



FARMING SYSTEMS KENYA (FSK)

Farming Systems Kenya

VISION 2050



A vibrant, profitable and sustainable farming community in Kenya



FSK's Agricultural Development Model: Value Extension Service (VES)



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FORWARD

Building on the Kenya Vision2030, which aims at making Kenya a middle level economy, and FSK's experience of 35 years, Farming Systems Kenya (FSK) has put in place Vision 2050 as a road map that will accelerate success of her operations in the next 35 years (2018-2050). Kenya's Vision 2030 aimed at a constant growth of 10% per annum as from the year 2012. The current growth rate of 5.9% as from 2016 is far below the threshold envisioned in the Vision. In the medium term, economic growth is projected to rebound to 5.8% in 2018 and 6.1% in 2019, consistent with Kenya's underlying growth potential. For this to be achieved there must be concomitant growth in the other sectors of the economy and notably agriculture, which is considered the backbone of the Kenyan economy. Agricultural productivity can also be improved by increasing the competitiveness of agricultural input and output markets through improved productivity provision of welfare services, along with environment and natural resources management. The government and other players in the agriculture and social sectors must therefore collaborate to ensure that agriculture is modernized through innovation, creativity, commercial orientation, intensification of existing productive land, as well as diversification of food production, adoption of technology and environment management.

FSK is a key player in the agricultural sector with 35 years of experience (1981-2017) and service to smallholder farmers in Kenya and the region. As such it is well aware of its special place in the lives of the small holder farming communities and their expectation for leadership in orienting agriculture to face the existing and potential challenge in the country and the region at large. FSK is committed to active participation in turning around the Kenyan agriculture and related sectors to meet this expectation. FSK envisions being the leader in transformation

of subsistence farmers into vibrant, profitable and sustainable farming community by deploying entrepreneurial practices in the next 33 years (2018-2050). Over the period, this will be achieved by equipping subsistence farmers with knowledge and skills that accelerates transformation from subsistence to commercial farming through research and innovative technology generation and transfer, social enterprise development, provision of extension and community development services-holistic community development that integrates Christian principles in community work. Other initiatives will include resource mobilization: advocacy, lobbying, awareness creation and networking, prudent resource management, development and implementation of livestock and crop production, value chain improvements and marketing. Nothing is more crucial to the realization of this vision than clarity of sight, coherence of thought and action, and obviously full mobilization of the resources necessary to realize the vision.

There is need to sustain the gains made through enhanced institutional governance, prudent resource utilization, organizational management, and natural resource management. Other considerations will include embracing dynamism in organizational development and asset management, and, above all, exploring new frontiers through research that informs the need for setting a new direction. The idea of formulating the Vision 2050 was initiated in 2015, born out of the realization that FSK needs to change with the times in order to maintain its relevance and competitiveness, align with new constitutional dispensation and cope with the changing climatic conditions, nutritional trends, development environment and technology. The vision will therefore be implemented through strategic plans over a five-year period.

We are confident that the implementation of this Vision will bring about the realization of our vision and the fulfilment of our mission, while upholding our core values. I wish to appeal to our stakeholders, collaborators and development partners to support FSK to achieve the set pillars, objectives and the implementation of the strategies. I would like to express my appreciation to the FSK Board of directors, management, staff, beneficiaries, collaborators and development partners who have contributed to the process of developing this Vision.

PAUL MUGO MAINA
CHAIRMAN, FSK BOARD OF DIRECTORS

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EXECUTIVE SUMMARY

The current, highly paced development environment requires an organization to have a sense of direction. The development world has become so dynamic and undulating that without a sense of deep understanding of one's mandate, an organization may find itself swept off into what it never intended to do.

It is on this basis that Farming Systems Kenya's Board of Directors conceptualized the idea of coming up with a vision document—a comprehensive narrative of who the organization is and what it intends to do in the next 33 years. In this document, FSK has clearly defined the end result that the organization seeks to achieve. "A vibrant, profitable and sustainable farming community in Kenya" is the heartbeat of this vision document. The organization further describes in a brief way a model through which this will be achieved. Value Extension Service (VES) is what the organization embraces as the model for agricultural development. In this model, communities are mobilized all the way from village level through ward, sub-county and county levels into the national level. The end result in this model are vibrant farmer structures that not only target and invigorate agricultural production but also engage in value addition, storage and marketing of the same produce. Farmers are not only encouraged to do farming as a business, they are also empowered to be agricultural entrepreneurs!

In this vision, the organization will implement its work through three major pillars that include socio-economic development, productivity and animal welfare, and sustainability. Each of these pillars encompasses several drivers that further describe both the community interventions, as well as the organization's own internal factors that will need to be driven in certain ways for the achievement of the main goal.

From this vision document will come three-year strategic plans. The vision will act as the radar, guiding on the general direction. Strategic plans will then be the vehicles that will manoeuvre the rough terrain to ensure a safe achievement of the vision.

Farming Systems Kenya is proud to offer this document to the agricultural development fraternity in this country. It is FSK's commitment and resolve to engage the farming community, to achieve the all-elusive food security in Kenya, as well as to earn a decent life and abundant livelihoods for all Kenyans.

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ABBREVIATIONS AND ACRONYMS

ACTED	Agency for Technical Cooperation and Development
ADF	Africa Development Foundation
ADS	Anglican Development Services
ASALs	Arid and Semi-arid Lands
ASDs	Agricultural Sector Development Strategy
CHRF	Children's Hunger Relief Fund
CIDA	Canadian International Development Agency
CDN	Catholic Diocese of Nakuru
CWS	Church World Service
DFID	Department for International Development
DFZ	Disease Free Zones
EAGC	East African Grain Council
ERS	Economic Recovery Strategy
FAO	Food and Agriculture Organization
FSK	Farming System Kenya
GDP	Gross Domestic Product
IFPS	Integrated Food Processing Systems
ILRI	International Livestock Research Institute
KARI	Kenya Agricultural Research Institute
KARLO	Kenya Agricultural and Livestock Research Organization
KEMRI	Kenya Medical Research Institute
KEPHIS	Kenya Plant Health Inspectorate Services
LWR	Lutheran World Relief
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
NLP	National Livestock Policy
OIE	Office Intervention des Epizooties
SRA	Strategy for Revitalization of Agriculture
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WHO	World Health Organization
WTO	World Trade Organization



A Lomolo community member with French embassy staff celebrating a new born Galla goat kid in the FSK's dry-land farming project in Rongai sub-County, Nakuru County. FSK will take this further into development of a fully-fledged goats value chain with cutting edge breeding technology as well as value addition to goat products

1.0 INTRODUCTION

1.1 Background

The mandate of FSK - driven by the parent body, AIC Nakuru Lay People Fellowship - is focused on agriculture as the key factor in reduction of poverty and adequate food security. In Kenya, agriculture is considered the mainstay of the economy. It currently contributes 24 percent of GDP directly, constituting KSH 342 billion, with another 27 percent indirectly, and is valued at KSH 385 billion. The sector also accounts for 65 per cent of Kenya's total exports and provides more than 18 per cent of formal employment. More than 60 per cent of informal employment is in the rural areas. The sector comprises six major sub-sectors: industrial crops, food crops, horticulture, livestock, fisheries and forestry. Industrial crops contribute 17 per cent of GDP and 55 per cent of agricultural exports. Horticulture has recorded a remarkable export-driven growth in the past five years and is now the largest sub-sector. It contributes 33 per cent of GDP and 38 per cent of export earnings. Although food crops contribute 32 percent of GDP—through food processing and value addition they enhance food security and stability—they only comprise 0.5 per cent of exports. The livestock sub-sector contributes 17 per cent of GDP and 6 per cent of exports. Livestock and fisheries sub-sectors have a huge potential for growth that has not been exploited, although this has been affected negatively by the recurrent drought episodes that have led to reduced herds of livestock.

In the first two decades after independence, Kenya's agricultural sector and in turn the national economy recorded the most impressive growth in sub-Saharan Africa at average rates of 6 per cent per annum for agriculture and 7 per cent for the national economy. In this period, small-scale agriculture grew rapidly as the population rallied around the call by the first President of

the Republic (Mzee Jomo Kenyatta) to “Rudini mashambani (go back to the farms).” This growth was spurred by expansion because there was ample land and better use of technology. Moreover, agricultural extension and research were supported by the Government. Also, many agricultural institutions—including farmers’ cooperatives, agricultural inputs, marketing, credit and agro-processing— were established and supported by the Government. Budgetary allocation to the agricultural sector during this period was at an average of 13 per cent of the national budget.

The Kenya National Bureau of Statistics’ (KNBS) economic survey report of 2017, show growth in agriculture value added decelerated from a revised 7.2 per cent in 2015 to 4.4 per cent in 2016, occasioned by insufficient rains during the short rains period. KNBS findings show that maize production declined from 42.5 million bags in 2015 to 37.1 million bags in 2016. Sugarcane production reduced from 7.2 million tonnes in 2015 to 7.1 million tonnes in 2016. Tea and coffee production increased by 18.5 per cent and 10.8 per cent to 473.0 thousand tonnes and 46.1 thousand tonnes respectively in 2016. The volume of fresh horticultural exports increased by 9.4 per cent from 238.7 thousand tonnes in 2015 to 261.2 thousand tonnes in 2016. Marketed milk production increased by 5.6 per cent to 650.3 million litres (GoK, 2017). The value of marketed agriculture production increased by 10.3 per cent from KSH 373.5 billion in 2015 to KSH 412.0 billion in 2016 (GoK, 2017). In the report, the value of tea production declined by 1.6 per cent from KSH 118.4 billion in 2015 to KSH 116.5 billion in 2016, while value of marketed coffee increased by 33.9 per cent from KSH 12.1 billion in 2015 to KSH 16.2 billion in 2016. Similarly, the value of marketed milk increased by 8.5 per cent from KSH 21.2 billion in 2015 to KSH 23.0 billion in 2016. Finally, earnings from marketed maize and wheat reduced by 7.2 per cent and

2.1 per cent respectively in 2016, while earnings from fresh horticulture exports increased by 12.3 per cent from KSH 90.4 billion in 2015 to KSH 101.5 billion in 2016.

Kenya Marine and Fisheries Research Institute (KMFRI) status report shows that aquaculture has grown rapidly in Kenya over the last decade and plays an increasingly important role in national fish supply. Freshwater fish account for close to 98% of Kenya's reported aquaculture productivity. KMFRI status report indicates that Kenya is now ranked the fourth major producer in aquaculture in Africa due to the sector's rapid growth. This is exemplified by a recorded growth to reach 24,096 metric tonnes (MT) in 2014, from 4,218 MT in 2006, which is 15% of the national fish production. The rapid growth was realised after the government in 2009 released KSH 22 billion (approximately \$283 million) for key sectors through the inter-sectoral Economic Stimulus Programme (ESP) for the period between 2009 and 2012. However, the freshwater aquaculture subsector registered a depressed performance for the second consecutive year, with total fish output dropping by 19.8% to 14,952 tonnes in 2016 from 18,656 tonnes in 2015.

Despite the challenges in the fisheries industry, there are vast opportunities that include: growing demand for fish products, fast-growing fish species (Nile Tilapia and African Catfish), and extensive freshwater resources suitable for the cage, pond, and tank-based aquaculture systems. Kenya's agriculture and fisheries sectors provide most of the raw materials for locally made fish feeds. Many Kenyans eat fish, and Kenya serves as East African Community's hub for regional exports. The country also has a highly developed fish processing sector and has quality assurance laboratories that. Until now, have been adding value to Nile Perch, whose products are exported to Europe. A vibrant commercial aquaculture industry will be a new source of high-quality raw material for value added

products for local, regional and international markets.

In the early 2000s, the Kenya government developed a new strategy with policies dubbed Economic Recovery Strategy for Wealth and Employment Creation (ERS). This replaced the policy on poverty reduction and instead adopted economic recovery. This was launched in 2003 as the blue print for setting the country back on the growth path. In the document, the government laid emphasis on economic growth, creation of wealth, and employment as a means of eradicating poverty and achieving food security. The strategy identified agriculture as the leading productive sector for economic recovery and recognized that revival of agricultural institutions and investment in agricultural research and extension were critical for sustainable economic growth.

As a response to ERS, the government developed and launched the Strategy for Revitalizing Agriculture (SRA) in 2004. The strategy set out the Vision of the Government was “to transform Kenya’s agriculture into a profitable, commercially-oriented and internationally and regionally competitive economic activity that provides high quality gainful employment to Kenyans”. This was to be achieved within a framework of improved agricultural productivity and farm incomes, while conserving the land resource based and the environment. The Government pointed to a paradigm shift from subsistence agriculture to agriculture as a business that is profitable and commercially oriented. The SRA also gave policy direction and actions that needed to be taken in each agricultural sub-sector to achieve the Vision. The strategy also set out to have real output of the agricultural sector growth at an average of 3.1 per cent during 2003-2007 and to reach around 5 per cent by 2007. The development of the sector was considered a top priority in poverty reduction because it was viewed as the most important economic activity on which the poor in the rural

areas rely to maintain their livelihood. It was, therefore, required to contribute significantly towards (1) reducing the proportion of the population below the basic poverty line from 56 per cent in 2000 to 26 per cent by 2010; and (2) reducing the number of people who are food-cum-poverty stricken from 48.4 per cent to 23.5 per cent in 2008 and below 10 per cent in 2015. Various interventions were identified to fast track progress, namely reviewing and harmonizing the legal, regulatory and institutional frameworks; restructuring and privatizing core functions of the parastatals and sector ministries; and improving the delivery of research, extension and advisory services. Others were improving access to quality inputs and financial services; improving access to both domestic and external markets; and formulating food security policies and programmes.

Further, towards the end of the 2000s, other policies and strategies were initiated in the Kenya Vision 2030, Millennium Development Goals (MDGs), Sustainable Development Goals (SDGs) and the National Livestock Policy (NLP). The Vision 2030 identified agriculture as one of the key sectors to deliver the 10 per cent annual economic growth rate envisaged under the economic pillar. To achieve this, transformation of smallholder agriculture from subsistence to an innovative, commercially-oriented and modern agricultural sector was emphasised. This was to be accomplished through initiatives such as increasing productivity of crops, livestock and tree cover; introduction of land use policies for better utilization of high and medium potential lands; developing more irrigable areas in arid and semi-arid lands (ASALs) for both crops and livestock; improving market access for smallholders through better supply chain management; and, finally, adding value to farm, livestock and forestry products before they reach local and international markets.

The government in the MTP-II of 2013-2017 reiterated its commitment in climate-smart agriculture, such as harnessing farm waste as source of organic fertilizer, use of bio-fertilizer that does not contribute to harmful emissions, better weather forecasting/early warning systems, growing resilient food crops, managing post-harvest losses and crop insurance. Other commitments put targeted increased involvement of the youth in income generating ventures in the Agriculture, Livestock and Fisheries sector. This was particularly so because of the significance of agriculture on GDP, industrial raw materials, export earnings and the formal and total employment. The aforementioned notwithstanding, the sector has continued to face a number of challenges that have impacted negatively on its development. Some of the key challenges include:

- Inadequate funding
- Unreliable weather patterns and effects of climate change
- Low adoption of technology and uncoordinated research and development (R&D)
- Security concerns/cattle rustling
- Resource based conflicts
- High population and negative cultural practices
- Regional and international barriers to trade
- Global economic recession

Drought conditions remain critical in the following counties: Garissa, Isiolo, Kajiado, Kilifi, Marsabit, Narok, Samburu (East), Tana River, and Wajir (South and West). Here, water stress is acute, milk production and livestock prices are well below normal, and livestock mortality is rising. In some other ASAL areas, particularly in the northwest and in parts of the coast, conditions have returned to normal following significant off-season rainfall in August and September (NDMA 2017)

As a stakeholder since inception in 1981, FSK has recognized the role agriculture contributes towards the economic growth and poverty reduction at household level by continuously supporting smallholder farming in a direction that would shift the farmer mindset of subsistence farming to more vibrant, profitable and sustainable farming. In order to continue providing necessary support to the sector, FSK has desired to develop a long-term Vision for the next 33 years that will guide the paradigm shift of the smallholder farmer and pastoralists from a popular notion of commercial farming to an entrepreneurial approach. Consequently, the vision will be achieved through subsequent three-year strategic plans.

1.2 About Farming Systems Kenya

FSK was established in 1981 through the initiative of the Nakuru Lay People Fellowship of the Africa Inland Church, Nakuru Regional Church Council. The main purpose was to reduce poverty through agricultural development, focusing on smallholder farmers who constitute 80% of the Kenyan farming community. FSK was registered in 1993 as a non-governmental organization with the mandate of empowering farming communities in Kenya. The organization currently is headquartered in Nakuru with satellite offices in Baringo, Narok, Bomet, West Pokot and Laikipia. Farming community empowerment is achieved through improving their productivity to enhance incomes and food security through appropriate technologies. FSK targets the rural subsistence farmers who, to a great extent, lack the relevant knowledge, skills and opportunities to improve their productivity and market the products. FSK works with rural farmers' self-help groups, providing them with technical advice, extension and affordable credit for crop and livestock enterprises. They are, however, integrated with large-scale farmers through major field days, visits and demonstrations.

The table below shows some of the programmes and impacts that the organization has had over the years of operation.

Thematic Area	Milestones/Achievement
Food Security	50,000 farmers have been reached where 90% are food secure through provision of extension services and farm inputs.
Livestock	<p>Goat project: Through the pass-on model, 15,000 farmers have benefitted from dual purpose dairy goat programme with survival rate of 96%.</p> <p>Dairy Cow Project: FSK has provided extension service on dairy production to 12,432 through training and provision of heifers.</p> <p>Donkey Welfare Program: FSK, with support from Brooke EA, has reached over 64,000 donkey owners/users and 108,000 donkeys in Nakuru, Narok, Bomet and Baringo. 75 local service providers have also been trained on donkey welfare.</p>
Water Sanitation and Hygiene	5400 households in Baringo County (ASAL) and 7200 households in Nakuru County have been supported to access water through boreholes, sand dams, earth dams and construction of water tanks and toilets.

<p>Micro-Enterprise Development</p>	<p>200 groups with a minimum of 5 members are registered with FSK Micro-enterprise with FSK advancing over 15 million in its revolving fund.</p>
<p>Emergency Response and Disaster Risk Reduction</p>	<p>FSK has supported over 5,000 families while responding to emergencies through cash for work, water trucking and provision of water storage facilities to drought-stricken families in Baringo, and rehabilitation of clash victims in Molo.</p>

FSK has over the years collaborated with relevant government ministries, departments and institutions such as the Ministry of Agriculture, Livestock and Fisheries, Catholic Diocese of Nakuru (CDN), Self Help Africa, Anglican Development Services (ADS), East Africa Grain Council (EAGC), Kenya Agricultural and Livestock Research Organization (KARLO) and Egerton University. Others include Heifer Project International (HPI), United Nations Development Program (UNDP), African Development Foundation (ADF), Lutheran World Relief (LWR), Canadian Lutheran World Relief (CLWR), United States Agency for International Development (USAID), Department for International Development (DFID), Action Aid Kenya (AAK), Children’s Hunger Relief Fund (CHRF - USA)/ Giving Hands (Germany), Canadian International Development Agency (CIDA), French Embassy, Ministry of Foreign Affairs (MOFA)-Finland, Food and Agriculture Organization (FAO), Embassy of Finland, Australian Aid, Brooke Hospital for Animals, Church World Service (CWS), along with other development partners in crops, livestock, animal welfare, water, natural resource management, and drought recovery.

Over the years, FSK has implemented many programs in agriculture and agribusiness, environment and natural resource

development, and water and microenterprise development. This has been possible through partnerships and linkages with various development agencies. In all those years, FSK adopted a holistic approach to project implementation that enabled FSK to achieve great milestones. In its 35 years of agricultural development work, FSK has undertaken both national and international assignments in its endeavour to serve the farming community at large and especially the small-scale farmers. The organization has evolved and changed its farming systems approach to respond to the changing demands of its clients and national interests. Despite the successes of FSK in the implementation of projects and the positive impact achieved, there is need to sustain the gains made, embrace dynamism in organizational development and project management, and, above all, explore new frontiers over a long-term period for purposes of sustainability at institutional level with growth and poverty reduction at community level.

The idea of formulating Vision 2050 was borne within the second half of 2015 out of the realization that the organization needed to change with the times in order to maintain its relevance and competitiveness, align with new constitutional dispensation, and cope with the changing climatic, environmental and development environments. The advancement in technology worldwide meant that there is need to embrace innovative technologies for efficiency and relevance in crop and livestock production and management. In order to cope with the challenges, FSK has developed a strategic vision for the next thirty-five years upon which subsequent five-year strategic plans will be anchored. This strategic vision has taken into consideration the key components, hereby referred to as pillars that will drive the operation of FSK over the planning horizon, along with the drivers to facilitate the realization of the pillars.

1.3 Vision Development Process

In the spirit of best practices, the Vision was developed in various facets, including a participatory and consultative process. This involved consultative meetings among the stakeholders, a process that aimed at obtaining inputs from various stakeholders and ensuring that there was ownership of the document, commitment and leadership that are necessary for its implementation. An initial strategic planning workshop was held which synthesized and collated the many ideas, lessons, challenges and the different perspectives on both the external and internal environments in which FSK works. This precipitated in the development of the long-term vision, mission, core values, and strategic direction of the core areas to be pursued. Stakeholders involved included FSK board, management and staff, funding partners, Ministry of Agriculture (both National and County), donor partners, collaborators and farmer representatives. The entire process cautiously reflected on the important strategic decisions required to move FSK to the next level of effectiveness. Additionally, a detailed review of policy documents—including CIDPs, county policy documents, OIE standard guidelines, Agriculture Sector Development Strategy, Medium Term Plan II, Kenya Vision 2030, and FSK strategic plans—was conducted. Through this approach, gaps were identified and filled through consultative meetings with key stakeholders like FSK board and senior management who gave their insights on strategic direction for the next thirty-five years.

1.4 Situational Analysis

Kenya is continuously experiencing substantial transitions in its socio-economic and political conditions. The country's growing economy is largely based on natural resource sectors such as agriculture (crops and livestock), forestry and fishing,

which cumulatively provide for more than 30% of Kenya's gross domestic product (GDP). Kenya's Vision 2030 seeks to have an annual economic growth of 10% and acknowledges that future growth relies heavily on managing resources sustainably.

Land use planning and utilization often involve trade-offs across scales and values. In recognition that agriculture largely depends on natural resources and has the largest impact in the farming community's socio-economic and environmental status, lasting reduction in poverty requires a vibrant, profitable and sustainable agriculture. FSK seeks to play an important integral role in transforming the farming community in Kenya by promoting appropriate technologies that are effective and efficient in regard to building a competitive and sustainable agriculture in Kenya.

To understand the climate and environment FSK is working under, many factors come into play that affect the operations either positively or negatively. These include political and regulatory environments and economic, socio-cultural, legal and technological environments. The Government of Kenya plays the key role in determining the direction of the country through the political and regulatory processes that affect the environment in which FSK operates. The current constitutional dispensation and international relation of the Kenya government influences FSK operation, as well as the operation of the farming community. Civil society organizations have in the recent past been a subject of discussion by the politicians in the country owing to their role in advocacy. This has tended to limit their operation within the country. For instance, there have been concerted efforts to limit the amounts of funds that civil society agencies could access from outside Kenya. This is a significant discussion that will in future impact the operations of Farming Systems Kenya to a great extent. On the other hand, some aspects of agriculture, including animal welfare

and food safety, have not received the required attention. They, therefore, require political goodwill at both the national and county government level.

Additionally, the economic environment experienced from trends in the macro-economic factors regarding exchange rates and inflation rates, and fiscal policies also affect operations both positively and negatively. The coming into force of the VAT Act in 2013 has had confounding effect on cost of living. This is due to the increased cost of inputs and equipment. Climate change has devastating effects on agriculture and its related sectors. Kenya has seen emergence of new diseases in crops and livestock for example the Maize Lethal Necrosis and the Fall Army Worm While this is a glaring reality, FSK has taken up the challenge and engaged in activities like environment and natural resource management. This is through adoption of green energy, improved farming technologies, as well as advocating for increased forest cover, water and natural resources conservation and development. The understanding of the socio-cultural aspects in society, education, culture, demographics, and livelihoods is an important aspect for successful implementation of programs. FSK intends to invest more time in understanding and enhancing the capacity of the target communities for successful implementation of the programs. Above all, the rapid global technological innovation requires embracing relevant technological changes in order to facilitate efficiency and remain relevant since all the factors are interrelated and cannot be avoided. In this front, FSK has come up with an agricultural development model known as Value Extension Service (VES), an approach that will provide actionable methods and tools in designing programs and investment projects that aim to increase the productivity and performance of agriculture in Kenya. In this vision period, FSK will implement all its programmes based on the VES model. It is also important to note that this vision will be put to action through the development of 3-year strategic plans.

2.0 SWOT, BENEFICIARIES AND STAKEHOLDER ANALYSIS

2.1 SWOT Analysis

FSK has effectively worked in the agriculture sector and development arena in Kenya for the last 35 years. It has developed certain strengths and opportunities that position it to effectively impact on smallholder farmers and vulnerable people. Some weaknesses however, have been identified that would limit the organization's effectiveness and efficiency. Coupled with threats, these have the potential to hinder the realization of the organization mission. Therefore, it needs to pay appropriate attention to each one of them with a view of maximizing on FSK strengths and opportunities, while on the other hand managing the weakness and threats to reduce any negative impact.

a) Strengths:

- Multidisciplinary team
- Historical impact/case studies
- Good rapport with our clientele
- Adaptability, wide linkages and networks
- Rapport with collaborators
- Donors and partners
- Physical facilities
- Long experience in development arena.

b) Opportunities:

- Recruit key staff to help in production process
- Restructure to increase competitiveness
- Craft into Kenya's vision 2030
- Break into new grounds and regions
- Start income generating activities to enhance sustainability
- Market FSK Centre for occupancy

- Participate in the international and national fora to share knowledge and experiences
- Document and disseminate best practices and lessons learnt from our projects hence market our organization, expand our micro credit program, and increase demand for our services by rural communities;
- Partner with available institutions
- Seize opportunities necessitated by challenges brought about by climate change
- Access new technologies for farmer and farm management and collaborate with research institutions for new technology dissemination

c) Weakness: Although we pride in our strengths, there are areas that we need to improve on. Some of these include

- Geographic confinement
- High staff turnover
- Inadequate staff numbers
- Old vehicles/machinery
- Poor marketing of FSK
- Uncompetitive remuneration package
- Lack of branches in other parts of the country
- Inadequate access and use of information by the stakeholders.

d) Threats: We have identified the following possible threats which we will pay attention to closely as we implement this strategy:

- Limited funding,
- Competition from other institutions offering similar services and going for same resources
- Political instability in the country caused by cases of community conflict and cattle rustling
- Subdivision of land into uneconomical sizes
- Escalation of input prices
- Rural urban migration, strong cultural leaning among clientele
- Fluctuation in the market prices of agricultural produce.

2.2 Beneficiaries

Smallholder farming is one of the top contributors to Kenya's GDP with over 70% of the population of Kenya relying heavily on subsistence farming. Similarly, 52% of the entire workforce in Kenya directly practices small-scale farming including pastoral activities. Subsistence farming—generally defined as farmers with small landholding (0.5 - 2.5 hectares) with low operation efficiency and minimal utilization of proper technology, capital and in-appropriate inputs—accounts for over 75% of the entire agricultural output and over 70% of the marketed agricultural produce in the country (GoK, 2007, FSK, 2015). In spite of this low performance, 66% of the country's manufacturing sector is agro-based. Supporting this sub sector in order for them to improve their productivity, followed by enhancement of entrepreneurial skills, would not only allow Kenya to take care of food security but also create wealth and provide job opportunity for the youth, while mitigating against the adverse effects of poverty. In the vision period, FSK will endeavour to work with subsistence farmers with a view of transforming them to agribusiness entrepreneurs.

These farmers produce relatively small volumes of produce on relatively small parcels of land, usually considered to be part of the informal economy that may not be registered and tend to be excluded from aspects of labour legislation, lack social protection and have limited records. They depend on family labour, but may hire casual workers during peak period and are often vulnerable in value adding and supply chains. This is a reality in the agricultural sector that we all must pay attention to if Kenya will achieve Vision 2030 in its totality. FSK is currently operating in the high potential areas, as well as the ASALs that include Nakuru, Laikipia, Narok, Bomet, West Pokot and Baringo Counties. Based on demand, areas such as Bungoma and Kakamega in Western Kenya, as well as Migori

and Siaya in Nyanza and others, are earmarked for inclusion in the planning period.

2.3 Stakeholder Analysis

Stakeholder engagement is vital to community development, planning, implementation, and evaluation, while ensuring that development projects are appropriate, effective, and sustainable. Engaging stakeholders can help to identify and prioritize community development needs and opportunities; identify potential positive or negative impacts from extractive operations that development projects may further leverage or help to mitigate; and gather innovative ideas and the identification of community resources. This also provides resources to support community needs; encourages community member involvement in project design, implementation, and monitoring; identifies and evaluates potential partners; and monitors project impacts, ensuring that development projects are meeting community expectations. Over the planning period, FSK will continuously undertake a stakeholder analysis in order to identify the strengths and areas of partnership/collaboration for purposes of structural engagement, partnerships and linkages. The analysis also aids in sharpening the skills of FSK team, as various stakeholders will bring on board various dimensions of partnership. Table 2 provides a summary of stakeholders currently providing various livestock and crop production services in the FSK areas of operations.

For efficient delivery of its mission, FSK will need to collaborate with other stakeholders at various levels in designing, planning, implementing, monitoring and evaluation of the different development programmes. FSK will also actively engage collaborators, like-minded entities and other actors to ensure that farming communities are adequately reached, empowered and draw sustainable profits from their enterprises.

It is also important to note that a list of stakeholders cannot be exhaustive. The organization will therefore keep reviewing relevant stakeholders on a regular basis. Below is a short list of some of the stakeholders that the organization will be engaging in this vision period.

Table 2: Stakeholder Analysis

Stakeholders	Area of Involvement
<p>Government Institutions (Kenya Dairy Board, Kenya Veterinary Board, Kenya Agricultural Produce, County Governments, Livestock Marketing Council, KEPHIS, among others)</p>	<ul style="list-style-type: none"> · Market livestock and initiate capacity-building activities Ensure that Veterinary Standards are adhered to · Provide breeding bucks to farmers so as to improve production and livestock breeds · Regulate and coordinate agricultural research at the county level · Enforceset standards · MManage livestock markets at the county level and ensure that livestock prices are controlled · Disseminate information to farmers to ensure they are aware of emerging issues. · Monitor and evaluate of the various projects they fund in the counties · Oversee livestock marketing activities in the country · Support projects undertaken in the county/country level

<p>International NGOs (World Vision, ACTED, Action Aid, SNV, Christian Child Fund, Heifer project International, Brooke East Africa, Church World Service, French Embassy among others)</p>	<ul style="list-style-type: none"> • Provide breeding bucks to farmers so as to improve production and livestock breeds • Offer vaccination programs, deworming, and pasture development • Provide financial resources to farmers for offtake activities of various projects • Educate farmers on the importance of diversification of farming/ agricultural enterprises • Develop capacity of farmers and all stakeholders in Animal Welfare Industry
<p>Local NGOs in Kenya (Sustainable Entrepreneurship Participatory Program, Build Africa Kenya, Self Help Africa, among others)</p>	<ul style="list-style-type: none"> • Build capacity on crop and livestock production • Provide breeding bucks to farmers so as to improve production and livestock breeds • Assist in the marketing of products • Provide extension and advisory services geared towards increase in agricultural production
<p>Training Institutions (Egerton University, Baraka Agricultural Collage, African Studies Centre, Agricultural Training Centres, Farmers Training centres)</p>	<ul style="list-style-type: none"> • Educate farmers on new farming activities • Engage learners in schools on various farming practices • Educate farmers on proper feeding techniques • Capacity building activities especially under crop production and marketing

<p>Research Institutions & Professional Associations</p> <p>(e.g. KARLO, KEMRI, ILRI, KALRO, KVA, among others)</p>	<ul style="list-style-type: none"> • Conduct surveillance activities to ensure diseases in both livestock and crop production are controlled • Conduct disease surveillance • Conduct research on areas under livestock and crop production • Provide breeding bucks to farmers so as to improve production and livestock breeds • Provide agricultural and livestock production information • Strengthen the capacity for implementing agricultural production through value chains research • Monitor Rift Valley Fever through their projects
<p>Religious Institutions</p> <p>(AIC Church, Catholic Church, protestant denominations, National Council of Churches of Kenya as well as other para-church institutions)</p>	<ul style="list-style-type: none"> • Provide seeds and livestock to vulnerable individuals in the community • Arbitrate disputes involving farmers in different parts of the counties • Procure opportunities for youth, women and people living with disabilities • Promote peace and social stability to different groups to enhance coexistence • Mobilize the communities

<p>Private Companies (agro-chemical institutions, pharmaceutical institutions, feed manufacturing entities, seed production companies, co-operatives among others)</p>	<ul style="list-style-type: none"> • Supply feeds to farmers • Supply drugs and pesticides to farmers • Promote agricultural ventures and value addition through training
<p>Community Based Organizations including organized farmer groups in the counties</p>	<ul style="list-style-type: none"> • Provide capital to members of the groups in development of agricultural activities they undertake • Form production units

In the planning period, FSK will endeavor to participate in structured engagement of the stakeholders for purpose of ensuring there is minimal duplication and that all livestock, fisheries, and crop farmers are supported accordingly in an attempt to reduce poverty levels in the county.

3.0 FSK VISION, MISSION, CORE VALUES, PILLARS AND DRIVERS

3.1 Foundation for the Vision

While implementing Vision 2050, FSK is fully aware of two dovetailing facts: i) the stagnation of economic growth of small holder and pastoralist farmers and ii) the enormous desire to energize the small holder sector as the engine to enhancing the achievement of middle income level envisioned in Kenya's Vision 2030. These issues will not only need to be unlocked but also accelerated. More will be needed for the success of the organization outside its core business of programmes work. The organization therefore seeks to recognize the following eight issues as core to the well-being of the whole entity:

a. A paradigm shifts: from subsistence to commercial farming as a business to a more vibrant and focused entrepreneurial approach based on value addition at the entire agricultural sector value chain. This will maximize profitable returns on investment.

b. Prudent governance & leadership: Throughout the implementation of this vision, FSK will endeavor to govern and discipline oneself by use of reason at the board, management and general staff levels. In this area, FSK will endeavor to be fair and impartial through careful involvement and selection of the persons in these three cadres. The organization will also ensure openness in recruitment, training and retention of staff members. The board will also respect its terms of service, as well as uphold high integrity. The organization will endeavor to build the capacity of the board, management and staff members on this area. FSK will ensure that the constitution and management policy is carefully followed and implemented without fear or favor. FSK clearly recognizes in the governance

of the organization the importance of these two values, prudence and equitability, as necessary for sustainability and stability. This will also give the organization needed vibrancy.

c. **Culture of hard and smart work:** FSK will emphasize a culture of passionate smart work. The organization will strive to ensure that at all levels, the officers serving in the organization embody this and manifest it at all times.

d. Excellent infrastructure: FSK will endeavor to maintain excellent infrastructure, including means of transport, modern technology, buildings and equipment. The organization is aware that right persons who are poorly equipped will produce poor results.

e. Right people for the right job (board and staff): FSK will seek to recruit both at the board and staff levels the right persons with the right values, zeal, right skills, competencies, attitude and motivation. FSK believes that the organization “looks like the people working for it.” A board charter, organizational management and human resource manuals will be kept and updated from time to time within the life of strategic plans.

f. Maintaining legality at all levels: FSK is fully aware of the importance of being and remaining legal at all levels. In the period of the implementation of this Vision 2050, FSK shall develop a compliance matrix. This will enumerate all the legality issues and the persons responsible. This document will have a plan of implementation to ensure that it is followed.

g. Safety and/or security to staff and equipment: In the implementation of this vision, FSK will formulate a security and safety policy. This document will define and describe in detail how the whole issue of staff and equipment security and safety will be implemented. This policy will be reviewed from time to time in response to the prevailing environment.

h. Risk management: FSK recognizes the need to mitigate against risks that would slow down the achievement of the desired results. A risk analysis will be done periodically and a risk management matrix developed to enhance early warning against the risks from where corrective measures shall be taken.

3.2 FSK Vision, Mission and Core Values

a) VISION: “A vibrant, profitable and sustainable farming community in Kenya”

b) MISSION: Facilitate the transformation of the farming community into entrepreneurs through innovative technology transfer.

c) PHILOSOPHY: Carry out agricultural activities in a value-based culture acknowledging that land is given to us by God and must be utilized sustainably, appreciating that it is on loan to us by the future generation and must be utilized in a profitable and sustainable manner.

d) FSK CORE VALUES

Faith based: Being Christians, we seek to bring love and care to a suffering world by proclaiming HIM, admonishing and teaching everyone with all wisdom, so that we may present everyone perfect in Christ (Colossians 1:28).

Professional: We have expertise in various academic fields. We will do all our work to established and recognized standards (tried and tested ways) carefully considering good practices.

Stewards: We undertake responsible care and utilization of

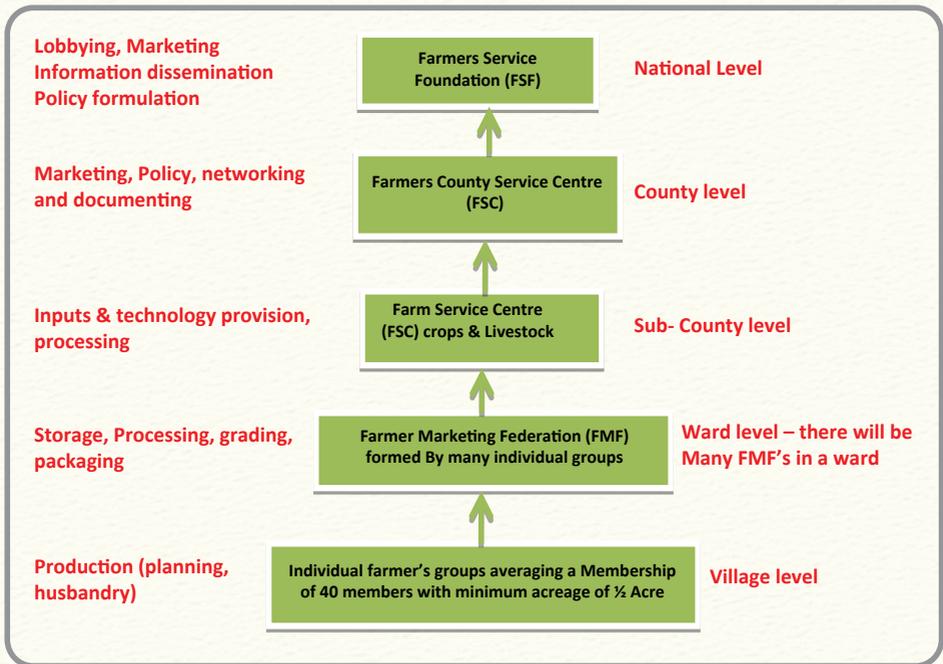
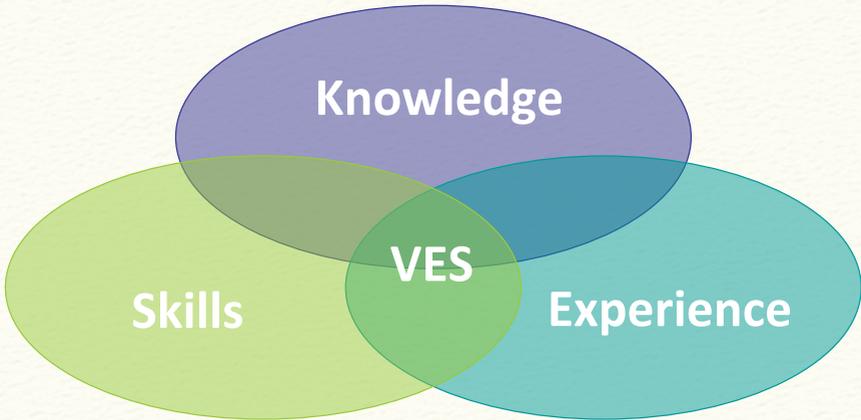
all resources entrusted to us. We also teach others to do the same.

Respectful: We respect the wisdom, traditional knowledge and cultural practices of our clientele and build upon this to promote change and development.

Innovative: We come up with new, resourceful and viable ideas and technologies. We are also responsive to change.

3.3 Farming Systems Kenya's Development Model

FSK agricultural development model shall be based on value addition at all levels, right from production, processing to marketing. It will therefore be known as Value Extension Service (VES). FSK will endeavor to develop a business model for each of the projects at individual, group and community levels. The business model will capture a clear value chain all the way from production into marketing, showing vibrancy, profitability and sustainability. The model is shown on the table below. This model would be driven by a convergence of knowledge, skills and experience.



4.0 STRATEGIC PILLARS, DRIVERS, GOALS AND STRATEGIES

4.1 Vision Pillars and Drivers

Farming Systems Kenya (FSK) is an indigenous, Christian-based Non-governmental organization (NGO) that for over three and half decades has been at the forefront of helping the neediest Kenya families reduce poverty through sustainable agricultural development. FSK has achieved ongoing food security and enhanced incomes through appropriate technologies that include improved soil fertility, better farming practices and a modest level of prosperity through marketing of their excess crops. Since its inception, FSK has been a leader in the movement in Kenya to increase food security by introducing small-scale farmers mainly in both high potential and ASALs to farming practices that make efficient use of limited resources, while protecting natural resources (particularly water and soil fertility) for future generations. FSK works with communities and rural self-help groups and provides technical advice, extension and affordable credit for crop and livestock enterprises. After a thorough contextual and situational assessment (SWOT analysis), our beneficiaries and stakeholders, three key pillars were identified as core areas that FSK will focus on in the next 35 years. The three key pillars are:

- Socio-economic development
- Productivity & welfare
- Sustainability

Table 3 provides the pillars and the respective drivers and inputs that will be applied to actualize the vision.

Table 3: Vision Pillars and Drivers

S/N	Pillar	Drivers	Inputs to actualize the drivers
01	Socio-Economic Development	<ul style="list-style-type: none"> • Social Enterprises: savings and credit services and agri-business development to include marketing & value-addition • Holistic community development that integrates Christian principles in community work • Lobbying, awareness creation & advocacy to target gender & cultural beliefs and practices, government support, legislation & policies 	<ul style="list-style-type: none"> • Development of SACCOs • Formation of marketing federations • Training on entrepreneurship • Training on value-addition including. processing, branding, labeling, packaging • Development/ adoption and implementation of holistic community engagement models (e.g. Church and Community Mobilization Process) • Formation and strengthening of grassroots community structures, devolved units that spearhead

<p>02</p>	<p>Productivity & Welfare</p>	<ul style="list-style-type: none"> • Development & implementation of livestock production, value chains to include livestock welfare in areas of husbandry, veterinary services, breeding and marketing • Development & implementation of crop production value chains to include crop husbandry, ecosystem management and marketing • Development of fisheries value chain through development and dissemination of new technologies in production, harvesting, processing and storage, as well as value addition 	<ul style="list-style-type: none"> • Undertake extension services for sustainable livestock welfare & husbandry • Develop and implement veterinary interventions both for disease control & treatment • Develop livestock & livestock products, value addition and marketing structures as described on the VES model • Undertake extension services for sustainable crop production, conservation agriculture and sustainable agricultural practices for biodiversity conservation, organic (healthy food) production and sustained high production • Develop clear crop disease & pest early warning and response mechanism • Develop and disseminate a sustainable soil management system
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			<ul style="list-style-type: none"> · Develop crop value addition and marketing structures as envision in the VES model · Embrace technology in fish farmer mobilization and training for improved production · Adopt and disseminate new technologies on fish harvesting and storage · Through the VES model, develop fish farmer marketing and value addition structures
03	Sustainability	<ul style="list-style-type: none"> · Institutional governance & Leadership 	<ul style="list-style-type: none"> · Faithfully implement the FSK constitution and policies · Recruit committed members, passionate and with relevant skills, competency at the board and mmanagement · Recruit, train, motivate and reward staff members · Implement prudent financial management systems · Enforce adherence to legality at all levels

		<ul style="list-style-type: none"> • Organizational resources management • Water and natural resources conservation and development • Monitoring, evaluation and impact assessment 	<ul style="list-style-type: none"> • Prudently manage and invest FSK surplus finances and other resources for sustainability <ul style="list-style-type: none"> • Develop & implement a security and safety policy • Integrate biodiversity conservation and climate change adaptation and mitigation in all FSK programs <ul style="list-style-type: none"> • Undertake disaster risk reduction interventions in disaster prone areas • Undertake emergency interventions whenever need arises • Build capacity on community water resource management • Develop sustainable water resources at the community level • Integrate an efficient and effective monitoring system for both programmes and staff performance <ul style="list-style-type: none"> • Undertake evaluation at scheduled times and incorporate the learnt lessons into activity plans
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		<ul style="list-style-type: none"> • Research and new information and technology production and dissemination 	<ul style="list-style-type: none"> • Develop and implement documentation and publication system • Develop and effective information dissemination system • Undertake action research in all program areas Integrate modern information technology in every aspect of FSK programmes
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4.2 Strategic Objectives and Strategies

FSK proposes to achieve various objectives earmarked towards the implementation of the three pillars: Socio-economic development, productivity & welfare and sustainability. Achievement of the strategies & objectives will enable FSK to fulfil its mandate, vision and mission.

4.2.1 PILLAR 1: SOCIO-ECONOMIC DEVELOPMENT



FSK envisions a farmer managed agricultural value chains which embrace modern technology and financing for efficient production, processing and marketing hence profitability

In this pillar, FSK will continue to encourage use of local resources in a way that enhances economic opportunities, while improving social conditions of the locals in a sustainable manner to overcome crises, and increase opportunities for communities who are disadvantaged. FSK considers this as a community-centered process that blends social and economic development to foster the economic, social, ecological and cultural well-being of communities. With 75% of the agriculture being in the hands of smallholder farmers, it is inevitable that specific attention must be given to them. FSK has over the years continued to work with smallholder farmers in both livestock and agricultural production and management. The main agenda is to reduce poverty through agricultural development, focusing on smallholder farmers who constitute 80% of the Kenyan farming community. This is achieved through improving their productivity to enhance incomes and food security through appropriate technologies. In the next 35 years, FSK will continue to target the rural subsistence farmers and self-help groups by providing them with technical advice and training, extension and affordable



Pastoralist community breaks into a dance during one of the FSK Social mobilization meetings. We will empower the church to share the love of Christ for holistic development.

credit for crop and livestock enterprises. Key areas of focus will include entrepreneurship that will promote mobilization of savings and credit facilities, agri-business development, capacity building in value-addition, holistic community development that integrates Christian principles in community work, lobbying, awareness creation and advocacy targeting gender & cultural beliefs and practices, legislation & policies. Table 4 provides key strategic objectives and strategies that will facilitate the achievement of the pillar.

Table 4: Strategic Objectives and Strategies for Socio-Economic Development

S/N	Strategic Objectives	Strategies
01	Capacity building of farmers in social entrepreneurship	<ul style="list-style-type: none"> • Transform smallholder farming through agribusiness development & training • Mobilization of savings and credit services through formation of village banks & SACCOS • Promote value addition and marketing of agricultural produce of the subsistence farmers • Lobby for Entrepreneurial policies in the counties
02	Promote Holistic community development that integrates Christian principles in community work	<ul style="list-style-type: none"> • Develop, adopt and implement holistic community engagement models such as Church and Community Mobilization Process • Promote mutual collaboration between FSK with the church and Lay People Fellowship (NLPF) for enhanced discipleship, and Christianity among local farming communities

<p>03</p>	<p>Lobby, create awareness & advocate on gender & cultural beliefs and practices, government support, legislation & policies that impact negatively on smallholder farming</p>	<ul style="list-style-type: none"> • Facilitate formation and strengthen grassroots community structures, devolved units that will spearhead lobbying and advocacy at all levels • Promote awareness on cultural and gender issues that affect smallholder farming • Community empowerment through programmes to educate farmers on policies, rules and regulations that affect them and how they can make proactive participation in their review and formulation
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Star Projects in Socio-Economic Pillar

• Social enterprises: FSK in liaison with communities will formulate and implement vibrant social enterprises,



FSK officer monitoring a client's enterprise. We envision a fully operational farmer's bank by 2050.

embracing all the stages of the values chain in bee keeping and high value traditional crops, among others.

- Financing solutions to participating farmers: FSK will facilitate the formation of revolutionary Savings and Credit Cooperatives for participating farmers to provide financial solutions in every County of its operation in Kenya.
- Church and community mobilization model: FSK will refine and roll out in all Counties of its operation a community mobilization model that will ignite local churches to spearhead development, involving persons from all religions, gender and age in their localities.

4.2.2: PILLAR 2: PRODUCTIVITY & WELFARE



FSK aspires to transform livestock production into profitable enterprise which embraces modern technology that respects Animal welfare

FSK takes cognizance that increased productivity among the poor will entail a higher utilization of animal traction and improved crop production. To mitigate against low productivity, a comprehensive and competitive extension programme and related supporting initiatives would have to be put in place. The recommended ratio of extension worker to farmers is 1:400 yet for Kenya, it is 1:1500. This implies that more work needs to be done in this area. Kenya Vision 2030 seeks to create a globally competitive and prosperous country, attaining middle-income level by the year 2030. Productivity in both livestock and welfare is currently faced by a number of constraints. Major constraints include diseases, high cost of inputs, lack of AI services, low genetic potential, limited processing of products, poor timing of livestock sales, low fertility, lack of labor and marketing, and poor animal welfare. Others include poor crop husbandry, seedling, low quality of products, and low adoption of international standard requirements, new pests and diseases like the Fall Army worm among others.

In Vision 2030, the government targets an average economic growth rate of 10% p.a. and sustain it until 2030. Apparently, the current growth stands at 5.9% p.a. On the other hand, the recommended public spending in agriculture by Comprehensive African Agricultural Development Programme (CAADP) is 10%, yet in Kenya it stands at 3%. In order to increase the rate of optimal growth, an investment in the smallholder agriculture and its support sectors, such as natural resource development and water, is crucial in spurring agricultural productivity. This therefore calls for an innovative, competitive and intensive agricultural production programme supported by a comprehensive value chain programme. It is on this background and a careful consideration of slow agricultural development trends in Kenya since 1960s that FSK considers productivity and welfare as a key thematic area in spurring the

economic growth. Table 5 provides a summary of the strategic objectives and strategies that will be pursued by FSK over the next 35 years aimed at improving productivity and welfare.



FSK soil technicians at work in the organization's soil Laboratory - FSK Centre Nakuru. We aspire to be a one-stop shop for all soil management solutions

Table 5: Strategic Objectives and Strategies for productivity and welfare

S/N	Strategic Objectives	Strategies
01	Increased agricultural productivity through initiation of innovative, competitive and intensive agricultural production among smallholder farmers	<ul style="list-style-type: none"> • Provision of training, inputs, credit and necessary linkages to subsistence farmers to undertake crop production; • Provision of extension services for sustainable crop production, conservation agriculture and sustainable agricultural practices for biodiversity conservation, organic (healthy food) production and sustained high production; • Development of clear crop disease & pest early warning and response mechanism; • Support intervention strategies that facilitate diversification and intensification of production, improve post-harvest processing and marketing operations and strengthen producer associations through capacity-building activities; • Develop and disseminate a sustainable soil management system, crop value addition and marketing structures

<p>02</p>	<p>Provision of extension services, training & livestock welfare services including husbandry, veterinary services, breeding, credit, marketing and value addition to subsistence livestock farmers to undertake profitable livestock production</p>	<ul style="list-style-type: none"> • Promotion of animal welfare to improve Equine welfare among small holder farmers through positive change in knowledge, attitudes, behavior and practices of animal (including donkey) owning communities & enhancing national policy and development agenda in favor of working equids • Promote extension services for sustainable livestock welfare and livestock husbandry; • Facilitate the development of veterinary interventions both for disease & pest control and treatment; • Develop livestock and livestock products value addition and marketing structures to assure competitiveness;
<p>03</p>	<p>Conduct research on livestock and crop production and Management</p>	<ul style="list-style-type: none"> • Establish modern soil and plant laboratories to serve the farming community in the region. • Enhance collaboration, linkage and partnerships with research institutions / organizations to undertake research relevant to the transformation of subsistence farming to commercial farming • Promote research on new information and technology production and dissemination of the output

04	Technology adaptation	<ul style="list-style-type: none"> • Develop an organizational-wide technology adaptation strategy aimed at ensuring that every department of FSK is fully compliant on the most modern Information Technology (IT) systems
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Star Projects in Productivity and Welfare Pillar

- Donkey Breeding Farm: FSK will establish a donkey-breeding farm in Baringo County. This would be a research centre for donkey breeding, utilization and welfare, as well as scientifically establishing the economic value to households and the country at large.
- Goat Farmers Associations (GFA): FSK will seek to have in every County of its operation a vibrant goat farmers association. These entities will facilitate goat farming to become a vibrant enterprise at every stage of the value chain.
- Disease Control Programs: FSK, in conjunction with the County governments in its area of operation, will establish a disease control model to enhance preventive livestock medicine.
- Animal Health and Welfare Centres: FSK, in a structured engagement with stakeholders, will endeavour to establish animal health and welfare centres in the counties of operation, with satellite facilities at sub-county levels based on the VES model.
- Dairy Cattle Breeding Solutions: FSK will offer animal solutions to cattle fertility and breeding challenges (i.e. solutions to infectious and non-infectious infertility, silent heat, repeat breeder syndrome).
- High Value Village Markets: FSK through the VES model will in collaboration with communities identify high value crops, especially the traditional ones, and develop markets outlets that will eventually be branded and known for both production and marketing of these crops as dictated by agro-ecological factors.



FSK empowering farmers through dairy goat rearing to improve on their livelihoods. We seek to move this value chain into goat milk processing and similar value addition



FSK will seek to impart New & innovative farming technologies - A farmer in Kadokoi village, East Pokot, Baringo County harvesting spinach from a greenhouse



In collaboration with Egerton University, FSK runs a Veterinary clinic in the donkey welfare program. Due to several factors, donkey numbers are dwindling; we will collaborate with other actors to develop a vibrant donkey-breeding program.

4.2.3: PILLAR 3: SUSTAINABILITY



FSK vision for Arid- semi- arid is communities living in dignity with diversified livelihoods, embracing modern technologies while conserving natural resources for future generation

Sustainability is broadly defined as ability to meet the needs of the present without compromising the ability of the future generation to meet their own needs. Sustainability is a challenge in our organization, as well as projects, due to the changing trends with time and changing social, economic and political contexts. A project that is seen as worth sustaining today may not be so in future. Sustainability is a key global challenge facing nations, organizations, communities as well as individuals. More often than not, only parts of sustainability dimensions—including social, economic and environmental—are normally addressed, leaving out others and thus creating



East Pokot Community constructing Napeikore Weir, Baringo County. (Work supported by Church World Service) We have a vision of all pastoralist communities being water sufficient.



Mondi community, Silale Ward, East Pokot - We seek to have pastoralist communities with diversified Livelihoods and living in dignity

unsustainable institutions, structures, and programs. In Kenya, huge investments have been established to bring about development in various areas by both the government and the NGO sector, but the majority are not operational, thereby not achieving their intended purpose. This has been attributed partly to poor governance and leadership and the inability to prudently manage resources, including human, physical and financial. Others include donor dependency coupled with changes in donor procurement procedures, economic meltdown in the home country, community participation and the management of natural resources including water.

FSK is committed to enhance organizational sustainability by dealing with different challenges that they have been faced during the last 35 years of community development. Some of the challenges include lack of adequate skills and knowledge, reliance on donor funding, high staff turnover, lack of an asset manager and cultural barriers. Sustainability is not only one of the principles of engagement but also a critical challenge for development agencies. It is not possible to claim lasting impact without ensuring this aspect of development. Proper governance structures shall be put in place to ensure sustainability and to withstand the changing times as summarized in table 6.

Table 6: Strategic Objectives and Strategies for Sustainability

S/N	Strategic Objectives	Strategies
01	Promote good institutional governance & leadership	<ul style="list-style-type: none"> • Develop and implement organizational structures & Policies that will attract the right board members, management and staff • Develop policies that will ensure proper communication, reporting, training, recruitment, remuneration & reward system in the organization, etc • Develop policies that ensure commitment in the implementation of FSK constitution and policies • Capacity building of the board, management and staff
02	Promote Prudent organizational resources Management	<ul style="list-style-type: none"> • Develop and implement prudent financial management systems • Develop and implement mechanisms that will assure planning, organising, controlling and monitoring resources in order to achieve organisational objectives • Continuously promote investment and asset management of FSK financial and other resources prudently for sustainability • Develop a clear finance strategy including generating income, fund raising and ICT infrastructure • Strengthen stakeholder linkages, partnerships

03	Promote natural Resource Management	<ul style="list-style-type: none"> • Integrate biodiversity conservation and climate change in all FSK programs. • Promote Disaster risk reduction interventions in disaster prone areas including floods and fire • Undertake emergency interventions whenever need arises • Build capacity on community water resource management • Develop sustainable water resources at the community level.
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Women enjoy fetching water at the now complete Napeikore Weir; Silale Ward, Baringo County - FSK envisions to provide access to potable & safe water especially in Arid & semi-Arid Lands

Star projects on sustainability pillar

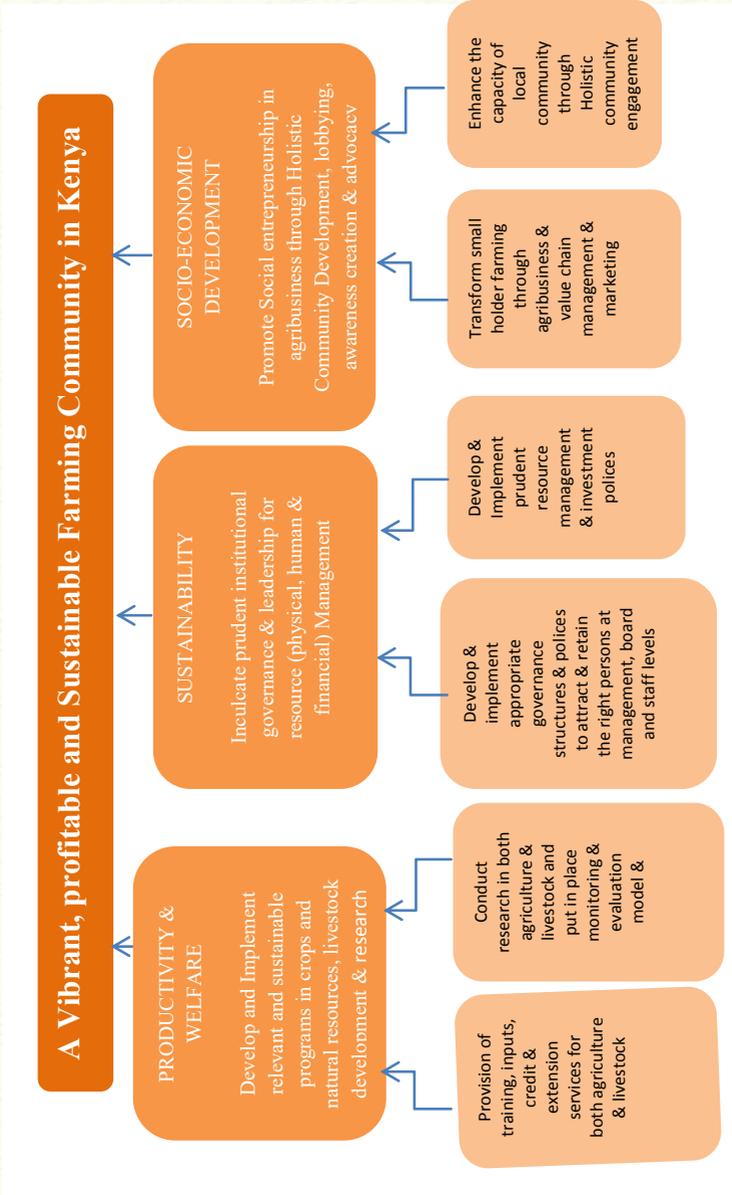
- Promotion of Sustainable Agriculture: FSK will seek to rejuvenate nature, help crop farmers and livestock keepers to work with rather than against nature as they improve biodiversity in their farms. In this regard, FSK will promote farming systems that do not injure nature. These include but are not limited to organic agriculture, Farmer Managed

Natural Regeneration, conservation agriculture and climate smart agriculture, among others. Social Enterprises for Income Generation: FSK will develop at least one social enterprise in every County that the organization is working for organizational financial sustainability.

- Governance & Leadership: FSK will develop and implement governance structures and policies to attract and retain the right board members, management and staff to ensure prudent resources mobilization and management.

4.3 FARMING SYSTEMS KENYA'S THEORY OF CHANGE

FSK will seek to transform the subsistent farmers in Kenya into a vibrant, profitable and sustainable farming community. The organization will further seek to develop new farmers, a younger generation and equip them to drive farming in Kenya going into the future. This will be achieved through 3 key pillars (i.e. Productivity & Animal Welfare, Sustainability and Socio-economic Development). The pathway will involve development and implementation of relevant and sustainable programs in crops, natural resources management, livestock development & research. Sustainability will be ensured by implementing programmes that are well designed and utilize resources effectively to meet the needs of the target group for growth and posterity. Socio-economic development will be achieved through promotion of value extension service, which envisions farmers participating actively in production, processing, marketing, lobbying and advocacy for optimum value for their commodities.



4.3 Risk Management

In the long-term project planning horizon, risk management is important because it gives the ability to figure out methods for which events can be managed, especially those that may have adverse impact on the financial, human and physical resources of the organization for successful implementation the project. FSK is concerned with minimizing the dangers of any events which could have a negative impact on the financial performance of the organization's operation, in particular events which could result in (1) the project not being completed on time, on budget, or at all; (2) the project not operating at its full capacity; (3) the project failing to generate sufficient revenue to service the debt or maximization of shareholders' wealth; and (4) the project prematurely coming to an end. FSK will endeavor to minimize the risk any particular operation poses to the organization, staff, clients, or the general public, including the beneficiaries. The organization will always maintain a risk management policy to identify applicable risks and to enable risk management procedures to be satisfactorily identified, organized and maintained. The minimization of such risks will involve a three step process namely:

- i) The identification and analysis of all the risks that may bear upon the project
- ii) The allocation of those risks among the parties
- iii) The creation of mechanisms to manage the risks

The risk management policy will focus but not be limited to risks summarized in table 7.

Table 7: Expected Risks in the Planning Period

S/N	Nature of Risk	Explanation	Possible Remedies	Assump-tions
01	Legal, Political Risk & Security	<ul style="list-style-type: none"> • Changes in legislation including bylaws relating to livestock & crop production • Changes in government policy in terms of licensing, approvals, requirements, international standards and requirements • Political environment which may impact negatively on the perception of the projects • Political will/different political ideologies 	<ul style="list-style-type: none"> • Engage various stakeholders, including government, opinion leaders and administrators • Lobby, advocate and dialogue with the government & other stakeholders • Sensitize the leaders on the importance of the projects • Seek support from other stakeholders including government • Provide staff training on various legal, standards and regulatory requirements 	<ul style="list-style-type: none"> • That the Government policies and legislations will favor NGOs

		<ul style="list-style-type: none"> • Changes in regulatory requirements incl. environment clearance, land acquisition and construction clearance, • Government bureaucracies & procedures 	<ul style="list-style-type: none"> • Involve the government in the initiation of the idea, implementation and also in the governance structure 	
02	Economic Risk	<ul style="list-style-type: none"> • Macro-economic instabilities in terms of inflation, interest rates, exchange rate volatility, taxation, pricing of the products, economic performance of the country • Regional integration and accompanying requirements 	<ul style="list-style-type: none"> • Operate foreign currency account & hedging • Engage various stakeholders including government & other stakeholders • Encourage farmers to take insurance policies for their products 	<ul style="list-style-type: none"> • That the country's economy will be stable

		<ul style="list-style-type: none"> • Economic reforms in terms of minimum wages, licensing, approvals, tax & exchange rate policies, competition, etc. • Efficiency & competition concerns • Quality of the products • Availability of resources including skilled & appropriate labor, inputs, and the cost of resources 	<ul style="list-style-type: none"> • Establish a risk management unit in the organization • Enhance the capacity of farmers in value addition • Work closely with other service stakeholders • Provide market information and infrastructure systems • Include government in the governance structure 	
03	Financial Risk	<ul style="list-style-type: none"> • Improper estimation – due to inaccurate available information for project cost estimate • Availability of fund throughout project cycle/life 	<ul style="list-style-type: none"> • Enhance resource mobilization & community participation • Continuously conduct environment scanning 	<ul style="list-style-type: none"> • That funds will be available and would be managed prudently

		<ul style="list-style-type: none"> • Policy reversals/changes by the funding partners • Increment in operating costs & cash flow risk (Cost increases which may affect project implementation) • Credit risk/default in loan repayment • Donor conditionality in the process of project implementation • Stakeholders' financing politics • Ownership of the project – stakeholders pulling-out 	<ul style="list-style-type: none"> • Employ qualified financial, credit and community development experts • Conduct due diligence on the projects • Train relevant staff on donor requirements, planning, budgeting & project management • Involvement of key stakeholders • Diversify sources of revenue & embrace project portfolio • Develop and implement prudent financial and asset management policies 	
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<p>04</p>	<p>Technical Risks</p>	<ul style="list-style-type: none"> • Technological failures & related security risks • Lack of expertise in managing and maintenance of the technology, equipment and infrastructure • Dynamism in technology/ technological revolution • Project scope changes due to difference in project plan and actual implementation • Engineering and design change due to the difference in actual implementation and project plan 	<ul style="list-style-type: none"> • Train staff on technology and management of technology related risks • Domesticated technology at all levels • Work closely with stakeholders to ensure professionalism • Conduct workshops/ seminars regularly on technology related issues • Train maintenance personnel, preferably at the community 	<ul style="list-style-type: none"> • That technology will be available and affordable
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		<ul style="list-style-type: none"> • Techno-logical Re-quirement (expensive technology/ not available); • Professional requirements 		
05	Environmental Risks	<ul style="list-style-type: none"> • Climatic & Environmental Changes • Natural calamities such as floods, fire, un-favourable weather • Disease outbreak • Pest invasions 	<ul style="list-style-type: none"> • Creation of awareness on environmental management & conservation • Encourage sustainable management of natural resources and enforce existing legislation • Train staff on natural risk management 	<ul style="list-style-type: none"> • That climatic conditions would be stable and favorable
06	Socio-Cultural Risk	<ul style="list-style-type: none"> • Hostility in the community development • Cultural practices such as cattle rustling, gender concerns, community beliefs and practices, etc. 	<ul style="list-style-type: none"> • Enhance community participation & sensitization on cultural barriers that limit enterprise commercialization • Use of opinion and local leaders 	

		<ul style="list-style-type: none"> • Community acceptability • Suspicion and acceptance • Changes in beneficiaries' preferences 	<ul style="list-style-type: none"> • Take cognizance of cultural beliefs and practices • Incorporate the local community in the governance structure • Recognize diversity within the community & the environment • Consider the socio-economic environment in the initial phase of project initiation • Collaborate with stakeholders in mainstreaming social inclusion strategies in agriculture & livestock 	<ul style="list-style-type: none"> • The communities will co-exist harmoniously
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08	Marketing Risks	<ul style="list-style-type: none"> • Changes in demand both locally & internationally • Tariffs & non-tariff barriers incl. sanitary and phyto-sanitary requirements • Pricing of the product • Reliability of the market • Acceptability of the product • Value addition challenges • Leadership style • Decision making process • Organizational structures & policies • Donor Requirements 	<ul style="list-style-type: none"> • Recruit the right and retain the right members of the board, management and staff • Train staff on donor procurement procedures & other fiduciary requirements • Team building for staff 	<ul style="list-style-type: none"> • That there will be prudent leadership at all levels
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At every planning cycle, specific strategic plans will be prepared and a policy developed clearly outlining clear risk management, risk mitigation planning and risk mitigation implementation procedures. This will also be informed by the period reports that will be prepared in the process of project implementation, monitoring and review

5.0 INSTITUTIONAL GOVERNANCE AND RESOURCE MANAGEMENT

5.1 Governance

The appropriate board structures, processes and values to cope with the rapidly changing demands of both shareholders and stakeholders in and around their enterprises are very important. Good governance will be pursued by ensuring that there is an empowered competent board which understands and implements their key roles of oversight, accountability, transparency and trustworthy to lead and control an organization effectively. FSK considers good governance as one key element in improving economic efficiency and growth, as well as enhancing investor and donor confidence. This will involve a set of relationships between FSK board, management, staff, shareholders and other stakeholders. Provision of governance structures through which the objectives of the organization are set and the means of attaining them and monitoring performance as determined, will be accorded priority. Key principles that will guide good governance at FSK in the planning period include:

- i) Clarity of structures, policies, processes and tools to ensure that the board can organize itself effectively to discharge its functions;
- ii) The board will have the right range of skills and experiences to set the strategic direction and uphold values and objectives;
- iii) The members of the board shall be well-versed on compliance issues, internal controls, policy and procedures on resource mobilization and management
- iv) The board shall ensure that the required efficiencies and performance targets are achieved and the board is open,

responsive, accountable and transparent.

5.2 Resource Management

In the vision period, FSK shall put in place mechanisms to manage its financial and human resources in order to achieve its pillars. In terms of human resources, strategies will be mooted in terms of staffing including development of a staffing plan, policies to encourage multiculturalism at work, recruitment and selection; development of workplace policies such as ethics policy, leave policy, disciplinary process, reward system in terms of pay, benefits, commission, bonuses, tuition reimbursement. Other issues regarding human resources management will include retention, training and development, legal issues affecting working environment, communication, and external factors that may affect the productivity of the workers. FSK also recognizes that prudent financial management is important.

Mechanisms will be put in place to assure financial planning with a clear growth path over the vision period, organising, controlling and monitoring financial resources in order to achieve organisational objectives. In particular, sound financial management systems that will involve long-term strategic planning and short-term operations planning with necessary financial controls, proper record keeping, a good budgeting and forecasting system, proper oversight and investment will be pursued. This will entail developing a clear finance strategy, a plan for generating income, a robust financial and asset management, as well as investment system and a suitable internal environment.

Ultimately, this will enable FSK to make effective and efficient use of resources, achieve objectives and fulfill commitments

to stakeholders, become more accountable to donors and other stakeholders, gain the respect and confidence of funding agencies, partners and beneficiaries, gain advantage in competition for increasingly scarce resources, and prepare for long-term sustainability. Overall, financial and asset management systems that assure consistency, accountability, transparency, integrity, financial stewardship and accounting standards will be put in place and reviewed from time to time to ensure its effectiveness.

5.3 Sustainability

Sustainability is a key global challenge facing nations, organizations, communities and individuals. More often than not, only parts of sustainability dimensions, including social, economic and environmental, are normally addressed leaving out others and thus creating unsustainable institutions, structures, programs, among others. Sustainability is considered a balancing act where the individual and the organization/ institution have commitments to environmental, social and economic health. Sustainability is not only one of the principles of engagement but also a critical challenge for development agencies. It is not possible to claim lasting impact without considering this aspect of development. Proper structures shall be put in place to ensure sustainability withstand the changing times. As FSK, we recognize that huge resources will be consumed in the planning period, therefore sustainability is important in order to realize the vision and mission. Continued operation and the realization of the intended purpose need to be emphasized. Sustainability systems and structures, inbuilt in the programs and organizational structures to ensure continuity, will be put in place. Skills and knowledge development that minimize dependency syndrome, that

enhance norms and cultures of different communities, and project ownership by the communities will be necessary.

It is envisaged that the projects will be planned in such a way that they will be self-sustaining during and after the implementation period. However, in the short and medium term, mechanisms need to be explored for purposes of sustainability once the beneficiaries take full responsibility of management. Given that FSK has a stronger collaboration with other service providers such as county governments, veterinary institutions, livestock and crop research institution, sustainability will be pursued by exploring further the collaboration. The following mechanisms are suggested as possible ways that:

- i. Mobilize financial, physical and human resources necessary over the planning period;
- ii. Put in place necessary governance and leadership structures with well-defined organizational structures, policies and procedures and reporting mechanisms;
- iii. Train the staff on financial and asset management, information technology and communication as well as value addition, marketing, animal husbandry, resource mobilization, quality assurance, proposal and grant writing, entrepreneurship, etc.;
- iv. Resource mobilization from both National and County governments, charitable organizations;
- v. Lobby both national and County governments for support in terms of financial, infrastructure, human and physical resources (land, office supplies, pharmaceutical supplies, etc.);
- vi. Concerted efforts will be initiated and implemented to enhance community participation towards provision of resources, ownership of the projects among others;
- vii. Adoption of business model by charging for the services

provided appropriately;

viii. Formation and strengthening of partnerships and linkages with key stakeholders in crop and livestock production and management;

ix. Adopt scaling up approach based on need basis;

x. Sustained policy dialogue and debate for purposes of establishing legislation and policies that would domesticate international standards;

xi. Adopt a social enterprise approach for all projects at the farmer level.

5.4 Monitoring and Evaluation

Monitoring will be carried out by the implementing team at each level, based on the three pillars identified, namely socio-economic development, productivity & welfare, and sustainability and approved by Farming Systems Kenya board and the respective development partners. Reports including five-year strategic plans, will be prepared, upon which periodic reports on monthly, quarterly, and annual basis will be prepared. These will be used to inform on challenges and adjustments made accordingly to ensure the implementation is on course. Any approval required by the organization or the partners will be sought accordingly. Evaluation will be informed by the monitoring reports generated from the implementation of the projects.

Participatory processes will be embraced with input of strategic partners taken into consideration by preparing and planning the monitoring system, setting up indicators for monitoring, define the methods for data collection, field monitoring data collection and storage, and data analysis and report writing with clear recommendation on what should be done about the

various programmes/projects. For purposes of transparency and accountability, services of external evaluators will be procured to facilitate the process. Impact assessment will be carried out at the expiry of a strategic plan period and the results used to inform the development of the next plan. It is envisaged that this vision will have a mid-term evaluation in the year 2035. Results of this mid-term evaluation will advise the changes that will be done to the document for the remaining period. Information generated together with ongoing research will be documented in such a way to be presented in various scientific and development journals for wider readership and profiling of FSK. This information will also be disseminated through FSK newsletter and symposia. Documentation and publishing will be a key output in this Vision 2050.

Appendices

Appendix 1: List of Partners and Projects Funded Since 1981-2017

No	Partner	Project Funded
1.	African Development Foundation	Initial funding for FSK's capital equipment and core projects in agriculture and rural development
2.	Heifer Project International (HPI)	Heifer pass on project
3.	United States Agency for International development(USAID)	Sustainable agriculture projects
4.	Department for International Development (DFID)	Integrated Rural Agriculture Project (IRAP)
5.	Anglican Development Services(ADS)	Collaboration in community development
6.	Canadian Lutheran World Relief (CLWR)	Integrated rural agriculture project
7.	British Council	British Council/FSK Farmer group Leaders training project
8.	United Nations Development Program(UNDP)-GEF	Rehabilitation of Kaptembwa sand mines in Nakuru County Conservation agriculture In Laikipia

9.	Canadian International Development Agency(CI-DA)	Environmental conservation through the use of renewal energy- Biogas construction.
10.	Lutheran World Relief	Small Grant Support Project (SGSP)
		Rural community group Capacity building project
11.	Church World Service	Molo South Clash Victims Rehabilitation Project
		Rural water and sanitation Enhancement project- Njoro/Lare Wards.
		Baringo Water and Sanitation Enhancement project in Kolowa division East Pokot district
		Kadokoi Food Security Program.
		Narok upgrading project
		Emergency Response Project in Baringo
		Enhancing Resilience of communities to the adverse effects of climate change on Food Security and livelihoods in Baringo and Laikipia Counties.
		Water Sanitation and Hygiene Project in East Pokot

	Children's Hunger Relief/USA/ Giving hands Germany	Rural Communities Agricultural Productivity Project – Kamwaura-Kuresoi, Nakuru County
		Rural Communities Food Security and natural resource Management Project -Gatamaiyu
		Nagum water project in Gilgil
		Completion of the FSK Centre
12.	Ministry of Foreign Affairs in partnership with Hameelinna Area association for rural development (HAARD)	Maji Moto Ecotourism Project-Netbon
		Ecotourism Development Project(ECODE) in Koriema, Baringo
13.	Action Aid Kenya (AAK)	Uasin Gishu Agricultural Productivity Project
14.	Embassy of Finland	Promotion of traditional high crops in Gilgil
15.	Australian Embassy (AUSIAD)	Livelihood improvement through promotion of green house and biogas technology to enhance environmental conservation- In Gatamaiyu , Naivasha Sub County
16.	Food and Agricultural Organization (FAO)	Restocking of livestock in Nakuru County- Rongai and Nakuru town and Solai
17.	Rift Valley Water Service Board(RVWSB)	Support communities to implement community water projects in Nakuru and west Pokot Counties

18.	French Embassy in Kenya through Social Fund for Development (SFD)	Integrated food security project in Lomolo in Rongai Sub County
19.	Brooke East Africa (BEA)	Equine welfare Project
20.	Reform Church of America	Church and Community Mobilization Process(CCMP)

Appendix 2: List of Collaborators

1. Catholic Diocese of Nakuru
2. Self Help Africa
3. Kenya Agricultural Livestock Research Organization (KALRO)
4. East Africa Grain Council-(EAGC)
5. Egerton University
6. Ministry of Agriculture, Livestock and Fisheries
7. Baraka Agricultural College



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