

**SUSTAINABLE AGRICULTURE COMMUNITY  
DEVELOPMENT PROGRAMME**

**(SACDEP)**

**STRATEGIC PLAN 2006 – 2010**

**January 2006**

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## LIST OF ABBREVIATIONS

AMSC -----	Agricultural Marketing and Savings and Credit
AWP -----	Annual work plan
ADD -----	Agricultural Development Dynamics
ADTC -----	Agriculture and Development Training Centre
BoT -----	Board of Trustee
CBS -----	Central Bureau of statistics
CACCS -----	Constituency Aids Control committees
CAL -----	Campaign, Advocacy and Lobby
CBIPs -----	Community based Information Points
CBOPs -----	Community Based Operation Points
CDF -----	Constituency development Fund
CKDAP -----	Central Kenya Dry Land Agricultural Programme
DE -----	Direct Extension
ERS -----	Economic Recovery Strategy
F-DOMs -----	Farmers Direct Organic Markets
FFE -----	Farmer to Farmer Extension
FLC -----	Farmers Learning Centres
FLE -----	Farmer Led Extension
FTAP -----	Field Training and Agro-Production Programme
GoK -----	Government of Kenya
HHs -----	House holds
ICS -----	Internal control Systems
IF -----	Implementation focus
KARI -----	Kenya Agricultural Research Institute
KIOF -----	Kenya Institute of Organic farming
LATF -----	Local Authorities Transfer fund
MDGs -----	Millennium Development Goals
MoU -----	Memorandum of Understanding
NALEP -----	National Agriculture and Livestock Extension Programme
NGO -----	Non –Governmental Organization
NEPAD -----	New Partnership for Africa Development
ODA -----	Overseas Development Assistance
PELUM -----	Participatory ecological Land Use Management
PEST -----	Political, Economic, Social and Technical
PM&E -----	Participatory Monitoring and Evaluation
PRD -----	Programme Resource development
PRSP -----	Poverty reduction Strategy paper
RODI -----	Research Oriented Development Institute
RUPIs -----	Rural Agro-Processing Industries
RUSACs -----	Rural Savings and Credit Schemes
SA -----	Sustainable Agriculture
SACDEP -----	Sustainable Agriculture community devilment Programme
SFO -----	Small Farmers Organizations
SWOT -----	Strengths, Weaknesses, Opportunities and Threats
SRA -----	Strategy for Revitalization of Agriculture
TTR -----	Technical Training and Research
UN -----	United nations
VAT -----	Value Added Tax

## 1.0 BACKGROUND

### 1.1 About Sustainable Agriculture Community Development Programme (SACDEP).

SACDEP is an indigenous Non - Governmental Organization focused on promoting sustainable agriculture as a way of enhancing and improving local community livelihoods. It's run by a voluntary Board of Trustees and an Executing Office with technical staff falling into three sectors namely Programmes and Trust and Technical Training and Research. It supports communities experiencing limitations in access to natural and financial resources necessary for them to improve their livelihoods on a sustainable basis. This support is extended to the communities by way of fostering scientific and social cultural linkages that enables self-sustenance in food, nutrition and agro-incomes. The targeted groups for this support include farming and other vulnerable communities. The specific interventions include agricultural extension, technical training and research, networking and partnerships, advocacy, lobbying and campaigns as well as mitigation of impacts of the social economic factors.

SACDEP has a presence at community level in Kajiado, Kiambu, Kilifi, Laikipia, Makueni, Maragwa, Mbeere, Muranga, Mwingi, Nyahururu and Thika districts. It has a working relationship with the National Agriculture and Livestock Extension Programme (NALEP) at Central Province level. At the national level, SACDEP is a member of the Council of NGOs of Kenya, and a participant of various *Adhoc* government policy committees related to agriculture and environment. At the East and South Africa regional level, SACDEP is a founder member of the Participatory Ecological Land Use Management (PELUM) programme headquartered in Lusaka Zambia. At Continental level it has developed partnerships with the Organic Agriculture Service Centre headquartered in Dakar Senegal. Globally SACDEP has working partnerships with experts on sustainable agriculture including the University of London in Britain and the Wageningen Agricultural University in The Netherlands. It is also an active committee member of the global projects within INFOAM headquartered in Bonn Germany.

Over the last 13 years, SACDEP's main interventions have been the implementation of the Community Development Programme (CDP) through Area Development Units (ADUs) and Small Farmer's Organizations (SFOs) in which the focus was capacity building. In the last 5 years, CDP has evolved and diversified into two Core Sectors namely the Community Agriculture Programme (CAP) and the SACDEP TRUST (ST). The CAP sector has diversified further into three main sub-sectors namely (a) the Field Training and Agro-Production (FTAP) focused on extension services delivery, exchange visits and institutional training of farmers on food production; (b) the Agro – Marketing, Savings and Credit (AMSC) focused on agro-processing, credit outlays and marketing; and (c) the Campaign, Advocacy and Lobby (CAL) sub-sector focused on facilitating the up scaling of local community concerns on agricultural policies that hinder performance. The ST sector is focused on resource mobilization and builds up of assets. Surpluses of these are invested in the Community Agriculture Development sector. It comprises a hostel, a training facility and also manages the office space and transport facilities. The core 2 sectors are administratively coordinated and functionally integrated through the Programmes Resources Development (PRD) sector within the office of the Executive Director. The PRD sector also provides financial and human resource services. Its functions have also diversified to include a networking and information which provides (a) intra-linkages between the core sectors; and between the secretariat and the Board of Trustees; and (b) inter-linkages between SACDEP and stakeholders i.e. organizations / networks such as PELUM, IFOAM, KOAN, WRF, ABN, NEPAD, KEGCO, NALEP, KARI etc. In the coming 5 years, a third core sector “Technical Training and Research(TTR)” will be established out of the on-going “Scheduled Courses Training” sector currently PRD.

SACDEP has just successfully completed the implementation of the strategic plan for the last 5 years (2001 – 2005). During this period, the organization has had remarkable success in the areas of effective policy articulation and direction, programme administration and resource mobilization; effective internal and external networking and integration / information exchange and joint action. The CAP sector significantly contributed to effective food security programmes for 65% of households in target areas (35,000 households in total). The CD programme has conducted a total of 28 ADU trainings which has resulted in the dissemination of over 16 technologies in sustainable agriculture; out of which 14 are now fully adopted by farmers. Over the same period 28 marketing, savings and credit groups have been established and which have a combined portfolio of Ksh 5,360,000. SACDEP has also built its asset base including training cum boarding facilities, office space and equipment, land for expansion and transport facilities through its innovative resource mobilization strategies.

## **1.2 The Strategic Planning Process**

The now ending strategic planning process was initiated in 2001 in which priorities for 5 years (2001 – 2005) were set and implemented. The purpose of the current process is to build on what went well in the preceding period, and to take corrective measures on what should have been done better. The process allows SACDEP to assess the new opportunities and challenges / threats that portend within the external environment now and in the foreseeable future. It is also an opportunity for SACDEP to reflect on and understand the set frameworks for global, national and sectoral development agenda for fighting poverty. The main outcome of the process is a 5-year outlook (2006 – 2010) spelling out the strategic priorities that SACDEP has to undertake in order that its work is successful effectively and efficiently. The process has also been an opportunity to build the internal capacity for strategic analyzing and choice making amongst the staff who are considered the key resource and strength of the organization.

The choices for strategic priorities have arisen from careful analyses of the global and national contexts in which the agenda for development has been set (Millennium Development Goals; and the Poverty Reduction Strategy Paper / Economic Recovery Strategy for employment and wealth creation) as well as the priorities in the agricultural sector (the National Agriculture & Livestock Extension Programme, Phase II; the Central Kenya Dry Lands Agriculture Programme; and other policies such as the Strategy for the revitalization Agriculture - SRA and NJAA MARUFUKU). SACDEP has opted to contribute to the fight against poverty through its ability to influence food and income security at household level. A lot of value has been placed on the linkages, partnerships, networking, joint action, action learning and knowledge management with the key stakeholders in the institution of sustainable agriculture for enhanced support for the resource limited farming communities.

The planning process has also taken cognizance of the fact that SACDEP's core values have to embrace principles of good governance, broad based stakeholder participation, fairness and equity especially as relates to gender and marginalized groups; cross cutting issues such as HIV/AIDS pandemic as well as efficiency and effectiveness. The participatory nature of the process enabled valuable inputs and ownership of issues by staff and key partners including farmers. Based on the endowments, opportunities and challenges within the internal and external environment, critical issues have been distilled and will form the basis for the core programme in the next 5 years. This 5 year outlook therefore builds on the successes that have been achieved in the CAP sector over the last 13 years and the more recently diversifications into the ST and TTR sectors. It reflects SACDEP's wish to be a more innovative, effective and efficient organization.

Recognition is hereby given to the gallant efforts that have been made by members of the Board of Trustees to have this plan prepared. More gratitude goes to SACDEP's partner farmer's communities that have been the pillar of the lessons learnt. Special thanks go to the staff who actively and generously put their thoughts,

skills and experiences into the entire process. Special thanks go to Mr. Situma Mwachabe who provided invaluable consultation and facilitation services.

## 2.0 THE CONTEXT ANALYSIS

### 2.1 The Development Frameworks

The Millennium Development Goals (which build on agreements made at United Nations (UN) conferences in the 1990s relating to environment, human settlement, population, social development, women) are the driving force behind the global development agenda in the world today. The goals represent commitments from developing and developed countries during the Millennium Declaration adopted by 189 heads of states in September 2000.

The millennium declaration committed nations to reduce extreme poverty by creating an environment conducive to development. It recognizes that development depends, among other things, on good governance within each country and at the international level. The heads of states resolved to put in place actions that will lead to marked improvements in the human condition by year 2015. An advisory report to the United Nations by the Millennium Project titled “*investing in development: a practical plan to achieve the MDGs*” recommends among other things that developing country governments adopt MDGs – based poverty reduction strategies which then have to anchor their public investment.

In 2005, an audit of the MDGs realization indicated that globally, extreme poverty dropped from 1.5 to 1.1 billion with the developing world experiencing a fall from 40 – 21% of the population. Mortality rates dropped from 103 to 88 persons per 1000, while life expectancy rose from 63 to 65 years. An extra 8 percent of the people in the developing world received access to water; and 15% to improved sanitation services. However, growth inequalities were also witnessed in which progress skipped the poor in sub-Saharan Africa and south Asia: In these two regions, child under-nourishment is increasing. Progress in primary education is off track. Progress in reducing child mortality slowed down or reversed. Maternal mortality rate is unacceptably high; and HIV/Aids prevalence is highest in the world. Illiteracy is high, women participation is still low. Marginalization via globalization is rife. The north – south digital divide is widening. There is also increasing proliferation of conflicts.

In Kenya, the extent of poverty is alarming. An estimated 60% of the people live below the poverty line of Ksh 1239 per person per month (GoK, 2005). The rich – poor gap is shocking. The top 10% of Kenyans take home 48% of the income while the poorest 10% take home only 1.8% of the income. At local level, the headcount poverty index varies from 84% in Kilifi district to 16.5% in Kiambu district on the outskirts of Nairobi city. The government of Kenya in response has developed Poverty Reduction Strategies (PRSPS) which were translated into a 5 year programme (2003 – 2007) titled “*Economic Recovery Strategy for Employment and wealth creation*” on which public investment is anchored; and on which sectoral priorities and policies such as the Strategy to Revive Agriculture and the National Agriculture and Livestock Extension Programme phase II are based.

In September 2005, a follow – up UN conference agreed that the targets set for 2015 must be met. It committed additional \$50 billion a year by 2010 for fighting poverty. The developing countries agreed to adopt national plans for achieving the MDGs this year (2006). Other agreements included innovative sources of funding, debt relief and trade liberalization (Doha work programme). In the same year (2005) the Kenya government started the process of rolling out a national campaign and capacity development for MDGs mainstreaming in its development agenda partly by making better use of devolved funds (CDF, LATF, CACC grant etc) provided for in the ERS to attack poverty and leverage grassroots level development. Efforts are also focused on building synergies with NGOs and Private sector alongside seeking support from the international community through increased ODA and debt cancellation

The core development agenda in Kenya is the fight against poverty. One of the major root causes of poverty is poor agricultural performance which brings about food insecurity and low incomes. The poor performance in many ways relate to limited skills, technological options and resources to secure inputs by small scale peasant farmers. One of the gaps in the agricultural extension strategies has been institutionalization of sustainable agriculture principles and practices among the resource limited farming communities as a way of guaranteeing household food and income security. SACDEP has for the last 13 years undertaken training and extension in Sustainable Agriculture as a way of ensuring food and income security at household level thereby contributing to the fight against poverty.

SACDEP is also aware of the initiatives by African governments under NEPAD in targeting to allocate more resources towards agriculture as a way of fighting poverty (e.g. the Maputo declaration). However, there are also global trends that negate on the progress by local communities in achieving food security. These include the issues of subsidies, world trade rules and dumping of genetically modified organisms in Africa.

## 2.2 The Situation Analysis

Regarding the internal environment of SACDEP, the following stand out:

- (a) Well developed policies for each of the core sectors (CAP, ST, TTR & PRD) in terms of clear programmes, strategies and structures that operationalise their respective functions. The outstanding results in food security programmes attest to this. This facilitates planning, implementation, monitoring and evaluation of programmes very effective.
- (b) Innovative resource mobilization policies and strategies which have enabled the organization build effectively on its asset base (property, office space, equipment, communication ability, transport, training / catering facilities etc).
- (c) Well developed policies, strategies and structures for internal good governance / control mechanisms especially in the areas of:
  - Transparent and participatory decision making systems
  - Human Resources Management retaining competent and motivated staff.
  - Financial management.
  - Procurement systems.
- (d) Deeply entrenched good organizational culture with shared visions and core values around Sustainable Agriculture, good governance, passion for poverty alleviation and commitment to effectiveness and efficiency.
- (e) Very effective internal and external networking and integration / information exchange and joint action.
- (f) The need to enhance further the monitoring and evaluation functions especially within CAP sector to assess more accurately the outputs, outcomes, effects and impacts of SACDEP interventions.
- (g) The need to enhance further the documentation of lessons learnt and good practices so that they are packaged and disseminated for replicability.

An insight into the external landscape in which SACDEP operates reveals the following:

- (a) High legitimacy with the farmers who have confidence in the CAP work and the Trusts financial support.
- (b) There is availability of untapped information (knowledge) on sustainable agriculture among the key stakeholders e.g. farmers.
- (c) SACDEP has a number of partners willing to fund sustainable agriculture initiatives.
- (d) Local, National and Global networks with like minded stakeholders with whom we intend to foster synergetic relationships. There is goodwill existence both globally and locally.

- (e) Friendly government policies such as the strategy for the SRA, NALEP and others; including the availability of trained human resource.
- (f) The availability of the local and international market for organic products due to increase of consumer awareness (and indeed the global support movement towards sustainable agriculture).
- (g) Opportunities for publicity through sports, clubs, exhibitions, conferences, media e.t.c.
- (h) The side effects of market liberation i.e. dumping of subsidized foods e.g. eggs, sugar, milk etc which translates into unfair trade in dis-favour of our local farmers in their quest to access even the domestic markets.
- (i) The HIV/AIDS pandemic could disrupt the productive capacities of our target groups hindering the achievement of our goals.
- (j) The increased frequency of the recurrence of droughts undermines the efforts towards food and income security by our target groups.
- (k) The tendency of over-dependence by farmers on conventional farming methods including the harp hazard introduction of GMOs counters the gains made in sustainable agriculture especially through organic farming approach.
- (l) Overwhelming expectations from different stakeholders on SACDEP services.
- (m) Certain intermittent events such as insecurity and inflation leading to increase in costs of producing food can have negative impacts.

In the coming 5 years, SACDEP will build on its strengths and take them to a higher level while at the same time deliberately mitigating on its low points to make it more efficient and effective. It will deliberately design strategies and approaches to enable it to take advantage of the opportunities available the external environment. Similarly deliberate steps and mechanisms including lobby and advocacy will be undertaken to address external threats. Table 1 gives the summary of the internal and external environments for SACDEP.

**Table 1: Summary of SWOT analysis results**

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>○ Effective policies, strategies and structures for the core sector programmes</li> <li>○ Good practice on sustainable agriculture</li> <li>○ Well established hardware and software systems for good internal governance, quality control, high impact and sustainability</li> <li>○ Well cultivated organizational culture</li> <li>○ Well developed internal control systems and structures</li> </ul>	<ul style="list-style-type: none"> <li>○ High legitimacy with farmers</li> <li>○ Presence of other stakeholders and networks with knowledge, skills and resources for promoting sustainable agriculture</li> <li>○ Friendly and synergetic government policies</li> <li>○ Goodwill towards in organic farming especially popularity of organic products</li> <li>○ High visibility via partnerships with media</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>○ Less than optimal staffing levels especially in CAP and TTR sector</li> <li>○ Un-competitive remuneration</li> <li>○ Narrow funding for long-term project implementation</li> <li>○ Inadequate monitoring and evaluation system</li> <li>○ Inadequate system for documentation, packaging and dissemination of information</li> </ul>	<ul style="list-style-type: none"> <li>○ Dumping of imported foodstuffs due to liberalization / globalization</li> <li>○ Un met Stakeholder expectations</li> <li>○ Recurrence of droughts</li> <li>○ HIV/AIDS pandemic</li> <li>○ High cost of goods and services production due to inflation and Insecurity</li> <li>○ Overdependence on conventional farming methods by farmers and products by consumers</li> </ul>

## 2.3 The Core Development Problem

In the 4 regions where SACDEP operates (Central, Coast, Eastern and Rift Valley provinces), the core problem being addressed by development actors is poverty. The number of people living below the poverty line range from 84% in Ganze constituency, Kilifi district in Coast province to 25% in Thika district of Central Province. There is also massive food insecurity at household level in the regions. In the same regions, problems related to land tenure and land use also abound.

One of the key (root) causes of the high incidences of poverty is the incessant food and income insecurity brought about by unfavorable policies and regulations, low and erratic of rainfall; low access to agricultural credit; lack of skill and knowledge; poor dissemination of information; lack of capacity to tap the resources by the local farmers; inadequate awareness of how to utilize resources available; illiteracy; lack of water due to extended droughts; income insecurity; poor farming methods; low income levels; unsustainable crop and livestock production; social injustice; poor Governance; unfair trade of agricultural products; ignorance; under utilization of the locally available resources; inability to harness local resources and in-appropriate land tenure and land use.

The consequences of food and income insecurity has been that a large part of the farmers are unable to utilize locally available resources for their own betterment, reduced capacity for house holds support; increased illiteracy; rural urban immigration for employment; increased population, drug abuse, spread of HIV/AIDS, rising insecurity, increased family disputes, corruption, over dependence on food aid, poor sanitation, high rates of mortality due to malnourishment and disease incidences and unequal distribution of and access to resources.

## 2.4 The Key Stakeholders (Target Groups).

These are individuals or organizations who are directly or indirectly affected by SACDEP's work; or who directly or indirectly have potential to affect / influence SACDEP's work. They fall in two categories depending on the direct / indirect influences and strength of impact.

The primary stakeholders include:

1. The target farmer groups afflicted with income and nutrition security problems.
2. The clients to SACDEP's Training Centres services.
3. Students at the Technical Training and Research sector,

The legitimacy of SACDEP largely rests on its ability to provide goods and services that address the needs and expectations of this group of partners. The response is either delivered singly by SACDEP and / or by partnering with secondary and tertiary stakeholders to address the same. The primary stakeholders in general expect quality training in food and income security, quality and up to date standard services from the training facilities, consultancy services, material support in form of training tools, agriculture credits and monetary support. In short the outputs and outcomes of the SACDEP programme directly affect the welfare of this category of partners. The core sectors in the next 5 years are largely focused on addressing the expectations of this category of partners.

The secondary stakeholders include:

- The Ministry of Agriculture and Livestock who provide SACDEP with technical backup, share information and also provide policy translation services in agriculture. The Ministry expects SACDEP to enrich its agricultural extension programme and to the improvement of the agricultural sector in general.

- The funding partners for instance GTS who avail resources that enable SACDEP to reach the target groups and who in turn expect effective and efficient project implementation.
- The organic products consumers who make sustainable agriculture a worthwhile venture.
- The local chiefs in the areas where SACDEP operate who provide community mobilization and security support.
- The Department of social services which facilitate the legal identity of the target groups and who also supports intra - group cohesion.
- The local NGOs such as Kenya Institute of Organic Farming (KIOF), Baraka Agricultural College, manor House Agricultural Centre, RODI etc. who share information, facilitate exchange visits and implement joint projects with SACDEP.
- The agricultural research organizations KARI and SACRED AFRICA, who undertake long-term pursuit of the principles of agriculture research and dissemination, provide training back up to farmers alongside SACDEP staff and supply of clean planting materials.
- Local agricultural government sponsored colleges and universities willing to establish Sustainable Agriculture Curricula.
- The development conscious individual persons who provide ideas and support.
- The small scale marketers who provide the incentive for SACDEP to increased quality production of organic products.
- The regional networks such as PELUM, KOAN, IFOAM, WRP who help to disseminate and generate information related to sustainable agriculture; and who in turn expect SACDEP to make membership contribution and presence in the networks as well as to implement the projects related to PELUM's own programmes.
- The organic consumer who provide the market and in turn expect SACDEP to facilitate increased production due to its training and interventions and an assurance of quality.
- The majengo community who expect to benefit from security in the area, supply of organic products, employment opportunities, training and social development opportunities.

## **3.0 THE STRATEGIC DIRECTION**

### **3.1 The Organizational Philosophy.**

**VISION**            “Sustainable livelihoods among farming communities in Kenyan and the East African Region”.

**MISSION**        To facilitate sustainable development of resource limited communities in Kenya and the East African Region through Sustainable Agriculture principles.

#### **OUR CORE VALUES**

SACDEP cherishes:

1. Commitment to low cost sustainable approaches to nutrition, agro-income security and sustainable agriculture.
2. Community self- reliance and self determination
3. Transparency and accountability to all stakeholders
4. Community capacity to improve their condition using local resources
5. Solidarity with the resource limited communities
6. Community participation and capacity building
7. Recognition and appreciation of peoples indigenous knowledge and systems

## 3.2 The Purpose

### THE OVERALL GOAL

To contribute towards Food, Nutrition and Agro-income Security of the farming communities through Sustainable Agriculture approaches thereby reducing poverty levels.

### THE OVERALL OBJECTIVES

1. To build the capacity of farming communities (crops, livestock and fish) in sustainable agriculture approaches through training and advocacy for food, nutrition and agro-income security. To achieve this, SACDEP intends to:
  - a. Train small holder farmers in agro production and use of renewable energy in line with the S.A. approaches.
  - b. Train communities in food and agriculture processing, packaging, marketing, and strengthening of savings and credit.
  - c. Support campaigns, advocacy and lobbying on issues and policy change in favour of small holder farmers.
2. To utilize and further develop assets (current and projected) within SACDEP for the purpose of material and financial support to agriculture and community development.
3. To develop and mainstream the principles and practices of sustainable agriculture through offering technically acceptable and professional courses, research and documentation for improved food and agro-income security.

## 3.3 The Strategic Directions.

SACDEP has to address the following directions for it to remain efficient, effective and be able to realize the set goals and objectives:

**Strategic Direction 1:**                                **Up scaling of the CAP through building the capacity of smallholder farmer and marginalized communities in Sustainable Agriculture principles and practices.**

**Strategic Objective 1.1:**                        To enhance the legitimacy of SACDEP partnerships by maintaining the current farmers' caseload and responding to more demands:

#### Strategies:

- 1.1.1 Maintaining SACDEP CAP current caseload of 5,500 households in Thika, Maragwa, Machakos, Makueni, Muranga, Mwingi and Kiambu.
- 1.1.2 Expanding to 5 District to reach an additional 5,500 hh through theme based programmes such as production, renewable energy, agro-marketing; and Campaign, Advocacy and Lobby etc. The new districts are Kilifi, Kajiado, Mbeere, Nyandarua, Laikipia, Kirinyaga, Embu, Taita- Taveta and Butere – Mumias. Others districts are to be identified in Southern Sudan, Northern Tanzania and Somalia.
- 1.1.3 Decentralization of SACDEP's field training activities through the establishment of Regional Programme Areas (RPAs).

This will not only enable SACDEP to achieve the targeted outputs for current caseloads as planned with 5500 households but also to reach out to new community partners under the themes of "Agriculture production"

and “Agriculture marketing savings and credit”. Decentralization will propel SACDEP into improving efficiency and effectiveness in reaching out to more households at reduced costs.

**Strategic Objective 1.2.** To improve SACDEP’s capacity to respond to agriculture training needs as received from diverse community groupings and individuals.

**Strategies**

- 1.2.1 Diversify agriculture training and direct extension methodologies and approaches into: -
- (i) Farmers led extension;
  - (ii) Direct extension and
  - (iii) Farmers learning centers.

**Strategic Objective 1.3:** To contribute to the general national food security through spreading sustainable agriculture practices and SACDEP’S work experience.

**Strategies:**

- 1.3.1 Reach out indirectly to general public for the purpose of sharing learnings on practices that work through 4 the mass media outlets per year.

This will assist Kenyan (and EA region) farmers to increase and sustain agricultural productivity using sustainable agriculture principles at minimal extension costs.

**Strategic Objective 1.4:** To make SACDEP a key player in the emerging trends in organic agriculture production and marketing.

**Strategies:**

- 1.4.1 Refine further organic production and marketing strategies and their implementing.

The aim is to develop community based Certified Organic Production and marketing systems using Internal Control Mechanisms for small holder groups.

**Strategic Objective 1.5:** Farmers Participation in matters of policies, regulations and laws that affect their agriculture both directly and indirectly.

**Strategies**

- 1.5.1 Empower farmers to understand and participate in agriculture policies and laws that will reward their efforts. 6 issues changed and concluded (2 each at local, national and global levels).

The purpose is to build capacities of farmers and farmer groups in SACDEP’s Caseload on issues of campaigns, advocacy & lobbying

**Strategic Objective 1.6.** To make a realistic contribution to food and agro-income security through networking with other strategic institutions Nationally, Regionally and Globally.

**Strategies:**

- 1.6.1 Undertake pro-active and strategic networking tasks with selected institutions.

This will enable SACDEP to expand and sustain resource winning partnerships.

**Strategic Objective 1.7.** Expand SACDEP’s Capacity to respond to community invitations for partnership in project implementation

**Strategies:**

- 1.7.1 Diversify and strengthen resources mobilization strategies

### 1.7.2 Expand and sustain resource winning partnerships

This will help to maintain current partners and attract new ones for long-term funding and non funding collaboration.

### 1.8. Strengthening the processes of research, analysis and documentation of sustainable Agriculture practices as a key contributor to agricultural development for small holders in Africa

#### 1.8.1 Establish a critical pool of 60 professionals in the technical matters of Sustainable Agriculture and development for developing Africa

SACDEP will produce a pool of 60 sustainable agriculture experts fully trained / re-trained through hands on and practical programme.

**Strategic Objective 1.9.** To ensure positive impacts are achieved by SACDEP through quality control (work) and result oriented programming (desired targets).

**Strategies:**

#### 1.9.1 Strengthen and improve work quality and cost saving measures in project Implementation & Evaluation

The purpose is to refine and review SACDEP's monitoring and evaluation tools.

### **Strategic Direction 2: Utilization and further development of assets within SACDEP for the purposes of material and financial support to agriculture and community development.**

**Strategic Objective 2.1.** To maintain and expand Trust sector capacity to meet the rising demand for projects funding.

**Strategies:**

- 2.1.1 Expand infrastructure for the increment of raised funding by:
- (a) Thika Centre: - 40 guest and staff accommodation rooms, 2 seminar halls, 1 assembly hall, 1 business centre unit and 1 office bloc extension unit.
  - (b) Kilimambogo Centre: - 40 students and staff accommodation rooms, 3 lecture halls; 1 administration block, 1 recreational / assembly hall and 1 catering unit.

This is to enhance the asset base and increase the financial resources available for community project funding.

**Strategic objective 2.2.** To reach communities for agricultural development purposes as a contribution by SACDEP Trust.

**Strategies:**

- 2.2.1 Create surplus from services rendered and fund projects via contribution of Ksh. 2m/yr.
- 2.2.2 Identification and establishment of implementing partners; 1per year for 5 years.
- 2.2.3 Increase and diversify fund raising strategies outside service provision.

The aim is to contribute to SACDEP'S mission of reaching farming communities and also to access appropriate partners for project implementation.

**Strategic Objective 2.3.** To build and maintain an appropriate human resource base.

**Strategies:**

- 2.3.1 Appraisal systems enhanced annually for all staff.
- 2.3.2 Team building activities continued and improved.
- 2.3.3 Capacity Building activities undertaken through in-house and external training.
- 2.3.4 Required personnel deployed as need for capacity emerges.

This will improve the human resource management to sustain high productivity and build a capacity that effectively meets the demand for work.

**Strategic Objective 2.4:** To maintain good will and observe government regulations in trust sector management.

**Strategies**

- B4.1 Meet all regulatory requirements as by law
- B4.2 Design collaboration linkages with respective government departments.

This will enhance the credibility of the facilities as well as maximize on outreach and strategic positioning.

**Strategic Direction 3: Developing and mainstreaming the Principles and Practices of Sustainable Agriculture through offering technically acceptable and professional courses, research and documentation for improved food and agro-income security.**

**Strategic Objective 3.1:** To develop of initial plans for initiating the Technical Training and Research Department (sector).

**Strategies:**

- 3.1.1 Raise funds externally fro construction.
- 3.1.2 Mobilizing resources internally including in kind for construction and curriculum development.

The target is to launch the Technical Training and Research Sector by beginning of the year 2007

**Strategic Objective 3.2:** To develop a training curriculum in Sustainable Agriculture for Technical Training.

**Strategies:**

- 3.2.1 Consolidate key learning points of SACDEP experiences in community development training programmes and farmers' experiences.
- 3.2.2 Enrich SACDEP lessons learnt and experiences on workable practices and use the same for curriculum development.

This will give the basis of the key appropriate messages, tools and methods that extension workers ned for successful impacts in SA.

**Strategic Objective 3.3:** To creation a research agenda document.

**Strategies.**

- 3.3.1 Consolidate key learning points of SACDEP experiences, other institutions advocating Sustainable Agriculture and Government instituted policies on Research issues, enrich them and have them incorporated in development of a Research paper.

This will provide the strategic direction upon which research activities around SA will be done.

**Strategic Objective 3.4.** To legalize the technical training curriculum on matters of policies and technical quality requirements by Government and other relevant authorities

**Strategies:**

- 3.4.1 Build linkages with relevant Government departments responsible for registration.
- 3.4.2 Link up with other colleges/universities offering Sustainable Agriculture both nationally and internationally to obtain relevant and effective graduands.

This will enable SACDEP to produce and implement a curriculum acceptable nationally and internationally thereby ensuring both relevance and effectiveness.

**Strategic Objective 3.5.** To establishment of infrastructure and support facilities for TTR sector.

**Strategies:**

- 3.5.1 Consolidate a 5 – year infrastructure development plan in liaison with SACDEP Trust.
- 3.5.2 Implement plan on an annual basis.

This provides systematic roadmap on the gradual acquisition of critical infrastructure for training and research.

**Strategic Objective 3.6.** To create a critical training and research mass.

**Strategies:**

- 3.6.1 Recruit and deploy a team of trainers, researchers and support staff according to demand

The aim here is to select, deploy and maintain qualified human resources responsive to the institutional growth demand.

**Strategic Objective 3.7.** To develop criteria for trainee selection, admission and examination.

**Strategies:**

- 3.7.1 Consolidate ideas on the intended quality of graduates.
- 3.7.2 Undertake a review of the Sustainable Agriculture development needs (community, institutions, locally and internationally)
- 3.7.3 Establish the minimum requirement for admission on the certificate and diploma levels.

This will enable SACDEP to produce competent graduands in Sustainable Agriculture and also to set standards for quality control

## 4.0 THE LOGICAL FRAMEWORK

NARRATIVE	INDICATOR (S)	MEANS OF VERIFICATION	ASSUMPTIONS
<b>VISION</b>			
A Kenyan and East African Region whereby the resource limited farming and other marginalized communities are realizing and utilizing their full potential in improving and sustaining desired levels of livelihoods.			
<b>MISSION</b>			
To facilitate sustainable development of communities in Kenya and the East African Region that experience low levels of access to resources to enable them improve their livelihoods through practical socio-economic and scientific linkages in Sustainable Agriculture practices for food, nutrition and income security.			
<b>OVERALL GOAL</b>			
To contribute towards food and agro-income security by empowering the farming and marginalized community in sustainable agriculture principles and practices thereby reduce poverty levels.	N0. of Households that are food secure	Economic surveys by CBS	Economic & political stability Favourable weather
<b>OVERALL OBJECTIVES</b>			
1. To build the capacity of farmers especially small holder and marginalized communities in sustainable agriculture principles and practices through training and advocacy for food, nutrition and agro-income security.	10,500 HHs having attained food, nutrition and agro-income security	GoK surveys, Project Impact Evaluations Internal surveys	Favourable weather Community adoption of project activities
A. To contribute to food, nutrition and agro income security for small holder farmers through training in agro production and use of renewable energy in line with the S.A. principles and practices.	5,300 HHs trained in SA principles and practices and are food, nutrition and agro-income secure	Internal surveys Annual reports evaluations GOK surveys	Favourable weather conditions Political stability
B.To contribute to agro income security for small holder farmers through training in food and agriculture processing, packaging, marketing, savings and credit.	5,200 HHs trained in food processing, packaging, marketing & savings and credit	Internal surveys Annual reports evaluations GOK surveys	-- do ---
c. To support campaigns, advocacy and lobbying on issues and policy change in favour of small holder farmers.	2 local, 2 national and 2 international issues identified and changed	----- do -----	---- do -----

2. To develop and utilize assets endowed within SACDEP for community empowerment in agriculture.	1000 families directly supported Increased asset base (30 rooms, 2 training rooms, 9 sets of equipment (Thika & Kilimambogo)	Asset audit reports	Clients positive response
3. To develop and mainstream the principles and practices of sustainable agriculture through offering technically acceptable and professional courses, research and documentation for improved food and agro-income security.	300 Personnel fully trained in S.A Principles in the context of Developing Countries and 10 Research agenda fully researched and document.	An established TTR Centre with adequate facilities. No of trainees graduating from the Centre. No of Research agenda's developed	That there will be interested trainees and trainers in S.A in the context of Developing countries. That the resources raised will be adequate.
<b>THE STRATEGIC DIRECTIONS</b>			
1.1. Maintain the current farmers' caseload and respond to more that will invite SACDEP into partnerships.	5500 HH in current caseload finalize their training process in 3 years.	Project reports Project evaluations	Resources will be available
1.2. The improvement of SACDEP's Capacity to respond to agriculture training needs as received from diverse community groupings and individuals.	SACDEP partner communities receiving training in Sustainable Agriculture through diversified methods as 50% D.E, 25% FTFE and 25% through FLC.	Internal surveys Project evaluations Project reports	Political stability Community adoption to projects activities
1.3. Contributing to the general national food security through spreading sustainable agriculture practices and SACDEP'S work experience	100,000 families utilize Sustainable agriculture principles as a result of being reached indirectly through mass media.	Internal surveys Project evaluations Project reports	Political stability Community adoption to projects activities
1.4. SACDEP becomes a key player in the emerging trends in organic agriculture production and marketing.	25 producer groups supplying certified organic products to the market. 10 Farmers Direct Organic Market established and operational. 50 RUSACs operational and stable. 10 Rural Agro Processing Industries(RAPIs) operational 25 farmer groups	Certified organic products update records Certified organic farmers update records Annual reports. Organic network reports	Farmers adoption, Increased awareness of organic products. Supportive government policies put in place.

	trained via ICS		
1.5. Farmers participation in policy matters affecting their livelihoods	2 local and 2 national issues addressed and resolved. 2 international CAL issues pursued to desired levels.	GOK reports. Annual reports Project Reports	Government willingness to listen to lobbying
1.6. Make a realistic contribution to food and agro-income security through Networking with other strategic institutions regionally and globally.	10 information sharing networks established, maintained and being utilized. (KOAN, PELUM, IFOAM, AFRISAT, WRF, ABN, KEGCo, KAFU,SHALDEV, Third World Network.). 5 reviews on Agricultural development dynamics carried out.	Network profile Organizational annual reports	Economical stability in the country. Government policies favourable to small holder agriculture.
1.7. Maintain and expand SACDEP's financial capacity to respond to community invitations for partnership in project implementation	10 external partners maintained. 5 functions for fund raising held. 5 proposals funded by SACDEP Trust. 1 network of individual fund raisers established.	Project reports, Project evaluation reports.	Economical stability in the country. Government policies favourable to small holder agriculture
1.8. Strengthening process of analysis research and documentation of sustainable Agriculture practices as a key contributor to agricultural development	60 staff trained,50 in-service training 50 student interns	Training Needs assessments Staff appraisal reports	Funds will be available
1.9 Positive impact achieved by SACDEP through ensuring quality work and desired targets for diverse projects.	1 computerized M&E system	Organizational annual reports.	M&E tools will be used
B1. Maintaining and expand Trust capacity to meet the rising demand for projects funding.	Infrastructure for hospitality (30rooms, 2 training halls, equipment, truck & meeting rooms (Thika & Kilimambogo)	Periodic assets inventory Client turnover	Successful fund raising robust national economy
2.2. Reaching communities for agricultural development purposes as contribution by SACDEP Trust.	Average of Ksh. 2 million per month deposited in community development savings account for project work	Project reports Financial reports	Availability of surpluses.
2.3 Build & maintain human resource base for the trust work expansion.	Policy and appraisal documents in place	3 policy documents. Well co-coordinated	Funding to support staff positions will be obtained.

	<p>Team building activities and salary reviews</p> <p>More professional staff maintained.</p> <p>Additional staff deployed as need arises.</p>	<p>and remunerated personnel.</p> <p>Sectoral and unit Labour force maintained.</p> <p>Staff deployment maintained.</p>	
2.4 Maintain goodwill & observing government regulations in Trust Management.	<p>8 new approaches for collaboration.</p> <p>1 liaison officer deployed.</p>	<p>V.A.T, Catering Levy public health certificate.</p> <p>Land and insurance rates paid annually for Thika and Kilimambogo.</p> <p>Collaborative activities undertaken.</p> <p>1 liaison officer recruited.</p>	<p>Favorable government policies will prevail.</p> <p>Clients will respond positively.</p>
3.1. Getting initial plans for initiating the T.T & Research sector and documenting the same.	<ul style="list-style-type: none"> <li>• Venue for T.T known and concluded.</li> <li>• Research agenda paper concluded.</li> </ul>	<ul style="list-style-type: none"> <li>• Physical presence of the venue</li> <li>• Research agenda paper made available</li> </ul>	<ul style="list-style-type: none"> <li>- Land and/buildings will be accessed at acceptable location.</li> <li>- SACDEP Technical team will agree on research priority areas on time.</li> </ul>
3.2. Developing a training curriculum in Sustainable Agriculture for T.T	<ul style="list-style-type: none"> <li>• A curriculum is developed documented and published.</li> <li>• Curriculum is reviewed annually and documented.</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of curriculum review meetings.</li> <li>• Curriculum completed and document is available.</li> </ul>	<p>There will be human resources technically qualified in matters of S.A for Africa.</p>
3.3. Developing a training curriculum in Sustainable agriculture for Research	<ul style="list-style-type: none"> <li>• 2 Research focus topics concluded annually and utilized to enrich Sustainable Agriculture Principles and</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of criteria document.</li> </ul>	<p>There will be enough qualified personnel and trainers for criteria development and reviews.</p>

	approaches.		
3.4. Legalize the Technical Training & Research and accreditation on matters of policies and technical quality requirements by Government and other relevant authorities.	1 Curriculum registered and approved by Government and accredited by other authorities.	MoUs letter of approval and agreements between SACDEP, Government and other relevant authorities.	That the Government and relevant authorities will reach agreements with SACDEP on the curriculum and accreditation.
3.5. Establishment of infrastructure and support facilities for T.T & R		Physical presence of infrastructure and support facilities.	Adequate funding will be obtained for investment.
3.6. Identify and deploy personnel for T.T & R tasks.	6 Staff deployed and delivering results.	Presence of a working team of experts	There will be low/no staff turnover
3.7. Develop criteria for trainee selection, admission and examination.	A selection, admission and examination criteria committee and documentation in place	No of students selected, admitted and examined	Trainees will accept to receive training in S.A

## 5.0 THE MONITORING AND EVALUATION FRAMEWORK

This strategic plan forms the basis of resource allocation and expenditure for SACDEP in the coming 5 years. It will be the basis for drawing Annual Work Plans and Budgets. The indicators identified the logical frame will form the benchmarks for gauging progress and assessing impact.

The parameters and strategies adopted are however not cast in stone. They will be subjected to periodic review and the priorities may be changed to make them realistic; or to accommodate new issues which may arise over time. The translation of the options into work plans will be the responsibility of the heads of department and their technical staffs.

The overall responsibility for monitoring and evaluation over the whole organizational strategic directions will be with the Sector and Sub-Sector managers who will make periodic (2-4) times a year. This will be done by sub-committee and full board meetings, feedback sessions and visits. However managers will be responsible for sector achievements annually.

The monitoring and evaluation will help achieve the following:

1. Assess whether or not project plans are working
2. Ensure cost – effective and efficient utilization of the resources
3. Provide accurate, timely and informative management information to facilitate decision making processes
4. Enhance SACDEPs accountability to partners.
5. Assess SACDEPs impact in the food security sector and overall poverty reduction.

Six key components will outline the M&E system for SACDEP viz:

### **The Institutional Set up.**

- a. The Departmental Teams (Programme, Trust and Technical training)
  - i. Formulation of work plans monthly, quarterly, mid-year and annually.
  - ii. Development of instruments for collection of information.
  - iii. Data collection and field monitoring
  - iv. Assessment of the progress of field, training and Trust activities
  - v. Preparation of progress reports
  - vi. Organizing review meetings and external evaluations
- b. The Programme Management Committee (PMC)
  - i. Participate in evaluation, reflection and review meetings
  - ii. Receive, consider and act on M&E reports by providing policy direction
- c. The Board of Trustees
  - i. Participate in Key planning meetings and in major evaluations
  - ii. Receive approve and give policy direction on the M&E reports
- d. Stakeholders / partners
  - i. Will receive consider and give feedback and advice on SACDEP's reports; and also participate in the PM&E process

## **5.2 The Logical Framework in this 5-year Strategic Plan.**

The results of the logical framework will be used as analytical, presentational and management tools. This will help in:

- Establishing how outcomes and outputs will be monitored and evaluated
- Reviewing project and programme log frames to ensure linkages are realized
- Review of indicators and assumptions regularly.

### **Project Planning.**

Projects will be designed through project documents. Upon funding, Project Implementation Plans (PIPs) will be drawn with each and form the basis of implementation.

## **5.3. Annual Planning**

The Sector teams in SACDEP will facilitate planning sessions to formulate implementation matrices which will be stipulating the activities under each successive annual work plan. Each year, sectoral / organizational plans will be developed I a participatory method. They will form the basis fro mid-year and annual reviews each year.

## **5.4. Data collection.**

Each of the sector teams will:

- Gather baseline information prior to any project
- Set up indicators of performance and impact
- Set up systems to collect information relating to these indicators
- Collect and record the information
- Asses the quality of activities and achievement of the objectives of each project.

## **5.5. Reporting.**

SACDEP will enhance and develop further its Information Management System (IMS) for data processing and reporting. The IMS will integrate financial aspects of project monitoring and will be in soft forms (Excel). The following reports will be made:

- Activity reports at the end of each activity
- Monthly reports aggregating activity reports of each month giving milestones against work plans
- Quarterly reports assessing the achievement of the results and presented to the management committee and sub-committee of BoT.
- Half-year reports based on the assessment of the realization of the objectives and subjected to an evaluation exercise.
- Annual reports comprising a summation of quarterly reports, management committee reports, financial reports with recommendations for policy which is then tabled to the annual meeting of the BoT.

## **5.6. Review And Feedback :**

- Activity review / feedbacks / reflection meetings after every activity
- Monthly review meetings at sector team level

- Quarterly programme review meetings
- Half year programme review meetings
- Annual strategic review meetings assessing the implementation of the AWP and contribution to the strategic goals

## ANNEX 1: OVERVIEW OF THE KEY RESULT AREAS.

### COMMUNITY DEVELOPMENT PROGRAMME

Strategic issue	Strategic Option	Objectives	Outputs	Activities	Inputs	Costing (Ksh.)	Indicators
1.1. To maintain the current farmers' caseload and respond to more that will invite SACDEP into partnerships.	1.1.1 Maintain SACDEP Programs current caseload.	To achieve the targeted outputs for current caseloads as planned with 5500 households	5500 HH currently being supported finalize their training processes within the first 3 years of the plan	Continue with training processes in the current regions and activities for 5500 HH in:- Central, Eastern and coast provinces.	Human Resources.  Financial resources.  Transport facilities.	15,000,000	5500 HH in current caseload finalize their training process in 3 years.
	1.1.2 Expand to new geographical areas through theme based programmes.	To reach out to new community partners under the 3 themes  Agriculture production.  Agriculture marketing savings and credit.	An additional 5,500 HH reached through entering into SACDEP Partnership in:-  Agro-production training.  Agro-marketing savings & Credit. (CAL)	Establish training for..... HH activities in APT and AMC in low rainfall and pastoral communities of Eastern and Rift valley provinces.		30,000,000	5,500. New HH in low rainfall and pastoral regions undertaking APT and AMC Projects.
	1.1.3 Decentralize SACDEP's Field training activities through establishment of RPAs & CIPs.	To continue improving efficiency and effectiveness in reaching out to more HH at reduced costs.	Community Based Information units (CBIPS) established and running in each of the 4 provinces guided by need for concentration of operations.	Finance identify venues and open the CBOPS.	Financial & equipment resources.	5,000,000	RPAs / CIPs operational in all 4 provinces.
1.2. To improve SACDEP's Capacity to respond to agriculture training needs as received from diverse community groupings and individuals.	1.2.1 Diversify agriculture training and direct extension methodologies and approaches into:-  <ul style="list-style-type: none"> <li>• Farmers to farmer extension.</li> <li>• Direct extension</li> </ul>	To develop and implement 3 approaches to Sustainable Approaches training:-  1 farmer to farmer extension (FTFE) strategy.  1 direct extension (DE) implementation strategy.  1 farmers learning	SACDEP's Partner communities undergoing Sustainable Agriculture training through 3 different methodologies as:-  Farmer to farmer 25%  Direct extension 50%.  Farmers Learning centers.	Undertake a consultative and documentation process (meetings, workshops) for the purpose of publishing manuals in:-  FTFE, D.E and FLC.  Undertake actual training of farmers at 25%: 50%: 25% for SACDEP's programs	Human Resource.  Transport for field.  Financial resources.	5,000,00	SACDEP partner communities receiving training in Sustainable Agriculture through diversified methods as 50% D.E, 25% FTFE and 25% through FLC.

	<ul style="list-style-type: none"> <li>Farmers learning centers.</li> </ul>	centres implementation (FLC) manual strategy.	25%	portfolio.			
1.3. Contributing to the general national food security through spreading sustainable agriculture practices and SACDEP'S work experience.	1.3.1 Reach out indirectly to general public for the purpose of sharing learning on practices that work through the mass media.	To assist Kenyan farmers increase and sustain agricultural productivity using sustainable agriculture principles and minimal extension costs.	An estimated 20,000 farming units reached annually through the mass media 100,000 farming enterprises reached in 5 years.	<p>Publish 2 articles per one year on technical aspects relevant to sustainable agriculture approaches in public newspapers 15 articles in 5 years</p> <p>Air 1 documentary in Sustainable Agriculture per year on public television, 5 documentaries in 5 years.</p> <p>Air 1 Radio program lasting 24 weeks per year. 5 programmes in 5 years.</p> <p>Publish through SACDEP's Internal magazines and those of other institutions 3 articles per year. 15 articles published.</p>	Personnel Financial & equipment resources.	1,000,000  1,000,000  10,000,000  300,000	100,000 families utilize Sustainable agriculture principles as a result of being reached indirectly through maps media.
1.4. Being a key player in the emerging trends in Organic agriculture production and marketing.	1.4.1 Refining further organic production and marketing strategies and implementing the same.	To develop community based certified organic production systems.	<p>5 Organic production groups obtain certification 25 in 5 years.</p> <p>10 organic market structures established and running at 2 per year.</p>	<p>Undertake 25 internal control systems (ICS) training for 25 production groups.</p> <p>Undertake (ICS) activities for 25 producer groups at 5 per year.</p> <p>Undertake training in Rural Savings &amp; Credit dynamics &amp; have 50 RUSACs stabilized</p>	Human and financial resources. Land space for local markets  Reliable marketing structures for local and export markets	2,500,000  1,000,000  5,000,000	<p>Marketing strategies fully refined &amp; operational.</p> <p>25 producer farmer groups marketing certified organic products via 10 F-DOMS</p>

				Open and stabilize 10 farmers Direct Organic Markets. (F-DOs) at 2 per year.		3,000,000	
1.5. Farmers Participation in matters of policies, regulations and laws that affect their agriculture both directly and indirectly.	1.5.1 Empowering farmers to understand and participate in agriculture policies and laws that will reward their efforts.	to build capacities of farmers and farmer groups in SACDEP's Caseload on issues of campaigns, advocacy & lobbying.	1 Local and 1 National issue addressed and resolved annually.  10 issues finalized in 5 years.	Undertake studies on local national by-laws policies and regulations that affect farmers' especially small holders.  Identify the priority issues and document them in 1 IF paper. Take 1 local and 1 National issue per year with farmers in a leadership position and have them concluded. Document and publish results of concluded issues in terms of Sustainable Agriculture development.	Human and financial resources.	1,000,000  2,000,000  200,000	5 local & 5 national issues resolved and work for support of Sustainable agriculture for small holders.
1.6. Make a realistic contribution to food and agro-income security through networking with other strategic institutions regionally and globally.	1.6.1 Undertake pro-active and strategic networking tasks with selected institutions.	To keep SACDEP abreast with agricultural development periodically	5 Reviews on Agricultural Development Dynamics carried out in 5 years and Sustainable Agriculture methodologies revised.  1 review carried out annually 5 reviews in 5 years.	Maintain linkages and communications with existing networking institutions.  Periodically analyze and enter into new linkages with strategic networks Undertake 5 review meetings & decide on which networks to maintain.	Human resources.	1,000,000  500,000	SACDEP keeps a breast with regional and global agricultural dynamics and reviews own development strategies 1 time per year.
1.7. Expand SACDEP's Capacity to respond to community invitations for partnership in project implementation.	1.7.1 Diversifying and strengthening resources mobilization strategies.	To maintain current partners and attract new ones for long-term funding and non funding collaboration.	1 new external partner per year enters collaboration. 5 partners maintained in 5 years.	Undertake 1 workshop per year on resource mobilization through submission of winning project proposals.	Human & fundraising resource.	1,250,000	Current funders maintained and 1 new one attracted.

	1.7.2 Expanding and sustaining resource winning partnerships.		2 functions per year held successfully.  1 proposal funded by SACDEP Trust per year.  1 network of individual fundraisers build	5 workshops in 5 years. Hold 2 functions per year in local fundraising mechanisms (walks, dinners etc.) Design 1 proposal per year and seek funding from SACDEP – Trust. 35 Projects funded in 5 years. Build a “friends of SACDEP” Network of individual fundraisers and funders.		1,000,000  100,000  250,000	Funding through events, SACDEP’s Trust and friends of SACDEP Network structured & maintained.
1.8. Strengthening process of analysis research and documentation of sustainable Agriculture practices as a key contributor to agricultural development for small holders in Africa.	1.8.1 Establish a critical pool of professionals in the technical matters of Sustainable Agriculture and development for developing Africa.	To produce a pool of Sustainable Agriculture experts fully trained re-trained through a hands on and practical programme.	50 professionals working for SACDEP and for other organizations. 12 Experts per year.	Develop an in service training programme for 10 professionals/ year. 50 professional upgraded.  10 Students given internship training Total trained - 50	Finances.	1,500,000  250,000	A pool of 50 professionals deployed at 10 per year and providing high quality and effective sustainable agriculture developments.
1.9. Positive impacts are achieved by SACDEP through ensuring quality work and desired targets.	1.9.1 Strengthening and improving work quality and cost saving measures in project implementation & evaluation	To refine and review SACDEP’s monitoring and evaluation tools.	1 computerized monitoring and evaluation tool for quantitative project implementation put in place.	Undertake a staff participatory process, develop and implement a qualitative database and Monitoring & evaluation tool	- Human Resources.  - Financial resources.	1,250,000	Application work quality and cost saving ensured through monitoring & evaluation tools utilization.
			A similar tool for qualitative purposes also developed and utilized.	Undertake the same for qualitative monitoring & evaluation tool	-	1,250,000	

**SACDEP TRUST**

Issues	Strategic Options	objectives	Outputs	Activities	Inputs	Costing (Ksh.)	Indicators
2.1. To maintain and expand Trust capacity to meet the rising demand for projects funding.	2.1.1 increase and diversify fund raising strategies	To enhance and increase financial resources available for project funding to support 1 project annually i.e. 5 Projects in 5 years.	More income obtained and approximately 700,000 donated annually	Writing proposals for funding towards construction  Rendering f services to clients  Sale of Old equipment	Personnel Land space Advertisement fee Funds Consultancy Stationery Financial resources.	15,500,000	Thika & Kilimambogo estimates.
	2.1.2 Expand infrastructure for the increment of raised funding	Expand the asset base into Thika ADTC and TTR	30 hostel rooms completed at Thika  2 training halls at Thika.  18 extra equipment.  Truck  Training hall completed at Kilimambogo.  Swimming pool  3 meeting rooms	Construction of 30 hostel rooms in Thika.  Construction of training halls in Thika  Purchase of 1 truck for transport Unit.  Construction of training hall.  Construction of a swimming pool. Construction of meeting rooms.		47,000,000	
2.2 Reaching communities for agricultural development purposes as contribution by SACDEP Trust.	2.2.1 Create surplus from services rendered and fund projects.	To reach out and contribute to SACDEP'S Mission of reaching farming communities	Surplus available & 1000 families reached.	Average of Kshs. 5M /year month deposited in community development savings account for project work.	Personnel Land space Advertisement fee Funds Consultancy Stationery Financial resources.		
	2.2.2 Identification to establishment of	To access appropriate partners for project	5 Partners (CBO'S, Welfare groups & SACDEP	Calling of proposals and selection of implementing			

	implementing partners.	implementation. To empower the communities to be food & agro-income secure.	Partners Communities that are food secure.	partners. Funding of agro-income projects.			
	2.2.3 Increase and diversify fund raising strategies	To enhance and increase financial resources available for project funding to support 1 project annually i.e. 5 Projects in 5 years.	More income obtained and approximately Kshs 700,000 donated annual towards Project fund.	Writing proposals for funds towards construction work.  Rendering of services to clients and staff.  Sale of old equipment & linen.	Personnel Land space Funding Stationery		42,000,000
2.3. Building & Maintaining an appropriate human resource base	2.3.1 Appraisal systems enhanced.	To improve human resource management.	Policy and appraisal documents in place	Design, document and use the policy document.	Personnel Funds Consultancy Stationery		
	B3.2 Team Building activities continued.	Sustain productivity and interpersonal relationships.	Team building activities and salary reviews.	Team building activities realized twice a year.			
	2.3.3 Capacity Building activities undertaken.	Build & motivate Human Resources in all units.	More professional staff maintained.	Participation in workshops and exposure visits. Develop and hold staff training sessions for all			
	2.3.4 Required personnel deployed.	Build the human capacity to meet the demand of work.	Additional staff deployed as need arises..	Staff recruitment as per needs.			24,000,000
2.4. Maintain good will and observing government regulations in Trust Management.	B4.1 Meet all regulatory requirements as By law	To be compliant with GOK regulations	Regulatory requirements met	Find out the regulations & undertake the necessary.	Financial resources		
	2.4.2 Design collaboration linkages.	To draw collaboration methods of advertisement of the trust.  To expand collaboration avenues with strategic	8 new approaches for collaboration.  8 new approaches for collaboration.  1 liaison officer	Liaise with government and related authorities in mandatory payments.  Printing of stationery, shirts. Media advertisements.			4,500,000

		partners.	deployed.	Recruit liaison officer.		<b>92,000,000</b>	
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**TECHNICAL TRAINING AND RESEARCH DEPARTMENT**

<b>Issues</b>	<b>Strategic Options</b>	<b>objectives</b>	<b>Outputs</b>	<b>Activities</b>	<b>Inputs</b>	<b>Costs (Ksh.)</b>	<b>Indicators</b>
3.1. Development of initial plans for initiating the T.T & Research sector and documenting the same.	3.1.1 Raising funds externally. 3.1.2 Mobilizing resources internally including in kind.	To complete the preparatory stage of T.T & R launching and have the sector off the ground by 2007	Venue for Training identified.  Research Agenda defined and documented in and Implementation Focus Paper.	Hold 15 meetings with internal and external collaborators on T.T  Hold 3 meetings with Research institutions.  Mobilizing of resources through proposal writing, dinner and walks.	Personnel from SACDEP given the task to the initiative, 3 persons	500,000  500,000	Venue for T.T known and concluded.  Research agenda paper concluded.
3.2. Developing a training curriculum in Sustainable Agriculture for T.T	3.2.1 Consolidate key learning point of SACDEP experiences in community development training programmes and farmers experiences.  3.2.2 Enrich SACDEP lessons learnt and experiences on workable practices and use the same for curriculum development.	To produce a curriculum which is practical and workable fro responding to Sustainable Agriculture Principles for African Agriculture?	1 Working paper on leaning points by SACDEP. Re-Design, enrich and adopt the Sustainable Agriculture manual as a SACDEP training guide/tool.  An enriched 2 year Diploma course Curriculum	Form a curriculum development and review committee.  Hold 2 meetings per year on curriculum reviews.  Create a working document for use on learning points.	A budget of Kshs.2.5 million for meetings, survey and overall curriculum development and reviews for 5 years.	2,500,000	A curriculum is developed documented and published.  Curriculum is reviewed annually and documented.
3.3. Creation of a Research Agenda document.	3.3.1 Consolidate key learning points of SACDEP experiences, other institutions advocating Sustainable Agriculture and Government instituted policies on Research issues, enrich them and have them incorporated in development of a Research paper.	To conclude and publish Research components as planned.	2 Research agendas concluded and published.	Establish and stabilize a Research co-ordination unit with office and 2 staff.	Office facilities provided for Research personnel.	1,000,000	2 Research focus topics concluded annually and utilized to enrich Sustainable Agriculture Principles and approaches.

3.4. Legalize the Technical Training curriculum on matters of policies and technical quality requirements by Government and other relevant authorities.	3.4.1 Build linkages with relevant Government departments responsible for registration.  3.4.2 Link up with other colleges/universities offering Sustainable Agriculture both nationally and internationally to obtain relevant and effective granduands.	To produce and implement a curriculum acceptable Nationally and Internationally thereby ensuring both relevant and effective gradients.	Diploma course curriculum registered and approved and the Government and accredited by other authorities.  Letters of registration and MoUs are drawn between government, other authorities and SACDEP.	Hold meetings on he curriculum, disseminate, debate and agree on the final version.  Apply to Government for registration and accreditation.		1,000,000	1 Curriculum registered and approved by Government and accredited by other authorities.
3.5. Establishment of infrastructure and support facilities for T.TR & R	3.5.1 Consolidate infrastructure development plan running 5 years.  3.5.2 Implement plan on an annual basis.	To attain T.TR outputs as planned in terms of granduands annually.	4 lecture halls and 50 accommodation rooms  1 Administrative units	Construct and occupy 4 lecture halls and 50 accommodation rooms for trainees.  Construct support and administration units.	Kshs. 24 Million for halls and accommodation raised and invested.  Kshs. 3 Million for administrative and support facilities raised and invested.	24,000,000  3,000,000	4 lecture halls and 50 accommodation rooms built.  1 Administrative room built.
3.6. Identify and deploy personnel for T.T & R tasks.	3.6.1 Recruit and deploy personnel as trainers and Researchers.	To select, deploy and maintain qualified human resources.	Team of 6 trainers and researchers deployed and working.	Identify and carry out deployment activities for relevant personnel.	Kshs.3.5 Million annually for personnel maintenance.	3,500,000	6 Staff deployed and delivering results.
3.7. Develop criteria for trainee selection, admission and examination.	3.7.1 Consolidate ideas on the intended quality of graduates.  3.7.2 Undertake a review of the Sustainable Agriculture development needs (community, institutions, locally and internationally)  3.7.3 Establish the minimum requirement for admission on the certificate level and diploma level.	To produce competent granduands in Sustainable Agriculture.  To set standards for quality control.	A selection, administration and exam criteria is documented and published.  100 granduands produced and deployed annually and 400 in 5 years.	Develop a trainee selection criteria committee.  Hold meetings with institutions undertaking Sustainable Agriculture and borrow ideas on minimum requirements.  Develop a draft criterion and disseminate to other stakeholders for critiquing.  Produce final criteria and include it in the prospectus.	Kshs.300,000 annually for criteria committee meetings.  Human Resource  Stationery  Finances	300,000	A selection, admission and examination criteria committee and documentation in place

## ANNEX 2: ACTION PLANNING

ACTIVITIES	2006				2007				2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COMMUNITY AGRICULTURE PROGRAMME																				
Continue with current Training process for 5500 HH in:-	X	X	X	X	X	X	X	X	X	X	X	X								
Establish Training in FTE, AMSC for 5000 HH and youth	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Finance, identify venues and open the CIPs/RPAs.	X	X	X	X	X	X	X	X												
Undertake a consultative and documentation process	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Undertake actual training of farmers at 25%: 50%: 25% for SACDEP's programs portfolio	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Publish 2 articles per one year on technical aspects relevant to sustainable agriculture approaches in public newspapers 15 articles in 5 years.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Open and stabilize 10 Farmers Direct Organic Markets. (F-DOMs) at 2 per year	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Establish 10 organic RAPIs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Undertake training in Rural Savings and Credit dynamisms and have 50 RUSACS stabilized	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Undertake studies on local & national by-laws, policies and regulations that affect farmers' especially small holders.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Identify the priority issues and document them in 1 Implementation Focus (IF) paper.		X	X	X																
Take 1 local and 1 National issue Bi annually with farmers in a leadership position and have them concluded.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Document and publish results of concluded issues in terms of Sustainable Agriculture development.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Take up 2 international issues	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Attend to correspondence and meetings in order to maintain linkages and communications with existing networking institutions.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
-Periodically analyze and enter into new linkages with strategic networks	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Undertake 5 review meetings & decide on which networks to maintain.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Undertake 1 workshop per year on resource mobilization through submission of winning project proposals. 5 workshops in 5 years.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Hold 2 functions per year in local fundraising mechanisms (walks, dinners etc.)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Design 1 proposal per year and seek funding from SACDEP - Trust. 3 Projects funded in 5 years.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Build a Friends of SACDEP Network of individual fundraisers and funders.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Develop an in service training programme for IO professionals covering 1 year.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IO Students given internship training Total trained - 50	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Undertake a staff participatory process, develop and implement a qualitative database and Monitoring & evaluation tool.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Undertake the same for qualitative monitoring & evaluation tool	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
SACDEP TRUST																					
Writing proposals for funds towards construction work		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Rendering of services to clients and staff.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Sale of old equipment & linen.			X	X	X				X	X				X	X			X	X		
Construction of 30 hostel rooms in Thika.	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X
Purchase of ltruck for transport									X	X	X	X	X	X	X						
Construction of training halls in Thika& Kilimambogo		X	X	X	X	X	X	X	X	X	X										
Construction of a swimming pool.															X	X	X	X	X	X	X
Deposit Ksh. 60,000 / month to community development account						X	X	X	X	X	X	X	X	X	X	X					
Calling of proposals and selection of implementing partners.					X	X	X	X	X	X	X	X	X	X	X	X					
Funding of agro-income projects					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Design, document and use the HRM policy document		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Survey of market rates to be conducted.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Team building activities realized twice an year		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Participate in w/shops and exposure visits		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Staff recruitment		X	X	X	X	X	X														
Find out the regulations & undertake the necessary action			X	X	X	X															
Liaise with GOK and related authorities in mandatory payments.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Printing of stationery, shirts.			X	X	X	X	X														
Recruit liaison officer							X	X	X	X											
TECHNICAL TRAINING AND RESEARCH																					
Hold 5 meetings with internal and external collaborators of TTR			X	X	X	X	X														
Hold 3 meetings with Research institutions			X	X	X	X	X														
Mobilizing of resources via dinners, walks etc			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Form a curriculum development and review committee				X	X	X	X														
Hold 2 meetings on curriculum review per year				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Develop a training curriculum in SA for research				X	X	X	X														
Establish a research coordinating unit				X	X	X	X	X													
Legalize / accredited TTR programmes			X	X	X	X	X	X	X	X	X										
Construction of 4 lecture halls & 50 accommodation units				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Identify and deploy personnel for TTR tasks				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Develop a criteria for trainee selection committee			X	X	X	X														
Consult other SA trainers on minimum requirements			X	X	X	X	X	X	X	X										