

PELUM-KENYA

STRATEGIC PLAN (2013 – 2015)



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INSTITUTIONAL OUTLOOK

Vision of PELUM

“Empowered and prosperous communities deriving their livelihoods from sustainable land use”

Mission of PELUM

“To promote participatory ecological land use and management practices for improved livelihoods among small holder farmers in Kenya”

Core values of PELUM

- Innovativeness and Creativity
- Equity and Justice
- Gender Sensitivity
- Transparency and Accountability
- Commitment to partnership and action for result and impact

The mandate of PELUM Kenya

PELUM draws its mandate from its membership as a registered company, limited by guarantee with the Government of Kenya, to mobilize, organize and inform Civil Society Organizations and individuals about Ecological Land Use Management (*elum*). Specifically, the association focus on food sovereignty, ecologically sound development and indigenous technical knowledge.

EXECUTIVE SUMMARY

Participatory Ecological Land Use Management (PELUM) Association was founded in 1995. In its nascent stages, the PELUM-Kenya Country Secretariat was heavily supported by one of its founding members, Sustainable Agriculture Community Development Programme (SACDEP-Kenya). However, from March 2002, it moved towards becoming autonomous. Ten years later, it has continued to grow with increased member organizations, members of staff, funding partners and programme operations. It has greatly improved its finance management systems and structures. It has also continued to respond to the needs of its members and the small scale farmers in Kenya through promotion of participatory ecological land use and management practices, which is largely evident in the reviewed Strategic Plan. The reviewed Strategic Plan, 2013- 2015, has been extended by one year and is divided into six broad segments, without the appendices.

The first two sections highlight PELUM-Kenya's internal and contextual analysis. Here, more insight on organizational outlook is evident; foundation, history, key achievement and key lessons learnt in the first three years, 2010-2013; institutional analysis; area of operation; member organizations; target groups; and, financial trends. The reflections, on both internal and external context, provided the impetus for formulation of strategic objectives in the reviewed strategic plan. The vision of the organization is anchored on the foundation. The vision was subjected to review by a core adhoc team whose representatives were from the staff, the board and member organizations. The mission and the core values, however, remained the same with slight changes on the mission. The SP adhoc team also re-examined the role of both external and internal stakeholders.

Strategic directions are outlined in the third section. The strategic directions were informed by the mid-term review of the strategic plan. Key areas under the review included organization's PESTEL, SWOT and Stakeholder Analysis as well as insights from the from SACDEP leadership. It is therefore against this backdrop that the previous goals were reviewed, hence the new strategic objectives, save for three areas: research and information management; networking and collaboration; and institutional strengthening and development.

Section four however, provides log-frame matrices which outline implementation plan. Section five outlines the improved financial projections for the next three years, despite the drop in financial projection in the earlier strategic plan. In the final section, monitoring and evaluation plan provides a general framework for the development of operational work plans which will be used as tools for effective continuous monitoring of performance against the objectives set in this Strategic Plan.

TABLE OF CONTENTS

INSTITUTIONAL OUTLOOK.....	ii
EXECUTIVE SUMMARY	iii
List of Figures and Tables.....	vi
List of Abbreviation and Acronyms.....	vii
1.0 INTRODUCTION.....	1
1.1 Background	1
1.2 History	1
1.3 Key Lessons	2
1.4 Institutional Analysis.....	3
1.4.1 <i>The Mandate of PELUM Kenya</i>	3
1.4.2 <i>Governance and Management Structure</i>	3
1.5 Area of Operation.....	3
1.6 Membership Organization.....	3
1.7 Target Group	4
1.8 Financial Trend.....	4
2.0 CONTEXTUAL ANALYSIS	6
2.1 Introduction to Contextual Analysis	6
2.2 External Analysis	6
2.2.1 Political Context	6
2.2.2 Economical Context	6
2.2.3 Social Context.....	7
2.2.4 Technological Context	8
2.2.5 Legal Context.....	9
2.2.6 Sustainable Development and Ecological Issues	9
2.3 INTERNAL ANALYSIS.....	11
2.3.1 Strength, Weakness, and proposed interventions for PELUM Kenya.	11
2.3.2 Visioning of the Organization	13
2.3.3 Stakeholders Analysis.....	14
3.0 STRATEGIC DIRECTIONS	18
3.1 Introduction to Strategic Directions	18
3.2 Key Strategic Directions	18
3.2.1 Research and Information Management.....	18
3.2.2 Advocacy	18
3.2.3 Institutional Strengthening and Development	18
3.2.4 Ecological Land Use Management.....	19
3.2.5 Networking and Collaboration	19
3.3 Key Issues, Objectives and Strategies	20
4.0 LOG FRAME.....	22
4.1 Introduction to Log frame	22
4.2 Research and Information Management	23
4.3 Advocacy	27
4.4 Institutional Strengthening and Development	29
4.5 Ecological Land Use Management	34
4.6 Networking and Collaboration	41
5.0 PROJECT BUDGET PLAN ESTIMATES.....	43
6.0 MONITORING AND EVALUATION.....	44
6.1 Introduction to Monitoring and Evaluation	44
6.2 Monitoring Levels.....	44
6.3 Result Levels	44
6.4 Monitoring and Evaluation Methods.....	45
APPENDICES.....	46
Appendix I: PELUM Association’s Regional Organogram	46

Appendix II: The PELUM-Kenya National Organogram	47
Appendix III: PELUM – Kenya Organogram (Secretariat).....	48
Appendix V: Area of Regional Coverage	51
Appendix VI: List of Strategic Plan Review and Development Team	52
Appendix VII: List of PELUM Kenya Country Working Group	53

List of Figures and Tables

List of Figures

Figure 1: PELUM Kenya Financial Projection 2010 ~ 2014	4
Figure 2: PELUM – Kenya Projected verses Actual Financial Income for the period up to 2012	5
Figure 3: PELUM Kenya’s Financial Projections from 2013 to 2015	5

List of Tables

Table 1: Internal Stakeholders.....	14
Table 2: External Stakeholders	16
Table 3: Projection Budget Plan Estimates (2013 ~2015).....	43
Table 4: Monitoring Levels	44
Table 5: Result Levels	44
Table 6: Monitoring and Evaluation Method.....	45

List of Abbreviation and Acronyms

ACB	Alternative Capacity Building
AGM	Annual General Meeting
BAC	Baraka Agricultural College
CAL	Campaign Advocacy and Lobbying
CC	Carbon Credit
CEP	Capacity Enhancement Programme
CEO	Chief Executive Officer
CORAT Africa	Christian Organization Research and Advisory Trust of Africa
CRS	Corporate Social Responsibility
CSO	Civil Society Organization
CWG	Country Working Group
ELUM	Ecological Land Use Management
GDP	Gross Domestic Product
GoK	Government of Kenya
GMO	Genetically Modified Organism
ICT	Information, Communication and Technology
IGAs	Income Generating Activities
MO	Member Organization
NEMA	National Environmental Management Authority
NGO	Non- Governmental Organization
OD	Organizational Development
PBO	Public Benefit Organization
PELUM	Participatory Ecological Land Use Management
RBM	Result Based Management
RIM	Research and Information Management
SACDEP	Sustainable Agriculture for Rural Development Programme
SG	Secretary General
SMS	Short Message Service
TGM	Triennial General Meeting
ToR	Terms of Reference
www	World Wide Web
Y3	Year Three or Third Year

1.0 INTRODUCTION

1.1 Background

Participatory Ecological Land Use Management (PELUM) Association is a network of civil society organizations which was founded in 1995 to work with small scale farmers in East, Central and Southern Africa. Currently, it has over 250 members spread across these three regions, or in ten countries.¹ In Kenya, PELUM has since its take-off period in 2002, implemented three strategic plans, including the current Strategic plan for 2010-2014 period.

The review of the current PELUM Kenya strategic plan took place at the beginning of year three (Y3, 2013), instead of the intended mid-term, and yet, the process still remained as elaborate as possible. It was a collaborate initiative between PELUM-Kenya and CORAT Africa, in which the latter was involved in the facilitation process.

The review process subjected the current PELUM-Kenya Strategic Plan, 2010-2014, to further re-examination due to the changing realities. The review entailed relooking at the historical path, visioning statements, both internal and external context, against the strategic directions, or broad goals. However, in terms of approach the facilitating team employed a participatory approach as well as review of various organizational documents that were relevant to the process.

1.2 History: PELUM-Kenya started with other Country Chapters in 1995 and all new Country Secretariats were to be hosted by the member organizations. In Kenya, the onus to do this went to Sustainable Agriculture Community Development Programme (SACDEP) who provided adequate support through assisting in fundraising. It also received funds, for the first time, from Africa 2000 Network. In 1996, the members of PELUM-Kenya appointed a six member pioneer board members. Some of the pioneer programmes included capacity enhancement programme (CEP) and management and development programme.² In 2002, the country secretariat disengaged from SACDEP-Kenya, who had designed and developed a regional programme which provided a foundation for its take-off. The membership by this time had grown to sixteen member organizations, including SACDEP-Kenya, C-MAD, RODI-Kenya, INADES and Baraka Agricultural College (BAC) among others.

In 2003, its first ever Strategic Plan (2003 – 2007) was drawn. Besides, PELUM-Kenya started acquiring assets during the same period. Three vehicles were acquired between 2003 and 2012.³ In 2004, two key programme areas i.e. Campaign Advocacy and Lobbying (CAL) and Research and Information Management (RIM), were added. These were followed by development of an institutional website, one year later. In 2008, the organization was finally registered as a company limited by guarantee in Kenya.

There was a 2 years lapse – used to design and develop the second Strategic Plan (2010 – 2014). During this period, firm structures of PELUM-Kenya emerged and included The Board, the Annual General Meeting (AGM), the Country Working Group (CWG) and the Management Team. The board meets at least twice per year, the AGM once a year and the CWG once per year. The management meeting are more frequent and they comprise of senior staff at the Country Secretariat. In 2011, the institution acquired one acre demonstration plot in the outskirts of Thika Municipality. The membership has also increased from sixteen (16) to forty-two (42) members organizations. In 2012, PELUM

¹ The History of the Association in Strategic Plan 2010 – 2014, PELUM Kenya

² Ibid.

³ These three vehicles were acquired as follows: a car in 2003, a van in 2009 and pickup-truck, in 2012.

introduced Result Based Management (RBM) as well as initiated the reviewing of the second Strategic Plan.

All the way through this period, 2010-2013, PELUM focused so much on staff development as well as strengthening its management and governance.

1.3 Key Lessons

There are many lessons that have been learnt from PELUM-Kenya history. Chief among them are: ~

- Autonomy leads to growth and stability
- The implementation of the Constitution leads to improved management and governance
- Strategic Plan provides clear direction
- Shared vision of Member organizations to strengthen PELUM-Kenya and makes networking work
- Staff capacity building leads to growth and expansion of programmes.
- Devolution of implementation of projects strengthened ELUM
- Initial and new Member Organizations still focused on thematic areas of the network.
- Its good practices as a network has led to more and more organizations wanting to join resulting to increased membership-base.

1.4 Institutional Analysis

1.4.1 The Mandate of PELUM Kenya

PELUM-Kenya has continued to draw its mandate from its membership as a registered company limited by guarantee with the Government of Kenya (GoK), to mobilize, organize and inform Civil Society Organizations (CSOs) and individuals about *pelum* practices. Specifically, the network promotes people driven development towards sustainable land use and facilitates learning, networking and advocacy for sustainable natural resource management⁴.

1.4.2 Governance and Management Structure

PELUM Association is divided into six broad levels, namely: Country Working Group (CWG), Country (National) Board, Country Secretariat, Regional Secretariat, Regional Board and Triennial General Meeting (TGM).

i) Country Working Group (CWG)

The members in a country are called the Country Working Group. Presently PELUM-Kenya has 42 members in its CWG.

ii) Country (National) Board

This is an advisory/governance body of the association at the Country level. PELUM-Kenya has a National Board of 8 including the Country Coordinator, who is also the Chief Executive Officer (CEO). There is a Company Secretary who takes minutes during the Board and AGM meeting. The Company Secretary also provides advice to the running of PELUM-Kenya as a Company Limited by Guarantee. The Country Coordinator is a non-voting member of the National Board.

iii) Country Secretariat (Offices)

The activities of PELUM Association are coordinated at the secretarial offices, in Thika, Kiambu County. There is a country coordinator who doubles as the CEO. Presently PELUM-Kenya Country Secretariat (Office) has 12 full time staff members.

iv) The Regional Secretariat

This is where the activities of PELUM Association are coordinated at the regional level. The head of the Regional Secretariat is called a Secretary General (SG). PELUM regional Secretariat (office) is located in Lusaka, Zambia.

v) The Regional Board (made of Country Board Chairpersons)

The Country Board Chairpersons of the countries where PELUM-Association is operating make up the Regional Board. The Country Board Chairpersons are also the Country Representatives for their respective Countries. The Executive committee (Chair, secretary and treasurer) of the regional board is elected at the TGM. The Treasurer is usually at the country where the Secretariat is located for easy administration of financial operations.

vi) Triennial General Meeting (TGM)

This is the highest body of PELUM Association and meets after every three years. The last TGM was held in 2011. PELUM Association has three structures of management as illustrated in Annexes 1 – 3: Governance and Management Structures of PELUM Kenya.

1.5 Area of Operation

PELUM-Kenya member organizations operates in 19 counties among the defunct provinces: Coast, Eastern, Western, Nyanza, Nairobi, Rift valley, Central and North Eastern Province. only one member operates in the North Eastern Province.

1.6 Membership Organization

PELUM Kenya has a membership of 42 Civil Society Organizations (CSOs) drawn from seven of the defunct provinces in Kenya. All the Member organizations work with small

⁴Strategic Plan 2010 – 2014, PELUM Kenya

scale farmers in areas of agriculture and natural resource management. A full and comprehensive list of MOs is provided in the annexure.⁵

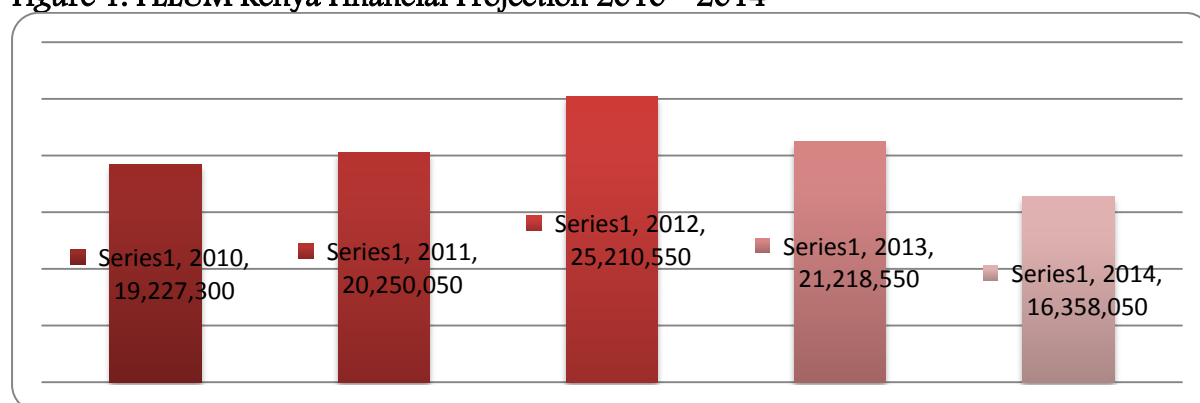
1.7 Target Group

PELUM Kenya target beneficiaries are the small scale farmers, fisher folk and pastoralists in the regions where PELUM Kenya is in operation. The other smaller groups that fall within these broad categories are recognized such as focus on the youth, women, vulnerable and minority groups, etcetera.

1.8 Financial Trend

PELUM Kenya has continued to receive resources from different funding partners since its inception in 1995; however, within the context of the current SP under review, PELUM Kenya had projected growth in revenue. Nevertheless, it was not clear whether the projections in income would go down as highlighted in figure 1 below.

Figure 1: PELUM Kenya Financial Projection 2010 - 2014



⁵ See Appendix VI, List of PELUM Kenya Country Working Group Members

Figure II provide overview of financial projections verses actual income from 2010 through 2012.

Figure 2: PELUM – Kenya Projected verses Actual Financial Income for the period up to 2012

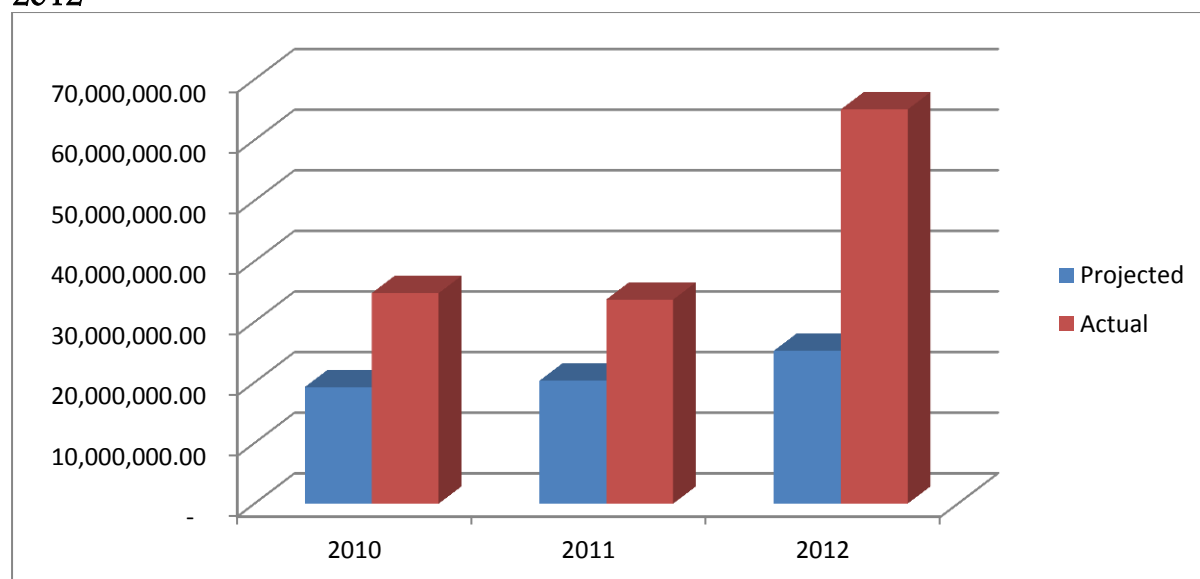
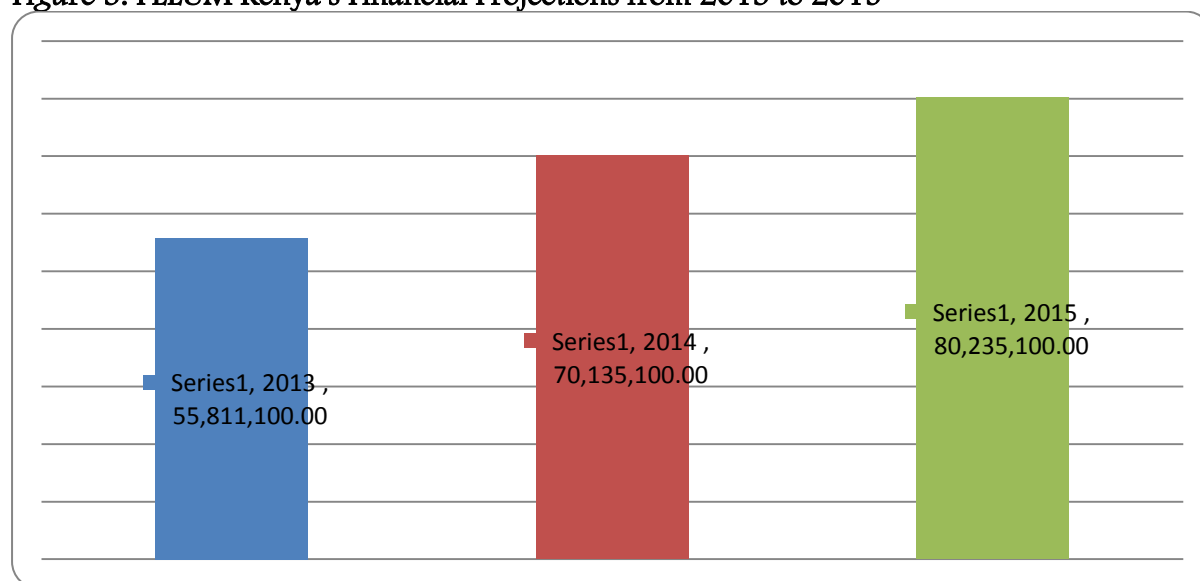


Figure III provide overview of financial projections from 2013 through 2015.

Figure 3: PELUM Kenya's Financial Projections from 2013 to 2015



2.0 CONTEXTUAL ANALYSIS

2.1 Introduction to Contextual Analysis

Contextual analysis provides insights of the environment in which PELUM Association operates in. The environment is twofold: internal and external.

2.2 External Analysis

2.2.1 Political Context: Kenya has undergone major political changes since the promulgation of the new constitution in 2010. The full implementation of the new constitution, however, will go a long way to bringing about profound changes, including the on-going devolution process. The devolution process has ensured new realignment of government structures and financing mechanism. The law sanctions equitable sharing of revenues raised by the national government at county level. Article 203(2), of the constitution, spells out the threshold – not less than fifteen percent of all revenue collected by national government. For most Kenyans and PELUM Association this has heralded a new dawn.

On March 4th 2013, Kenyans elected a new government under a new constitution. And for the first time, the separation of powers between the three arms of government is evident. The executive is lean, while the legislature is even larger with two houses, i.e., the national assembly and senate. The judiciary, on the other hand, has begun exercising considerable independence. The manner, in which state officers have continued to be appointed in government, especially executive and the judiciary, is more competitive and open to public scrutiny.

The new constitution, among other things, has provided an opportunity for national cohesion. The relative calm witnessed during the last electoral process was a pointer for considerable success in national healing. In fact the national cohesion and reconciliation commission, which had been formed hitherto the new constitution, has continued to function, albeit its absence among the vanguard constitutional commissions.⁶

Of great importance to the country is the pursuit of Vision 2030, which is anchored on three pillars, that is, economic, social and political. PELUM- Kenya, however, is well aware that a stable political environment would ensure realisation of this vision. Thus, in light of the above political scenario, PELUM-Kenya and MOs working at local levels ought to revise/change their approach, especially when dealing with the new government structure at the national and county levels.

2.2.2 Economical Context

Agricultural sector is the backbone of the Kenyan economy; it accounts for nearly thirty per cent of the Gross Domestic Product (GDP).⁷ Majority of the population draw their livelihood from this sector. The increase in prices of agricultural commodities as well as foodstuffs will require strengthening of farmer groups and marketing aspects, especially among small holder farmers. Besides, there is increased emphasis on value chain development, thus a new opportunity to increase organic and biodiversity market outlets across the regions. Various struggles in the agricultural sectors have precipitated many NGOs to engage in sustainability mechanisms. PELUM-Kenya, on its part, can monitor governments' agricultural budget at both county and national government levels. There is also an opportunity to lobby against the introduction and commercialisation of Genetically Modified Organisms (GMOs).

⁶Chapter 15, on commissions and independent offices, does not include National Cohesion and Reconciliation commission. Article 248(2) provides the list of nine (9) constitutional commissions and two (2) independent offices.

⁷<http://www.foodsecurityportal.org/kenya/food-security-report-prepared-kenya-agricultural-research-institute>.

Climate change initiatives also provide an opportunity for the MOs to realign their strategies targeting the youth and women, while on the other hand, there is need to strengthen farmers groups to form strong marketing groups and adopt viable market engagement strategies.

The new NGO registration policy, as well as law, has been developed to support NGO activities. Public Benefitting organizations (PBO) act has created opportunities for NGOs that were not conceivable, earlier under NGO Coordinating Act. Now, most Public Benefitting Organizations can engage in profitable business in order to generate funds for self-sustainability. PELUM–Kenya, and other related MOs, can now adopt new technologies in many areas such as conservation, agriculture etcetera. Lastly, there is a shift on financing, particularly now, that focus is on county government. This has, therefore, created an opportunity for mainstreaming the activities of PELUM-Kenya and its MOs Kenya at the county government level.

2.2.3 Social Context

The socio-cultural environment is very dynamic. Social and cultural changes affect different organizations at local, national and regional levels, particularly on agricultural development, the energy crisis and climate change. Such changes also manifest so profoundly at global level. Thus, PELUM–Kenya has continued to respond to these changes by employing various strategies.

HIV and AIDS, has continued to impact negatively on agricultural production, especially the productive age groups. However, the world as well as the continent has registered considerable reduction on HIV/AIDS infections and prevalence. In addition, HIV and AIDS created a new wave of gender inequity and inequality in many countries. At the moment, while women have least access to resources (they own less than 1% of the world property) they do about 67 % of the world's work. Hence, women are responsible for the 60 – 90 % of the food production, and processing (Mosse, 1993).

Thus, given the intensity of the problem, there is a general consensus that HIV and AIDS programs should be mainstreamed in all development programmes. PELUM–Kenya therefore has the onus to continue mainstreaming HIV & AIDS activities in PELUM Kenya and MOs' activities. On the other hand, focus should be on complementing government initiatives of mitigating the impact of HIV & AIDS.

PELUM-Kenya believes that if the current land under cultivation is utilized using sound ecological land use and management practices, food production can be increased by up to 40%. That is why PELUM–Kenya and its members are still keen to promote ecological agriculture which embraces organic agriculture, permaculture, bio–dynamic agriculture, bio–intensive agriculture, sustainable agriculture, conservation agriculture, etc. This belief is buoyed by the successes the farmers working with PELUM-Kenya member organizations have continued to enjoy. Furthermore, it is increasingly becoming evident that most people have developed appetite to consume indigenous or local foods which are healthier. Given the better leverage that PELUM–Kenya has, it can successfully promote marketing, consumption and production of organic indigenous and local foods.

PELUM-Kenya fully understands the need to fully integrate gender in its programmes and activities if it is to achieve sustained impact on the lives of rural women who are the majority of down–trodden members of the society. It is important to “*engender*” all the on-going and future development programs. In conclusion, PELUM–Kenya recognizes that small holder farmers and especially women are the most vulnerable group to abject poverty

in Kenya. This therefore means that the small-scale farmers will remain at the epicentre of the PELUM–Kenya’s future development thrusts and work.

2.2.4 Technological Context

Information communication and technology, ICT, has revolutionised the world. Today, website (or World Wide Web) is synonymous with organization and individual identity. PELUM–Kenya, for instance, developed an organizational website in 2010. However, this platform has not been fully utilised. It is also widely acknowledged that, ICT has transformed the world into a global village, and hence it has created a platform for fund mobilisation. Aside from fund mobilization, the ICT platform creates an opportunity for development of elaborate data bases. Many organizations, unlike PELUM–Kenya, have registered continued utilization of cyberspace in mainstream and socio media platforms such as face-book, twitter, and blogs among others to: share information across their membership and audiences, market the organization and increase visibility.

Similarly, the cyber space is awash with data and information on best technological practices, most of which PELUM–Kenya could embrace for use and aid in capacity building of membership organization. “Frontline short message service (sms)”, for example, could be employed to generate additional information for the institutional data base and to support information sharing, amongst MOs. Both technological and computer components, are supported by different software, however, there is increased access to various softwares that can support various organizational functions. Conversely, the existing technologies may affect organisational functions in a profound way.

In fact, not all technological advancement evident in the world today may compliment *elum* practices. There are environmental problems caused by dependence upon technology (or external agricultural inputs) that have been witnessed in both industrial and developing countries.⁸ In Sub Sahara, including Kenya, agricultural output and overall productivity is linked to technology. This has created a dilemma over environmental protection.

Focus is, however, different in areas where *elum* principles have been employed, especially where related MOs linked to the association. Yet little documentation exists on the best practices, especially among members. It is, therefore, imperative that PELUM–Kenya initiates development of various documents and information materials on the said practices. The media, on the other hand, has been transformed on various fronts to include social media. Information generated at various points of the world, today, is received almost instantly, at various ends of the globe.

Notably, all mainstream media have to integrate their transmission mode into both cyberspace and socio media, hence a new platform for information sharing. The kind of publicity an organization requires is often determined by organization communication strategy. Arguably, the nature of publicity an individual organization receives is independent of their strategic use of the media.

Production and marketing, in the contemporary world, is characterised by among other things branding. Branding is part of value addition processes to commodity and services. For the association to break even and, at the same time, remain competitive, in the market organization and individuals have continually branded, rebranded and packaged their goods. In Sub Sahara, most organizations cannot afford to ignore value addition in their respective business or community endeavour. This is largely due to either lack of technological knowhow or competing technologies.

⁸Tripp, R. (2006). *Self Sufficient Agriculture: Labour and knowledge in Small Scale farming* (1st ed.). London : Earth Scan

2.2.5 Legal Context

The legal framework in the world today, is very dynamic especially in countries under transitions from old to new order, like Kenya. The new laws in Kenya have precipitated institutional changes. Public Benefits Organizations Act, 2013, requires that the present and new NGOs be transformed to Public Benefit Organizations (PBO).⁹ However, these changes in law have created extra mandates that were hitherto inaccessible to most NGOs, for example participation in business for income generation.

Whereas Kenya is a unitary state, the constitution has created a devolved system of government. The devolved system has considerable control over resources. They also mimic central government in terms of management, albeit at grass root level. Hence, for PELUM-Kenya and its member organizations, to operate effectively in the new environment they will require re-alignment that is coherent with county structures and systems.

Besides, the current structure of government is relatively accountable, unlike under the repealed laws. This too creates an opportunity for accessing resources as well as support from various government structures. A far, as a result of economic crunch in the western world, there is considerable amalgamation efforts among donors – sometimes, due to pressure from back donors or respective governments. Overall these factors have continued to cause considerable financial strain, hence, need for new opportunities. Again, in light of constitutional provisions, the one-third gender parity rule too continued to manifest in most sectors outside government structures. This new wave of recruitment cannot be ignored, thus PELUM-Kenya should encourage this practice among MOs. Within the PELUM-Kenya Country Secretariat gender parity is evident.

There are also major laws that impact directly on agriculture such as agricultural, livestock, fishery and food authority (ALFA) act, 2013 and Biosafety laws. The former has far reaching consequences on the agricultural sector. It enabled consolidation of 34 state corporation associated with agriculture in one entity, hence removal of overlapping regulation, licencing, processing and market functions. In the context of the later, say, Biosafety act of 2009, established regulatory mechanism on research issues related to biotechnology. These two laws have created a new opening for both PELUM Kenya and MOs, at least, in two ways. One, the laws have reduced bureaucracy, duplicity of functions at state departments dealing with agricultural issues. And two, creation of a framework for national biosafety enterprises.

Lastly, both information and intellectual property laws also support growth prospects in the agricultural sector, in a profound way. Article 3(1) of the constitution guarantees all citizens the right to access information; hence PELUM and other related MO can access information from different government sources. For various innovations, different actors or inventors can now rely on the revised laws on intellectual property laws.

2.2.6 Sustainable Development and Ecological Issues

The question of sustainable development and ecological issues cannot be ignored. It has continued to elicit serious concerns across the globe. In Africa, and specifically in the Sub Sahara, there is limited access to funding albeit the profound importance. In some of the discussion, especially during the review meetings, it was argued that increased cooperation

⁹www.kenyalaw.org/klr/.../PublicBenefitsOrganisationNo18of2013.PDF

at both international and local level would ensure desirable results. Beyond cooperation, at these two levels, fundraising from Corporate Social Responsibility (CRS) kitty and income generating activities (IGAs) is feasible. Organizations, such as PELUM Kenya, can tap into such opportunities.

The degradation of the environment and climate change also heralds a new opportunity for funding. Trees act as carbon sinks in the ecosystem, and subsequently can be a source of financing as carbon credits. In addition, the discovery of minerals and oil in Kenya, as well as the entire Great Lakes region and Horn of Africa, has created a new dilemma in environmental protection endeavour. Interest players and stakeholders must exploit the opportunity to understand, alongside National Environmental Management Agency (NEMA), the environmental impact of mineral extraction and oil exploration at various points in the regions. Such endeavour will inform advocacy and mitigation mechanisms.

Aside from the environmental challenges, consumers are increasingly demanding for organic produce and products across the world. It is evident that these organic products are very costly. PELUM- Kenya can, therefore, generate a lot of income from these markets as well as exploit the opportunity to improve on *elum* practices. The latter can be realised through initiation of demonstration plots, for learning and exchange of ideas and best practices. Genetically Modified Organisms (GMOs), on the other hand, are posing a major challenge in African agriculture, law and health, therefore beyond practising *elum* approaches focus PELUM- Kenya should enhance advocacy programme in order to articulate its stand on GMOs and all other technologies that work against the small scale farmers.

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2.3 INTERNAL ANALYSIS

2.3.1 Strength, Weakness, and proposed interventions for PELUM Kenya.

<i>Aspects</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>What can PELUM do moving forward?</i>
<i>Governance</i>	<ul style="list-style-type: none"> • Board Meetings and AGM meetings are conducted as stipulated in Constitution. • Board conforms to the one third gender rule. • Team work at Board Level. • Presence of two committees: financial and technical committees for checks and balances • The Board has ensured that there are policies in place. • Clear separation between governance and management. • Presence of Board Manual. • Board conforms to regional representation. • The terms of office for Board members are respected 	<ul style="list-style-type: none"> • Policies are still in draft form. • Lack of clear Terms of Reference (ToR) for the Board committees. • The Board lacks time to undertake monitoring. 	<ul style="list-style-type: none"> • Review and approve the policies • Initiate the process of monitoring by the board • Develop TOR for the Board committees. • Encourage the board to do monitoring of implementation albeit in small scale
<i>Management</i>	<ul style="list-style-type: none"> • A skilled and knowledgeable team. • Spirit of teamwork evident • Gender balanced team. • Effective implementation of projects to completion. • Compliance to donor requirements • Compliance to statutory requirements. • Increased funding 	<ul style="list-style-type: none"> • High staff turnover. • High Donor dependence. • Lack of Resource Mobilization strategy • Absence of knowledge management system 	<ul style="list-style-type: none"> • Develop incentives and strategies to enhance staff retention. • Develop and implement a resource mobilization strategy. • Find strategies, such as KM strategy within ME System, to reduce donor dependency.
<i>Finance</i>	<ul style="list-style-type: none"> • Operationalization of draft finance policy • Annual financial audits 	<ul style="list-style-type: none"> • Absence of an updated and operational Finance policy 	<ul style="list-style-type: none"> • Review and approval of Finance Manual

<i>Aspects</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>What can PELUM do moving forward?</i>
	<ul style="list-style-type: none"> • Compliance to donor regulations • Efficient staff. 	<p>document manual¹⁰</p> <ul style="list-style-type: none"> • Inadequate follows ups on sub grantees. 	<ul style="list-style-type: none"> • Strengthen the follow-ups on the sub-grantees.
<i>Human Resource management</i>	<ul style="list-style-type: none"> • Staff appraisal/promotions. 	<ul style="list-style-type: none"> • The HR manual is still in draft form. 	<ul style="list-style-type: none"> • Review and approval of the HR Manual
<i>Communication</i>	<ul style="list-style-type: none"> • Adequate and efficient ICT facilities. • Clearly defined roles for communication. • Presence and regular updating of websites. • Development and dissemination of Annual reports. 	<ul style="list-style-type: none"> • Inadequate knowledge in ICT. • Inadequate feedback from the MOs. • Lack of communication strategy. 	<ul style="list-style-type: none"> • Develop a communication strategy. • Build the capacity of Staff in ICT.
<i>Public relation</i>	<ul style="list-style-type: none"> • Good rapport with the general public including media. • Good will and support from host organization and other MOs including SACDEP 	<ul style="list-style-type: none"> • PELUM-Kenya not really known widely in Kenya • Limited ability to influence change of policies • Weak organizational profile • Lack of a communication and engagement strategy • Low visibility among the general public 	<ul style="list-style-type: none"> • Develop strategies to popularize PELUM-Kenya • Find ways of working with the right policy making bodies • Engage in deliberate actions to profile the organization • Develop an effective communication, and • Increase engagement strategy with media to increase visibility

¹⁰The current Financial Policy manual is still in draft form.

2.3.2 Visioning of the Organization

It provides identity of the organization. PELUM's identity is manifest in its vision, mission and core values as highlighted herein.

2.3.2.1 The Vision of PELUM-Kenya

"Empowered and prosperous communities deriving their livelihoods from sustainable land use"

2.3.2.2 The Mission of PELUM-Kenya

"To promote participatory ecological land use and management practices for improved livelihoods among small holder farmers in Kenya"

2.3.2.3 The Core Values of PELUM-Kenya

1. Innovativeness and creativity
2. Equity and Justice
3. Gender sensitivity
4. Transparency and Accountability
5. Commitment to partnership and action for result and impact

2.3.3 Stakeholders Analysis

This is an analysis of both the internal and external stakeholders, in their roles and expectations to and from PELUM Kenya respectively.

Internal Stakeholders

Internal stakeholders include board of directors, member organizations and the secretariat (Country Office). Table 1 below provide analysis of different internal stakeholders; their roles as anticipated by PELUM Association and, stakeholder's expectations from PELUM Association.

Table 1: Internal Stakeholders

Stakeholder	The Role of the Stakeholders (as expected by PELUM-Kenya)	Stakeholders' expectations on PELUM-Kenya
Board of Directors	<ul style="list-style-type: none"> Policy Formulation Technical support and backstopping Advisory and overseeing Governance Resource mobilization 	<ul style="list-style-type: none"> Vision and mission maintained Members to operate within the constitution guidelines Accountability to PELUM-Kenya members Implementation of PELUM Kenya policies Enhanced networking between and among members Effective vertical and horizontal communication Embrace policy of volunteerism Adherence to statutory requirements
Member Organizations	<ul style="list-style-type: none"> Implementation of <i>elum</i> activities Mobilize and organize farmers and communities for action Information, experience sharing and scaling-up best practices Documentation of best practices Share networking events Paying membership subscription fees Actively participate in PELUM-Kenya activities i.e. in meetings and other forums. Create critical mass crucial for support of PELUM-Kenya activities 	<ul style="list-style-type: none"> Communication and feedback Campaign and Advocacy Compliance to PELUM-Kenya ideals and values Networking and supporting each other Information sharing Increase linkages with relevant partners Enhanced profile Increased benefits of networking
	<ul style="list-style-type: none"> Execution and implementation of the Strategic Plan and projects 	<ul style="list-style-type: none"> Integrity and responsibility Members' adherence to PELUM-Kenya values and code of practice

Stakeholder	The Role of the Stakeholders (as expected by PELUM-Kenya)	Stakeholders' expectations on PELUM-Kenya
Secretariat (Country Office)	<ul style="list-style-type: none"> ▪ Develop annual plans for approval by the Board ▪ Conducting regular M&E of PELUM-Kenya activities ▪ Enhance collaboration and networking between members and other PELUM Association Country Secretariats ▪ Building capacity of the members ▪ Resource mobilization and fundraising for the network ▪ Coordinating network activities ▪ Facilitating information, innovation, and best practices sharing ▪ Information management ▪ Implement the National Board's decisions ▪ Develop progress reports to relevant stakeholders – Board, Member Organizations, funding partners etcetera ▪ Open up links for members ▪ Share with Member Organizations the calendar of activities ▪ Mobilizing members for action ▪ Facilitating learning and networking 	<ul style="list-style-type: none"> ▪ Remuneration of legally engage personnel ▪ Provide an enabling work environment ▪ Motivation of Personnel and network ▪ Capacity building and career development ▪ Increased communication and feedback from members ▪ Individual Member Organizations to effectively implement projects and programmes ▪ Member Organizations to prepare brief progress reports on the impact of <i>elum</i> activities ▪ Member Organizations to implement action plans agreed during networking forums - workshops and meetings ▪ Gender sensitivity in its operations ▪ Nominate credible participants to PELUM-Kenya meetings and activities ▪ Members to implement action plans developed and agreed at PELUM-Kenya meetings and forums. ▪ Member organizations to promote and scale up elum practices.

External Stakeholders

External stakeholders include GoK, funding partners, other collaborators, farming communities and the media. Table 2 below provide an analysis on different external stakeholders, their roles as anticipated by PELUM Kenya and stakeholders expectation from PELUM-Kenya.

Table 2: External Stakeholders

Stakeholder	The Role of the Stakeholders (as expected by PELUM-Kenya)	Stakeholders expectations on PELUM-Kenya
Government of Kenya	<ul style="list-style-type: none"> Legislation – formulate supportive laws and policies Registration of the organisation Regulation of the sector Provision of relevant information Encourage and support activities Provide enabling environment for development. Promoting and sharing out PELUM-Kenya best practices Coordinating development actors 	<ul style="list-style-type: none"> Compliance to the laws of the land Complement the government efforts and other stakeholders in delivery of relevant services to farmers and communities through various strategies e.g. Vision 2030 and National Climate Change Action Plan 2013-2017 Payment of taxes and statutory obligations
Funding partners	<ul style="list-style-type: none"> Provision of funding and other resources Information sharing and dissemination Technical support Capacity building Link PELUM-Kenya with their development partners in Kenya and in other countries. Link PELUM-Kenya with additional funding partners. 	<ul style="list-style-type: none"> Successful Implementation of projects Increase Impact from projects implemented Proper utilization of resources Compliance to set norms, guidelines and requirements Transparency and accountability Feedback (progress report, audit reports) to target audiences Information and experience sharing and partnering with other like-minded partners and individuals. Scaling-up and replication of best practices To contribute towards achieving their vision and mission
Other Collaborators	<ul style="list-style-type: none"> Complement PELUM-Kenya development efforts in supporting their work Information and experience sharing Strengthen PELUM-Kenya linkages in collaboration and networking Spreading, scaling-up and replicating PELUM-Kenya 	<ul style="list-style-type: none"> Commitment to the course Information and experience sharing Networking and collaboration Partnering in activities Capacity building

Stakeholder	The Role of the Stakeholders (as expected by PELUM-Kenya)	Stakeholders expectations on PELUM-Kenya
	best practices	
Farming Communities	<ul style="list-style-type: none"> ▪ Execute and promote <i>elum</i> activities ▪ Adopt and scale-up acquired knowledge, skills and best practices ▪ Carry out farmer-led campaigns and promote wider sharing with their leaders and peers ▪ Participate in organized exchange and learning visits ▪ Take initiatives for information sharing ▪ Reaching out to other communities ▪ Popularize and profile <i>elum</i> at community level 	<ul style="list-style-type: none"> ▪ Capacity enhancement and empowerment ▪ Information and experience sharing ▪ Gainful market identification and engagement ▪ Strengthening and empowerment ▪ Publicity on farmer practices and innovations ▪ Networking and linking with other farmers, communities and organizations ▪ To articulate their issues through pushing and articulating for policies in their favour.
Media	<ul style="list-style-type: none"> ▪ Coverage of advocacy issues as well as articulation ▪ Strengthening linkages and giving updates ▪ Information and experience sharing ▪ Keeping track of trends ▪ Publicity and building the profiles of the network ▪ Sensitize the public on <i>elum</i> and advocacy issues 	<ul style="list-style-type: none"> ▪ Involvement in farmer campaigns ▪ Spread and sharing of best practices ▪ Promoting wider influencing of target audiences to broadcast intended messages ▪ Facilitation from PELUM-Kenya ▪ Sharing success stories and cases

3.0 STRATEGIC DIRECTIONS

3.1 Introduction to Strategic Directions

PELUM Kenya will implement the reviewed strategic plan as well as strive to achieve five strategic issues. This strategic direction is, therefore, informed by the mid-term review of the strategic plan. Key areas under the review include organization's PESTEL, SWOT and stakeholder analysis among others. Overall, the review benefited from the strategic plan and insights from SACDEP leadership. It is against this backdrop that the five strategic objectives were drawn.

3.2 Key Strategic Directions

There are five strategic issues as indicated here below:

1. Research and information management
2. Advocacy
3. Institutional Strengthening and Development
4. Ecological Land Use management
5. Networking and Collaboration

3.2.1 Research and Information Management

In order to address this strategic issue, the objective will be:

- *To research in aspects of ecological land use management for information use by PELUM-Kenya stakeholders*

To realize the objective, the following strategies will be used:

1. Sifting topical issues related to *elum*.
2. Analyze and package information appropriately for use by PELUM-Kenya stakeholders
3. Build capacity of member organizations to undertake basic research, document and use of *elum*
4. Establish centre of excellence for *elum* in different Kenyan Ecological Zones.
5. Partnership with the media

3.2.2 Advocacy

In order to address this strategic issue, the objective will be:

- *To create an enabling environment for MOs and farmers to work in.*

To realize the objective, the following strategies will be used:

1. Undertake research on different issues of concern.
2. Build capacity of Member Organizations to undertake effective advocacy.
3. Develop an advocacy strategy and share with Member Organizations.
4. Influence the inclusion of *elum* in the development of county policies.
5. Strengthen the capacity of member to mobilise and organize their farmers to engage in advocacy.

3.2.3 Institutional Strengthening and Development

In order to address this strategic issue, the objective will be:

- *To enhance the capacity of PELUM-Kenya to improve on efficiency and effectiveness in executing its mandate*

To realize the objective, the following strategies will be used:

1. Develop and implement resource mobilization strategy, e.g., initiate consultancy wing and endowment fund among others
2. Develop and implement M&E system and plans
3. Review/formulate policies including succession strategy, staff retention strategy and risk management.
4. Strengthen workforce at the Country Secretariat
5. Strengthen the governance of PELUM-Kenya

6. Build capacity of member organizations on relevant areas e.g. Organizational Development (OD)
7. Develop a PELUM-Kenya brand
8. Reach out to potential members in all regions of the country
9. Promote risk, disaster preparedness and management
10. Focus on organization sustainability strategy, e.g., Income generating activity.
11. Realignment with national and county governments.

3.2.4 Ecological Land Use Management

In order to address this strategic issue, the objective will be:

- *To increase the adaptation capacity and resilience of communities towards the effects of climate change and global warming*
- *To enhance healthy food production, environmental protection and biodiversity conservation*

To realize the objective, the following strategies will be used:

1. Capacity building and sensitization of member organizations on climate change and global warming
2. Research and promotion of practices that reduce effects of climate change
3. To promote *elum* principles and practices among PELUM-Kenya stakeholders
4. To realign *elum* principles and practices to address Carbon Credit (CC) adaptation and mitigation.
5. Influence adoption of *elum* principles and practices in learning institutions
6. Build capacity of member organizations and other stakeholders on *elum* principles

3.2.5 Networking and Collaboration

In order to address this strategic issue, the objective will be:

- *To enhance collaboration and linkages between and amongst PELUM-Kenya members, partners and stakeholders.*

To realize the objective, the following strategies will be used:

1. Sharing information through education, ICT material and organised forums and provision of feedback.
2. Capacity building of member organizations, small scale farmers, partners and stakeholders on identified areas of need.
3. Strengthen peer collaboration and networking at zonal and regional level
4. Encourage MOs' participation and engagement at the county government level.

3.3 Key Issues, Objectives and Strategies

STRATEGIC ISSUES	OBJECTIVES	STRATEGIES
Research and Information Management	<ul style="list-style-type: none"> ▪ To research in aspects of ecological land use management for information use by PELUM-Kenya stakeholders. 	<ol style="list-style-type: none"> 1. Sifting topical issues related to <i>elum</i>. 2. Analyze and package information appropriately for use by PELUM-Kenya stakeholders 3. Build capacity of member organizations to undertake basic research, document and use on <i>elum</i> 4. Establish centre of excellence for <i>elum</i> in different Kenyan Ecological Zones. 5. Partnership with the media.
Advocacy	<ul style="list-style-type: none"> ▪ To create an enabling environment for MOs to work in 	<ol style="list-style-type: none"> 1. Undertake research on different issues of concern. 2. Build capacity of Member Organizations to undertake effective advocacy. 3. Develop an advocacy strategy and share with Member Organizations and share. 4. Influence the inclusion of <i>elum</i> in the development of county policies.
Institutional Strengthening and Development	<ul style="list-style-type: none"> ▪ To enhance the capacity of PELUM-Kenya to improve on efficiency and effectiveness in executing its mandate 	<ol style="list-style-type: none"> 1. Develop and implement resource mobilization strategy, e.g., initiate consultancy wing and endowment fund 2. Develop and implement M&E system and plans 3. Review/formulate policies including succession strategy and staff retention strategy; risk management. 4. Strengthen workforce at the Country Secretariat 5. Strengthen the governance of PELUM-Kenya 6. Build capacity of member organizations on relevant areas e.g. OD 7. Develop a PELUM-Kenya brand 8. Reach out to potential members in all regions of the country 9. Promote risk, disaster preparedness and management 10. Focus on organization sustainability strategy, e.g., Income generating activity. 11. Realignment with national and county government's structures.
		<ol style="list-style-type: none"> 1. Capacity building and sensitization of member organizations on climate change and global warming

STRATEGIC ISSUES	OBJECTIVES	STRATEGIES
Ecological land use management	<ul style="list-style-type: none"> ▪ To increase the adaptation capacity and resilience of communities in the effects of climate change and global warming 	<ol style="list-style-type: none"> 2. Research and promotion of practices that reduce effects of climate change 3. Campaign against practices that cause climate change 4. Advocate for the formulation or review of policies on climate change
	<ul style="list-style-type: none"> ▪ To enhance healthy food production, environmental protection and biodiversity conservation 	<ol style="list-style-type: none"> 1. To promote <i>elum</i> principles and practices among PELUM-Kenya stakeholders 2. To harmonize <i>elum</i> principles and practices for PELUM-Kenya 3. Influence adoption of <i>elum</i> principles and practices in learning institutions 4. Build capacity of member organizations and other stakeholders on <i>elum</i> principles 5. Build capacity of the organizations on conflict resolutions & reconciliation emerging from <i>elum</i> 6. Campaign Advocate and Lobby on <i>elum</i> related issues
Networking and Collaboration	<ul style="list-style-type: none"> ▪ To enhance collaboration and linkages between PELUM-Kenya members and partners 	<ol style="list-style-type: none"> 1. Sharing information through education, ICT material and organized forums. 2. Capacity building of member organizations, small scale farmers and partners on identified needs

4.0 LOG FRAME

4.1 Introduction to Log frame

The logical framework matrix provides a summary of the implementation plan. It is also an analytical, presentational and management tool which has been used to analyze the existing situation during various project preparations, establish a logical hierarchy of means by which objectives will be reached, identify some of the potential risks, establish how outputs and outcomes might best be monitored and evaluated, as well as present a summary of the project in a standard format.

4.2 Research and Information Management

INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Overall Goal To improve accessibility of factual and credible information on <i>elum</i> to members	<ul style="list-style-type: none"> ▪ The number of topics researched on <i>elum</i> and its matching content ▪ Number of MOs accessing and utilizing information on <i>elum</i> 	<ul style="list-style-type: none"> ▪ Reports produced (Survey reports, monthly progress reports) ▪ Publications produced ▪ MO Reports 	<ul style="list-style-type: none"> ▪ Enabling and supportive legal and legislative environment
Purpose To conduct research and diversify methods used by MOs in sourcing for information on <i>elum</i>	<ul style="list-style-type: none"> ▪ Number of research assignments conducted ▪ Number of methods applied in research work 	<ul style="list-style-type: none"> ▪ Research reports ▪ Research manuals produced ▪ Documented farm practices ▪ New initiatives taken up by MOs 	<ul style="list-style-type: none"> ▪ MOs willing to explore <i>elum</i> practices
Output 1: Information on relevant topical issues available to members and other stakeholders Activities for output 1	<ul style="list-style-type: none"> ▪ The level of uptake of information on <i>elum</i> by MOs and stakeholders 	<ul style="list-style-type: none"> ▪ Reports on success cases from MOs ▪ Observation and photos ▪ PELUM Kenya MOs and stakeholders ▪ Reports, magazines, articles 	<ul style="list-style-type: none"> ▪ Member organisations have the capacity and willingness to absorb information provided ▪ Media personnel will actively be involved in this process
1. Gather, document and share information on 10 case studies on <i>elum</i>	<ul style="list-style-type: none"> ▪ Number of case studies 	<ul style="list-style-type: none"> ▪ <i>elum</i> case studies reports ▪ Photos 	<ul style="list-style-type: none"> ▪ Respondents willingness to share relevant information
2. Organize 4 field days, 4 exchange and learning visits for farmers, extension officers and researchers	<ul style="list-style-type: none"> ▪ Number of field days ▪ Number of exchange and learning visits 	<ul style="list-style-type: none"> ▪ Reports (Annual ,field) ▪ Photos ▪ Signed visitors' books ▪ Contracts for hiring vehicles for field visits 	<ul style="list-style-type: none"> ▪ Political stability will prevail
Output 2: Capacity of MOs to undertake basic research enhanced Activities for output 2	<ul style="list-style-type: none"> ▪ Number of innovations and initiatives on <i>elum</i> ▪ Number of MOs contributing to <i>elum</i> practices 	<ul style="list-style-type: none"> ▪ Reports on research success case stories from MOs ▪ Photos 	<ul style="list-style-type: none"> ▪ MOs willingness to invest into on-farm/adaptive research

INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
		<ul style="list-style-type: none"> ▪ Reports and articles 	
1. Commission the next survey on topical issues related to <i>elum</i>	<ul style="list-style-type: none"> ▪ preparation/planning for surveys ▪ Number of topical issues researched on, related to <i>elum</i> 	<ul style="list-style-type: none"> ▪ Reports (Survey, Annual) 	Technical expertise will be available
2. Sift and repackage policies affecting SS farmers into one policy document	<ul style="list-style-type: none"> ▪ Number of policies sifted and repackaged ▪ Number of repackaged Policy documents 	<ul style="list-style-type: none"> ▪ Sifted policies ▪ The combined Policy document 	<ul style="list-style-type: none"> ▪ Goodwill from relevant line ministries
3. Contribute towards Updating and dissemination of new policy documents	<ul style="list-style-type: none"> ▪ Number of new and updated policy documents ▪ Number of workshops on policies documentation 	<ul style="list-style-type: none"> ▪ Update policy documents ▪ Workshop reports 	<ul style="list-style-type: none"> ▪ Goodwill from relevant line ministries
4. Support at least 5 Member Organizations to carry out basic research on <i>elum</i> issues	<ul style="list-style-type: none"> ▪ Number of the Member Organizations supported to carry out basic research on <i>elum</i> ▪ Number of research assignments conducted 	<ul style="list-style-type: none"> ▪ Contracts/MOUs ▪ Research reports 	<ul style="list-style-type: none"> ▪ Farmers' willingness to cooperate
Output 3: Increased farmer capacity in <i>elum</i> practices Activities for output 3	<ul style="list-style-type: none"> ▪ Number of issues featured ▪ Number of MOs contributing to <i>elum</i> practices 	<ul style="list-style-type: none"> ▪ Reports and publications on <i>elum</i> practices 	<ul style="list-style-type: none"> ▪ Good coverage of farming activities ▪ Availabilities of funds to support
1. Carry out survey to establish the databank of stakeholders practicing <i>elum</i>	<ul style="list-style-type: none"> ▪ Number of stakeholders identified practicing <i>elum</i> 	<ul style="list-style-type: none"> ▪ Survey report ▪ Databank of stakeholders 	<ul style="list-style-type: none"> ▪ MO's will be willing to participate in the survey
2. Organize and hold symposia at member's level as well as debate forums on <i>elum's</i> best practices.	<ul style="list-style-type: none"> ▪ The number of symposia and debate forums held 	<ul style="list-style-type: none"> ▪ Photos ▪ Symposia reports ▪ Participants registration sheets 	<ul style="list-style-type: none"> ▪ Willingness of Small holder farmers to share best practices
Output 4: Centre of excellence on <i>elum</i> established	<ul style="list-style-type: none"> ▪ Training facilities developed ▪ Demonstration zones initiated ▪ Approval by respective government 	<ul style="list-style-type: none"> ▪ Observation and photos ▪ Reports, magazines, articles 	<ul style="list-style-type: none"> ▪ Favourable Climatic conditions ▪ Availability of Funds

INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Activities for output 4	organs	<ul style="list-style-type: none"> Document on strategy of information dissemination to PELUM Kenya MOs and stakeholders 	
1. Acquisition of at least 5 acres of land for CEELUM	<ul style="list-style-type: none"> acquisition of at least 5 land acquired 	<ul style="list-style-type: none"> Sales agreement document Valid title deed 	<ul style="list-style-type: none"> There will be plots available for sale
2. Build and equip CEELUM resource centre complete with relevant materials	<ul style="list-style-type: none"> Built CEELUM in place Number of relevant resource materials in the resource centre. Number of equipment MOs' profiles and display booths 	<ul style="list-style-type: none"> A valid certificate of Completion from the ministry of housing and national development Resource materials in the centre (Publications, DVDs, Photos) Inspection reports 	<ul style="list-style-type: none"> There will be adequate resources for the resource centre establishment
3. Design, develop and manage 10 demonstration plots on <i>elum</i> practices (OA, Permaculture, BIA, Biodynamic agriculture, LEISA etc)	<ul style="list-style-type: none"> Number of demonstration plots established 	<ul style="list-style-type: none"> Photos Demo plots No. of <i>elum</i> practices demonstrated 	<ul style="list-style-type: none"> There is adequate technical knowledge on selected practices
Output 5: <i>Elum</i> issues feature in both electronic and print media Activities for output 5	<ul style="list-style-type: none"> Number of innovations and initiatives on <i>elum</i> 	<ul style="list-style-type: none"> Reports on success cases from MOs Observation and photos Document on strategy of information dissemination to PELUM Kenya MOs and stakeholders Reports, magazines, articles 	<ul style="list-style-type: none"> Political stability
1. Develop and distribute IEC materials (Pamphlets, T-shirts, Banners, Caps, Flyers, posters) on	<ul style="list-style-type: none"> Number of IEC materials on topical issues developed and distributed 	<ul style="list-style-type: none"> IEC Materials (T-Shirts, Flyers, Posters) 	<ul style="list-style-type: none"> Adequate finances will be available

INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
topical issues			
2. Gather and repackage 10 relevant studies into user friendly materials for dissemination to members and other stakeholders	<ul style="list-style-type: none"> ▪ Number of studies gathered and repackaged ▪ Number of materials produced 	<ul style="list-style-type: none"> ▪ Studies report ▪ Materials produced 	<ul style="list-style-type: none"> ▪ Original authors' willingness and authorization for the information to be repackaged
3. Design and develop information packages in 10 themes in manuals, posters, e-newsletters, info spots, brochures etc.	<ul style="list-style-type: none"> ▪ Number of information packages developed and designed ▪ Number of themes focused on 	<ul style="list-style-type: none"> ▪ Information packages (Brochures, Info Spot) ▪ Themes documented 	<ul style="list-style-type: none"> ▪ Materials will be used.
4. Document 25 farmers' innovations (5 per year) for dissemination and possibly for further research	<ul style="list-style-type: none"> ▪ Number of farmers' innovations documented and disseminated 	<ul style="list-style-type: none"> ▪ Photos ▪ Documented innovation 	<ul style="list-style-type: none"> ▪ Farmers willingness to share their innovations
5. Develop and air 2 documentaries on TV and 4 presentations on Radio.	<ul style="list-style-type: none"> ▪ Number of press briefs held ▪ Number of documentaries and programmes developed and aired ▪ No. of local TV Stations airing the documentaries ▪ Number of radios talks organized 	<ul style="list-style-type: none"> ▪ Brief statements ▪ CD recording ▪ Feedback call in sheet ▪ Contract agreements ▪ DVD Documentary ▪ Video clips 	<ul style="list-style-type: none"> ▪ Press willing cover and publish/air the briefs ▪ Airtime available
6. Develop and distribute at least 3 press packs and Information kits	<ul style="list-style-type: none"> ▪ The number of press packs and information kits developed and distributed 	<ul style="list-style-type: none"> ▪ Press packs 	<ul style="list-style-type: none"> ▪ Materials on <i>elum</i> available

4.3 Advocacy

Intervention Logic	Indicators	Means of Verification	Assumptions
Overall Goal To have increased and efficient engagement of MOs and stakeholders in advocacy for <i>elum</i> .	<ul style="list-style-type: none"> Operational zonal advocacy working groups All genders actively involved in advocacy work 	<ul style="list-style-type: none"> Annual reports Gender policies HIV and AIDS activity reports Status reports Strategic plans Climate Change and global warming 	<ul style="list-style-type: none"> Communities willingness to embrace change and attitude towards gender and HIV/AIDS mainstreaming
Purpose To develop and implement an advocacy mechanism for addressing issues of concern to small holder farmers.	<ul style="list-style-type: none"> Increased engagement on issues affecting small holder farmers. No of issues affecting small holder farmers addressed. 		
Output 1: Wider constituency advocating for issues around climate change and global warming Activities for output 1	<ul style="list-style-type: none"> The extent of progress in influencing and developing climate change adaptation and mitigation measures as a national strategy 	<ul style="list-style-type: none"> Reports Photos Press briefs and packs Press release IEC Materials 	<ul style="list-style-type: none"> MOs have the capacity and willingness to undertake advocacy activities.
1. Support staff and MOs representatives to participate in local and international climate change forums.	<ul style="list-style-type: none"> Number of forums attended Increased knowledge on topical issues. 	<ul style="list-style-type: none"> Reports 	<ul style="list-style-type: none"> There will be adequate resources to facilitate participation.
2. Advocate and lobby for use of innovative technologies of renewable energy and water conservation measures	<ul style="list-style-type: none"> Number of MOs promoting innovative technologies. 	<ul style="list-style-type: none"> Reports Photos 	<ul style="list-style-type: none"> The political environment remains favourable for advocacy work.
Output2: Campaign, Advocate and Lobby for <i>elum</i> practices to be adopted.	<ul style="list-style-type: none"> <i>Elum</i> policies included in the GOK strategy <i>Elum policies and/or practices supported by Private Sector</i> 	<ul style="list-style-type: none"> Reports Photos Press briefs and packs Press release IEC Materials 	<ul style="list-style-type: none"> MOs have the capacity and willingness to undertake advocacy activities.

Intervention Logic	Indicators	Means of Verification	Assumptions
Activity: Lobby the GOK to adopt <i>elum</i> as a national strategy for addressing food insecurity	<ul style="list-style-type: none"> ▪ The extent of progress in influencing and developing <i>elum</i> as national strategy for addressing food insecurity 	<ul style="list-style-type: none"> ▪ Strategy documents. ▪ Reports 	<ul style="list-style-type: none"> ▪ Willingness of service providers to partner with PELUM Kenya
Output 3: Increased engagement in advocacy on varied issues at the county level.	<ul style="list-style-type: none"> ▪ Key issues affecting small scale farmers addressed in the County government policies. 	<ul style="list-style-type: none"> ▪ Reports ▪ Strategy Documents 	<ul style="list-style-type: none"> ▪ There is political goodwill.
Activities: Build the capacity of MOs to understand the new systems of devolved governance structure	<ul style="list-style-type: none"> ▪ MOs actively engaged in operations of devolved systems ▪ MOs actively contributing towards policy development process at local levels 	<ul style="list-style-type: none"> ▪ Report ▪ Interviews 	<ul style="list-style-type: none"> ▪ MOs will be willing to engaged with the county governments.
Build the capacity MOs on the new constitution especially Chapter 5 on land.	<ul style="list-style-type: none"> ▪ Increased knowledge and engagement of MOs in advocacy on land 	<ul style="list-style-type: none"> ▪ Report ▪ Interviews 	<ul style="list-style-type: none"> ▪ MOs will be willing to engage in advocacy on land issues.

4.4 Institutional Strengthening and Development

Intervention Logic	Indicators	Means of Verification	Assumptions
Overall Goal To enhance the capacity of PELUM Kenya to execute its mandate	<ul style="list-style-type: none"> Strengthened systems and procedures Improved service delivery Increased resource base 	<ul style="list-style-type: none"> Revised policy documents Reports (Audit, Donor, briefs from the country desk, financial, field, evaluation) MOs feedback 	<ul style="list-style-type: none"> PELUM Kenya will be receptive to new ideas
Purpose To enhance efficiency and effectiveness in service delivery	<ul style="list-style-type: none"> Level of optimal use of resources Level of accomplishment of goals and objectives of PELUM Kenya 	<ul style="list-style-type: none"> Reports (Monitoring, Evaluation, assessment, annual, progress) 	
Output 1: Increased and diversified resource base Activities for output 1	<ul style="list-style-type: none"> Endowment fund established 	<ul style="list-style-type: none"> Financial reports Audit reports Project contracts 	<ul style="list-style-type: none"> Global financial crisis eases out
1. Collect and develop a databank for RM i.e. success stories, budgets, best practices, funding partners catalogue, survey findings & needs assessments	<ul style="list-style-type: none"> Number of data banks developed 	<ul style="list-style-type: none"> Databank 	<ul style="list-style-type: none"> Information will be readily available
2. Establish and commission a 10 - member RM task force	<ul style="list-style-type: none"> Commission established 	<ul style="list-style-type: none"> Commission TORs Meeting minutes 	<ul style="list-style-type: none"> Members will be committed
3. Establish a consultancy kit at the Country secretariat (CS) as a way to strengthen sustainability	<ul style="list-style-type: none"> Consultancy kit established 	<ul style="list-style-type: none"> A consultancy kit 	<ul style="list-style-type: none"> Organizational policy would allow
4. Establish an endowment fund of at least Ksh. 500,000 per year	<ul style="list-style-type: none"> Endowment fund established 	<ul style="list-style-type: none"> Funds mobilized Bank account 	<ul style="list-style-type: none"> Positive response from donors
5. Establish a Centre of Excellence in <i>elum</i> “CEELUM” for Income Generation	<ul style="list-style-type: none"> Centre(s) of learning established 	<ul style="list-style-type: none"> Physical structure 	<ul style="list-style-type: none"> Resources will be available
Output 2: An established effective system for monitoring and evaluation	<ul style="list-style-type: none"> Monitoring and evaluation framework established 	<ul style="list-style-type: none"> M&E framework Work plans 	<ul style="list-style-type: none"> There is adequate skills and knowledge for monitoring and evaluation

Intervention Logic	Indicators	Means of Verification	Assumptions
Activities for output 2			
1. Hold a workshop to fine-tune draft M&E tool kit	▪ A workshop held	▪ Workshop report	▪ Members will participate
2. Implement the M & E tool kit in the current and future programmes	▪ Implementation of tool kit on going	▪ Progress report ▪ Monitoring reports	▪ Members and staff will internalize the framework
3. Review the M&E system after the 3 rd year of this Strategic Plan	▪ A review meeting conducted	▪ Review minutes	▪ The framework would have worked
4. Strengthen the institutional M&E system	▪ M and E system strengthened	▪ Review minutes	▪ The framework would have worked
Output 3: Strengthened workforce at Country Secretary	▪ Increased number of activities	▪ Progress report ▪ Monitoring reports	
Activities for Output 3			
1. Develop TNA annually (Training Needs Analysis)	▪ Number of TNA done every year	▪ TNA report	▪ Members will be supportive of the process
2. Initiate and support capacity development of staff at the Country Secretariat	▪ Staff equipped with relevant skills ▪ Timely production of reports ▪ Committee meetings held and actions points	▪ Certificates of various trainings ▪ Training leave records	▪ There will be adequate resources and time for the trainings
3. Conduct annual organogram reviews at the Country Secretariat and recruit as necessary	▪ An updated PELUM Kenya organogram and number of staff added ▪ Lines of responsibility clearly indicated	▪ A complete and updated organogram document	▪ Organogram review will be objective
4. Carry out team-building activities	▪ No. and teambuilding activities organized and held	▪ Photos ▪ Retreat report	▪ There will be resources for the activity
5. Annual motivational strategies e.g. remuneration review, social support, staff/board interactions, recreational support etc	▪ Number and types of motivation and support activities implemented	▪ Contract agreements	▪ There will be adequate finances to support staff motivation goals
6. Incorporate at least 3 volunteers/interns per year to support	▪ Number of volunteers attached at PELUM-Kenya	▪ Contract agreements	▪ Volunteers will be available

Intervention Logic	Indicators	Means of Verification	Assumptions
the programme			
7. Attach Country Secretariat staff to other Country Secretariats for exposure and learning	<ul style="list-style-type: none"> No. of Country Secretariat staff attached for exposure and learning 	<ul style="list-style-type: none"> Attachment reports Attachment acceptance letters 	<ul style="list-style-type: none"> Other CSCS will accept programme
8. Purchase additional 2 motor vehicles to support the programmes	<ul style="list-style-type: none"> No. of additional motor vehicles purchased 	<ul style="list-style-type: none"> Log books 	Finances will be available
9. Increasing workspace at the Country Secretariat	<ul style="list-style-type: none"> Established Country Secretariat office block with adequate workspace 	<ul style="list-style-type: none"> Photos New office space 	<ul style="list-style-type: none"> There will be adequate space for hiring/expansion
Output 4: Governance of PELUM-Kenya and Member Organizations strengthened Activities for output 4	<ul style="list-style-type: none"> Level of output and improvement of the governance structure 	<ul style="list-style-type: none"> Annual reports Staff appraisals Committee minutes 	<ul style="list-style-type: none"> The management continues to work harmoniously with the board
1. Organize and hold 3 Board meetings per year	<ul style="list-style-type: none"> Number of board meetings held per year 	<ul style="list-style-type: none"> Board minutes 	<ul style="list-style-type: none"> Board members will have adequate time for the meetings
2. Organize and hold a BOG training for PELUM-Kenya Board biennially	<ul style="list-style-type: none"> Number of board members participating in regional meetings 	<ul style="list-style-type: none"> Training report 	<ul style="list-style-type: none"> There will be time and willingness for training
3. Organize 2 exposure visits for the Board of PELUM-Kenya to other Country Working Groups	<ul style="list-style-type: none"> Number of exposure visits organized 	<ul style="list-style-type: none"> Exposure visit reports 	<ul style="list-style-type: none"> Resources will be available
4. Facilitate the Board to participate in 2 regional governance forums	<ul style="list-style-type: none"> Number of regional governance forums attended 	<ul style="list-style-type: none"> Forums report Photos 	<ul style="list-style-type: none"> Opportunities for the forums will be available
5. Develop appropriate policies on risks and disasters preparedness and management, etc	<ul style="list-style-type: none"> No of policies on risks and disaster preparedness developed 	<ul style="list-style-type: none"> Policy documents 	<ul style="list-style-type: none"> Risk analysis will be comprehensive
6. Organize 2 ToTs' trainings for Member Organizations on governance and Finance Management	<ul style="list-style-type: none"> Number of ToTs within Member Organizations with capacity in governance and FM 	<ul style="list-style-type: none"> Certificates Training reports 	<ul style="list-style-type: none"> Capacity to learn exists
7. Organize and hold 2 trainings on Organizational Development	<ul style="list-style-type: none"> Number of trainings held 	<ul style="list-style-type: none"> Training reports Certificates 	<ul style="list-style-type: none"> Organizations will identify needs

Intervention Logic	Indicators	Means of Verification	Assumptions
Output 5: PELUM Kenya visibility enhanced Activities for output 5	<ul style="list-style-type: none"> ▪ The number and the content of branding 	<ul style="list-style-type: none"> ▪ Branded material 	<ul style="list-style-type: none"> ▪ Expertise to brand exists ▪ Resources will be available
1. Develop a code of practice	<ul style="list-style-type: none"> ▪ Code of practice in place and in use 	<ul style="list-style-type: none"> ▪ Code of practice 	<ul style="list-style-type: none"> ▪ Existence of expertise
2. Develop a slogan	<ul style="list-style-type: none"> ▪ PELUM-Kenya slogan developed and in use 	<ul style="list-style-type: none"> ▪ Stickers ▪ Letter heads 	<ul style="list-style-type: none"> ▪ Expertise will be available
3. Develop a colour scheme	<ul style="list-style-type: none"> ▪ Colour scheme developed and in use 	<ul style="list-style-type: none"> ▪ Stickers ▪ Letter heads 	
4. Develop IEC for branding – Calendars, year planners, diaries, visitors’ books (for Member Organizations) coffee mugs, PELUM-Kenya miniature flags, wheel covers, wall clock, polo shirts, Paint the office PELUM-Kenya colours	<ul style="list-style-type: none"> ▪ No of IEC material developed 	<ul style="list-style-type: none"> ▪ Brochures Calendars, year planners, diaries, visitors’ books (for Member Organizations) coffee mugs, PELUM-Kenya miniature flags, wheel covers, wall clock, polo shirts, 	<ul style="list-style-type: none"> ▪ Resources will be available ▪ Freedom of expression will continue to exist
5. Erect a signpost of PELUM-Kenya at the Country office	<ul style="list-style-type: none"> ▪ Sign post for PELUM-Kenya in use 	<ul style="list-style-type: none"> Sign post 	<ul style="list-style-type: none"> Permission will be granted by the owner of the property
Output 6: Members share and uptake good practices Activities for output 6	<ul style="list-style-type: none"> ▪ The number of forums held and the linkages established 	<ul style="list-style-type: none"> ▪ Progress report ▪ Monitoring reports ▪ Minutes ▪ photos 	<ul style="list-style-type: none"> ▪ Peace prevails
1. Organize and hold networking meetings (1 CWG per year, 1 AGM per year and 1 TGM every 3 years)	<ul style="list-style-type: none"> ▪ No. of networking meetings and forums organized 	<ul style="list-style-type: none"> ▪ Meeting minutes ▪ Photos 	<ul style="list-style-type: none"> ▪ Members will be available
2. Organize one sub-regional networking forum in five years	<ul style="list-style-type: none"> ▪ The number of sub-regional networking forums held 	<ul style="list-style-type: none"> ▪ Network report ▪ Photos 	<ul style="list-style-type: none"> ▪ Other regions will accept invitation
3. Organize 2 national networking forums in 5 years	<ul style="list-style-type: none"> ▪ Number of national networking forums organized 	<ul style="list-style-type: none"> ▪ Forum report ▪ Photos 	<ul style="list-style-type: none"> ▪ Funds will be available

Intervention Logic	Indicators	Means of Verification	Assumptions
4. Organize annual CS staff visits to other Country Secretariats	<ul style="list-style-type: none"> No. of staff and visits to other Country Secretariats 	<ul style="list-style-type: none"> Visit reports Photos 	<ul style="list-style-type: none"> Time will be available
5. Organize and carry out 5 exchange and learning visits	<ul style="list-style-type: none"> Number of exchange visits organized 	<ul style="list-style-type: none"> Exchange visit reports 	<ul style="list-style-type: none"> Funds will be available
6. Organize an annual exhibition for sharing best practices among Member Organizations	<ul style="list-style-type: none"> No and types of best practices adopted from other Country working groups No. of exhibitions organized and variety of best practices exhibited 	<ul style="list-style-type: none"> Exhibition report Photos Video clips 	<ul style="list-style-type: none"> Members will be willing to share best practices

4.5 Ecological Land Use Management

Intervention Logic	Indicators	Means of Verification	Assumptions
Overall Goal To enhance the resilience of Small scale farmers against climate change and to improve sustainable land use for improved livelihood security.	<ul style="list-style-type: none"> Community preparedness to mitigate effects of climate change Level of resilience of MOs and small scale farmers to climate change Number of resilience technologies/innovations in use 	<ul style="list-style-type: none"> Reports (Annual, field, evaluation) Case studies Photographs 	<ul style="list-style-type: none"> Climate change remain a key global issue
Purpose(s) To promote adoption and mitigation measures to climate change and global warming.	<ul style="list-style-type: none"> Number of practices adopted e.g. tree planting, LEISA (Low External Input Sustainable Agriculture), etc Number of practices replicated Number of practices promoted and adapted 	<ul style="list-style-type: none"> Land use maps Farmer led documentation Reports 	There will be sufficient knowledge on climate change issues within the secretariat
Output 1: Information on issues related to climate change available and easily accessible to local communities. Activities for output 1	<ul style="list-style-type: none"> Number of MOs and stakeholders aware of climate change and global warming issues 	<ul style="list-style-type: none"> Reports (Annual, field, Evaluation) Photos Press briefs and packs Press release IEC materials (Flyers, posters, pamphlets, newsletters etc) 	<ul style="list-style-type: none"> Climate change remains a key global issue
1. Carry out 3 situational analyses and an impact assessment survey on topical issues on climate change	<ul style="list-style-type: none"> Number of situational analyses carried out Impact assessment surveys 	<ul style="list-style-type: none"> Situational analysis reports Impact assessment reports 	<ul style="list-style-type: none"> Willingness to avail relevant information by the participants
2. Collect and document over 10 stories from grass-root communities on climate change	<ul style="list-style-type: none"> Number of stories on climate change issues collected and documented 	<ul style="list-style-type: none"> Field photos Stories on climate change 	<ul style="list-style-type: none"> Member willingness to document relevant stories
3. Develop three documentaries on climate change and adaptation measures	<ul style="list-style-type: none"> Number of documentaries developed Number of adaptation measures documented 	<ul style="list-style-type: none"> Documentaries copies Aired sessions TV channels 	

Intervention Logic	Indicators	Means of Verification	Assumptions
4. Develop and distribute simple & affordable energy conservation technology brochures, 1500 pamphlets and manuals on e.g. solar systems, fireless cookers etc	<ul style="list-style-type: none"> Number of Pamphlets and manuals on simple and affordable energy conservation technologies developed The number of IEC materials developed and published The number of technologies identified 	<ul style="list-style-type: none"> Pamphlets Manuals IEC Materials 	<ul style="list-style-type: none"> Knowledge and skills will be existent
5. Mobilize MOs to participate in the one million tree campaign planting	<ul style="list-style-type: none"> Number of trees planted Number of MOs involved 	<ul style="list-style-type: none"> List of participants Trees planted Photos Farmer contracts in seedling production 	<ul style="list-style-type: none"> There will be enough seedlings of preferred tree varieties
6. Organize and hold 8 awareness creation Trainings and workshops on climate change for Member Organizations	<ul style="list-style-type: none"> Number of Workshops organized and held Number of people trained 	<ul style="list-style-type: none"> Workshop report. List of participants Information flier Invitation letter Facilitator contracts Field reports Photos 	<ul style="list-style-type: none"> Members will be willing to participate in the workshops
7. Support the senior staff and representatives from the MOs to participate in at least 10 meetings and 10 workshops on climate change	<ul style="list-style-type: none"> Number of Meetings attended Number of staff and representatives trained 	<ul style="list-style-type: none"> Invitation letters Workshop reports Photos 	<ul style="list-style-type: none"> Target participants will have sufficient time
Output 2: Communities adapt to climate change initiatives. Activities for output 2	<ul style="list-style-type: none"> Number of adaptation interventions in place 	<ul style="list-style-type: none"> Reports (Annual, field, Evaluation) Photos Press briefs and packs Press release IEC materials (Flyers, posters, pamphlets, newsletters etc) 	<ul style="list-style-type: none"> Climate change remains a key global issue
1. Support at least 3 MOs per year to	<ul style="list-style-type: none"> Number of renewable energy 	<ul style="list-style-type: none"> Renewable energy 	<ul style="list-style-type: none"> There will be adequate

Intervention Logic	Indicators	Means of Verification	Assumptions
undertake renewable energy projects	<ul style="list-style-type: none"> projects undertaken by MOs Number of MOs supported 	<ul style="list-style-type: none"> projects Project products Reports Photos Testimonies 	resources
2. Support at least 3 MOs per year to implement nature based income generating enterprises e.g. beekeeping	<ul style="list-style-type: none"> Number of MOs supported to implement non wood products enterprises. Number of nature based income generating enterprises implemented 	<ul style="list-style-type: none"> Reports Newsletters Press release Photos Non wood products 	<ul style="list-style-type: none"> Resources will be available
3. Support 3 MOs per year undertaking afforestation, re-afforestation and agro forestry projects	<ul style="list-style-type: none"> Number of MOS supported Number of Practices and projects implemented 	<ul style="list-style-type: none"> Photos Reports 	<ul style="list-style-type: none"> Available information and knowledge on mitigation of climate change effects will remain relevant
4. Organize and hold an annual exhibition for promotion of efficient use of wood and renewable energy products.	<ul style="list-style-type: none"> An annual exhibition held Number of MOs represented Number and types of exhibits 	<ul style="list-style-type: none"> Workshop reports Photos Field visit reports 	<ul style="list-style-type: none"> Knowledge and skills to handle climate change issues will remain relevant
5. Carry out commodity identification, and establish 5 market engagement platforms for ASAL commodities among MOs	<ul style="list-style-type: none"> Number of market linkages established Number of commodities identified 	<ul style="list-style-type: none"> Commodity survey Contracts 	<ul style="list-style-type: none"> Skills to undertake the survey will be available
6. Hold an annual national workshop to disseminate sustainable water technologies for MOs	<ul style="list-style-type: none"> Number of workshops held Number of Sustainable water technology management practices in place Number of people trained 	<ul style="list-style-type: none"> Workshop report. List of participants Information flier Invitation letter Facilitator contracts 	<ul style="list-style-type: none"> MO's will have sufficient time
7. Organize 5 sensitization workshops on soil and water conservation practices	<ul style="list-style-type: none"> Number of workshops organized and held Number of farmers trained 	<ul style="list-style-type: none"> Workshop report. List of participants Information flier Invitation letter Facilitator contracts 	<ul style="list-style-type: none"> Resources will be available

Intervention Logic	Indicators	Means of Verification	Assumptions
		<ul style="list-style-type: none"> Field reports Photos 	
8. Organize and hold 3 workshops on agro-processing and value addition	<ul style="list-style-type: none"> Number of workshops organized and held Number of members adopting agro-processing and value addition techniques 	<ul style="list-style-type: none"> Workshop report. List of participants Information flier Invitation letter Facilitator contracts Field reports Photos 	<ul style="list-style-type: none"> Resources will be available
Output 3: Wider constituency advocating for issues around climate change and global warming Activities for output 3	<ul style="list-style-type: none"> The extent of progress in influencing and developing elum as a national strategy for addressing food insecurity 	<ul style="list-style-type: none"> Reports (Annual, field, Evaluation) Photos Press briefs and packs Press release IEC materials (Flyers, posters, pamphlets, newsletters etc) 	<ul style="list-style-type: none"> Climate change remains a key global issue
1. Support staff and representatives from MOs to participate in 10 local and 5 International forums on climate change	<ul style="list-style-type: none"> Number forums attended Number of people that participate in the forums 	<ul style="list-style-type: none"> Workshop report. List of participants Information flier Invitation letter Facilitator contracts Field reports Photos 	<ul style="list-style-type: none"> International forums organized with invitation to PELUM Kenya
2. Organize and hold 2 capacity building and dissemination workshops for the media on Climate Change	<ul style="list-style-type: none"> Number of workshop organized and held Number of journalists trained 	<ul style="list-style-type: none"> Workshop report List of participants Information flier Invitation letter Facilitator contracts Field reports Photos 	<ul style="list-style-type: none"> Willingness by journalists to attend the forums and adapt the developed media strategy
3. Organize for 20 public events (4	<ul style="list-style-type: none"> Number of Public events organized 	<ul style="list-style-type: none"> Information flier 	<ul style="list-style-type: none"> Political stability and

Intervention Logic	Indicators	Means of Verification	Assumptions
per year in different regions) for creating awareness on climate change	and held ▪ Number of people participating	▪ Invitation letter ▪ Facilitator contracts ▪ Field reports ▪ Photos	goodwill
4. Advocate and lobby for use of 5 innovative technologies of renewable energy and water conservation measures	▪ The number of innovative technologies adopted ▪ Number of farmers practicing the use of these technologies	▪ Photos ▪ Field reports ▪ Testimonies	▪ Energy will remain a key issue of concern
5. Identify gaps in climate change adaptation policy and lobby for their strengthening	▪ Number and type of gaps identified ▪	▪ Process reports ▪ Contracts for experts ▪ List of participants	▪ Political good will ▪ Accessibility of the relevant policies
6. Join forces with other likeminded lobby groups for the mitigation on Climate Change by developed countries	▪ Number of lobby groups involved	▪ Meetings attendance and contributions ▪ Joint activities held	▪ Availability and willingness of other lobby groups ▪ Good will of the lobby groups
Output 4: <i>elum</i> principles and practices for PELUM Kenya developed and documented	▪ Number of farms under sustainable land use	▪ Land use maps	▪ Existence of a favourable land policy for Kenya
Activities for output 4			
1. Develop and publish the <i>elum</i> guideline manuals for Member Organizations	▪ Streamlined understanding and application of <i>elum</i> principles amongst MOs	▪ <i>Elum</i> guideline document	▪ Stakeholders' willingness to adopt the <i>elum</i> principles and practices
2. Hold workshop for MOs to provide feedback on <i>elum</i> guideline manual	▪ Adoption of the manual by the membership	▪ Reports ▪ Meeting minutes ▪ <i>Elum</i> Manual guideline	▪ MO's will adopt the <i>elum</i> manual

Intervention Logic	Indicators	Means of Verification	Assumptions
	▪	▪ Approved Elum manuals	
3. Document best practices in <i>elum</i> annually	▪ An elum guideline manual published, shared and in use	▪ <i>Elum</i> Manual ▪ Manual delivery sheet	
Output 5: PELUM-Kenya Members and collaborators educated on the <i>elum</i> and its principles Activities for output 5	▪ A workshop held ▪ Number of participants	▪ Workshop process report ▪ Sign-up sheet of participants ▪ Photos ▪ Information flier ▪ Invitation letters	
1. Create awareness on <i>elum</i> in 70% of the schools working with MOs	▪ Informed students on the benefits of elum practices ▪	▪ Reports ▪ School timetables indicating allocation of awareness sessions time	School will create time for awareness sessions on <i>elum</i>
2. Distribute <i>elum</i> guideline manual to MOs and other stakeholders	▪ Number of PELUM MOs and collaborators educated on <i>elum</i> principles	▪ Reports ▪ Photos	▪ Stakeholders' willingness to adopt the <i>elum</i> principles and practices
3. Establish demo sites with gardens	▪ Number of schools aware of <i>elum</i> ▪ Number of awareness creation forums on <i>elum</i> organized and held ▪ Number of schools (secondary, primary etc) where <i>elum</i> principles are being practiced	▪ Field visits ▪ Training Reports ▪ Field photos ▪ Success stories	▪ Resources will be available
4. Develop a documentary on elum practices	▪ Number of copies of <i>elum</i> guidelines Manuals distributed	▪ Manual delivery sheet ▪ Sign-up sheets ▪ Photos	▪ Resources will be available
5. Organize forums (field days, exchange and learning visits etc) to demonstrate elum in action	▪ Number of field days, and exchange visits undertaken ▪ Number of practices demonstrated	▪ Demo site ▪ Demo site reports ▪ Photos	▪ Existence of a Centre of Excellence
6. Organize two farmer to farmer	▪ Number of good practices shared	▪ Workshop report	▪ Farmers will be willing to

Intervention Logic	Indicators	Means of Verification	Assumptions
extension Workshops	<ul style="list-style-type: none"> amongst farmer groups Improved farming skills Farmer networks developed 	<ul style="list-style-type: none"> List of participants 	share information
7. Develop and produce IEC materials on best practices (CDs, manuals, hand outs, newsletters, info spot)	<ul style="list-style-type: none"> Number and types of IEC materials developed and shared 	<ul style="list-style-type: none"> IEC Materials Contractual agreements for development Learning visit reports Photos 	<ul style="list-style-type: none"> Resources will be available
Output 6: Campaign, Advocate and Lobby on <i>elum</i> issues carried out Activities for output 6	<ul style="list-style-type: none"> Number of workshops on farmer to farmer extension held Number of farmers trained 	<ul style="list-style-type: none"> Workshop reports Photos Field visit reports 	Capacity to advocate and lobby will be available
1. Lobby the GoK to include/streamline <i>elum</i> as a national strategy for addressing food insecurity	<ul style="list-style-type: none"> Elum practices officially recognised by the GOK as a strategy for addressing food insecurity 	<ul style="list-style-type: none"> GoK Planning documents GoK extension training manuals 	<ul style="list-style-type: none"> Government will be responsive
2. Organize two campaign forums per year involving (purely) PELUM-Kenya members	<ul style="list-style-type: none"> Number of CAL forums organized Number of CAL materials on <i>elum</i> produced and distributed The extent of progress in influencing and developing <i>elum</i> as a national strategy 	<ul style="list-style-type: none"> Reports Photos 	<ul style="list-style-type: none"> Political stability Government goodwill
	<ul style="list-style-type: none"> Extent of Government adoption of <i>elum</i> principles 	<ul style="list-style-type: none"> Strategy papers integrating <i>elum</i> 	<ul style="list-style-type: none"> Political good will by the government
	<ul style="list-style-type: none"> Number of campaign forums organized and held per year Number of members adapting the use of <i>elum</i> 	<ul style="list-style-type: none"> Campaign reports Sign-up sheets Campaign materials like fliers, t-shirts, newsletters 	<ul style="list-style-type: none"> Political good will

4.6 Networking and Collaboration

Intervention Logic	Indicators	Means of Verification	Assumptions
Overall Goal To provide a platform for information sharing on <i>elum</i> and development issues in Kenya	<ul style="list-style-type: none"> Free flow of information The extent on the use of information shared among the MOs 	<ul style="list-style-type: none"> AGM minutes Reports (annual, progress, evaluation) 	<ul style="list-style-type: none"> MOs will be willing to share information in their possession
Purpose To enhance collaborative and networking linkages among and between PELUM-Kenya members, their partners and stakeholders.	<ul style="list-style-type: none"> Number of new linkages and partnership established 	<ul style="list-style-type: none"> Reports (progress, annual, evaluation) Visitors book Membership register 	<ul style="list-style-type: none"> Partners willingness to share information
Output 1: Information sharing and feedback enhanced Activities for Output 1	<ul style="list-style-type: none"> Number of feedback forums and sharing seminars held 	<ul style="list-style-type: none"> Report (progress and annual) 	<ul style="list-style-type: none"> Political stability will prevail
1. Develop and share the calendar of activities between the secretariat and the Member Organizations by March of every year	<ul style="list-style-type: none"> Streamlined activities between secretariat and MOs 	<ul style="list-style-type: none"> Calendar of activities document 	<ul style="list-style-type: none"> Secretariat will honour timeframes to share the calendar
2. Produce Newsletters and increase the use of ICT	<ul style="list-style-type: none"> Number of Newsletters, ICT materials and type produced 	<ul style="list-style-type: none"> News letters ICT materials 	
3. Organize sub-regional joint events for MOs	<ul style="list-style-type: none"> Number of joint activities organized and held 	<ul style="list-style-type: none"> Reports (monthly and annual) 	<ul style="list-style-type: none"> Political stability
4. Hold annual forums to identify and link member organizations in regions to develop joint activities	<ul style="list-style-type: none"> Number of forums organized in different regions 	<ul style="list-style-type: none"> Reports (monthly and annual) 	<ul style="list-style-type: none"> Political stability
5. Carry out 10 member-led exchange visits for learning and experience sharing among Member Organizations	<ul style="list-style-type: none"> Number of exchange visits within MOs held 	<ul style="list-style-type: none"> Reports (monthly and annual) 	<ul style="list-style-type: none"> Political stability
6. Organize 2 inter-country visits for PELUM-Kenya Member Organizations with other Member Organizations in the East Africa Sub - region	<ul style="list-style-type: none"> Number of inter-country visits Number of countries visited Number of people involved 	<ul style="list-style-type: none"> Reports (monthly and annual) 	

Intervention Logic	Indicators	Means of Verification	Assumptions
Output 2: Increased awareness of PELUM Kenya activities at the Coastal, North Eastern and Pastoral regions Activities for output 2	<ul style="list-style-type: none"> ▪ Number of new members enrolled ▪ Number of forums organized in target regions 	<ul style="list-style-type: none"> ▪ Membership register ▪ Photos ▪ Reports 	<ul style="list-style-type: none"> ▪ There will be internal security ▪ The communities will embrace PELUM Kenya and join the membership
1. Commission 4 surveys on topical issues affecting <i>elum</i> in coastal and pastoral regions	<ul style="list-style-type: none"> ▪ Number of Surveys commissioned on topical issues affecting <i>elum</i> 	<ul style="list-style-type: none"> ▪ Survey Reports 	<ul style="list-style-type: none"> ▪ Coastal and Pastoral community's embrace PELUM and joins the membership ▪ Political stability
2. Develop an inventory of organizations working with SS farmers in the 2 regions on <i>elum</i> issues	<ul style="list-style-type: none"> ▪ An inventory established 	<ul style="list-style-type: none"> ▪ The inventory of the Organizations 	
3. Organizing 6 workshops, trainings and other events in the Coastal and pastoral areas	<ul style="list-style-type: none"> ▪ Number of workshops held ▪ Number of regions covered 	<ul style="list-style-type: none"> ▪ Workshop Report ▪ Photos 	
4. Enlist at least 6 member organizations from the Coastal and pastoral regions in the PELUM-Kenya membership	<ul style="list-style-type: none"> ▪ Number of organizations interested in or joining the PELUM Kenya network Number of NGOs enlisted for membership 	Membership data Application forms for membership	NGOs willingness to join the membership

5.0 PROJECT BUDGET PLAN ESTIMATES

The projected financial estimates for the next three years, 2013 – 2015, is derived from the earlier projections. It is assumed the PELUM Kenya will register growth in revenue from 2013 onwards. Table 3 below depicts the financial projection.

Table 3: Projection Budget Plan Estimates (2013 ~2015)

Strategic Objective	2013	2014	2015	TOTAL
Research and Information Management	14,866,000	17,550,000	19,550,000	51,986,000
Advocacy	8,772,000	14,712,000	17,712,000	41,196,000
Institutional Management	1,190,000	2,090,000	3,190,000	6,470,000
Ecological Land Use management	19,823,100	21,823,100	23,823,100	65,469,300
Networking and Collaboration	11,160,000	13,960,000	15,960,000	41,080,000
TOTAL	55,811,100	70,135,100	80,235,100	206,201,300

6.0 MONITORING AND EVALUATION

6.1 Introduction to Monitoring and Evaluation

The monitoring and evaluation plan provides a framework for the development of operational work plans which will be used as tools for effective continuous management of performance against the objectives set in this Strategic Plan.

6.2 Monitoring Levels

All PELUM-Kenya activities in the next three years will be monitored at 5 levels: farmer level; field extension and training officers' level; the country secretariat staff level; management team at country secretariat level; and PELUM-Kenya National Board level. Table below highlights specific aspects of monitoring under each category.

Table 4: Monitoring Levels

Farmer level	Where farmers will keep records through case stories, evaluating indicators that point to development at their rural set-ups. This will be carried out at both individual and community group level.
Field extension, facilitation and training Officers	The field extension trainers and officers will closely monitor implementation of different activities at community level. This group will continue to collect data and prepare reports on activities. On the other hand, member organizations will ensure that reports are accurate, relevant, consistent and timely.
The Country secretariat Staff	The PELUM Kenya Secretariat works closely with MOs and will accompany the implementation, monitoring, mentoring and evaluation of the planned strategies and activities to achieve target goals. PELUM Kenya has six programme staff that are in charge of implementation of the different thematic strategies in the areas of campaign, advocacy and lobbying work, research and information sharing, knowledge management, capacity enhancement, and strengthening member organizations' capacities in organizational development.
Management team at the Country Secretariat	The management team is comprised of three people: the Country Coordinator; Finance and Administrative Manager (FAM) and Programmes Operations Manager (POM). The Country Coordinator is in charge of the overall implementation of the Strategic Plan. The other two officers are in charge of charge of the finance and administrative matters and programme management respectively.
PELUM Kenya National Board	The national Board evaluates the performance of all work at the Country Secretariat. The Board also plays an advisory role by holding meetings and providing guidance to the team. The National Board is also charged with Governance of the PELUM Kenya Network.

6.3 Result Levels

In the M&E framework there are four levels of results which will be monitored in all projects for feedback to the audiences. The audiences include funding partners, management, line GoK Ministries, small scale farmers and pastoralist communities, PELUM members and other relevant stakeholders.

Table 5: Result Levels

Impact	Impact will be evaluated after the lapse of the reviewed strategic plan in 2015. This will take cognisance of all implementation process and dilemmas as well.
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Outcome	The progress of the outcome of the reviewed Strategic Plan 2012 – 2015, implementation will be evaluated within the project period for medium term results.
Output	The outputs realization is immediate and will be reported by the respective implementing entity.
Inputs	Refers to all resources required to facilitate the implementation of all specific strategies and activities therein.

6.4 Monitoring and Evaluation Methods

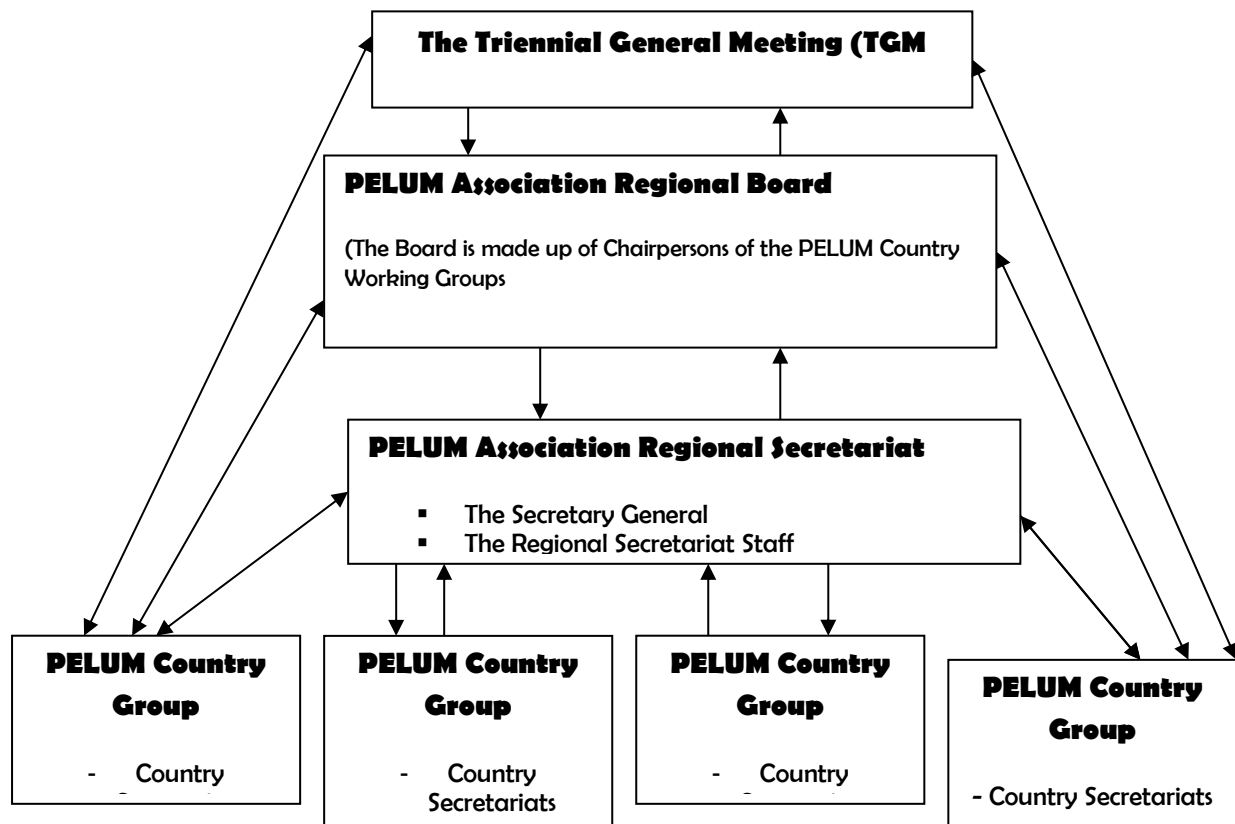
Various methods will be employed to carry out monitoring and evaluation of the Strategic Plan. The methods include: programme monitoring and evaluation (PM&E) committee; monthly reporting and planning meetings; Country Working Group (CWG) meetings; internal evaluation; and external audits.

Table 6: Monitoring and Evaluation Method

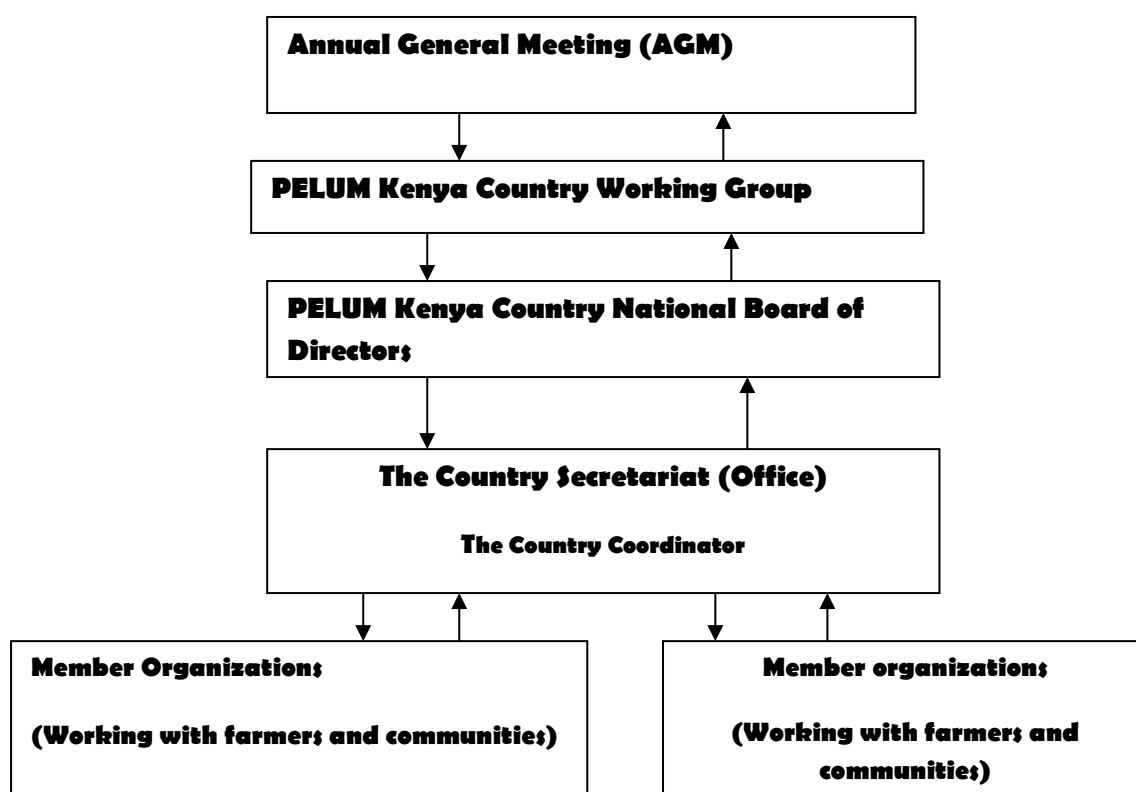
PM&E committee	PM&E technical team will be established to monitor and evaluate the results of the remaining segment of SP implementation. The team should draw membership from MO representatives, country secretariat programme representatives and the board representatives. The committee will among other things do the following: <ul style="list-style-type: none"> ▪ Monitor the effective resource utilization ▪ Discussion of annual progress and evaluation reports ▪ Feedback of results to the implementing team ▪ Reviewing the implementation strategy during the mid-term evaluation and advising relevant teams accordingly ▪ Any other relevant duty that will pertain to the effective implementation of the strategic plan.
Monthly reporting and planning meetings	PELUM Kenya country secretariat holds regular monthly meetings to report on achievements and plans for the month. These meetings will analyse the activities in the plans to ensure that they correspond to both the plan in question and the prevailing circumstances.
Technical Field Officers	Technical field officers receive feedbacks and share information received from project areas. This has also created a learning platform for member organizations.
Internal evaluation	This will be done by the Internal Stakeholders involved in the implementation of the Strategic Plan. It will be carried out annually before planning for the following year at MOs and Country Secretariat level.
External audits and evaluations	The final evaluation will be carried out by external evaluators for objectivity. The PELUM Kenya management team will ensure that timely bi-annual external audits are conducted, while at the same time strengthening internal controls. Aside from internal controls, the entire process will delve on all ecological issues.

APPENDICES

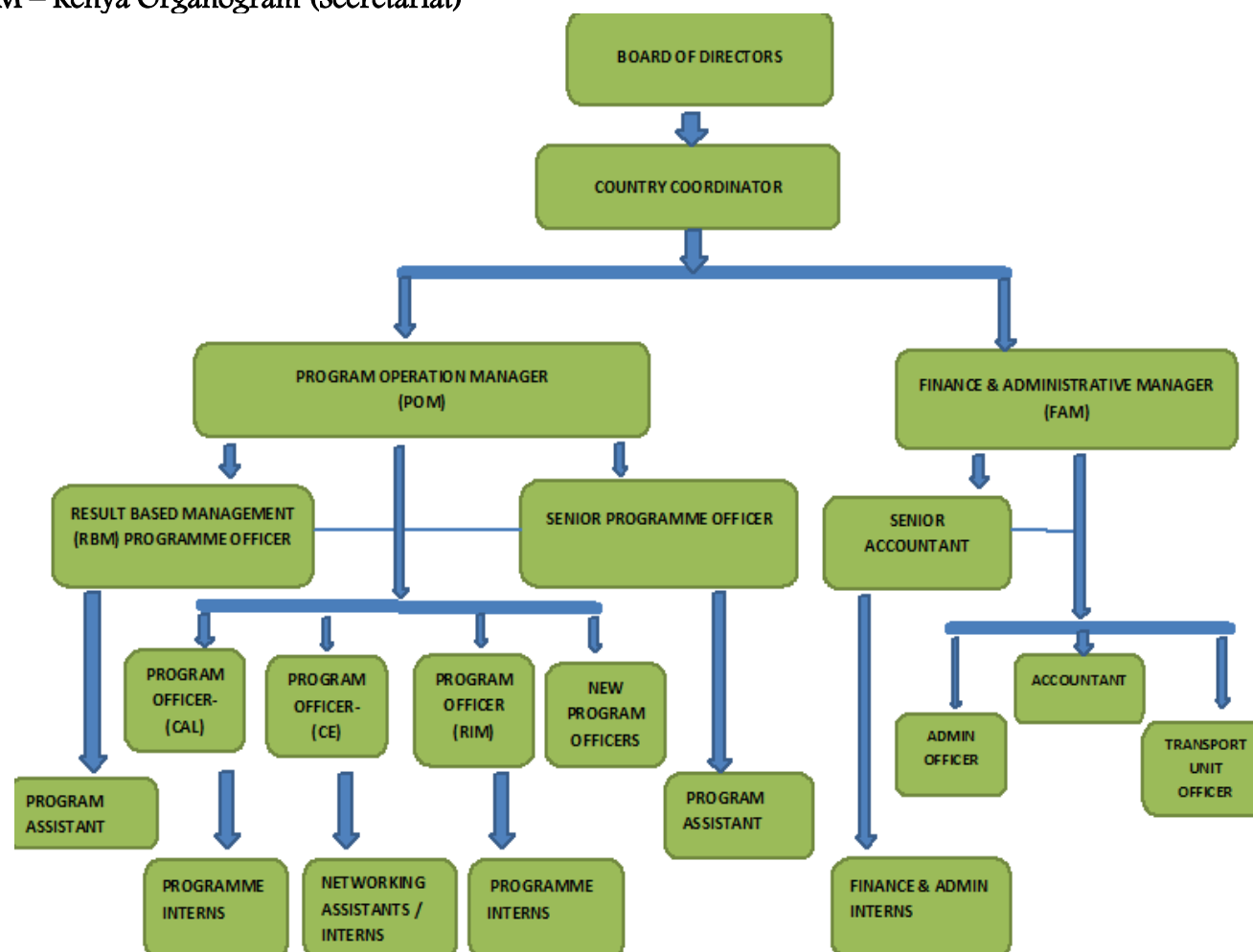
Appendix I: PELUM Association's Regional Organogram



Appendix II: The PELUM-Kenya National Organogram



Appendix III: PELUM – Kenya Organogram (Secretariat)



Appendix IV: The description of functions in the PELUM-Kenya's new organogram

1. THE PELUM-KENYA MANAGEMENT TEAM (PMT)

This shall be made up of a Team of four (4) drawn from the Three Upper Management Levels (refer to the organogram). However, with expansion of programs and staff in future, the number of the members of PMT may be extended. Currently the members of the PMT are the Country Coordinator, The Programme Operations Manager, Finance and Administrative Manager and the Senior Programme Officer. The PMT shall be chaired by the Country Coordinator.

2. THE SENIOR PROGRAMME OFFICER

The position of the Senior Programme Officer shall be occupied by a programme officer who shall be promoted from among the ranks of the Programme Officers. The Senior Programme Officer shall be in charge of a programme area. If need be, PELUM-Kenya may, like for all other staff, hire the Senior Programme Officer directly.

3. ADDITIONAL RESPONSIBILITIES

The Results Based Management Programme Officer, the Senior Programme Officer and the Senior Accountant shall be given additional responsibilities to commensurate their levels. This may include Management of additional staff, relevant special duties, assisting their supervisors in specific areas, etc.

4. THE PROGRAMME OFFICERS

The Programme Officers shall be in three levels: Programme Officer I, Programme Officer II and Programme Officer III.

5. EXPANSION OF PELUM-KENYA THROUGH ADDITIONAL PROGRAMME AND WORK

With expansion of programmes, PELUM-Kenya will recruit more Programme Officers, Programme Assistants and Programme Interns or Networking Assistants to support the Programme Officers. The Interns will be supervised directly by the Programme Officers.

6. EMPHASIS ON RESULTS BASED MANAGEMENT

The Results Based Management Programme Officer will work with all staff and ensure that all the work and operations of PELUM-Kenya as an organization are result-based. The success in this shall be a key output / Indicator of achievement of the Results Based Management Programme Officer.

7. REGULAR MEETING BETWEEN THE STAFF AND THEIR SUPERVISORS

There should be regular meetings between the supervisors and the staff under them.

8. BRIEFS AND UPDATING

The PELUM-Kenya staff should continually keep their respective supervisors regularly briefed and updated on what is happening in the respective sections / Departments / Programmes / Projects.

9. CLEAR MONITORABLE AND APPROVED PLAN FOR STAFF

Each staff shall make clear monthly and annual monitorable plans in the areas of their work and this will be approved in writing by their respective supervisors. A copy of each plan shall be given to the Country Coordinator.

10. APPRAISING ALL THE STAFF AGAINST YOUR SET TARGETS

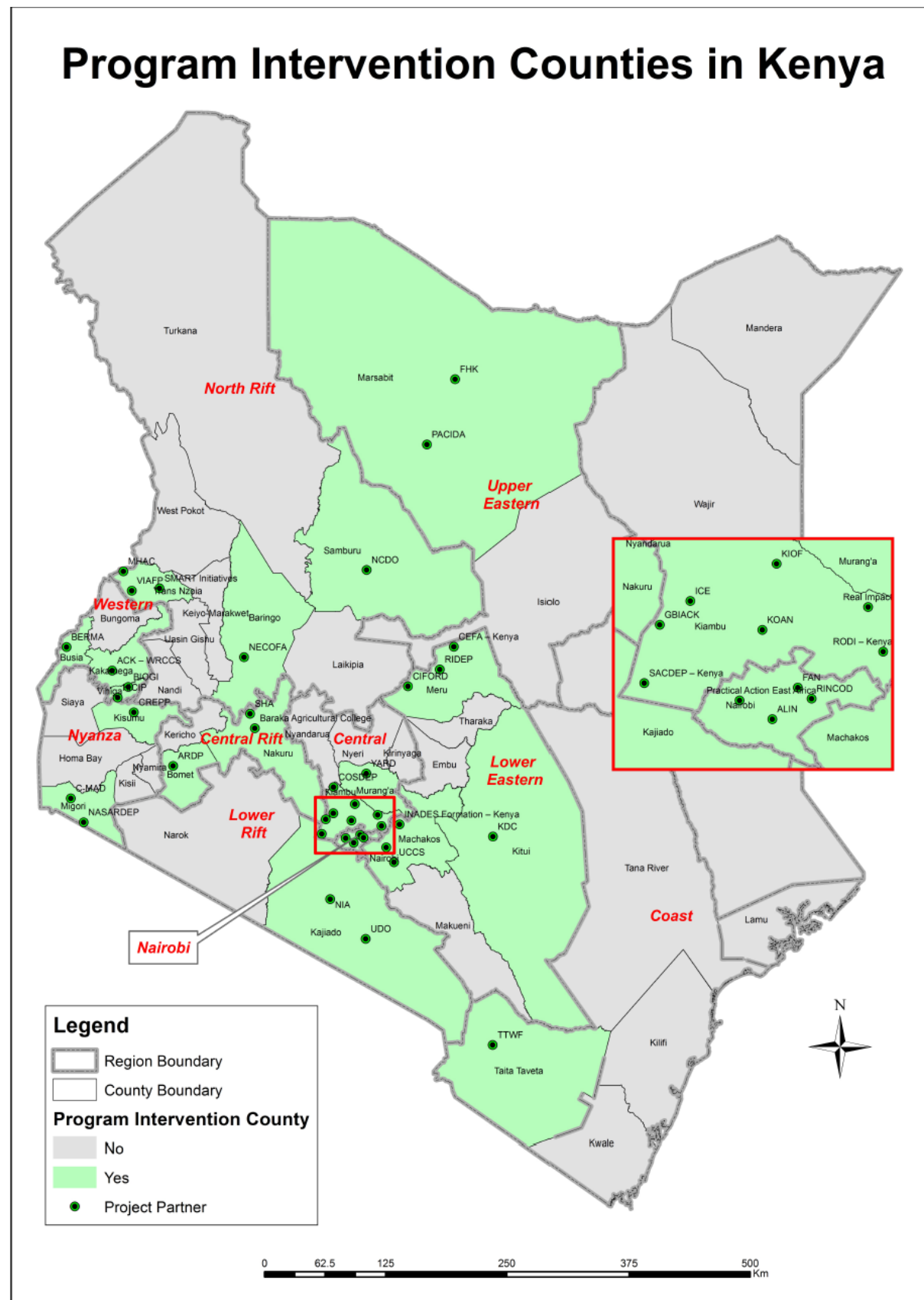
The supervisors shall use these approved plans in subsequent monthly and annual staff performance appraisal processes.

11. THE GROWTH OF PELUM-KENYA AND FUTURE STRATEGY

The strategic direction for PELUM-Kenya is to attach some of its programme staff to different networking zones. These staff shall be hosted by one of the member organization in that Zone. This strategy will strengthen PELUM-Kenya in several aspects:

- a. Strengthen zonal networking among and between members
- b. If well delegated, will ease the heavy workload of PELUM-Kenya Programme staff.
- c. Increase the visibility of PELUM-Kenya in the grass roots.
- d. Increase the scaling up and the spread of Best Development Practices and innovations.
- e. Culminate into having a leaner staff at the Country Secretariat.

Appendix V: Area of Regional Coverage



Appendix VI: List of Strategic Plan Review and Development Team

Name	Organization	Position	Telephone	Email
1. John Mlamba	Taita Taveta Wildlife Forum	Member	0726632546	mlamba@ttwforum.org
2. Humphrey Mwambeo	PELUM-Kenya	POM	0722663160	mwambeo@pelum.net
3. Charles Nyakora	PELUM-Kenya	Board Chairman	0723162004	nyakora65@yahoo.com
4. Ann Majani	PELUM-Kenya	CAL Officer	0724527777	anne@pelum.net
5. Ndiki Ndun'gu	PELUM-Kenya	FAM	0721762661	ndiki@pelum.net
6. Irene Nyaboke	PELUM-Kenya	Admin. Assistant	0725834273	irene@pelum.net
7. Oscar Ekesa	PELUM-Kenya	Board Member	0722580347	oekesa@yahoo.uk
8. Alice Kariuki	PELUM-Kenya	Senior Accountant	0721311449	alice@pelum.net
9. Jeff Kahuho	PELUM-Kenya	CEP Officer	0721778939	kahuho@pelum.net
10. Margaret Kisilu	PELUM-Kenya	Board Member	0733919474	maggiekola@yahoo.com
11. Zachary Makanya	PELUM-Kenya	Country Coordinator	0714642916	makanya@pelum.net
12. Ferdinand Wafula	BIOGI	CEO	0711270905	biogardeninginnov@yahoo.com
13. Johnson Awuor	CORAT Africa	Facilitator	0722243881	johawuor@yahoo.com
14. Collins Ochieng'	PELUM-Kenya	Board Member	0722617030	c.o.othieno@yahoo.com
15. David Oburu	CORAT Africa	Co-facilitator	0728709720	davidoburu@gmail.com
16. Samson Munoru	MEC Ltd	Rapporteur	0720848286	munorusamson@yahoo.com
17. Martin Muriuki	ICE	CEO		
18. Margaret Ikiara	CIFORD	CEO	0722457141	Ikiara@cifordkenya.org
19. Jack Wafula	SMART Initiatives	CEO	0720471715	jack_wafula@yahoo.com / or smartinitaitives@yahoo.com
20. Ngugi Mutura	SACDEP	CEO		

Appendix VII: List of PELUM Kenya Country Working Group

REGIONS	COUNTY	MEMBER ORANIZATIONS	CONTACT PERSONS	TOTALS
Lower Eastern	KAJIADO	1. Utooni Development Organization (UDO)	Mr. Kevin Muneene; Chief Executive P.O. Box 89 – 90108 Tel: 0717 – 526671, 789325718 Email: info@utoonidevelopment.org Website: http://www.utoonidevelopment.org	6
		2. Neighbors Initiative Alliance (NIA)	Mr. Kenny Matampash; Executive Director P.O. Box 366 - 01100, Kajiado Tel: 045 – 21107/ 020 260 32 88 Email: info@niakajiado.org Website: www.niakajiado.org	
	MACHAKOS	3. INADES Formation – Kenya	Mr. Japheth Muli; Managing Director P.O. Box 1905 – 90100, Machakos Tel: +254 – 044 – 21595 Email: info@inadeskenya.org ; maliumunandu@gmail.com Website: http://www.inadesfo.org	
		4. Benevolent Institute of Development Initiatives (BIDII)	Margaret Kisilu; Chief Executive Officer P.O. Box 1682 – 90100, Machakos Tel: 044 – 21732 / 0713 – 248 518 Email: bidii@bidii-ngo.org	
		5. Ukamba Christian Community Services (UCCS)	Ms. Esther Musili; Chief Executive Director P.O. Box 100 – 90103, Wamunyu Tel: 0727 – 081 967 / 0722 – 933 361 Email: uccsack@yahoo.com Website: http://www.ukambaccsack.org	
	KITUI	6. Kitui Development Centre (KDC)	Ms. Janet .S. Mumo; Program Director P.O. Box 901 – 90200, Kitui Tel: 0722 – 229 238 Email: kidc@nbnet.co.ke	
		1. Taita Taveta Wildlife Forum	Mr. John Mlamba Mwalwala; Executive Coordinator P.O. Box 527 – 80300, Voi	1

Coastal	TAITA TAVETA	(TTWF)	Tel: 020 - 26080255 Cell: 0726 – 632 546 Email: info@ttwforum.org Website: http://www.ttwforum.org	
Central	KIAMBU	1. Community Sustainable Development Empowerment Program (COSDEP)	Mr. Stanley Kinyanjui; Executive Director P.O. Box 132 – 00621, Village Market, Nairobi Tel: 020 3537164/ 0722 – 460 769 Email: coskenya@yahoo.com Blog: http://www.cosdepwordpress.com	8
		2. Institute of Culture and Ecology (ICE)	Mr. Martin Muriuki; Executive Director P.O. Box 6270 – 01000, Thika Tel: 0721 – 565 013 Email: ice@ice.or.ke Website: www.icekenya.org Blog: www.icekenya.blogspot.com	
		3. Kenya Institute of Organic Farming (KIOF)	Mr. John Wanjau; Executive Director P.O. Box 34972 – 00100, Nairobi Tel: 0733 799 072/ 0733 – 817 240 Email: kiof@iconnect.co.ke	
		4. Kenya Organic Agricultural Network (KOAN)	Mr. Eustace Kiarii; National Coordinator Tel: 020 – 0572 506 836 Mobile: 0701 428 465/ 0787 – 557 908 Email: info@koan.co.ke ; ekiarii@koan.co.ke Website: www.koan.co.ke	
		5. Resources Oriented Development Initiative (RODI – Kenya)	Mr. Eliud Ngunjiri; Executive Director P.O. Box 746 – 00232, Ruiru Tel: +254 – 20 – 2044799/ 0720 717 419 Email: rodikenya@iconnect.co.ke	
		6. Sustainable Agriculture Community Development Program (SACDEP – Kenya)	Mr. Ngugi Mutura; Chief Executive Officer P.O. Box 1134, Thika Tel: +254 – 20 – 2614690 Email: sacdepkenya@iconnect.co.ke Website: www.sacdep.org	

		7. Real Impact for Sustainable Growth Organization (Real Impact)	Ms. Louise Labuschagne; Program Director P.O. Box 3939 - 01002, Thika Tel: 0723 407 058 Email: admin@realimpact.or.ke	
		8. Grow Bio – Intensive Agriculture Centre of Kenya (GBIACK)	Mr. Samuel Nderitu; Program Director P.O. Box 4171 - 01002, Thika Tel: 0720 – 323 134 Email: gbiackcenterkenya@yahoo.com ; growbiointensivecenterkenya@gmail.com	
	MURANGA	1. Organic Agriculture Centre of Kenya (OACK)	Mr. Stephen Wainaina; Director P.O. Box 69 – 10218, Kangari Tel: 0717 – 908 871 Email: info@oack.org ; infor@oack.or.ke	2
		2. Youth Action For Rural Development (YARD)	Mr. Sebastian Wambugu; Program Manager P.O. Box 4781 – 01002, Thika Tel: 020 2020786/ 2153644 Email: yardcommunitydev@yahoo.com / info@yardcommunity.org Website: www.yardcommunity.org	
Nairobi	NAIROBI	1. Anglican Church of Kenya Directorate of Social Services (ACK- DOSS)	Mr. Eliud Njeru; Director P.O. Box 40502, Nairobi Tel: +254 – 020 -2718801/ 2714753 Email: ackdev@africaonline.co.ke	5
		2. Practical Action East Africa	Ms. Grace Mukasa; Regional Director P.O. Box 39493 - 00623, Nairobi Tel: +254 – 020 -2713540/ 5293/ 9313 Fax: +254 – 020 - 2710083 Email: kenya@practicalaction.or.ke ; grace.mukasa@practicalaction.or.ke Website: www.practicalaction.org	
		3. Arid Lands Information Network (ALIN)	Mr. James Nguo; Regional Director P.O. Box 10098 - 00100, Nairobi Tel: +254 – 020 -2731557/ 2737844 Fax: +254 – 020 – 273781/ 30083 Mobile: +254 728 606 916/ 734 900 076 Email: info@alin.net / nlusaka@alin.net	

Upper Eastern			Website: www.alin.net	
		4. Forest Action Network (FAN)	Dr. Dominic Walubengo; Executive Director P.O. Box 380 - 00517,Nairobi Mobile: +254 736 452 100/ 724 256 862 Email: fan@fankenya.org ; fan@fankenya.or.ke Website: www.fankenya.org	
		5. Revitalization of Indigenous Initiatives Community Development (RINCOD)	Ms. Cecilia Kibe; Executive Director P.O. Box 9642 - 00300,Nairobi Tel: 0721 – 814 137 Email: info@rincod-africa.org ; ceciliakibe@rincod@africa.org	
	MERU	1. CEFA – Kenya	Mr. Alex Mutwiri; General Manager P.O. Box 424 – 60200,Meru Tel: +254 – 711 207 608/ 0729 – 278 820 Email: kkwp.mail@gmail.com	6
		2. Rural Initiatives Development Program (RIDEP)	Mr. Chabari Zaverio; Program Director P.O. Box 29 – 60215,Marimanti Tel: +254 – 726 526 524 Email: ridepkenya@yahoo.com	
		3. Community Initiatives for Rural Development (CIFORD)	Ms. Margaret Ikiara; Executive Director P.O. Box 646 – 60600,Maua Tel: 0722 - 457 141 Email: cifordmeru@yahoo.com ; info@cifordkenya.org Website: www.cifordkenya.org	
	MARSABIT	4. Food For the Hungry Kenya (FHK)	Mr. Shep Owen; Country Director P.O. Box 14978 – 00800,Nairobi Tel: 020 2726048/ 2731023 Fax: 020 2723380 Email: gtuke@fh.org ; pnjeru@fh.org Website: www.fhglobal.org	
		5. Pastoralist Community Initiative and Development Assistance (PACIDA)	Mr. Patrick Katelo Issako; Executive Director P.O. Box 333 – 60500,Marsabit Tel: 020 2656947/ 2656945/ 0723 – 946 077 Email: pacida@pacida.org ; katelo@pacida.org	

	SAMBURU	6. Nainyoiye Community Development Organization (NCDO)	Ms. Irene Leshore; Director P.O. Box 66 – 20600, Maralal Tel: 0720 – 857 285 Email: irene@nainyoiyesamburu.org ; luccinda20@yahoo.com	
Western	VIHIGA	1. Kima Integrated Community Initiative Program (KICIP)	Ms. Elimina Omusore; Coordinator P.O. Box 384, Luanda Tel: 0733 – 849 062/ 0713 – 894 828 Email: kimaicbp@yahoo.com	4
		2. Bio – Gardening Innovations (BIOGI)	Mr. Ferdinand Wafula; Executive Director P.O. Box 284 - 50301, Bunyore Tel: 0733 – 849 072/ 0711 – 270 905 Email: biogardeninginnov@yahoo.com Website: www.biogardeninginnovations.weebly.com	
	BUSIA	3. Busia Environmental and Resource Management (BERMA)	Mr. Francis Were; Executive Director P.O. Box 42 - 50405, Butula Tel: 0725 – 368 276 Email: ngo.berma@yahoo.com ; bermango@gmail.com	
	KAKAMEGA	4. ACK – Western Region Christian Community Services (ACK – WRCCS)	Peter Mudy; Regional Development Manager P.O. Box 2830 - 50100, Kakamega Tel: 056 – 30610 / 0722 – 875 183 Email: ackwrccs@swiftkenya.com ; mudy2k5@yahoo.com	
North Rift	TRANS - NZOIA	1. Manor House Agricultural Centre (MHAC)	Mr. Nicodemus Nyongesa; Director Private Bag, Kitale 30200 Tel: 020 – 2094740/ 0733 – 837 157 Email: mhac@africaonline.co.ke Website: www.mhacbiointensive.org	3
		2. Vi Agroforestry Project Kitale – Vi Planter ar Trade (VIAFP)	Mr. Fred Wekesa Marani; Project Manager P.O. Box 2006 - 30200, Kitale Tel: 254 – 05431067 / 31498 Mobile: 0733 – 837 154 Email: kitale@viaf.org ; fred.marani@viaf.org	

		3. Sustainable Mobilization of Agricultural Resource Technologies (SMART) Initiatives	Mr. Jack Wafula; Project Director P.O. Box 3761 - 30200, Kitale Tel: 0720 – 471 715 / 0735 – 259 106 Email: smartinitiative@yahoo.com	
Central Rift	NAKURU	1. Baraka Agricultural College	Kamau Francis; Principal Box 52 - 20106, Molo Tel: 020 – 2313400 Fax: 020 - 2313443 Office Mobile:+254 725 777 421 Email: baraka@sustainableag.org Website: www.sustainableag.org	4
		2. Self Help Africa (SHA)	Mr. David .O. Otieno; Country Director P.O. Box 2248 - 20100, Nakuru Tel: 051 – 2212291 Tele – fax: 051 - 2212304 Mobile: 0722 – 836 462 Email: kenya@selfhelpafrica.org ; david.otieno@selfhelpafrica.net Website: www.selfhelpafrica.org	
	BARINGO	3. Network for Ecofarming in Africa (NECOFA)	Mr. Samuel Karanja Muhunyu; Executive Director P.O. Box 819 - 20106, Molo Tel: 051 – 721048/ 020 2319528 Email: necofakenya@yahoo.com	
	BOMET	4. Agricultural and Rural Development Program – Catholic Diocese of Nakuru (ARDP)	Stanley Bii; Ag Programme Coordinator P.O. Box 938 - 20100, Nakuru Tel: 051 – 2211634 Email: agricruralprog@gmail.com ; cdndev@africaonline.co.ke	
		1. Community Mobilization Against Desertification (C-MAD)	Mr. Alsen Oduwo; Executive Director P.O. Box 155 - 40404, Rongo Telefax: +254 – 20 – 3582502 Email: c_madkenya@yahoo.com ; info@c_madkenya.org ; onyangon79@gmail.com Website: www.c_madkenya.org	3
		2. Nyanza Sustainable	Mr. Michael Ogolla; Programme Coordinator	

Nyanza	MIGORI	Agriculture and Rural Development Programme (NASARDEP)	P.O. Box 62 – 40326,Rodi - Kopany Tel: +254 208064042 Mobile: 0700 031 907 Email: micahe@yahoo.com	
	KISUMU	3. Community Rehabilitation and Environment Protection Program (CREPP)	Mr. Collins Otieno; Program Director P.O. Box 86, Awasi, (Nyando) Tel: +254 – 722 617 030/ 0722 401 387 Email: creppprogramme@yahoo.com	
				42