attend the various workshops and conferences
4.1.3 Hold Annual EOA Conference	EOA annual conference held No. of participants	Conference programmes and Reports List of participants	Funds will be available Sector actors will be available to attend the conference
4.1.4. Organize workshops for special thematic clusters	No. of workshops organized and their thematic areas No. of participants	List of participants Workshop programmes and reports	Funds will be available Target groups will be available to attend the workshops
<b>Strategic Objective 2: To promote sector Synergy by establishing at least 10 joint initiatives</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption

<b>Outcome</b> Sector Synergy promoted	Cooperation, collaboration and interactions in the sector	Evaluation reports Survey reports Business reports Sector reports	There will be team spirit to continue with the cooperation, collaboration and interactions among the sectors actors
<b>Output</b> 10 functional Joint initiatives conducted by sector actors	No. of effective initiatives Sector integration, cooperation and collaboration Sector's economic growth Business returns among sector actors	Activity progress reports Joint initiative reports Financial reports	Funds will be available There will be trust among sector actors to carry out joint initiatives
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 in the mapping exercise
4.2.2.Organize National stakeholders forums/Workshops for sharing information and success of OA	No. of National stakeholders forums organized No. of participants	Workshop 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 organized exchange learning visits No. of field visits No. of participants	Activity Reports List of participants Locations of exchange visits	Funds will be available The stakeholders will be willing to participate in the exchange and field visits
<b>Strategic Objective 3: To increase the visibility of the sector by creating OA credible information portal</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Increased growth of EOA sector	Public interest on OA Framers adoption of OA	Evaluation reports Observations	Participation and ownership of the sectors actors in the sector activities will be maintained

<b>Output</b> Visibility of the sector increased among the sectors and the public	Better knowledge about the sector and its activities Increased inquiries about OA Level of appreciation of OA	Activity progress reports Feedback from the sector stakeholders and the public	Funds will be available Qualified people will be assigned to develop the information portal There will be feedback mechanisms in place
<b>Activity</b> 4.3.1. Disseminate evidence based information through public barazas, field days, trade fairs, shows etc. for attitude change	Evidence-based information disseminated through public baraza, field days, trade fairs and shows No. of trade fair and shows attended	Activity progress reports List of participants Financial reports Travel documents	Funds will be available Target beneficiaries will be available to participate in the field days, trade fairs and shows The public will attend the barazas
4.3.2 Organize, facilitate and participate in National and county fairs to sensitize actors on the values on OA	No. of national and county fairs facilitated No. of participants	Activity progress reports List of participants Financial reports	Funds will be available There will be cooperation between the two levels 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 OA Directorate develop, updated and disseminated	Copy of Directorate List of the beneficiaries	Funds will be available
<b>Strategic Objective 4: To establish 10 partnerships with other relevant actors (donors, government, non-state actors)</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> A vibrant EOA sector	Diverse joint EOA programmes, projects and activities	Evaluation reports Partners reports	Relevant sector actors will value the partnerships and ensure their continuity

<b>Output</b> 10 functional partnerships established to promote organic agriculture	No. and Types of partnerships established and effectively working	List of actors Activity progress reports Stakeholders reports	Sector stakeholders will nurture their partnerships with relevant actors
<b>Activity</b> 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. of participants supported No. of lobby forums organized No. of policy makers involved in the lobby forums	Activity progress reports List of participants	Funds will be available People to be supported will be available and willing to participate in the respective activities
4.4.2 Strategic meetings , workshops, exposure meetings, international forums participation, Involvement in government activities	No. of meetings held No. of participants	List of participants Progress Reports	Funds will be available People to be supported will be available

### Key Result Area 5: Policy and Advocacy

Strategic Objective 1: To lobby for the adoption and implementation of the draft National Organic Agriculture Policy by 2022			
Narrative Summary	Verifiably Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Functional Policy Framework	Policy framework effectively used in decision making	Evaluation Report Management reports	National Government will incorporate OA policy components in its policy decisions and programmes budgets

<b>Output</b> National Organic Agriculture Policy adopted and implemented by 2022	National OA policy incorporated in government policies and budgets	Approval reports Legal notifications	Parliament and legislative organs will recognize the importance of having OA Policy
<b>Activity</b> 5.1.1 Round table meetings with policymakers/Parliament	No. of meetings	Activity Reports List of participants	Those invited will attend the meetings
5.1.2 Exchange/Peer learning	No. of peer exchange learning sessions No. of participants	Activity Reports List of participants	People invited will be available and willing to participate
5.1.3 Public Advocacy & Sensitization Workshops/meetings	No. of public advocacy and sensitization meetings No. of workshops	Activity Reports List of participants	Funds will be available People invited will attend the workshops/meetings
5.1.4 Production of IEC materials	Types and No. produced and disseminated	Financial reports Procurement list Invoices Receipts	Funds will be available Materials will be available and affordable
5.1.5. Media Engagement	No. of engagement sessions	Media clips Activity Reports	Funds will be available
<b>Strategic Objective 2: To lobby for the mainstreaming Organic Agriculture in 10 County Governments by 2022</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Recognition and appreciation of OA by Country Governments	OA policy informs programmes and decisions in the target county governments	Evaluation reports Policy decisions reports Evaluation reports	Policy makers will embrace OA
<b>Output</b> OA mainstreamed in 10 target County Governments by 2022	No. of county governments with OA in their programs, projects and budgets	Policy and Programme Documents Financial reports	County governments will be willing to have OA policy mainstreamed in the policies and programmes
<b>Activity</b>		Workshop/meetings	will be available



5.2.1 Public Advocacy & Sensitization Workshops/meetings	No. of meetings held No. of participants	programmes/minutes and reports List of participants	
5.2.2 Production of IEC materials	No. of IEC materials produced and disseminated	List of IEC materials disseminated List of beneficiaries	Funds will be available
5.2.3 Support development of OA programmes in Counties and CIDP	No. of OA programmes developed in Counties and CIDP	Copies of OA programmes Activity Progress Reports	Funds will be available Targeted counties will cooperate and allow OA programmes developed for them
5.2.4 Media engagement	No. of media reports No. of interviews No. of media radio and TV sessions	Activity Reports Media reports Media clips Session programmes List of presenters and speakers	Funds will be available County governments will be available and willing to be interviewed
<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>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> OA mainstreamed in National and County Governments policies and programmes	Policy framework effectively used in decision making	Evaluation reports Policy decisions reports Management reports	Policy makers will embrace OA at all levels National and County Governments will incorporate OA policy components in their policy decisions and programmes budgets
<b>Output</b>			

OA mainstreamed in 5 other relevant National and County policies and programmes	No. of OA mainstreamed in relevant National and County policies and programmes	Parliament reports Legislative reports Approval reports Legal notifications MOU	Parliament and legislative organs will recognize the importance of incorporating OA in national and country policies and programmes
<b>Activity</b> 5.3.1 Round table meetings with policymakers/Parliament	Number of round table meetings held No. of policy makers/parliament members involved	Round Table Programmes and Report List of participants Activity progress reports	Funds will be available Policy makers/parliamentarians will be available and willing to attend the round table meetings
5.3.2 Public Advocacy and sensitization Workshops/meetings	Number of meetings Number of sensitization workshops/meetings held	Workshop/meetings programmes and reports Activity progress reports List of participants	Funds will be available People invited to the workshops/meetings will attend
5.3.3 Production of IEC materials	No. and Typed of IEC materials produced and used	IEC materials Financial reports	Funds will be available for the production of the materials
5.3.4 Development of OA programs in the Counties or CIDPs	Number of OA programs developed and used	OA programmes	Funds will be available to produce the OA materials OA programmes will be accepted and owned by the Counties/CIDPs.
<b>Strategic Objective 4: To lobby for the domestication of relevant international treaties and agreements for organic sector</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> International treaties on and agreements on OA domesticated	International treaties and agreements successfully domesticated OA	Policy and legal reports Survey 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	No. of international treaties and agreements ratified and adopted	Copies of treaties and agreements ratified Government policy reports	The government will accept EOA request to have international treaties and agreements relevant to OA ratified

<b>Activity</b> 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>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Increased recognition of the role of OA in National Development Goals	OA influence national development agenda Level of funding for OA activities	Government programme and budget reports Evaluation reports Survey reports	The government will approve and its maintain support to OA in policies and programme decisions
<b>Output</b> OA incorporated into various national development programmes	Inclusion of AO in national green growth , climate change, food security , job creation, Gender and youth empowerment programmes and budgets	Activity progress Reports	Concern government ministries appreciate the role of OA in national development agenda

<b>Activity</b> 5.5.1 Organize/participate in national or international workshops on green growth, climate change, GMOs food security, health among others	Number workshops organized/attended No. of participants	List of participants	Funds will be available People invited /facilitated to attend/participate in the national or international workshops will be available to attend the meetings
5.5.2 Contribute to debates on the contribution of organic agriculture in development agenda at the County and national Governments	Number of debates sectors members participate and contribute to	List of participants	Funds will be available Selected sector members will be available and competent to contribute to the debates

#### Key Result Area 6: Information and Communication

Strategic Objective 1: To increase the level of public awareness of EOA by 5% by 2022			
Narrative Summary	Verifiably Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Enhanced appreciation for EOA	Positive attitude toward EOA in the country	Evaluation reports Survey reports	Dissemination of information on EOA be done continuously with appropriate targets
<b>Output</b> Level of public awareness on EOA increased to 5% by 2022	% of awareness on EOA	Activity report Assessment reports Observation	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, report compiled and disseminated	Baseline survey report List of contacts of people who receive copies of the reports	Funds will be available People interviewed will give accurate information on the status of EOA on the ground
6.1.2 Undertake awareness creation platforms such as	No. and Types of awareness creation platforms undertaken	Activity Reports List of participants	Funds will be available People invited will be willing to attend the

media, case studies, trade fairs, exhibitions, exchange visits, workshops, conferences and publications	No. of participants		meetings
<b>Strategic objective 2: To increase Investments in organic agriculture</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Economic growth from OA business ventures	Increased income Improved livelihood	Evaluation and Survey reports	There will be demand for organic products
<b>Output</b> Investments in OA in the country increased	No. of new investment ventures in OA	Activity progress reports	There will be increased awareness on the benefits of OA in the public
<b>Activity</b> 6.2.1 Identify information needs for specific target groups along the EOA value chain	Information needs identified and used for decision making	Needs assessment report	Funds will be available to conduct needs assessment
6.2.2 Collection and analysis of EOA data and dissemination to specific audiences and stakeholders	Data on EOA collected, analyzed and disseminated No. of people with copies of the reports	Copy of survey report List of report beneficiaries	Funds will be available to collect and publish data on EOA
6.2.3 Package EOA information and dissemination to specific audiences and stakeholders	Information packaged and disseminated No. of specific audiences and stakeholders reached with EOA messages	Activity Report List of audience	Funds will be available to disseminate EOA messages
<b>Strategic Objective 3: To increase adoption of EOA practices by farmers and processors by 5%.</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption

<b>Outcome</b> Increased production of organic products	Competitive demands for organic products	Evaluation reports Survey report	OA information will be appropriately used by the farmers Demands for organic products will sustained
<b>Output</b> Adoption of EOA practices by farmers and processors increased by 5%	High quality products	Activity report Case studies	Information on OA positively received by the farmers and processors
<b>Activity</b> 6.3.1 Identify information needs for specific target groups along the EOA value chain	Information needs for specific target groups will be identified and used	Activity Report	Funds will be available to conduct information needs assessment
6.3.2 Address identified gaps	Information needs identified addressed	Activity Report	Funds will be available to facilitate the management decisions on addressing needs identified
6.3.3 Document best practices and success stories in EOA and share	Best practices and success stories documented and shared	Activity Reports List of beneficiaries of the reports	Funds will be available to publish and disseminate the findings Relevant information on best practices and success stories will be found and owners will to share them

#### Key Result Area 7: Consumers

Strategic Objective 1: To generate, collate, synthesize and disseminate data and information to support organic consumption			
Narrative Summary	Verifiably Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Increased support for organic consumption	Demands for organic products	Survey report	Consumers interest on organic products will increase

<b>Output</b> Research data on benefits of organic consumption available to inform the public	Sector actors use research data to support organic consumption	Research documents Activity progress reports	Funds will be available The information will be used by the sector stakeholders
<b>Activity</b> 7.1.1 Generate the information to support organic consumption	Information generated	Activity Report	Funds will be available to generate the required data
7.1.2 Create a data base of information that support organic consumption	Data base created and used	Data base	Funds will be available to create a data base
7.1.3 Disseminate data and information that supports organic consumption through multiple channels that target specific audiences	Information disseminated No. of people reached with the information	Activity progress reports Distributing list Feedback from the public/consumers	People will be willing to receive and use the information on the benefits of consumption of organic products
<b>Strategic Objective 2: To enhance access and availability of consumer information on genuine/certified organic products</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Increased consumers' confidence on organic products	Survey reports Farmers and Traders feedback	Evaluation report Survey reports	The information on genuine/certified organic products will be easily accessed Interest of the consumers on the information on genuine /certified organic products will increase
<b>Output</b> Information on genuine/certified organic products available and accessible	No. of people accessing consumer information on genuine/certified organic products	Activity Reports Portals Newsletters Journals Magazines	Funds will be available to compile and designate the information
<b>Activity</b>			

7.2.1 Widely disseminate information on the Kilimohai mark	Information disseminated No. of recipients of the information	Circulation list List of recipients	Funds will be available disseminated information on the Kilimohai mark to the farmers and sector actors
7.2.2 Institutionalize traceability mechanisms for organic products	No. of institutions with traceability mechanisms for organic products	Traceability Mechanisms List of institutions	Funds will be available
7.2.3 Create and regularly update a data base of organic markets and products	Data base on organic market and products created and regularly updated	Data base	Funds available to create and update the data base
<b>Strategic Objective 3: To strengthen consumer capacities on mechanisms for identifying genuine/certified organic products</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Genuine/certified organic products in the market	Market demands for genuine/certified organic products	Evaluation report Survey	Consumers will be able to accurately recognize/identify genuine/certified organic products in the market
<b>Output</b> Consumers capacities for identifying genuine /certified organic products strengthened and effectively utilized	Consumers accurately identifying organic products	Assessment reports Observation Business reports	Consumers will be willing to have their capacities strengthened
<b>Activity</b> 7.3.1 Capacity building for organic certifiers	No. trained consumers No. of capacity strengthening trainings	List of participants Assessment reports Feedback from consumer lobby groups	Funds will be available to build the capacities of the consumers  Organic certifiers will be willing to participate in capacity building processes
7.3.2 Disseminate information on Kilimohai mark and other organic	Information on Kilimohai mark and other organic certification standards disseminated	Activity progress report	Funds will be available to disseminate the information



certification standards			
<b>7.3.3. Governance for the certifiers ???</b>	<b>Establish effective governance system for certifiers ???</b>	Progress reports	Funds will be available
<b>Strategic Objective 4: To strengthened and empowered organic consumer lobby groups</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b>  Strong, active and well informed organic consumer lobby groups	Ability to demand for their rights Reduced fake organic products in the market	Evaluation reports Organic consumer lobby group reports Observations	Trained members of organic consumer lobby groups will transfer their acquired knowledge and skills to other members and remain pro-active in their endeavors
<b>Output</b> Organic lobby groups strengthened and empowered	Organic consumer lobby groups actively advocating their rights No. of participants	Assessment reports Feedback from the lobby group members	The funds will be available The will be willing to participate in capacity building processes
<b>Activity</b> 7.4.1 Recruitment campaign to increase membership	Recruitment campaigns No. of new members recruited	Recruitment reports List of recruited members	Funds will be available People will be willing to become members of organic lobby groups
7.4.2 Conduct advocacy activities by the lobby groups	No. of advocacy activities conducted No. of people involved in advocacy activities	Activity Reports List of participants Advocacy programmes and reports	Funds will be available Members will be willing to participate in the advocacy activities
<b>Objective 5: To have in place safety and regulatory mechanisms approved to protect the consumers</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Ensured consumers protection against unsafe and fake organic products	Reduced cases of fake organic products in the markets Increased interaction between regulatory authorities and consumers	Evaluation reports Surveys reports Observation	There will be increased accountability of regulatory bodies to organic consumers
<b>Output</b> Functional safety and	Safety and regulatory	Safety and regulatory	Regulatory authorities will be committed to

regulatory mechanisms in place	mechanisms approved Active utilization of the safety and regulatory mechanisms	mechanisms Regulatory authorities reports	their work to ensure safety of organic consumers
<b>Activity</b> 7.5.1Based 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 framework Evaluation reports	Funds will be available to establish and operationalize a legal and regulatory framework to ensure safety standards and regulations

## 8. Key Result Area: Institutional Strengthening

Strategic Objective 1: To strengthen the capacities of KOAN Board members for effective internal governance			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Effective execution of roles and responsibilities	Strategic goals and objectives for the sector Appropriate policies in place Effective decision making Financial sustainability	Evaluation report Management reports Board minutes	Board members will execute their roles and responsibilities effectively
<b>Output</b> Capacities of Board members strengthen	Effective internal governance	Assessment reports Observation	Funds will available to train the board members
<b>Activity</b>  8.1.1 Review Board's roles and responsibility document	  Board's roles and responsibility document reviewed	  Copied of reviewed documents	
8.1.2 Constitute a new	A new board in place	List of new board	Selected new members will be willing to

Board		members Appointment letters	take up the offer
8.1.3 Induct Board members on their roles and responsibilities	New Board members inducted into their roles and responsibilities	List of participants Induction programme and report Photos	Funds will be available for the induction Board members will 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 to conduct capacity assessment
8.1.5 Facilitate capacity enhancement for the identified gaps	No. of board members trained	Capacity enhancement reports List of the participants	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 Activity reports	Funds will be available to develop the self-mechanism assessment mechanism
<b>Strategic Objective 2: To improve the linkage between the sector members, the board and KOAN secretariat</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Greater involvement of actors in sector activities at all the three levels	Conscious sharing, learning and consultations between sector members, the Board and the secretariat staff Active Participation in sector activities	Evaluation report Management reports Board minutes	All the parties concern will be willing to participate to improve the linkages
<b>Output</b> Linkages between the members, thematic clusters, the Board and the	Improved relationships Joint interventions	Monitoring reports Management reports Institutional reports	Operation environment will be conducive to facilitate collaboration and networking between the three pillars in the sector

Secretariat strengthened			
<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 Capacity building programme	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 Board minutes	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 KOAN's institutional visibility at national, continental and international levels</b>			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<b>Outcome</b> Enhanced Partnerships and sector funding	OA joint projects and activities Interest in EOA		Evaluation reports
<b>Output</b> Institutional visibility at national, continental and international levels	Knowledge of sector programmes and activities by the government, the public, institutions and organizations	Monitoring Reports Partner reports Institutional reports	The institution will be able to present relevant information about its activities and services to the public and sector actors
<b>Activity</b> 8.3.1 Produce IEC materials ( annual reports, newsletters , brochures)	Publicity of the Secretariat	IEC material produced and disseminated	Funds will be available to produce and disseminate IEC materials
8.3.2 Train members on effective communication	No. of participants Improved communication skills Effective communication	Training programmes and reports List of trainees	Funds will be available for the trainings Members selected will be available for the trainings
8.3.3 Support members to	No. of members supported to	Communication	Funds will be available to support selected

put in place communication infrastructures (Web sites, Social Media)	host communication infrastructures No. of active communications infrastructures	infrastructures Activity reports Observation	members to establish their communication infrastructures
8.3.4 Develop structures for the sector with countrywide representation	Countrywide representation sector structures developed and operationalized	Sector structure	Funds will be available
<b>Strategic Objective 4: To develop a sustainability plan with diversified resource mobilization strategies/mechanisms</b>			
<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Outcome</b> Attained financial sustainability	Effective implementation of activities Outputs-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	Use of plan for resource mobilization No. of contributors Amount raised	Activity reports Resource mobilization programmes List of contributors Financial reports Bank statements	Political environment will conducive There will be no suspicion among the sector actors, organizations and institutions towards fund raising efforts
<b>Activity</b> 8.4.1 Develop a fundraising strategy with sector stakeholders	Fundraising strategy developed and used	Fundraising strategy	Sector stakeholders will be available to participate in/contribute to the development of the fundraising strategy
8.4.2 Build capacity of board members on resource mobilization skills	No. of board members trained	Activity reports List of trained members Capacity building programme	Funds will be available for the training

8.4.3 Develop resource mobilization structures with targets	Resource mobilization structures with targets built and used	Resource Mobilization structures	Funds will be available to develop resources
8.4.4 Integrate resource mobilization component in HR	Resource mobilization integrated in human resources	Activity reports HR Policy	

## **7.0 IMPLEMENTATION MANAGEMENT**

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### **7.1 Roles and Responsibilities**

#### **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
- Liaise 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

#### **Regional Chapters/Clusters**

- 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 issues.

### **Working Groups**

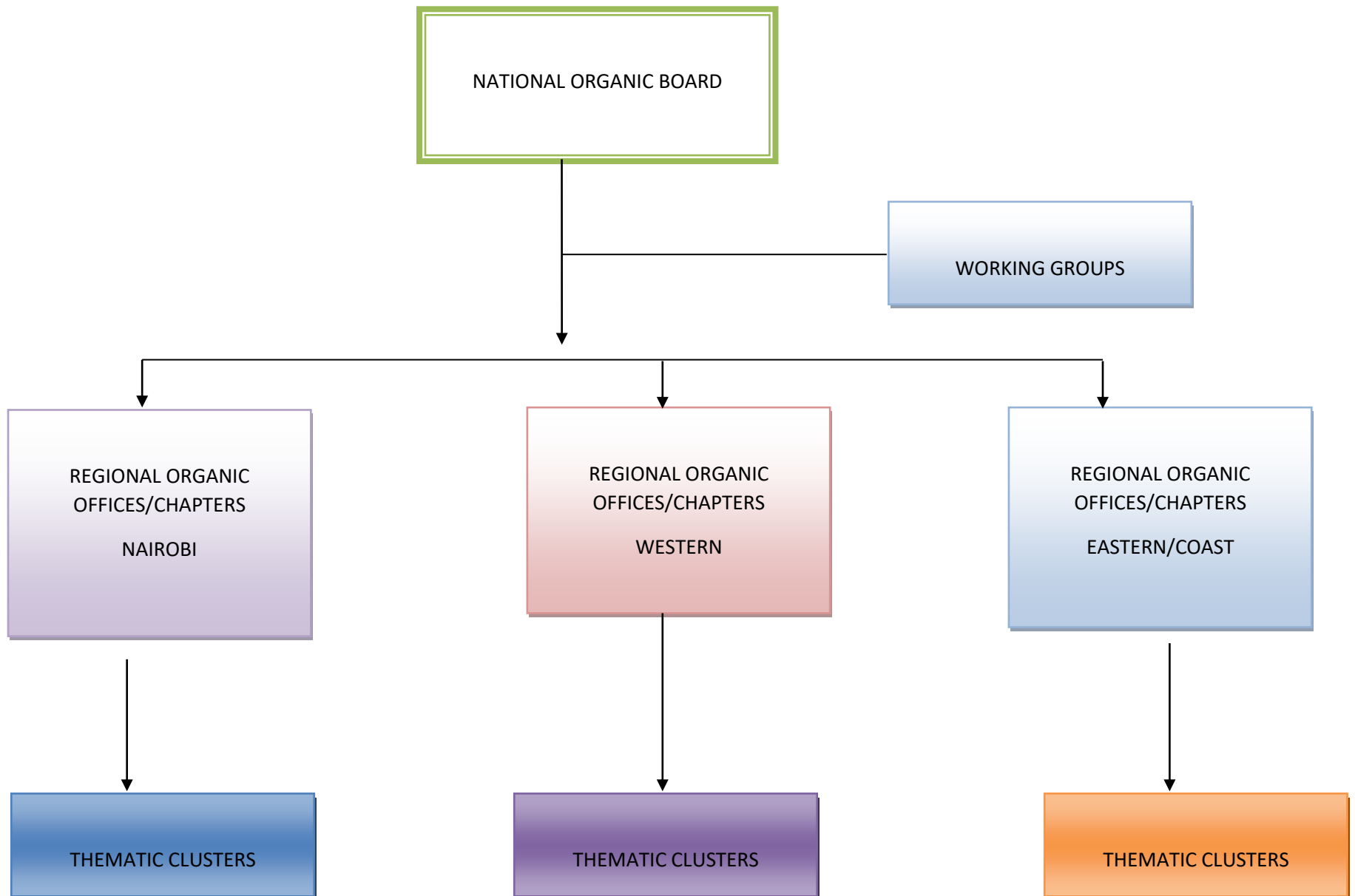
- Plays an ad-hock role by giving directions and suggest solutions to problems that may adversely affect implementation and corrective measures to be undertaken. The Working groups operate from the National Country level under the supervision of the National Organic Board.

- Advisory role over emerging issues that requires urgent and prompt response

## **7.2 Organizational Structure**

The organizational management shall be at a three tire 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 of the 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 stakeholders 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 AND MITIGATION

### RISK AND MITIGATION

	Risk (Spell out clearly)	Probability Low, Medium, High	Impact Low, Medium, High	Effect on the sector	Risk Reduction Action
<b>1. RESEARCH AND INNOVATION</b>					
	Change of priorities from funding agencies	Low	High	Inability to undertake the research since research is costly	Diversify resource mechanisms
	Shut down of organizations/ research bodies that support organic agriculture which contradicts government support	Medium	High	Research that supports OA is not accessible at	Conduct research which aligns to government focus/ priorities  Multi-thematic/ multi-faceted research priorities
	Bio-piracy	Medium	Medium	Use of indigenous farmer knowledge at the expense of the farmers without recognition	Document and open source the innovations ()  Commercialize farmer innovations
	Scientists stealing the innovations from the farmers and owning them	High	Medium	Use of indigenous farmer knowledge at the expense of the farmers without recognition	Patent farmer innovations hamornize this mitigation with the one above
	Change of laws that may limit/ prohibit some research areas	Low	High	Failure to finalize/ undertake research that is in support of OA	Demonstrate the benefits of OA and how its contributing to development
<b>2. CONSUMERS</b>					
	Fake news/	High	High	Disaffection and loss	Empirical scientific

	misinformation on social media that contradicts OA			of interest on OA	evidence on OA  Proactive consumer advocacy on OA Capacity building journalists on OA
	Negative public perception towards OA	Low	High	Reduced consumption/demand of OA  Cost of restoring credibility would be very high	Continued consumer awareness backed up with empirical evidence
	Deliberate campaigns tarnish OA and its products	Low	High	Reduced consumption/demand of OA	Proactive response from the lobby and advocacy group backed up with evidence  Institutionalization of a traceability mechanism

### 3. CAPACITY DEVELOPMENT

Risk (Spell out clearly)	Probability Low, Medium, High	Impact Low, Medium, High	Effect on the sector	Risk Reduction Action
1. Failure to embrace new EOA curriculum by stakeholders	Low	Low	1. Uncoordinated training on EOA 2. Low EOA growth	1. Involvement of all stakeholders in development of the curriculum 2. Ensure process is open and transparent 3. Create awareness among like-minded and stakeholders on EOA
2. Lack of resources to undertake capacity development	Medium	Medium	Low capacity development	1. Undertake resource mobilization including cost sharing 2. Efficient use of resources
3. Failure to embrace	High	Medium	Low trust of organic processes and	1. Sensitization and capacity building on



certification standards by bodies/stakeholders			products	OA standards and certification 2. Advocacy on EOA among stakeholders 3.
4. Lack of political good will and interference	Low	Medium	Low acceptance and implementation of EOA activities	1. Advocacy on EOA among s policy makers and duty bearers 2.

#### 4, INFORMATION AND COMMUNICATION

Risk (Spell out clearly)	Probability Low, Medium, High	Impact Low, Medium, High	Effect on the sector	Risk Reduction Action
1. Negative publicity on EOA	Medium	Medium	1. Low adoption of EOA practices and Products 2. Low growth in organic sector	More aggressive campaigns and promotion Poor documentation and sharing of OA success stories
2. Proliferations of GMOs	High	High	High risk of contamination of organic products Loss of existing and potential organic markets  Loss of indigenous planting material/germplasm	Have policy advocacy on protection of organic producers/products 1. Conduct aggressive advocacy 2. Share relevant cases from other countries 3. adopt and adapt best practices on protection of indigenous germ plasm
3. Lack of resources/po or prioritization of information disseminatio	Medium	Medium	Low awareness of EOA processes and products  Low mainstreaming of OA in decision making processes	Resource mobilization campaign  Prioritize information sharing and dissemination on OA

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## 5, NETWORKING AND PARTNERSHIP

	Risk (Spell out clearly)	Probability Low, Medium, High	Impact Low, Medium, High	Effect on the sector	Risk Reduction Action
1	, - lack of cohesion among EOA stakeholders	Medium	Medium	Lack of growth	Increase cooperation within the sector players
2.	Lack of trust and transparency	Medium	Medium		Encourage openness/Clarity/ /Transparency
3	Increased conflicts among Organic agriculture practitioners	High	High	Delayed poor synergy/collaboration by sector players	<ul style="list-style-type: none"> <li>Regular stakeholder meetings</li> <li>Strengthening of include mandate of conflict resolution mechanism in the sector</li> </ul>

## 6, VALUE CHAIN AND MAREKT DEVELOPMENT

	Risk (Spell out clearly)	Probability Low, Medium, High	Impact Low, Medium, High	Effect on the sector	Risk Reduction Action
1.	Powerful competitions from well established multinationals	High	High	Slow growth for the OA sector	Increased advocacy Evidence based information production and dissemination on health/safety benefits
2	Lack of utmost good faith within production groups and markets	High	High	Ruin the subsector – markets and consumption credibility	Vigilance in Quality Assurance and traceability

## 7, POLICY AND ADVOCACY

Risk (Spell out clearly)	Probability Low, Medium, High	Impact Low, Medium, High	Effect on the sector	Risk Reduction Action
Lack of political goodwill and interference	Medium	High	Poor support and mainstreaming of EOA in policy framework  Slow growth of the sector	Advocacy on EOA among s policy makers and duty bearers Profiling EOA's contribution to national development goals
lack of cohesion among EOA stakeholders	Medium	High	Inability to effectively lobby and advocate in favour of EOA	Increase cooperation within the sector players  Conflict resolution and management
4. Lack of resources/poor prioritization of policy advocacy strategies	High	High	Low awareness of EOA processes and products  Low mainstreaming of OA in decision making processes	Develop and implement resource mobilization strategies  Increase collaboration with Government and other stakeholders

## **APPENDIX: BUDGET PLAN**

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Update the budget based on the reworked activities on institutional strengthening.