



**Innovative solutions for Kenya's rural livelihoods:  
Kenya Country Strategy 2004-2008**

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# **I. The Context in which FARM-Africa Kenya operates**

## **I.1 The Country situation**

Over 80 percent of Kenya's population lives in the rural areas, with 75 percent deriving most of their livelihood from the land through crop and livestock production, fishing and forestry. Agriculture and livestock production contribute about 27 percent of GDP with 10 percent coming from the livestock sub-sector prominently found in the arid or semi-arid lands (ASAL). These lands have the highest levels of poverty and the least access to basic social services.

It's estimated that over 50 percent of the Kenyan population live in absolute poverty<sup>1</sup> and the majority live in rural areas of the country. Some of the factors contributing to increasing poverty in Kenya include declining agricultural productivity against an increase in population, degradation of natural resources, economic stagnation and declining human health particularly from the high prevalence of HIV/AIDS.

Over recent years the weak economy and the reluctance of external donors to support an increasingly corrupt government has led to an inexorable annual reduction of the budgets allocated to agriculture and rural development. This has resulted in farmers, especially those in remote areas, having no access to training and extension services and practicing poor methods of production and post harvest conservation. A lack of effective livestock disease control, rigid and restrictive regulations on trade and enterprise have hindered growth in agriculture and livestock production. Poor marketing and a lack of credit facilities, particularly in ASALs, compound the impact of these barriers to growth. Resource-based conflicts and recurring and/or prolonged droughts provide unwelcome shocks to rural livelihoods and increase vulnerability. As agricultural land has been scarce increasing numbers of people have moved into the ASAL to farm but the appropriate agricultural technology in these areas remains underdeveloped and leading to low productivity. This migration has also adversely affected the environment in drier and more fragile ecosystems. Dependence on fuel wood and corrupt logging practices have led to the depletion of forests, especially natural bio diverse-rich forest areas, thus contributing to soil erosion and loss of important timber and non-timber forest products.

The HIV/AIDS pandemic has had a devastating effect, not just on the human health of the nation but on the economic, social and cultural well-being of the population. This has a dramatic effect on farming communities in rural areas with high levels of mortality or incapacitation by the virus, as well as the loss of family resources such as labour, time and money as these are diverted to treatment and care of the sick and orphans, and for burials.

## **I.2 The Government policy context**

FARM-Africa has always actively engaged with the government to influence its policies and practices particularly where these have impacted negatively on poor farmers. Until the change of government in 2003 the degree to which farmers could influence policy was extremely limited but the new government has committed itself to placing farmers and the poor at the centre of their development strategies.

The bedrock of the government's policy is their Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC). This builds on the country's Poverty Reduction Strategy Paper (PRSP) 2001 and incorporates policy proposals contained in the manifesto of the National Rainbow Coalition (NARC). In its strategy the Kenya Government has expressed commitment to implementing pro-poor growth strategies. These include:

- Promoting access to markets and market opportunities for the poor
- Improving the overall effectiveness of public resources geared towards poverty reduction
- Enhancing the security of the poor by addressing the critical issues of marginal groups in marginal areas, such as ASALs, and protecting vulnerable groups

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<sup>1</sup> Defined by the World Bank as living on less than US\$1 per day

- Allocating increased resources to human capital development
- Generating employment and improving conditions in the labour market

To achieve many of the important objectives of ERSWEC the government has recently developed its current National Agriculture and Livestock Extension Programme (NALEP) in consultation with several actors including FARM-Africa. NALEP continues to develop the objectives in the National Agricultural Extension Policy (NAEP), 2001, further emphasising the meaningful participation of farmers and herders as a basis for developing practical and sustainable programmes. This is a principle to which FARM-Africa is committed and it has ensured that its developed tools and technologies have maximised effective participation of different categories of target groups.

NALEP's purpose of a *pluralistic, efficient, effective and demand driven extension service promoted and functional* is shared by FARM-Africa. The five programme output areas of NALEP are: -

- (1) Effective institutional set up for project coordination and management developed by the two ministries [see below] and used in NALEP
- (2) Focal area extension approach improved and other approaches adapted, tested, evaluated and replicated
- (3) Appropriate technical packages in agriculture promoted
- (4) Collaboration with private sector and other service providers strengthened
- (5) Mainstreaming of cross-cutting issues (HIV/AIDS, gender, advocacy, drugs abuse, governance) in the project cycle achieved

NALEP provides an important framework to operationalise close collaboration between FARM-Africa and the programme and government over the next five years and will form the basis of a formal Memorandum of Understanding between the organisation and the Ministry of Agriculture (MOA) and Ministry of Livestock and Fisheries Development (MOLFD).

## 2. Country Strategy Objectives

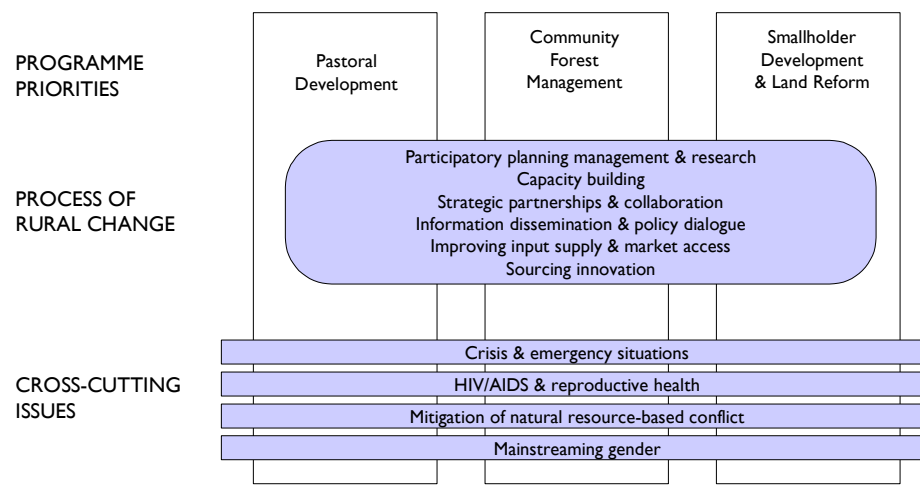
### 2.1 FARM-Africa's vision and core values

FARM-Africa has a clear vision of “***a prosperous rural Africa***” where existing resources are effectively and efficiently utilized and managed in a sustainable manner, where resources and benefits of development are shared equitably among all citizens regardless of gender, education, geographical or ethnic origin, or religion.

FARM-Africa's goal is “***to reduce poverty by enabling marginal African farmers and herders to make sustainable improvements to their well being through more effective management of their renewable natural resources***”.

FARM-Africa has a fundamental belief in the potential of small farmers and herders to improve their own well being, and in the need to promote their interests, especially those of vulnerable groups. It gives priority to those in greatest need, those with a degrading resource base and poor access to markets and services. For these reasons, its experiences have tended to be in remote marginal areas.

The organisational strategy identifies three programme priorities which are in turn affected by a number of processes of rural change. In addition, there are a number of cross-cutting issues, which are addressed either directly if a priority need arises, or indirectly (see below).



## 2.2 FARM-Africa’s Strategy Purpose

Over the next five years FARM-Africa will strengthen the capacities of people and local institutions rather than building parallel structures, in disseminating practical experiences and advocating change of policy and practice. It recognises its role as:

- Developing new ideas through research that is relevant to practical problems confronting the community
- Promoting wider application of proven technologies and approaches
- Catalysing development rather than merely providing services.
- Linking grassroots work with national and international audiences for greater impact
- Being innovative, challenging and risk taking
- Being specialized, practical and operational.
- Maintaining a degree of independence, acting as a bridge between researchers and farmers.
- Building the capacities of people and local institutions in Africa rather than developing parallel structures.
- Disseminating practical experience.
- Advocating to improve policy and practice.

FARM-Africa’s purpose during the next five years is **“to develop innovative approaches and practical models that promote the sustainable livelihoods of the rural poor in Kenya through more effective management of their renewable natural resources and that ensure their full engagement in shaping the policies that affect their lives”**.

## 2.3 Specific objectives

With a more positive external environment within Kenya and our expertise and comparative advantage, FARM-Africa will meet its purpose by achieving the following objectives over the next five years.

- (1) To work with government and non-state actors to develop a national agricultural extension service which will respond to the demands of farmers and herders in rural Kenya
- (2) To build strong and accountable farmer/herder groups in the areas which FARM-Africa works able to manage their own development initiatives that improve their livelihoods.
- (3) To develop institutions that allow farmers/herders to demand their rights and fully participation in the design and implementation of pro-poor government policies.
- (4) To promote grass-root innovation, risk taking and the sharing of experience in the areas of farmer/herder-led agricultural technology and research in Kenya.
- (5) To develop a centre of excellence within FARM-Africa for delivering high quality agricultural training and capacity building for government/non-state actors and coordinating dissemination of farmer's/herder's best practices to influence policies and practice in Kenya and internationally.

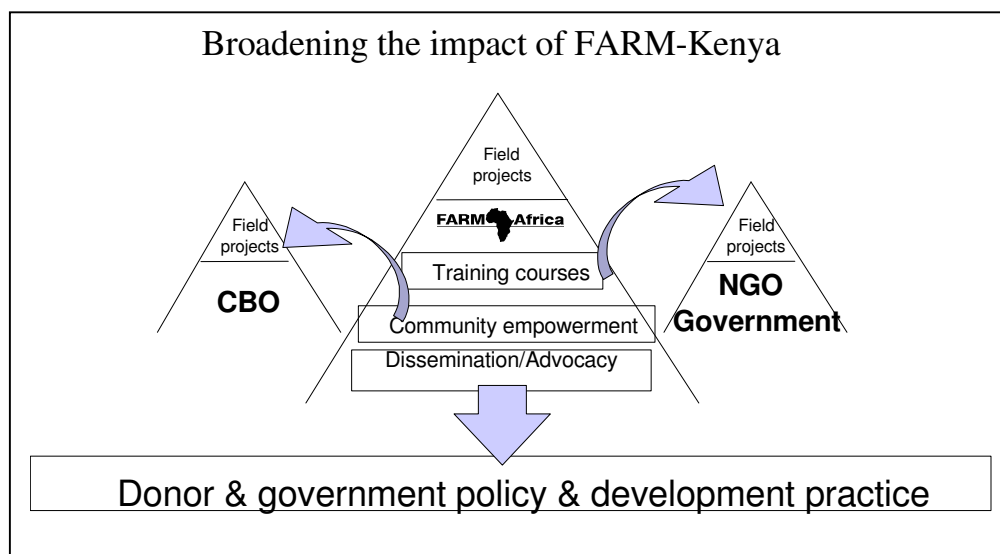
FARM-Africa believes it can achieve its purpose through four overlapping and complementary approaches.

Firstly FARM-Africa and its partners will **develop new models of working at grass-root level** and continue to refine existing methods. These models will be innovative, practical, efficient and effective approaches to promoting sustainable rural livelihoods. They will have the potential for scaling up and adaptation to other locations as part of larger initiatives such as NALEP.

Secondly FARM-Africa will draw from its training expertise to **develop practically based training courses** drawn from field experience which will disseminate grass-root experiences and sharing lessons to a wide range of government staff and non-state actors.

Thirdly FARM-Africa will build on its experience of **building the capacity of government and communities** to develop a framework that can be adapted and applied widely with all its partners. This approach to capacity building will ensure that non-state actors (NSAs) are able to manage their own development initiatives and demand the support they need from government and others. FARM-Africa will build community level institutions, structures and processes through which appropriate demands for policy change can be transmitted and will work to encourage government and those in positions of power to hear and respond.

Finally FARM-Africa will continue to develop the **dissemination of its best practice and advocacy** to a wider audience, both nationally and internationally. It will achieve this through strengthening networks, forming consortia and building partnerships between government, civil society organisations and the private sector. It will continue to exploit a wide range of innovative media designed for specific audiences and for specific purposes.



## 3. FARM-Africa in Kenya

### 3.1 Organisational background

FARM-Africa was first registered in Kenya in May 1985 and since then, the organisation has built up a track record of successful grassroots development in Ethiopia, Kenya, Tanzania and South Africa. Many initiatives have been informed by Kenyan innovation and experience, and Kenyan initiatives have in turn benefited from best practice in other African countries.

### 3.2 FARM-Africa's experience, expertise and comparative advantage

Since its establishment in 1985, FARM-Africa has evolved into a well-known and respected NGO in Kenya and the East Africa region. FARM-Africa is best known for:

- Innovative approaches to pastoral development
- Successful approaches to goat breed improvement and health care
- Participatory processes in developing local institutions
- Strong collaboration with Ministry of Agriculture and Ministry of Livestock & Fisheries Development staff
- Playing a central advocacy role in the development and promotion of privatised community-based animal health delivery services, based on experience in both pastoral and high potential areas
- Development and implementation of an innovative technology transfer fund for grass-root initiatives, the Maendeleo Agricultural Technology Fund (MATF)

FARM-Africa's comparative advantage in rural development in Kenya lies in a number of key areas.

Over the years and through implementing successful projects in different parts of the country, FARM-Africa has built up **credibility and a good profile** as an effective international development NGO in Kenya. The GoK has demonstrated its high regard for FARM-Africa's work by identifying it as an important partner and trusting FARM-Africa to undertake work on its behalf. FARM-Africa has also developed a good reputation amongst other NGOs, both locally and internationally, for its values and its lead role in developing and promoting innovative concepts and approaches. In the areas where FARM-Africa has worked directly with farmers and herders, it enjoys great respect and the support from local organisations and the local administration. It has also won the high regard of a number of donors who have supported the organization for many years.

FARM-Africa has accumulated valuable **hands-on-experiences** at community level and organisational level both in implementing projects at community level and in supporting and strengthening capacity of local Government, NGOs and CBOs. This two-level focus has provided a great opportunity for developing a good understanding of both communities and intermediary organizations and new approaches. FARM-Africa has developed unique **expertise in specialised fields** such as the field of dairy goat development, community-based animal health, pastoralist development, community-based natural resource management and capacity building of both public sector and civil society organizations, among others.

In the past few years, FARM-Africa has **documented experiences and best practices** so that these are available and can be shared with relevant partners. Publications, posters, videos, radio programmes and the internet have all been effectively used to promote networking with other NGOs, GoK, research and extension personnel and policy makers.

FARM-Africa has maintained a **national focus but promoted regional links** both in agriculturally high potential areas as well as in the arid and semi-arid areas of the country. This has enabled FARM-Africa not

only to develop a good understanding of the different production systems but also to develop methodologies for working in these different areas and different cultures.

FARM-Africa has built **strong links with research, extension and policy-making institutions**. It has on-going research projects with KARI, ILRI, ICRAF, University of Nairobi and AU-IBAR. It has been very active in NGO networks in Kenya, through both membership of the NGO Council and other networks. After many years of collaboration, the Dutch NGO CORDAID and FARM-Africa agreed a strategic partnership for Kenya and Ethiopia, with a particular emphasis on access to markets. A complementary approach to capacity building in pastoral areas has resulted in developing partnerships with SNV and PACT. FARM-Africa and AMREF share a common founder and this link has continued to develop in identifying areas where the two agencies can work together. FARM-Africa is a strong founder member of the recently established Pastoralist Development Network of Kenya (PDNK), which provides a fora for dissemination of experiences and lobbying for policy change and has provided training to a number of organizations, including PLAN International and Heifer Project International.

FARM-Africa has developed **strong linkages with institutions of higher learning** both locally and internationally. Currently FARM-Africa collaborates with Universities of Nairobi, Reading, Cranfield, Imperial College, London, Greenwich, Wolverhampton and the Hydraulics Research Institute.

FARM-Africa has genuine expertise and a track record of successful grass root development. It has repeatedly shown spectacular results from investing modest amounts in smallholder farmers and pastoralists. It has alleviated poverty and supported sustainable development by linking research with development and by building the capacity of rural organisations. In this way FARM-Africa has started to make its contribution to the country's PRSP and help it achieve the Millennium Development Goals set for 2015.

### 3.3 Current FARM-Africa activities

#### i) Community-Based Goat Improvement and animal health care project

FARM-Africa has been implementing highly innovative goat improvement projects in Kenya, Tanzania and Ethiopia and has recently started a similar project in Uganda. The Meru Goat Development & Animal Health Project (MGD&AHP) in Kenya has been in operation since 1996. Targeting poor farmers in Meru South and Meru Central districts, the project has put in place a very successful goat breeding system that is run by the farmers themselves through their groups and associations. Through well-designed training and capacity building activities, goat farmers in the two districts have developed practical skills not only in goat breeding and husbandry, but also in organizing themselves and managing well functioning groups. The process of technical and institutional development has culminated in the establishment of the Meru Goat Breeders Association (MGBA) that is now autonomous and will continue to support the goat development activities when the project comes to an end.

The project has also pioneered an economically viable community based animal health service promoting community management and private veterinary services in rural areas. Veterinarians and Animal health Assistants have formed the Meru Animal Health Workers Group (MAHWG) to set up a savings and credit association to support business development such as establishing a diagnostic laboratory as well as the bulk purchase of drugs etc.

From the experiences of the Meru Goat project and the pastoralist project, FARM-Africa has generated valuable experiences that can be replicated in other areas of the country and the region. The Meru Dairy Goat and Animal Healthcare Project for example have created enormous demand for improved stock throughout the region and FARM-Africa is regularly called upon to provide training on goat improvement and community based animal health care. The current demand for improved goats is well in excess of what farmers in Meru can supply and the market price reflects this.

#### ii) Pastoral Development

FARM-Africa's first project in Kenya, the Pastoral Development Project (PDP) targeted pastoral communities in remote areas of Marsabit, Moyale and Samburu districts. It worked closely with communities, government extension staff and research institutions. The project developed innovative approaches such as the use of mobile outreach teams and pioneered the training of community animal health workers (CAHWs). PDP carried out participatory research on various aspects of camel husbandry generating valuable information that has now been incorporated in training programmes for livestock extension personnel.

Based on experiences of PDP, FARM-Africa has produced a series of *Best Practices* booklets on implementing community-based animal health care systems, community based natural resource management, the mobile outreach approach for working with nomadic pastoralists, micro enterprise development in pastoral areas and camel husbandry. These five booklets are popular with government staff, NGOs and donors both inside and outside Kenya.

More recently FARM-Africa has been helping government and local NGO/CBOs to developing a new approach in these districts to build the capacity of local institutions to design, implement and monitor & evaluate their own initiatives.

iii) Maendeleo Agricultural Technology Fund

In 2001 FARM-Africa designed an exciting initiative, the Maendeleo Agricultural Technology Fund (MATF). Its purpose is to increase the ability of small-scale farmers to access and utilise improved technologies for increased productivity. FARM-Africa manages the funds provided by the Gatsby Charitable Trust and the Rockefeller Foundation. MATF and has offered grants each year on a competitive basis to organisations involved in agricultural technology generation or dissemination in East Africa. The Fund fosters partnerships between scientists, private companies, farmers, pastoralist and organizations working with farmers and pastoralists to develop and apply innovative mechanisms for transfer of proven agricultural technologies to farmers and other end-users.

Over the first two years of Maendeleo thirty-seven innovative projects in Kenya, Uganda and Tanzania have been funded, each with a grant of £60,000. FARM-Africa has used its experience to develop simple but effective mechanisms for identifying and selecting the projects and for monitoring and drawing lessons from implementation of these projects. A multi-disciplinary advisory panel consisting of experienced professionals from the region has been constituted and works with the project manager to select and monitor the project grants.

iv) Training and capacity building

In order to maintain the expertise developed through several years of working with grassroots work and to provide an opportunity for the dissemination of experiences and strengthening capacity of other organizations, Farm-Kenya has established a small team of staff based in Nairobi. These well-trained personnel with valuable experience in natural resource management and participatory techniques have provided technical and management support to programmes in the field while responding to requests from other partners for training and capacity-building. Among the organizations that have recently been supported by the team in capacity building is PLAN-International Kenya in the Eastern province, CIFA, a local NGO operating in Marsabit and Moyale in Northern Kenya, Christian Partners Development Agency (CPDA), which operates in Vihiga district in Western Kenya and AMREF's Applied Nutrition Project in Kibwezi in the Eastern Province.

v) Participatory Research

Innovation in natural resource management is the foundation of FARM-Africa's work. In all its initiatives, FARM-Africa emphasises participatory testing of technologies and approaches as a means to enhancing access to innovative technologies and approaches by both farmers/herders and other development agencies. In both the dairy goat work and the pastoralist approach, FARM-Africa has implemented participatory research components that have been instrumental in generating and validating technologies and building models for improving farmer participation and sustainable resource management. FARM-Africa is currently implementing two research projects. The first, funded by the DFID Livestock

Production Programme (LPP), is working with farmers in Meru to develop and test approaches for community-based breeding and goat management. The second, again funded by the DFID LPP is the Farmer-to-Farmer Research Project which is analysing and generating information on local Agricultural Knowledge and Information Systems (AKIS) in Meru. Using the Participatory Rapid Appraisal of Agricultural Knowledge Systems (RAAKS) methodology, the project provides insights for strengthening partnerships between different actors in agriculture and improving farmer-to-farmer communication and learning.

vi) Dissemination, networking and advocacy

In partnership with a private communication company, MEDIAE, FARM-Africa has developed extension and training materials including posters and booklets for use by stakeholders in extension and farmers themselves. These are distributed widely to GoK, NGO and CBO partners.

FARM-Africa together with AU/IBAR, CLIP and PACT Mwengo has formed a network of those interested in community animal health approaches. The Community Animal Health Network (CAHNET) coordinates the dissemination of experiences and best practices related to community based animal health. Launched only two years ago, CAHNET has now recruited over 400 member organizations in Eastern Africa and is reaching CBOs and farmers/herders with information on animal health and related aspects using a website and grass root communication channels. FARM-Africa provides expertise in ICT, as well as linking grassroots CAHWs with the web-based network.

FARM-Africa initiated the formation and supported the development of the East Africa Goat Development Network (EAGODEN) and the Kenya Goat Network (KEGODEN) to share experiences of goat development in the region. They bring together research scientists, policy and implementation staff of Governments, NGOs and CBO personnel as well as farmers and private sector practitioners. FARM-Africa also works and supports formal and informal farmer and pastoralist organisations to organise and lobby for policies and legislation that takes into account their needs and priorities and are conducive to their participation.

## **4. FARM-Africa priorities for the next five years**

### **4.1 Programme priorities**

Consistent with FARM-Africa's priorities in other countries FARM-Africa will focus on programmes in smallholder development and pastoral development, and add a further thematic programme area of community forestry/environmental conservation. Cross cutting issues of equal importance are the mainstreaming of conflict prevention/mitigation, gender, environmental sustainability and HIV/AIDS prevention in all FARM-Africa's programmes.

### **4.2 Geographical priorities**

FARM-Africa will continue to focus on areas where farmers and herders have a degrading resource base and poor access to markets and services. The country programme will work in marginal rural areas in both the high potential highlands and the low potential arid and semi-arid areas. This is to ensure that we access and address the rural development priorities of the poorest farmers and herders, develop lessons and experience that can be used in other areas of similar agro-ecological characteristics and maximize the impact of dialogue and advocacy based on FARM-Africa's grassroots and outreach work.

Within Kenya, the priority areas for field projects will initially be in the high potential areas of Meru, Kitui and Mwingi Districts (Eastern Province), extending to Nyando, Rachwonyo and Gucha districts (Nyanza Province). Low potential areas will initially be Isiolo, Marsabit and Moyale Districts (Eastern Province). Finally FARM-Africa will work in the coastal area of Lamu District (Coastal Province)

Target outreach countries in the region will be Uganda, Sudan (Southern) and Somalia (Somaliland), security permitting. Where appropriate staff from FARM-Africa will share their expertise and provide support to partners in these countries. FARM-Africa will also work in collaboration with other FARM-Africa programmes to support cross-border initiatives (Kenya/Uganda, Kenya/Ethiopia, Kenya/Tanzania) on addressing specific cross-border issues such as animal health, marketing issues, resource use and conflict mitigation..

## 5. FARM-Africa initiatives and activities for the next five years

### 5.1 Innovative field based work

In the next five years we will continue to develop exciting and innovative field projects with smallholder farmers, pastoralists and those communities who derive a livelihood from their forests. All these projects will build on the principles of FARM-Africa. They will encourage innovative practices and provide an environment where risks can be taken to overcome problems and challenge paradigms. Although each project will produce direct benefits for those farmers and herders in the project area the impact of the project will be multiplied beyond this area. In designing these projects the potential for developing models that have applicability elsewhere in Kenya will be maximised and the documentation of best practice, sharing of experience and influencing policy will be key outputs. In this way FARM-Africa's field projects will create vibrant interactive laboratories, testing technologies, systems and processes for dissemination.

i) Dairy Goat and Capacity Building Programme (DGCBP)

*To increase the productivity of local goats through better management, access to sustainable healthcare, organised marketing and genetic improvement systems*

We will build on the well documented successes in Meru over the last eight years to extend proven capacity building approaches with local Government departments and civil society organizations, such as community goat breeding groups, goat breeders associations and animal health worker groups. In 1996 the GoK identified several districts that are highly populated and where the small land sizes make it difficult to keep cattle. We will expand our work to include districts in western Kenya and Eastern Province. Since 1996 some farmers in these districts have adopted dairy goat farming although a recent appraisal visit to the lake region and parts of Eastern Province (Mwingi and Kitui districts) confirmed the need for capacity building on goat improvement and management in these districts. We will work with partners to secure both the genetic improvements of dairy goat improvement and build the local institutions that are required for sustainable improvements in livelihood.

FARM-Africa will expand dairy goat development and capacity building activities over the next five years to Kitui and Mwingi districts in Eastern province and Nyando, Rachwonyo and Gucha districts in the Lake Victoria area. As with its work in Meru we will build new partnerships with local government and farmers but in this programme there are exiting new opportunities to work more closely with government as an integral part of the National Agricultural and Livestock Extension Programme (NALEP).

Through the new programme FARM-Africa will be able to make a significant contribution to **NALEP's Output 2** (*Focal area extension-approach improved and other approaches adapted, tested, evaluated and replicated*), **Output 3** (*Appropriate technical packages in agriculture promoted*) and particularly where community-based animal health services and meat and milk marketing are concerned, **Output 4** (*Collaboration with private sector and other service providers strengthened*).

While the techniques and experiences developed in the Meru project will be replicated in these new districts, it is recognized that there are differences in the social, economic and even climatic conditions that must be taken into account. However this variety will enable FARM-Africa to produce flexible models adapted across a wider range of situations. Community capacity building models will also benefit from this increased diversity and will ensure that a broader range of farmer's perspectives can influence the development of NALEP and other government policy initiatives.

The new programme will expand FARM-Africa's work in marketing and adding value to livestock products. It will develop and strengthen linkages with the private sector as a means to enhancing farmers' access to markets and rural investment.

As with other field projects the experience and lessons learnt will be documented and disseminated drawing on the expertise of FARM-Africa's Natural Resources Technical Advisory Unit (NR-TAU). Publications and other media will be promoted through relevant networks such as the Community Animal Health Network (CAHNET) and to government, donors, research bodies, policy makers in the fields of animal health and livestock production and other partner organisations.

ii) Northern Kenya Pastoralist Capacity Building Project (NKPCB)

*Enhancing the capacity of all sections of pastoralist communities in three districts in Northern Kenya, to plan and manage their own development through sustainable management of natural resources and influencing policy and practice in pastoralist areas*

FARM-Africa's remains committed to help pastoralists demonstrate that their way of life is both viable and appropriate for deriving a livelihood in the arid and semi-arid lands (ASAL) in Northern Kenya. During this five year project we will focus on the capacity building of local pastoral NGOs and CBOs in three districts to plan and manage their own development initiatives. By using a capacity building approach rather than implementing for pastoralists the project will challenge the paradigm of pastoralists as grateful recipients of external assistance and external development interventions.

The project will achieve three key outputs. First it will build strong and accountable structures and institutions in pastoralist areas that are able to plan and manage sustainable development initiatives and promote self determination for pastoralists. Secondly it will help pastoralist groups to turn their new plans into locally managed micro-enterprise projects or initiatives that better manage their natural resources. A modest community development fund will be managed by pastoralists themselves to fund these initiatives. This is in contrast to many development actors who attempt to help pastoralist by merely introduce new technical packages to these communities or who offer development funds through mechanism that only benefit elites. The confidence they will gain through this process will strengthen a third output of pastoralists themselves developing a strategy that can influence policy and practice.

FARM-Africa will work with three partner NGOs in the districts of Isiolo, Marsabit and Moyale and local community leaders and traditional elders in these areas. The pastoralist programme will, where necessary, support cross-border initiatives and collaboration with projects such as FARM-Ethiopia's pastoralist initiatives in the southern part of the country. This is in recognition of the fact that certain development issues such as conflict mitigation, community animal health and livestock marketing cut across boundaries and can only be addressed effectively through cross-border initiatives.

As with other field projects NKPCB will test innovative approaches and encourage pastoralist organisations to take risks and push the boundaries of current practice in these areas. As with other FARM-Africa field projects a variety of appropriate methods of documentation and dissemination will be utilised but particular attention will be focussed on current government policy development in ASAL. The government ERSWEC specifically highlights livestock services and land tenure for pastoralists as important issues that must be addressed to combat poverty in the ASALS. This project will ensure that pastoralists themselves are able to influence this important policy. As with the Dairy Goat project NKPCB will increase its impact by collaborating closely with government particularly on **Outputs 2, 3 and 4 of NALEP**.

iii) Participatory Forest Management Project (PFMP)

*Improved efficiency and effectiveness of forest utilisation and conservation through Participatory Forest Management*

FARM-Africa will build on the experience and expertise of FARM-Africa in Ethiopia and Tanzania to initiate participatory forest management and environmental conservation activities with the Boni (hunter-gatherers) and Bajuni (smallholder farmers) in Kiunga area of Lamu. This project will work in partnership with government, community groups. It will work also collaborate with WWF who are already involved in conservation activities in this area and with AMREF Kenya who will contribute expertise on community health issues. FARM-Africa will also provide support to facilitate participatory research on agriculture and food security and will document and disseminate project finding.

This project will be part of a regional Participatory Forest Management Project (PFMP) which FARM-Africa Ethiopia currently coordinates. Its aim is to institutionalise PFM approaches in governments in East Africa and the addition of PFMP in Kenya will complement and add value to this initiative. Technical support will be provided by the Participatory Forest Management Unit in Addis Ababa and experience sharing will be available between the four sites in Ethiopia and Tanzania. The project in Kenya would consolidate several years of FARM-Africa experience and aims to achieve environmental sustainability and biodiversity conservation through supporting the development of innovative participatory forest management plans that secure the rights, revenues and responsibilities of forest users.

A project plan will be developed in 2004 in partnership with other stakeholders and networks such as the Kenya Forests Working Group to facilitate the dissemination of experiences and best practice and advocacy on forest conservation and community management issues. Subject to funding a four year project will begin in 2005.

## **5.2 Maendeleo Agricultural Technology Fund (MATF)**

MATF has three critical objectives that make this a unique and innovative Fund in East Africa. It identifies and supports innovative partnerships, innovative technology and innovative approaches (best processes). This is the key to its enormous success. In the future its reach and impact will continue to grow presenting as it does a rare opportunity for donors to fund agricultural grass-root innovations in Kenya, Tanzania and Uganda. Through the Fund new donors will be able to allocate their funds to grass-root development without the high associated monitoring and administration costs. FARM-Africa will continue to provide rigorous and efficient fund management, experience technical monitoring and through MATF's Technical Panel some of the best technical expertise in East Africa to appraise project proposals. FARM-Africa staff will draw on their extensive capacity building experience to provide support to grantee partners and their expertise will continue to maintain the high standards for which the Fund is renowned.

MATF currently has the capacity to allocate £600,000 of grants each year but will increase this over the next five years. It is also exploring offering grants in additional countries to respond to the enormous demand and interest in MATF's work. As many of the initial grants allocated in 2002 will be fully utilised in 2004, MATF is inviting partners of outstanding projects that have achieved their initial objectives to design a 'scale up or replication' phase. After appraisal, those of high quality will be funded along with 20 new projects that have come through the annual assessment process. It is expected by 2008 to be providing grants to over 60 projects, each promoting rapid adoption of viable agricultural technologies by farmers in East Africa.

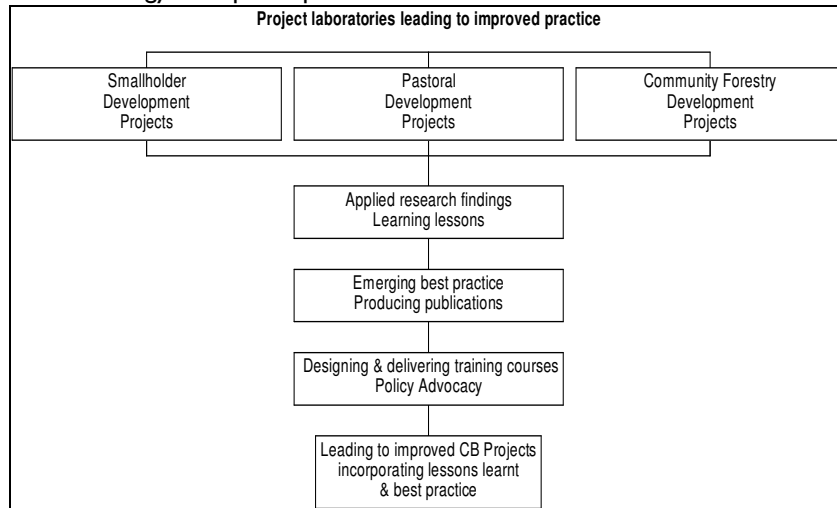
As the fund has promoted such a diverse number of successful initiatives with a wealth of experience FARM-Africa will focus on a dissemination component over the next five years. Currently it is providing a grant to disseminate best practices from several of the Fund's projects in Tanzania using locally produced but nationally transmitted radio programmes. In 2004 MATF will support similar initiatives that will use a range of different media to promote the sharing of lessons and experience between MATF partners and more widely to those engaged in agricultural research.

Within the next five years FARM-Africa will draw together through its monitoring processes a critical mass of impressively diverse and successful MATF partner projects. With this valuable practical experience and their combined impact it will target multilateral institutions promoting international agricultural research in Africa to make a strong case for redressing the imbalance between investment in research with a focus on high input agriculture and small-holder farming systems.

### 5.3 Natural Resources Technical Advisory Unit (NR-TAU)

In early 2004 FARM Kenya will establish a Unit (TAU) to formalise its provision of advisory services both within its own country programme and beyond to other organisations. The Unit will carry out applied research, lesson learning communication and training initially in Kenya and within five years, the region (Ethiopia, Tanzania & Uganda)

#### FARM strategy to improve practice



The diagram illustrates that from the field project or ‘laboratory’ framed within the three thematic areas emerge the lessons. The NR-TAU will then compare those lessons with partner organisations both nationally and regionally and convert them into best practice guidelines publications, handbooks and training course materials. It is envisaged the service will primarily be training in programme design and delivery. In addition applied research and technical advice on best practice aspects of project design, implementation and management will be offered. All services will be strongly linked to the core technical areas of agriculture, livestock and forestry as related to the sustainable livelihoods of marginal smallholder farmers and herders.

The Unit will operate on a non-profit and, where possible, cost recovery basis and contracts will be between FARM-Africa NR-TAU and the client. When possible we will utilise our own salaried staff to carry out work, but there may be occasions when the NR-TAU will sub-contract known and trusted competent individuals to deliver as ‘FARM-Africa NR-TAU Associates’.

The Unit will be responsible for quality control of the work it takes on. Ultimately the quality of the work will determine the Unit’s reputation and future work by recommendation from client to client. A careful balance will need to be set between quality control on the one hand and risk taking on new tasks to build up in-house staff experience. The NR-TAU will fulfil the following functions:

- Be a mechanism to disseminate lessons learnt and best practice derived from FARM-Africa projects and initiatives.
- Be a flexible mechanism for communication between FARM-Africa and other partner organisations and networks.
- Build up an Institutional memory, in the form of training materials, and a team style of working.
- Be a learning platform for FARM-Africa to develop skills in capacity building to carry out advocacy to influence development practice.
- Be an income generating stream for the FARM-Africa programme so that a core group of professional NR staff can be employed long term.

- Be a focal point for community-based agriculture information and a respected body of experience able to influence current policies in Kenya.

Training will be a core part of FARM-Africa's strategy to disseminate, via the NR-TAU, best practice learnt from field experience. FARM-Africa occupies a clearly defined niche in the Kenya training market by fusing together biological science and social development skills and experience in one approach.

Courses with a substantial field-work component are being planned in the three programme themes (smallholder, pastoralist and community forestry development) together with a generic CBO capacity building programme. Pilot courses will build on existing FARM-Africa handbooks and material as well as developing new course curricula and learning materials. Initially the following courses will be piloted although these will be added to considerably over the next five years:

- Community based goat breeding, and animal health techniques
- Participatory monitoring of smallholder crop production and agro-forestry
- Community based camel breeding and health techniques
- Capacity building of traditional leaders and community elder
- Farmer to farmer exchange/ToT
- Leadership skills, group dynamics for community empowerment

Within the myriad of choices available for training, capacity building and lesson learning events FARM-Africa will maintain a strong vision that all these events should contribute towards:

Tangibly improving/maintaining livelihoods of marginal smallholders/herders and the environmental resources underpinning their livelihoods.

FARM-Africa will need to identify new efficient conduits to channel practical training directly to CBOs. The primary target group are the marginal farmers and herders themselves who wish, for example, to upgrade their practice of livestock breeding. However given the sheer numbers of them who currently demanding training means that the NR-TAU will adopt a strategy of training trainers to train (ToT), reaching a wider target audiences and achieving more impact. Internal moderation procedures and regular re-training will ensure that quality of delivery is maintained.

A core intermediary target group for a ToT input are Government agriculture & livestock field staff. The NR-TAU will build collaborative partnerships with government training institutions offering training and materials. The Ministry of Livestock & Fisheries Development has already welcomed the injection of case studies of recent successful field practice from FARM-Africa into their training institutions. Another target group for ToT input will be the field staff of CBO/NGOs or community associations. If these organisations have a track record and stated commitment to contribute to poverty alleviation or economic growth of marginal smallholders & herders then the training investment will complement the work with Government.

A fourth intermediate target group for animal health will be small scale rural private veterinarians. With this group a franchise model will be explored focusing on a competency and certification scheme to be monitored to maintain standards. FARM-Africa would aim to build on its partnership with the Kenya Veterinary Board to licence individuals successfully completing such a course. A complementary parallel approach (for dairy goat production) using non-government channels could be to intensively work in partnership with the Kenya Goat Development Network, or similar such agencies, to develop national standards and recommended best practice guidelines.

The nature of all these approaches is that they are grounded in the reality of what is possible and the talent and best practice which already exists on the ground rather than a theoretical 'wish list' dreamed up in a University library or Research Institute.

The NR-TAU wishes to offer accreditation for the majority of its courses within the next five years. This will offer learners recognition of their achievements, a quality standard that is recognised within Kenya (and possibly other countries). Accreditation will also maintain standards through external moderation of the NR-TAU course delivery. FARM-Africa is currently in dialogue with the University of Nairobi to accredit the 'Community based goat breeding and animal health techniques' course as a certificate module. The University is keen to accredit learning developed in partnership with FARM-Africa and a tri-partnership between the University's Distance Learning Centres and the MLFD Training Centres will be developed for this purpose. Other organisations/institutions that have expressed an interest in contributing to best practice and accreditation include the Kenyan Goat Development Network, Community Animal Health Network (CAHNET) and Egerton University.

Finally the NR-TAU will employ a range of different media such as publications, FARM-Africa's new internet site, CAHNET's internet site and video to disseminate the practices of FARM-Africa's country programme.

## 5.4 Regional outreach programmes

Extending the work of the grassroots programmes to neighbouring countries in which FARM-Africa does not already have an operational base is seen as important dissemination of experiences and best practices. For example working directly with pastoralists and local NGOs/CBOs in Northern Kenya, outreach work through dissemination and capacity building the organisation may be extended to the neighbouring countries of Sudan, Uganda and Somalia. These will be provided in response to specific requests from these areas.

In terms of extending the dairy goat and capacity building approach, FARM-Africa has established and is managing a fourth site in Uganda in the Mbale/Sironko district area. The rationale for working in this area was based on the demand from both the Ministry of Agriculture and the farmers in the area, the similar agro-ecological and cultural environment to Meru.

## 5.5 Additional initiatives

By the nature of FARM-Africa's constant innovation it is not possible to detail several new initiatives already being planned and during the next five years these and other ideas will be turned into reality through our exciting Kenya Country Programme.

# 6. Organisational development of FARM-Africa

## 6.1 Approximate costs of the strategy

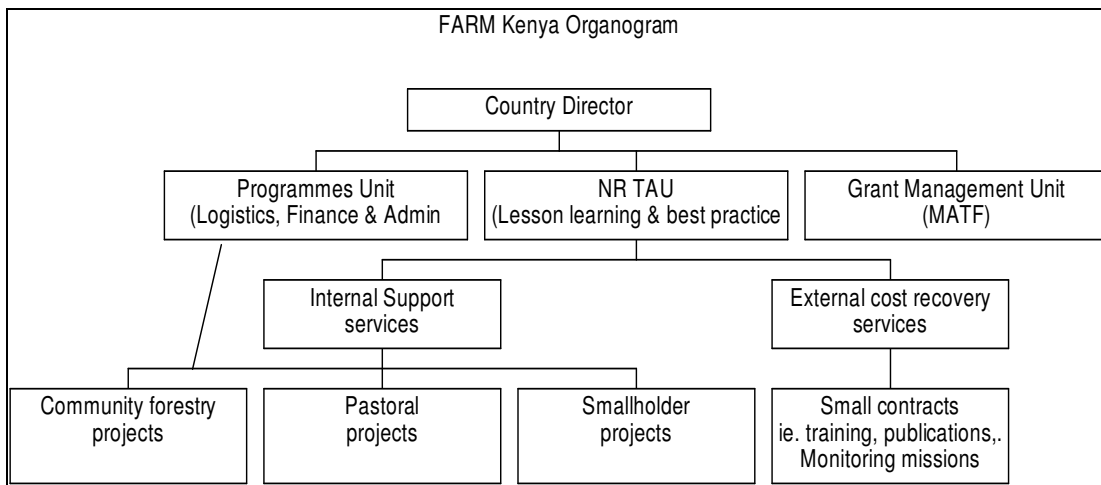
Programme	In UK £ '000				
	2004	2005	2006	2007	2008
Dairy Goat & Capacity Building	200	200	250	250	250
Pastoralist Capacity Building	200	200	300	300	300
Participatory Forest Management	100	150	150	150	150
Natural Resources TAU	100	150	200	200	200
Research and other pilot initiatives	100	150	150	150	150
Country Programme management	105	140	150	150	150
MATF	1,100	1,400	1,700	1,900	2,100
<b>Total</b>	<b>1,905</b>	<b>2,390</b>	<b>2,900</b>	<b>3,100</b>	<b>3,300</b>

## 6.2 Sustainable organisational growth, maintaining quality and accountability

FARM-Africa is committed to a decentralised structure, so that policies can be developed at country level to complement local natural resource policy and PRSPs, and so that key management and resource allocation decisions can be made as close as possible to its programmes and projects. The organisation devotes significant time and resources to recruit the best African professionals and builds the capacity of senior managers in Africa as part of a rigorous process to gradually devolve management and financial

functions to Country Offices. As part of this decentralisation the Nairobi Office are increasingly identifying and sourcing local funding for their programmes.

A strong financial and programme performance auditing function will be maintained at the International Office to ensure that FARM-Africa Kenya and other parts of the organisation adhere to organisational standards and procedures and that all parts of the organisation remain fully accountable to the sources of its funding, whether public or donor. FARM-Africa has a commitment to high standards of professional behaviour and technical competence throughout the organisation. Many of its staff are already specialists and leaders in their field, often coming from research organisations, with first-class technical expertise as well as deep commitment to assist the poorest. FARM-Africa devotes resources for maximising its investment in its staff through a commitment to staff development and training, to improve individual skills, knowledge and experience.



The Country Director is managed by the Chief Executive Officer (CEO) of FARM-Africa through the relevant Senior Manager in London and the CEO herself is accountable to the Management Board of the organisation. As FARM-Africa's organisational structures evolve, it will ensure that its strategy and programme remain coherent, that its operation remains cost-effective, and that high levels of accountability are maintained throughout the organisation.

### 6.3 Strategic partnership and alliances

FARM-Africa seeks to develop collaborative and open partnerships with communities, governmental and non-governmental organisations and with the private sector. FARM-Africa Kenya aims to extend its range of partnerships to give its work a wider impact and increase its visibility. It will build complementary partnerships that:-

- Strengthen its involvement at grass-root level (e.g. MATF partners)
- Provide a broader base of expertise and greater access to relevant information (e.g. academic research organisations like ILRI, ICRAF etc.)
- In the long term allows us to build our organisational capacity in areas where we currently have little expertise (e.g. African Medical & Research Foundation (AMREF) on matters of human health like HIV/AIDS.)
- Maximise our experience sharing and information dissemination through networks (AU/IBAR CAPE and CAHNET etc.)
- Avoid duplication, enhance financial efficiency and cost-effectiveness
- Promote a genuine synergy between organisations with which we share a common vision, values, and purpose.
- Offer the opportunity for sustained long-term funding to support shared goals

## 6.4 Linkage with other FARM-Africa Country Programmes

The links between FARM-Africa Kenya and other FARM-Africa country programmes will be strengthened over the next five years as part of a broader organisational strategy. Clearly functional links between projects – such as the Uganda outreach part of the DG&CBP, community-based animal health work through CAHNET and the Participatory Forest Management Programmes in Kenya, Ethiopia and Tanzania – will have enormous benefits. FARM-Africa will promote a professional mentoring scheme between country programmes to share and develop individual skills and experience in its key country staff. It also is piloting a ‘twinning’ initiative to develop broader analytical skills and experience in its field staff across country borders. Another important link will be between the NR-TAU in Kenya and a similar unit in Addis Ababa with plans for a Unit in Tanzania later in 2005. Common training approaches and work in the same key thematic areas will ensure that training materials will be shared to gain the benefit of best practices and innovation in Ethiopia, Uganda, South Africa and Tanzania

## 6.5 Fundraising strategy

FARM-Africa has traditionally relied on statutory funding for specific time-limited projects in Kenya. While these sources will remain important, in the next five years it intends to diversify its funding sources and mechanisms in line with the overall FARM-Africa strategy. It will continue to identify international voluntary sources such as those from the Strategic Partnership with CORDAID particularly where these are based on developing a joint strategic approach (2003-2006) between organisations. Trust funding will also remain an important source of funding.

Increasingly international donors are decentralizing their funding mechanisms and emphasizing local funding. FARM-Africa welcomes this as it tends to promote less a “contract management” approach and more a “partnership” approach to programme development and implementation. As such, FARM-Africa Kenya will increasingly seek to access local statutory funding and develop strong partnerships with donors that will in turn facilitate access to resources but equally a shared programme and advocacy vision for rural development in Kenya.

Kenya *Friends of FARM-Africa* groups are established in both Nairobi and Meru. During the period of the strategy, these will be revitalized and expanded to play a role in both supporting and fundraising but also to promote mechanisms of accountability between FARM-Africa and local civil society.

## 6.6 Review process and impact of strategy

The Country Strategy will be reviewed on an annual basis by senior management of the Kenya Country Programme, the FARM-Africa Kenya Advisory Committee (selected from Friends of FARM-Africa members), the relevant Senior Manager from the FARM-Africa London Office and key partners. They will incorporate individual programme evaluations, project reports and observations to consider the following indicators,

- Progress of NALEP, particularly in areas where FARM-Africa has a field presence
- FARM-Africa, with its partners, actively using its experience and expertise to advocate for improvements in policy and practice and to facilitate the voice of Kenyan rural civil society.
- Evidence of institutionalisation of FARM-Africa’s approaches as a result of experience documented and disseminated.
- Increased capacity of the relevant civil society and public sector organisations to manage and monitor their own initiatives
- Evidence that FARM-Africa and its partners are continuing to innovate take risks and challenge paradigms
- Contribution to the achievement of the Millennium Development Goals, particularly: -
  - I. a reduction by half in the proportion of people living in extreme poverty by 2015

2. a reduction by half of the proportion of people who suffer from hunger
3. integrate the principles of sustainable development into country policies and programmes and reverse the losses of environmental resources