



## KENYA STRATEGIC PLAN

2014 - 2016

END HUNGER >>> GROW FARMING

# FARM AFRICA

**“ We want a Kenya that  
can feed itself, the world,  
and give jobs to its  
citizens ”**

Kilimo Bora - Kenya Vision 2030

## Farm Africa has a rich and successful history in Kenya after starting our first project here 27 years ago in 1987.

Since then, we have built an enviable reputation with farmers, governments and the private sector as a trusted partner for change, developing agriculturally sound models that work for smallholder farming communities. Smallholders control the productive land and are the key to economic development, so our expertise in smallholder commercialisation is increasingly relevant.

## KENYA CONTEXT

- The largest and most advanced economy in East Africa
- Low income country – 46% poverty and 30.4% undernourishment
- High levels of inequality with rural and low-income families most disadvantaged
- The heavy dependence on agriculture increases vulnerability to climate change
- The business environment is open and the private sector eager to engage.

## INCREASED CHALLENGES

- By 2050:
- Changes in temperature and rainfall will shorten the growing period by 20%
  - Maize production could decline by 50% – 55%
  - High food prices will dampen demand and drive malnutrition
  - Livestock will become more important as crop farming becomes less viable.

## STRATEGIC GOALS

- By 2016:
- 150,000 smallholders each year will increase their incomes by developing enterprises and market relationships
  - 150,000 smallholders each year will be implementing sustainable agricultural practices in crops, livestock and forestry, increasing their resilience to climate change
  - 100,000 women and youths from smallholder communities will be directly supported in agricultural enterprise development
  - Two development models that deliver sustainable change will be taken to scale.

## STRATEGIC APPROACH

Farm Africa believes that Kenya has the potential to significantly increase agricultural outputs, household incomes and deliver long-term resilience and sustainability.

We recognise that increasing agricultural income on a sustainable basis requires a focus not only on production, but also on linkages to profitable markets and the development of alternative business models that enable buyers to access crops competitively from large numbers of small-scale producers.

Our strategic focus will be on the implementation of innovative farming models; value chain additions for local and national level markets; expansion of access to markets; nurturing of rural enterprise, and the wide-scale adoption of integrated natural resource management techniques.

We are committed to ensuring that all of our projects continue to deliver benefits for many years following our initial support by developing robust, commercially-viable businesses and incorporating natural resource management training and procedures into all of our work.

## OUR FOCUS AREAS

### CROPS

Poor quality inputs, inadequate extension services and over-reliance on rain-fed agriculture have meant that Kenyan agriculture has been underperforming for many years. However, there is great potential for staple crops, such as sorghum and green grams, to become cash-crops for the domestic, regional and international markets.

Farm Africa will apply the best technical and market advice to help smallholder farmers select the most appropriate crops for the ecological zones as well as to diversify more efficiently and access markets more effectively. For example, we will exploit large industrial needs for agricultural products (eg sorghum for East Africa Breweries) and will increase farmers' capacity to meet export standards and access high-value export markets.

We will encourage innovative farming methods including crop diversification and rotation, whilst promoting postharvest systems and small-scale water management and irrigation technologies, all aimed at increasing yields, reducing postharvest losses and generating income.

### LIVESTOCK

Livestock is important both at farmer and national level. Most, if not all, rural households keep livestock for food security. Livestock accounts for 43% of Kenya's agricultural GDP and provides employment for 50% of the total agriculture labour force. However, the livestock sector is not currently meeting its potential.

Farm Africa has considerable livestock expertise, particularly with goats and indigenous poultry, and will focus on small livestock as priority value chains. We will support farmers with the best technical and market advice on stock and improved production techniques. Through building partnerships with the private sector, we will ensure sustainable markets for our farmers' produce.

### FISH

The fish sector is making an increasing contribution to GDP. Aquaculture production in Kenya has risen over 500% in the last four years.

Farm Africa has piloted 'Aqua Shops', a new and exciting idea in the aquaculture industry. These one-stop shops for all services and equipment for aquaculture

are showing early signs of success in Western Kenya. The shops are privately owned by Kenyan entrepreneurs and support approximately 300 fish farmers each. The next stage of this project will establish business models that will create real and lasting change for fish farmers in Kenya. We will continue to work with the Department of Fisheries to support fisheries policy, regulatory frameworks and standards.

### FORESTRY

Whilst Farm Africa's core institutional strengths and expertise in Kenya lie within the crops and livestock sectors, it is important to note that at the global level Farm Africa has world-class expertise in the forestry sector, particularly in Participatory Forest Management in Ethiopia and Tanzania. Farm Africa in Kenya will explore opportunities to develop a forestry programme, taking replicable lessons and approaches from the other country programmes, and implement projects in this area in the next three years. Initial potential has been identified in tree crop integration into farming landscapes, sustainable charcoal production, and Participatory Forest Management in the Marsabit Mountain watershed.

### MAENDELEO AGRICULTURAL ENTERPRISE FUND

Many smallholders are not benefiting fully from their primary source of livelihood, yet, at the same time, private sector companies are struggling to adapt their own business models to source from, or supply to, large numbers of dispersed smallholders.

We know that small and medium sized businesses based in rural areas are well positioned to do this, but they struggle to access investment capital as their size means that transaction costs are too high for existing venture capital funders.

Farm Africa is launching a basket fund for small scale agricultural enterprise development that aims to fill this gap in business finance. The fund will scale up assistance to many thousands of smallholder farmers through direct support for rural-based small businesses and builds on ten years of successful experience in implementing a technology fund.

### WOMEN

Women make up over 50% of the agricultural labour force in East Africa and grow over 80% of the food. However, they

receive less than 10% of all credit going to small farmers, and have access to only 5% of the resources provided through agricultural extension services.

Our programmatic work will include a deliberate focus on supporting women farmers. By 2016, women farmers will account for 50% of our direct beneficiaries and we will consciously implement interventions that enhance women farmers' skillsets and support them in starting agro-enterprises and in negotiations with the private sector.

### YOUTH

An incredible 71% of the total population of Kenya is below the age of 30. Young people see agriculture as the preserve of the elderly and the uneducated and are increasingly migrating to urban centres in search of white-collar employment and enterprise opportunities.

Farm Africa will incorporate initiatives for youth wherever possible and by creating commercial opportunities (eg in processing and value addition) will inspire them about the benefits that agriculture can offer. We will provide training in agro-enterprises and innovative farming methods using new

technologies, particularly internet-based farming information systems.

### RESILIENCE AND NATURAL RESOURCE MANAGEMENT

Farm Africa has exceptional experience in community-led natural resource management. We will focus our efforts in the Arid and Semi-Arid Lands (ASALs) to help Kenyan farmers and pastoralists increase their capacity to withstand climate shocks.

We see income generation as the primary means to increase resilience. Specifically, in our crops programmes we will adopt climate-smart agriculture methodologies such as water conservation, soil fertility, and drought-tolerant seeds; whilst in our livestock work, we will raise awareness of the damage caused by poor livestock management, and will apply best practice regarding grazing management and the environmental impact of different types of stock animals.

## **OUR VISION**

A prosperous rural Africa

## **OUR MISSION**

We reduce poverty permanently by unleashing African farmers' abilities to grow their incomes and manage their natural resources sustainably

## **OUR ROLE**

We have a unique role as proven technical experts at the intersection of two fundamental and interlinked challenges for African farmers:

- Generating sustainable income streams that move them out of poverty by improving their productivity, linking them into markets and supporting value-adding technologies
- Promoting 'climate-smart' approaches that enable farmers to manage their natural resources sustainably, become more resilient to climate change and build long-term food security.

## **A FINAL WORD FROM OUR COUNTRY DIRECTOR**



The next two years will be the most exciting yet for Farm Africa in Kenya and we look forward to taking full advantage of the opportunities for smallholder farmers, while being at the forefront of cutting edge best practice, implementation, and development for smallholder farming communities in East Africa.

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A member of the Afula  
Women's Group of fish  
farmers in Kisumu, Kenya  
Photo: Farm Africa