



Strategic Plan

2012 - 2015

Facilitated by Paradigm Management Consultants Ltd.
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STRATEGIC INTENT

By the end of 2015, FPI will have had measurable impact on food security and ERM efforts through its work with other partners in implementing programmes at the selected county levels and in influencing policies.

It would have contributed towards the reduction of ravages of hunger and Climate change effects so that people can accrue maximum benefits of any development interventions.

SECTION ONE: PERSPECTIVE AND ROLE - FARM PRACTICE INITIATIVE

1.0 Introduction

Farm Practice Initiative was registered in Kenya in September 2008 as a local NGO. The NGOs' mandate is to enhance Food Security and Environmental Resource Management. The NGO works through grass root organization, to this end, it has build a CBO, self-help; women and youth groups' consortium to direct their vision and assist them adopt Business development services (BDS) approach in their operation through which it works. Focus is usually laid on encouraging peasant farmers in these regions to shed of the hitherto traditional methods of farming and adopt conservation agriculture. The NGOs Clarion call is *Tugeuze Desturi*, it is in change of attitude where we strongly believe, lies the country's challenges

Farmers have stuck to traditional methods of farming, the youth has hitherto considered farming a blue collar activity best left to the ageing parents and the parents don't even release farming land to their children

Our base line surveys have indicated that 80% of the rural incomes are spend on food, with the rural woman spending virtually all her time around provision to the family, to release this percentage to go into development, the country has to be food secure. It is our belief that the country can only industrialize once the population is able to feed itself which will activate aggregate demand to trigger the so needed industrialization as prescribed in our vision 30 pillars.

The NGO lays emphasis in identifying the appropriate certified seeds and animal breeds suitable in these areas; at the same time train them on the best agronomic practices. It encourages the Youth to take part in farming and address farming succession by promoting the use of decentralized and participatory approaches by youth and women as members of the community. The NGO envisages that Youth and women participation will have impacts on people's lives that expand far beyond the immediate benefits gained.

The NGO has further refocused its operation to target the disadvantaged groups in its areas of operation. The NGO defines the disadvantaged groups as the windowed, the Orphans, the aged (over 60) and support groups (defined as the formalized HIV- AIDS groups) In recognition that the support groups are in dire need for nutritional supplements, the NGO assists especially women groups to practice a concept referred to as Soko Jikoni (Kitchen Gardening). With assistance from development partners, the NGOs strategic intent is to construct earth and service Dams in conjunction with CBOs, self help, Youth groups and the support groups in a food for work arrangement.

The earth dams are expected to provide water to the Dairy animals that currently walk long distances in search of water; an aspect that reduces the milk yield. Water from these dams will be

used to do a forestation programs including planting of fruit trees which is a core objective of Farm Practice Initiative.

The NGO is also involved in mentorship and entrepreneurship development of the Youth. With the help of development partnership, our intention is to help the Youth groups start agro processing units where the youth will be involved in value addition activities which will make agriculture a white collar activity to engage the youth and hence create employment to this segment

1.2 The State of Food security

The term food security has come to mean secure access to sufficient and affordable nutritious food. Food security can be described as access to affordable, culturally acceptable food that meets dietary needs, is obtained in a dignified manner and is produced in ways that are environmentally sound and socially just at all times. (*Source: Food security network of Newfoundland & Labrador*). It is well documented that food insecurity remains a global reality. Over 900 million people globally experience the hardship that hunger imposes, a figure which continues to rise even amidst the riches of the 21st century. The issue of food insecurity is ubiquitous in Sub-Sahara Africa. This is the only region in the world where the crop yields have been stagnant over the past 50 years leading to a decline in per capita food production especially in the Eastern, Central and Southern Africa regions of Sub-Sahara Africa.

In Kenya, food security is one of the major concerns. The Country's dry lands constitute of over 75 percent of the country's land mass. Typically these areas are subjected to frequent drought due to erratic rainfall. These lands are among the least developed in the country, and household food insecurity is widespread and chronic. Makueni, Kitui and Machakos counties fall among the dry lands of Eastern Kenya. In rural Kenya, Agriculture is the mainstay occupation providing livelihood for about 80% of Kenya's population. Crop failure is therefore directly linked to poverty levels. Food insecurity and extreme rural poverty are major socio-economic problems facing many households in Kenya today. An average of 56% of the Kenyan population is experiencing food insecurity. Finding effective ways to address the elusive food security problem in these marginal lands has become critical.

SECTION TWO: SITUATION ANALYSIS

2.0 Context

An assessment of the environment enables an understanding of the state of affairs prevailing in the counties before intervention. From the established facts, opportunities and threats can be identified to the extent to which future programming will be affected.

2.1 Environmental Factors

Farm Practice Initiative currently intervenes in selected districts in three counties, namely; Makueni, Kitui and Machakos. At the beginning of 2011, FPI conducted a baseline survey in three locations of Yatta District on the availability of food in 100 homesteads. The results revealed the magnitude of the problem. 77% of the homesteads had *ugali*, maize meal, for supper while 13% had *githeri*, boiled maize and beans. 5% had chapatti and *sukuma wiki*, wheat and kales, while the other 5% had nothing. Further findings showed that 89% of the families had no alternative food for maize and beans. 99% had never had millet or sorghum as a meal other than in *uji*, porridge prepared with millet or sorghum flour. The following is the situation as is in the counties of focus

Environmental Factor	Makueni	Kitui	Machakos
Demographic	Estimated to be 65% men, 35% female In general the significant % of the population is youthful	The population is pyramidal It is observable that in general, the male youth are more than the females but the trend reverses in the older age groups where women tend to be more than the men.	The population is pyramidal The Females are relatively more in all age groups
Economic	Farming: Mainly subsistence food-crops (<i>plant maize, beans, pigeon peas, cow peas, green grams, sorghum, cassava and millet, mangoes, pawpaw and passion fruits</i>) Livestock: keep goats, <i>sheep, cows and chicken</i> Petty Trade Grocery selling, livestock trading, Artisanry brick making, Others sources of income. Sand Harvesting (Muooni River)	Farming crop farming largely for subsistence but also for market, Petty Trade Grocery selling Artisanry Welding, Carpentry Tailoring Other sources of income Small business e.g. shops, bodaboda NB. There is huge unemployment	Farming Crop farming largely for subsistence Few green houses and horticultural farmers, Petty Trade Grocery selling Artisanry Carving, welding, carpentry and tailoring and dressmaking. Other sources of income businesses like shops (kiosks) and jua kali

Natural	The County is generally hilly, has few streams, and is a semi- arid area with sandy and loam soil. There is only one river; Muooni River in Mulala Division	Scanty vegetation which is dry most of the year, The soil is sandy and the area is flat and not mountainous or hilly. Some areas are rocky	The County is largely a plateau and some parts are hilly with one Permanent River and water furrows. there are several seasonal rivers, The area has black cotton soil which is fertile and loam soil which is infertile Generally the area has less green vegetation.
Political	The people are generally politically active with varied interests. Political decisions are influenced by a small clique The local provincial administration is strong as well as the local church (religious leaders)	People are active in politics but not always knowledgeable hence subject to manipulation. People typically respect authority i.e. the administration and this respect is mutual	People are politically active (they are aware of the political issues.) There is also a lot of political dominance from senior politicians.
Cultural	Men are decision makers in relation to land use Women are the ones to do much of the farming Exotic (Non-Organic) fertilizers are believed to reduce soil fertility therefore are not They also don't use organic fertilizers either.	Strong cultural practices like witchcraft. People are hesitant in accepting foreign ideas and thus they don't take new ideas positively Typically women do the farming activities	Cultural practices are still common. Cattle keeping, bee keeping and crop farming are part of their culture.

It is apparent that the situation in these counties is similar in all respects. In general the population is typically pyramidal, consisting of more youth than the elderly. This is consistent to typical Kenyan population structure. Although the gender percentages may not be accurate, it can be deemed to be near parity. This fact of the population is an opportunity considering that the youthful population is more responsive to new ideas than the older generations. Since the youth are relatively more educated albeit, basic education, they are also more likely to understand the advocacy information better than the older generations. Programmes can be targeted such that the youth are used as conduit of information in community.

Economic activities are also typical of many rural communities in Kenya. Generally subsistence agriculture employs the majority in the rural areas. Petty trade that usually takes place on designated market days is a common economic activity in most communities. It is significant to note that agricultural produce are the most common traded items. This is an opportunity since the traders, if convinced that new initiatives will result in more wares for trade can act as catalysts for change. In these counties sand harvesting is an important economic activity. However, the way it is conducted is an environmental hazard. Environmental friendly ways as well as alternatives to income earning means will need to be looked into. Artisanry also plays some role.

There is evidence of some youth who practice some artisanry skills for economic gain. The only formal and steady incomes come from the civil servants and CBO employees posted in these regions. In general, these counties are among the poorest in the Country; suffer lower incomes and huge un or under employment. This in general is a weakness. Any intervener such as FPI will have to bear the cost of engagement with the target groups in total. Any change initiated will also be expected to be funded by the development agents entirely.

For natural features, the land is mostly hilly and some places and plateau in other places. A part from some places in Machakos County, the soil is sandy and loamy. However, in all counties it is semi-arid. There are no many rivers or streams of importance other than the Muooni River in Mulala Division of Makueni County. Coupled with unreliable rains, it is apparent that only draught resistant crop can survive the long dry spells. Whereas this is clearly a threat it is in fact an opportunity for FPI since this fact can be used to justify the advocacy for the traditional draught resistant crops.

Culturally, women tend farms while men are typically the decision makers. There are also cultural farming methods as well as crops and domestic animals. As always, there is a cultural dimension on farming - how it is practiced. In these counties, the use of fertilizers is not encouraged. It would appear that any new messages about farming will need to target both decision makers, the men as well as farm practitioners, the women. It is also instructive to note that traditionally draught resistant crops were part of the culture to which the older generations identify with.

Politically people in all these counties are active. The provincial administration is respected. As for the local party politics, a small clique of politicians or leaders dominates. This is typical of most rural communities in Kenya. Generally, few people influence the majority. This is both a threat as well as an opportunity. It is a threat where the politics turn negative and manipulative for selfish gain. But it is an opportunity if those who weld local political authority are persuaded to act as agents of change.

2.2 Local Resources

An examination of the local resources or capitals is important. It facilitates the assessment of strengths and weakness inherent in the context for which any program or agent of a change can tap into to cause the change envisioned. The following is the summary:

Resource Factors	Makueni	Kitui	Machakos
Economic	Subsistence farming both crop and livestock Petty trade & small businesses – markets Sand harvesting, a Formal employment – Civil service, NGOs & CBOs	Subsistence farming in Petty Trade and small businesses Brick making into. Weaving (making of baskets) in organized women groups.	Informal employees- Juakali. Formal – Civil servants, Teachers, etc Small scale Businesses.

	<p>Informal employment(Jua Kali)- Brick making- strength. A larger % of the population is poor Significant unemployment</p>	<p>Carving in some areas plant trees for raw materials. The Formal sector i.e. civil servants, teachers Availability of some micro-financing</p>	
Natural Resources	<p>Presence of Muooni River – Sandy soils along the river beds Availability of land- Sandy loam soil the crop being cultivated.</p>	<p>Availability of land as a natural resource is a great</p>	<p>Only one river. Few areas with fertile soil.</p>
Social Organization	<p>Organized groupings are few - Most of the people function along family units or households. Some groups are organized around some economic activities e.g. sand harvesting, livestock trading and informal employment. There are little or no organizations based on religion, sex, ethnicity (clans) and age. Social life is regulated by local administration</p>	<p>Existence of strong CBOs, youth groups Some organized groups for economic gain through MFIs</p>	<p>Youth groups. Women groups. CBOs</p>
Human Capital	<p>The majority of the schooled are of the basic educated However, there are a few but important numbers with sufficient level of education from secondary to university</p>	<p>The majority of the schooled are of the basic educated However, there are a few but important numbers with sufficient level of education from secondary to university</p>	<p>The majority of the schooled are of the basic educated However, there are a few but important numbers with sufficient level of education from secondary to university</p>
Technological	<p>Farming methods are largely traditional with very little modernization and not at all mechanized Quite a number of the Youth have vocational skills in masonry, welding, carpentry, tailoring, beauty and ICT A large percentage of the population has and use mobile phones</p>	<p>Except the civil servants and teachers, the general population lacks know how hence generation of income is low.</p>	<p>Existence of mobile phones. ICT usage. Welding – Powered.</p>

Economic capital: Although the counties are in general poor, experiencing huge un/under employment, there are some economic activities that can be used as a base. The civil servants and other formal income earners, though small, continue to provide demand for farm produce. If these produce are produced in plenty because they resist draught, more marketing activities will thrive. There are also a series of income generating activities. There is evidence that more people are willing to work for economic gain irrespective the activity. This willingness to work is strength for advocates of change. However, economic inability will continue to be a weakness in these regions.

Natural Resources: A part from vast land which can be put to some economic gain such as planting and cultivating draught resistant crops, there is nothing else. For the advocacy of such crops, this reality speaks for itself.

Social Organizations: Agriculture is organized around the family units. In general, social life is regulated by local provincial administration. Organized groups are few and where they exist they are on a basis of common mutual interest such as economic activity. There are also some pockets of women and youth groups. There is no particular known hindrance or limitation to any form of social organization. This may mean that where necessary, social organizations can be conceived.

Human Capital: Since the majority of the population is youthful with significant numbers in mid ages, there is a sizeable labour force. Many have a basic education which implies their ability to read and write. There are good numbers in secondary and even some with tertiary level of education including university education. Although the well educated are in the minority, their contributions in the communities are respected. It also means the presence of a pool of local qualified or employable people to inculcate the desired changes in farm practices towards the desired food security. This is therefore strength.

Technology: Farming methods are largely traditional with very little modernization and no mechanization. It is quite apparent that delivery of farm inputs on their own will not assure food security unless modernized farming methods are encouraged. Quite a number of the Youth have vocational skills in masonry, welding, carpentry, tailoring, beauty and ICT. A large percentage of the population has and use mobile phones. From the advocacy point of view, extensive use of mobile phones is strength. Messages can be delivered to farmers directly through their phones.

2.3 Development Agents in Agricultural Sector

There are a number of interveners in the agricultural sector in these counties. This is not surprising considering the enormity of food insecurity in these arid and semi arid regions. Identification of these stakeholders and their areas of focus will enable FPI to establish areas of convergence for collaboration and linkages will be forged as duplication is avoided. The following tables provide the requisite information:

MAKUENI COUNTY

<u>Organization</u>	<u>AREA OF INFORMATION.</u>
African Harvest.	Environment and soil conservation. Sand dams.
Farm Concern.	Advocacy on adoption of IFCs.
ATIP.	Environment and soil conservation and advocacy on adoption of IFCs.
C.G.A	Best agricultural practices in post harvest management.
Red Cross.	Relief food distribution.
AMREF	Relief food distribution.
Child Fund.	Relief distribution, sand dam
FIPS	Advocacy on adoption of IFCs.
G.o.K- DAO - DEAD - CHIEF - D.O - D.C	Technical advice, guidance and monitoring of the sector at district and divisional levels, administration at district, divisional and location levels.

KITUI COUNTY

<u>Organization</u>	<u>AREA OF FOCUS.</u>
Catholic Relief.	Supports women projects, the disabled, youth groups in poultry farming, fisheries, weaving, and beekeeping. Give relief food.
World Vision.	Training on empowerment in agriculture and general enterprises. Give relief food. Water security.
U.C.C.S (<i>Ukambani Christian Community Services</i>).	Farming projects with farmers in selected areas. They give seeds for planting. Assist in marketing of the produce.
Farm Harvest.	Training farmers on good agricultural practices. Helping farmers sell their produce.
GoK – MoA & Administration	Extension services. Give seedlings or seeds. Irrigation dams. Environment.
F.P.I	Advocacy on good agricultural practices. Give seeds.

MACHAKOS COUNTY

<u>ORGANIZATION.</u>	<u>AREA OF INFORMATION.</u>
KARI.	Certified seeds.
Red Cross.	Relief (cash)
Plan International.	Feeding programs.
MCDA. (<i>Makutano Community Development Association.</i>)	Farming Intervention (advocacy).
OMO. (Operation Mwolwo Out.)	Farming intervention (food security, small scale)
GoK.	Relief and providing of seeds.
DORCAS AID.	Water resources and sanitation management.

Some of these agencies have long working experience in the respective counties that FPI will do well to learn from. Amongst areas of collaboration and synergy includes; harmonizing approaches, Sharing experiences, technical assistance, advocacy for adoption of indigenous food crops and engaging community for ownership of project.

2.4 Emerging Concerns and Priorities

Several concerns emerge from analysis of the context. There is no doubt about the urgency to intervene in food security since the need is enormous in spite of the fact that there are many interveners. This needs call for both dimensions of relief and fundamental change that tackles the root causes. However, there are many signs of hope. There are signs that people are fatigued by relief services and would support programmes that target root causes. That people appreciate the role that indigenous food crops used to play. The following priority areas are critical:

- i. The supply of food items during the dry spells,
- ii. Farming interventions such as the supply of farm inputs like seeds and implements that are consistent with the soil texture and local conditions,
- iii. Farm extension services to re-enforce proper farming methods,
- iv. Environmentally friendly methods of sand harvesting,
 - a. Advocacy for adoption of draught resistant crops such as the indigenous food crops as well as the modern farming methods,
- v. Land tenure systems and Youth Succession in Agriculture
- vi. Economic empowerment since the counties exhibit high poverty levels.
- vii.

SECTION THREE: INTERNAL ANALYSIS

3.0 Farm Practice Initiative Mandate

Against the above background, Farm Practice Initiatives (FPI) was conceived to cause visible developmental transformation. Its intentions include;

- To advocate for adoption of indigenous food crops i.e. cassava, millet, sorghum , green grams and others among the communities of Machakos, Kitui and Makueni and other ASAL counties by 2015.
- To engage in formulation and implementation of policies geared towards food security and environmental recourse management.
- To engage and empower the youth in agriculture and environmental resource management by 2015.
- To advocate for the conservation of the environment and natural resources for sustainable agricultural activities by 2015.
- To Develop FPIs institutional capacity.

3.4 Capacity

FPI has established its headquarters in the City of Nairobi but with regional offices in each county within its scope. It is run by an executive board that steers its vision and offer strategic leadership and the management that is headed by an executive director. The management team comprises of the programmes coordinator, Monitoring and evaluation officer, Accounts and administration officer and field officers each in the respective county of focus. The management is qualified and experienced. The team is well networked with the local realities in each of the selected counties. Apart from the personnel, the office is well equipped to function with the necessary systems and financial control systems in place.

3.5 Challenges Facing FPI

FPI is faced with numerous challenges most of which arise out of its current status as a relatively new organization. The following are the key challenges that will constrain its operations;

3.5.1 Financial Capability

FPI has limited financial resources and depends for its financing on donor funding. The magnitude of intervention required from FPI is wide in scope and more integrated set of activities is necessary yet FPI has no guaranteed financial resources. This is the main challenge that will face FPI in implementing its programmes.

FPI is faced with a great challenge in fund raising. Reasons for this are several. First, the increased number of agents working in similar areas approaching the same donors is a challenge. Second, FPI has a wide mandate which means that a wide spectrum of donors will be required. Therefore, there is urgent need to be more aggressive and be attractive to donor funding.

3.5.2 Management Capacity

FPI's diverse mandate requires a robust management capability. This involves; a management system, adequate multi-disciplinary staff and an established network for collaboration. To a large extent all these are only in their initial stages. FPI will need to use a lot of effort to quickly establish a sound management system and recruit according to need and funding.

3.5.3 High and Miss-placed expectations

The communities in the selected counties as well as other stakeholders have very lofty expectation of FPI. This arises out of their past experiences from other development agents and the fact that it is new. Initial interface with stakeholders should be used to clarify PFI's role.

3.5.4 Intervention Focus

There is always a danger of either duplication or spread organization's resources too thin by trying do intervene in all areas. This is especially challenging in the context whose needs are many and enormous like the selected counties. There is a danger in suffering paralysis or total loss of focus. Strategic choice should help here.

3.6 SWOT ANALYSIS

This SWOT is from the point of view of FPI. Both the internal (FPI) and external environmental (counties) assessments encapsulate and crystallize into a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, which culminates into developing strategic options and choices to enable FPI respond effectively. The details are as follows;

Strengths

1. A qualified and experienced core staff and a robust board of directors,
2. FPI Has established a working infrastructure in three counties of Machakos, Makueni and Kitui. In this respect, FPI is well placed to have impact,
3. a Good relationship with provincial administrators,
4. A strong overall understanding of the causes of food security and ERM in the ASAL regions.

Weaknesses

1. FPI is a relatively new organization with limited reputation. Its track record as an organization is limited,
2. A weak financial base. Dependency on donor funding creates uncertainties for programming,
3. Developing management systems,
4. Relatively New staff.

Opportunities

1. A clearly identified and articulated issue of food security from local to global arena. This has made building a case for intervention easier
2. Availability of land in the ASAL Region for cultivation of draught resistant crops
3. Wide range of development partners who support initiatives of the marginalized groups. These include availability of donors,
4. Government of Kenya's interest and policies in agriculture especially in value addition and Youth succession in Agriculture
5. Supportive critical core (of people) in each county to work with

Threats

1. Unwholesome culture that is hindrance to change including change in agricultural practices
2. Negative politics that hold people as hostage to limited perspectives that serve sectarian interest
3. Exhaustion of donor fund. There is a growing issue that has limited the flow of financial resources. Some of these factors are economic while others have to do with geo-politics.

SECTION FOUR: THE FPI STRATEGY

4.0 FPI Strategic thrust

FPI must find a road map. It must prepare itself in order to be effective in a demanding environment by taking a strategic choice with the knowledge that it may not have capacity to intervene in all areas. The overall FPI's strategic intent is to facilitate the sustenance of food security in areas of its geographic scope. By the end of 2015, FPI will have had measurable impact on food security and Environmental Resource management efforts through its work with other partners in implementing programmes at the selected county levels and in influencing policies. It would have contributed towards the reduction of ravages of hunger so that people can accrue maximum benefits of any development interventions. This strategy has evolved through an analysis of its the context, its present position as a newly formed organization, nature of its relationship with the environmental forces, organization's focus (advocacy) and an evaluation of its strong and weak points. The specific components of the FPI strategy are discussed as under:

4.1 Vision Statement

FPI is committed to establishing; foods secure community sustained by good Environmental Resource management.

4.2 Mission Statement

We live our vision through working together to empower communities with knowledge towards sustainable agricultural practices beyond subsistence and Environmental Resource Management
We intervene through,

- Addressing the root causes of food insecurity in the selected counties,
- Working in partnership with other development agents at community, county and national levels,
- Workshop programming based on sound analysis, research and learning,
- Undertaking food security and ERM advocacy

4.3 Core Values

CORE VALUES	BEHAVIOURS / INDICATORS
Non-partisan; participate in and become committed to food security issues regardless of Creed, Sex, Cultural, Religious or Political affiliations.	<ul style="list-style-type: none"> ▪ Fair, non-partisan and impartial in the pursuit of food security ▪ Assist the people we serve indiscriminately ▪ Advocate for the rights of the people to basic food indiscriminately.
Commitment to food security concerns.	<ul style="list-style-type: none"> ▪ Make public commitment to FPI's vision and values and encourage others to hold us accountable to this commitment. ▪ Ensure genuine participation in issues food security ▪ Cultivation of team spirit to achieve shared results (teamwork) ▪ Seek and nurture creativity, innovation and flexibility.
Integrity above all Ensuring at all times that the quality of our work is put above any other consideration.	<ul style="list-style-type: none"> ▪ Conduct activities in an honest, trustworthy and transparent manner. Take responsibility for actions. ▪ Promote positive and effective staff interactions. ▪ Encourage ownership of all we do among staff and partners

4.4 Key Success Factors

Key success factors are those operational elements, which, when performed well and are achieved, the organization succeeds substantially in attaining its goals and objectives. In the case of FPI, the key success factors include: -

- Net working with other agents of development in food security and ERM
- Maintaining a credibility record of reliability amongst all stakeholders,
- Maintenance of local contacts and local offices,
- Influence of policy towards food security and ERM
- Institutional capacity. A robust FPI with adequate personnel, finance and systems,
- Collaboration with research institutions in agriculture and ERM

4.5 GOALS

FPI's goals or strategic direction are five. These are the beacons within which FPI will respond in the coming years. The following are the goals and their corresponding objectives:

Goals	Objectives
<p>1. To advocate for adoption of indigenous food crops e.g. cassava, millet and sorghum among the communities of Machakos, Kitui, Makueni and other ASAL counties by 2015.</p>	<p>i. To improve awareness of the benefits and adoption of indigenous food crops among 120 farmers in Makueni, Kitui and Machakos counties within 22 months</p> <p>ii. To lobby the 3 county governments to mainstream indigenous food crops in the already existing agricultural practices</p> <p>iii. To improve the value Chain through value addition of the indigenous food crops in the 3 counties</p>
<p>2. To engage in formulation and implementation of policies geared towards food security and environmental resource management.</p>	<p>i. To identify 30 Key Stakeholders from Nyanza, Western, Coast and Eastern Regions.</p> <p>ii. To hold a 2 Day Stakeholder workshops in the four regions to sensitize and collect views/ build consensus on the proposed policy.</p> <p>iii. To Analyze and Synthesize views collected from the four regions for development of reports and publish copies to share.</p> <p>iv. To Hold a one day National Stakeholder forum to represent views collected from regions and build consensus on how to fast track the policy.</p> <p>Target Members – 2 Region Representatives, P.S Agriculture, Members of Parliament from the four regions, Farm Practice Initiative Staff and Other Relevant Players.</p> <p>v. To Continuously Engage the Media - Radio Shows in National Stations, and One Breakfast T.V Show.</p> <p>vi. To hold a Breakfast Meeting with the Constitution Implementation Committee and Media Coverage.</p> <p>vii. To carry out Follow up Meetings / Calls on Implementation</p>
<p>3. To engage and empower the youth in agriculture and environmental resource management by 2015.</p>	<p>i. Mentorship and entrepreneurship development of the Youth.</p> <p>ii. Agri – Business</p> <p>iii. Policy on Land (With issues relating to inheritance of land by the sons, daughters and wife)</p> <p>iv. Mining/Forest</p>
<p>4. To advocate for the conservation of the environment and natural</p>	<p>i. To enhance Citizen participation in Environmental Resource Management Issues at the county level</p> <p>ii. Water.</p>

resources for sustainable agricultural activities by 2015.	iii. Sand Harvesting
5. Develop FPI's Institutional Capacity	i. To build internal capacity for the organization in human resources, management systems and operational assets ii. Improve and stabilize financial resources

4.6 Operational Strategies

FPI has deliberately chosen advocacy as its approach of intervention. It is therefore necessary that it plans to work closely with all development agents in the selected counties. To deliver on its objectives FPI will:

- i. Enhance linkages and collaboration with other stakeholders,
- ii. Build and utilize diverse advocacy methods for diverse stakeholder,
- iii. Focus on change in attitudes

SECTION FIVE: IMPLEMENTATION

5.0 Implementation Approach

FPI will need to put in place mechanisms for monitoring and evaluation. All programme activities will be implemented using project life cycle approach. In this way, programme activities will be distinguished from each other but run concurrently. Overall, FPI's Leadership Team will be responsible for the implementation of the strategy, with ultimate responsibility buck stopping at the Executive Director. FPI intends to have at least annual strategic planning workshops to review the overall plan, and assess relevance and progress made toward its implementation. Updates will be part of the Programme officer's ongoing briefings. Detailed implementation framework is attached as an appendix.

RESOURCE FLOWS

This strategic plan will need significant financial, human resources and capital resources. A number of additional staff will be needed as well as acquisition of operational assets such as vehicles.

Financing Levels

The following table presents the projected budgetary resource requirement by FPI for the financial years; 2012 to 2015

N	Budgetary Item	2012	2013	2014	2015	Total
		KSHS'000	KSHS'000	KSHS'000	KSHS'000	KSH'000
1	To advocate for adoption of indigenous food crops i.e. cassava, millet and sorghum among the communities of Machakas, Kitui and Makueni counties by 2015	9,864,225.00	8,517,768.0	20,234,123.00	15,129,000.0	53,745,116.00
2	To engage in formulation and implementation of policies geared towards food security and environmental resource management.	10,786,543.00	20,123,342.0	12,343,120.0	7,123,453.0	50,376,458.00
3	To engage and empower the youth in agriculture and environmental resource management by 2015.		37,875,890	140,000.00	147,456.00	38,163,346.00
4	To advocate for the conservation of the environment and natural resources for sustainable agricultural activities by 2015.	47,789,000.00	13,456,786.00	57,234,456.00	12,234,432.00	130,714,674.00
5	Develop FPI's Institutional Capacity	4,456,445.00	2,345,098.00	1,789,987.00	700,897.00	9,292,427.00

Risks

FPI's strategic directions, if implemented with due diligence and taking into account external interests, do not carry any inherent risks to its future operations in the selected countries. However, the main challenge to implementing this strategic plan will be the internal capacity and availability of donor funding. It is therefore imperative that FPI demonstrates the ability to handle and deliver on more programmes than it has currently. Indeed the magnitude of intervention demand a wide scope and more integrated activities that this strategic plan proposes.

Organization Structure

