



# Policy and Markets Options

COMPANY PROFILE





# ABOUT US

We are a forward-thinking organization committed to transforming Kenya's SME landscape by advancing sustainable food systems, fostering climate-smart practices, and strengthening market systems. Through strategic partnerships with government and non-governmental agencies, we champion policy development, promote enterprise growth, and enhance monitoring, evaluation, and research frameworks. Our work empowers micro, small, and medium enterprises; smallholder farmers; women; and youth to thrive in competitive markets while driving resilience and sustainability.



## OUR VISION

Resilient and inclusive markets that ensure food security, environmental sustainability, and community empowerment.

## OUR MISSION

To catalyze sustainable development by promoting inclusive markets through sustainable and innovative practices and impactful policies.



## OUR CORE VALUES

Our work is guided by our core values: integrity, excellence, attention to detail, inclusion, and collaboration.

# OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT

Our work is structured around four core thematic areas that are pivotal to transforming Kenya's development achieving sustainability, resilience, and inclusivity.



## **Sustainable Food Systems (Climate Adaptation and Resilience)**

The focus is on fostering agricultural practices that are both environmentally sustainable and resilient to the impacts of climate change.

Our efforts aim to tackle food security and food safety challenges by promoting climate-smart agriculture, enhancing food safety standards, and minimizing food loss and waste.

By encouraging sustainable farming techniques, we aim to contribute to long-term productivity and ecological balance, empowering communities to adapt to climate variability.



## **Market Systems and Enterprise Development**

The emphasis is on cultivating inclusive and efficient market systems that link smallholder farmers and other stakeholders to economic opportunities.

Through enhanced enterprise development, PMO empowers smallholder farmers, particularly women and youths, to commercialize their enterprises and farming activities.

This approach involves strengthening value chains, improving market access, and offering business development support to promote profitability and competitiveness in both local and global markets.





## Monitoring, Evaluation, and Research

Emphasizing the value of data-driven decision-making and accountability, this focus area prioritizes the establishment of robust systems for research to ensure programs deliver measurable results.

Research serves as a cornerstone, identifying emerging challenges, crafting innovative solutions, and guiding policy and practice.

These efforts enhance the impact and efficiency of interventions.



## Policy Development and Influencing

Effective policies are fundamental to driving sustainable transformation.

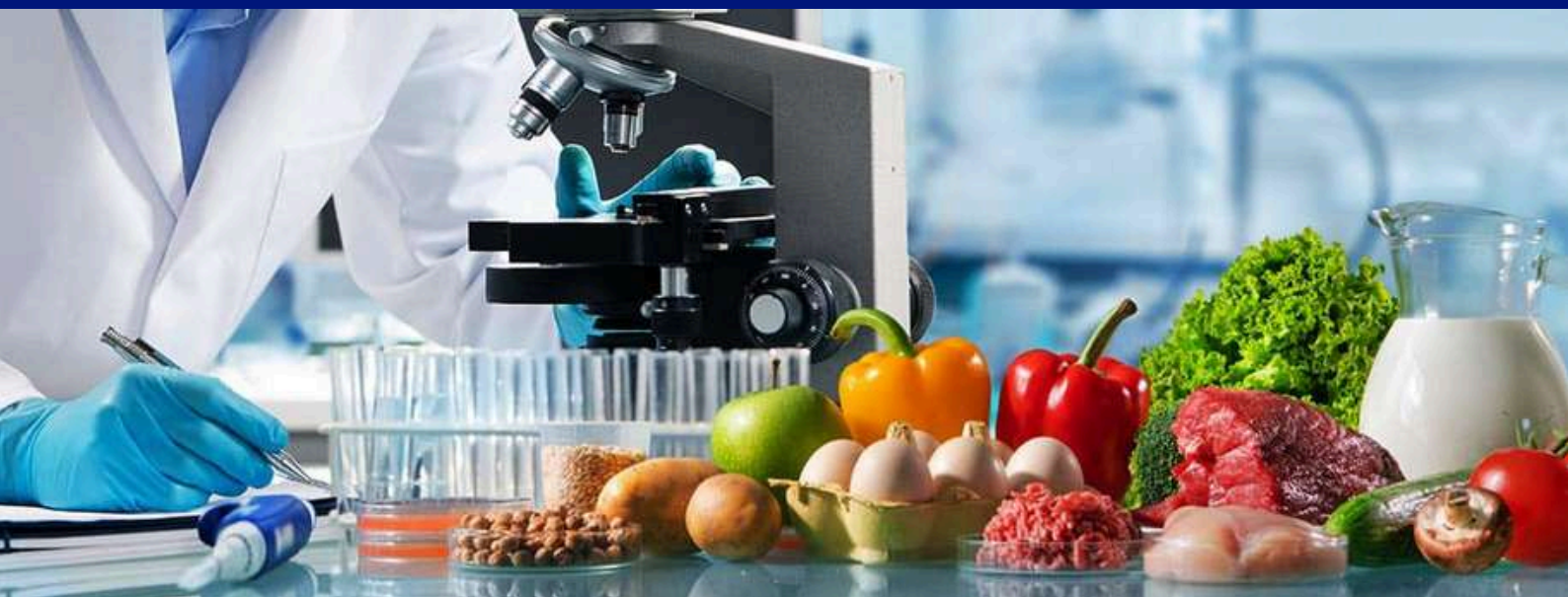
Under this theme, we collaborate with governmental and non-governmental stakeholders to create and influence policies that promote food safety, climate resilience, and inclusivity and an enabling environment for all actors in food value chains.

This includes addressing legislative gaps, advocating for supportive regulations, and building frameworks that empower smallholder farmers, women, and youth to thrive.

# INTERVENTIONS BY THEME

Our thematic approach strengthens Kenya's food system. Through targeted projects and partnerships, we tackle challenges across four key areas: sustainable food systems, monitoring, evaluation, and research, policy development and influencing, and market systems and enterprise development. Here's an overview of our interventions within each theme.

# THEME 1: SUSTAINABLE FOOD SYSTEMS (CLIMATE ADAPTATION AND RESILIENCE)



## Strategic Sector Cooperation Program on Productivity and Food Safety Program in the Horticulture and Livestock Sectors

From July 2017 to December 2025, the Strategic Sector Cooperation (SSC) Program for Food has focused on advancing food safety, enhancing quality, and building capacity in Kenya's horticulture and livestock sectors, with particular attention to controlling residues and contaminants. Funded by the Embassy of Denmark and supported by the Danish Veterinary and Food Administration, the program has implemented two projects aimed at improving food safety standards and regulatory compliance in both sectors.

The horticulture project involved supporting five horticulture-producing cooperatives and a horticultural exporter to meet quality and safety standards, while the livestock project worked with four dairy processors to align with new government regulations. Key deliverables include aiding national regulatory agencies (Central Competent Authorities (CCAs)) in establishing a training program for inspectors. This program utilizes a risk-based approach guided by ten principles of inspection, designed and endorsed under this initiative. Additionally, the SSC Program supported the formation of a multi-annual national control plan on food safety through a national steering committee.

Other efforts in the program included collaborative work with three dairy processors and one horticulture cooperative to create food safety interventions across these value chains. Specifically, the program selected a horticulture cooperative in Nyandarua County to lead food safety improvements, establishing contract farming schemes and linking farmers to markets. Comprehensive training was provided to farmers on enhancing productivity, quality, and safety, including meeting global standards. Finally, the program facilitated the creation of two national technical committees (one for livestock and one for horticulture) composed of ministry officials and representatives from competent authorities to streamline food safety coordination at a national level.



## **Green Finance for Youth Employment (GFYE): Business Development Services for Youth Agri-MSMEs**

From March 2026 to December 2027, we are implementing the Green Finance for Youth Employment (GFYE) project in Busia, Nandi, Siaya, and Kisii Counties in partnership with Cordaid. The project aims to strengthen youth-led and youth-employing agricultural micro, small, and medium enterprises (Agri-MSMEs) by improving their business management capacity, access to finance, and adoption of green and sustainable business practices.

The project supports 127 youth agri-MSMEs operating within smallholder agricultural value chains through tailored business development services. Our work includes enterprise identification and assessment, capacity needs analysis, development of customized training programmes, entrepreneurship and financial literacy training, coaching and mentorship, market linkage facilitation, and support in developing bankable business plans and proposals.

We also collaborate with financial institutions and other partners to improve access to green financing opportunities and support eligible youth enterprises to access the Youth Incentive Fund and other financial products. By promoting climate-smart agriculture, environmental sustainability, gender equality, and youth inclusion, the project equips young entrepreneurs with the skills, knowledge, and resources needed to strengthen their enterprises, access investment opportunities, create employment, and contribute to sustainable agricultural value chain development.





## **Rural Kenya Financial Inclusion Facility (RK-FINFA): Business Development Services for Agri-MSMEs**

From November 2025 to December 2027, we are implementing the Rural Kenya Financial Inclusion Facility (RK-FINFA) project in Kisii, Nandi, Busia, and Siaya Counties in partnership with Cordaid. The project seeks to strengthen agricultural micro, small, and medium enterprises (Agri-MSMEs) by improving financial inclusion, business performance, and participation in agricultural markets.

The project supports 381 Agri-MSMEs through a structured business development programme that includes enterprise assessments, value chain analysis, customized capacity building, mentorship, coaching, and leadership development. We provide training on financial literacy, business planning, market access, project management, sales and negotiation skills, gender-responsive enterprise development, and green business practices. In addition, we support enterprises to develop investment-ready business plans and improve engagement with financial institutions and market actors.

Through strengthened business management capacity, improved access to finance, enhanced market linkages, and the integration of climate-resilient and inclusive approaches, the project contributes to enterprise growth, increased productivity, and stronger rural agricultural value chains.





## **Green Finance for Youth Employment (GFYE): Capacity Building of Rural Youth on Entrepreneurship and Green Investment Practices**

From November 2025 to December 2027, we are implementing the Green Finance for Youth Employment (GFYE) programme across Embu, Kirinyaga, Machakos, Meru, Nakuru, Nyeri, and Tharaka Nithi Counties in partnership with AGRA. The programme focuses on equipping rural youth with entrepreneurship, financial management, and green investment skills that support sustainable enterprise development and improved livelihoods.

The initiative targets 4,000 rural youth organized in groups and includes youth group identification, capacity needs assessments, development of customized training materials, and delivery of tailored business development services. We provide training, mentorship, and coaching on entrepreneurship, financial literacy, business planning, savings and investment, cash flow management, loan management, access to financial services, and environmentally sustainable business practices.

Working closely with partner financial institutions, we support youth groups to understand available financial products, develop bankable business plans, and improve access to financing opportunities. The programme also promotes climate resilience, environmental sustainability, gender equality, disability inclusion, and youth empowerment. Through these interventions, young people are better equipped to establish viable enterprises, increase their incomes, and contribute to the growth of local economies.





## Integrated & Climate Smart Innovations for Agro-Pastoralist Economies and Landscapes in Kenya's ASAL project (ICSIAPL)

From August 2021 to September 2022, the Integrated & Climate Smart Innovations for Agro-Pastoralist Economies and Landscapes in Kenya's ASAL project (ICSIAPL) focused on strengthening smallholder Producer Organizations (POs) in arid and semi-arid regions. The project aimed to enhance climate resilience and economic sustainability through tailored governance, management, and service delivery models.

Key interventions included the development of commercially viable service models that provided POs with critical inputs and services such as agrovet supplies, forage seeds, and extension support. An embedded extension services model was introduced to scale best practices in forage variety, pasture management, and conservation. Linkages were facilitated between POs and suppliers, including forage producers and financial institutions, to expand access and market reach. Special attention was given to empowering women and youth groups with viable business propositions in the livestock and forage sub-sectors, supported by Business Development Services (BDS).

Practical training was delivered through forage demonstration plots established in collaboration with county governments, local partners, and selected POs. These plots, along with field days and exchange visits, served as platforms for skills transfer and showcasing improved forage varieties. BDS support also focused on governance and financial management, ensuring POs and service providers were equipped for sustainable operations. Partnerships with industry players such as seed suppliers, fodder producers, and milk processors were fostered to build inclusive and durable business relationships.

Through its integrated approach, ICSIAPL promoted climate-smart and economically sustainable practices, fostering resilience and productivity among agro-pastoral communities in Kenya's ASAL regions.



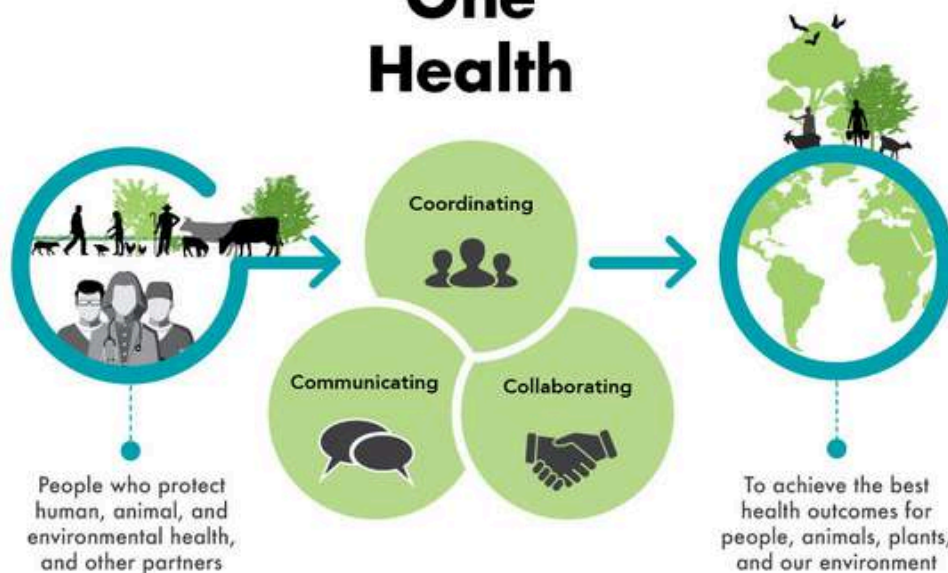
## Kenya Climate Smart Agriculture Program

The Kenya Climate Smart Agriculture Program, a five-year initiative funded by the World Bank and implemented through county governments, focused on enhancing climate resilience and productivity among farmers. From June 2019 to July 2021, PMO was contracted by Tharaka Nithi County to manage the livestock component of the program, providing farmers with the training and resources needed to adopt climate-smart practices and innovative agricultural techniques. Our efforts began with organizing and forming farmer groups to create a collaborative network for sharing knowledge and best practices. Through these groups, we supported farmers in developing proposals aimed at securing funding for projects that would improve productivity and integrate climate-smart solutions into their operations.

In partnership with the International Center for Tropical Agriculture (CIAT), we introduced high-yield, protein-rich fodder varieties with high digestibility, designed to boost livestock productivity while reducing greenhouse gas emissions. To further promote sustainability, we trained farmers on biogas installation, offering them a clean energy source derived from agricultural waste, which also contributed to waste reduction. Additionally, we implemented a robust monitoring system to track the farmers' progress, evaluating both productivity improvements and the adoption of new technologies. These comprehensive training and monitoring efforts helped farmers improve the quality and efficiency of their livestock practices, contributing to a more sustainable and resilient agricultural landscape in Tharaka Nithi County.



# One Health



ZoNoH - Putting One Health into action: Preventing zoonoses in Kenya by fostering collaboration in the food system The ZoNoH project, "Putting One Health into Action: Preventing Zoonoses in Kenya by Fostering Collaboration in the Food System," was a collaborative initiative between Wageningen University & Research and Transdisciplinary Consulting Limited. Running from July 2023 to April 2025, ZoNoH aims to strengthen the capacity of two Kenyan County One Health Units (COHUs) to better manage zoonotic diseases within their food systems. By fostering collaboration and building the operational capacity of these COHUs, the project sought to prevent future pandemics by creating a more resilient and interconnected approach to health and food safety. As a contracted partner, we supported the development and coordination of ZoNoH's services in Kenya, particularly at the county level. Our responsibilities included facilitating on-the-ground field activities and ensuring that local One Health Units are equipped with the necessary tools, training, and data to implement and manage effective zoonotic prevention strategies. Through these efforts, the ZoNoH project aimed to build a robust, proactive response framework within Kenya's food systems, supporting both human and environmental health for long-term resilience



## Mennonite Economic Development Associates of Canada (MEDA), Leveraging Equality for Gender-Inclusive Economic Development (LEGEND)

As part of the LEGEND Project, we supported the economic empowerment of Small and micro enterprises (SMEs) in four counties—Mombasa, Kwale, Kilifi, and Taita Taveta. Our efforts targeted a minimum of 80 SMEs operating within the aquaculture, poultry, and horticulture value chains, adhering to the project's eligibility criteria.

A comprehensive needs assessment was conducted to prioritize the selected SMEs, enabling the design of tailored improvement packages. These market-driven business development services (BDS) addressed critical areas such as access to finance, markets, supply chain management, technology advancement, product development, investment readiness, human resources policy, gender mainstreaming, and environmental sustainability.

By providing these tailored services, we strengthened the SMEs' operational capacity and competitiveness, while fostering functional linkages to financial institutions and markets.



# COLEAD-NexT Kenya Programme

PMO, in collaboration with COLEAD, has implemented several initiatives to improve food safety and reduce food loss and waste across Kenya's value chains. Below is a summary of the key undertakings:

## Enhancing Food Waste Management in the Retail Sector

PMO supported RETRAK in reviewing and evaluating existing practices for managing food waste in fruits and vegetables within the retail sector. This initiative also aimed to promote food redistribution efforts.

## Training for Smallholder Farmers and Extension Staff

In November and December 2023, PMO organized and facilitated a training program for extension staff and lead farmers of Aberdare Plateau Horticulture Company (APHC). The program included coaching a Kenyan expert to equip smallholder producers with bookkeeping skills and cost-benefit calculations. Activities included preparing and delivering training workshops, conducting a bookkeeping exercise with out-growers, building internal capacity, facilitating feedback sessions, and providing final reports to COLEAD.

## TOT Training for HCD Inspectors

PMO conducted a training program for HCD inspectors to enhance their communication of inspection practices and ensure adherence to regulatory and market standards. The initiative involved reviewing current inspection practices and horticultural export trends for crops such as avocado, mango, beans, peas, and pepper.

A detailed training curriculum was developed, and 20 trainees were selected based on their profiles. The program included a five-day workshop focused on SPS standards and communication. Additionally, PMO assisted HCD in creating communication Standard Operating Procedures (SOPs) and compiled a comprehensive training report in the COLEAD format.





### **Communication Strategy for the Pest Control Products Board (PCPB)**

From March to August 2023, PMO collaborated with the Pest Control Products Board (PCPB) to design and implement an enhanced communication strategy. This involved drafting a comprehensive communication policy and strategic plan, conducting a sensitization workshop on media relations for senior staff, and building the capacity of PCPB's management and PR teams to effectively address communication challenges.

### **Strengthening Stakeholder Communication for KEPHIS**

Between August and November 2022, PMO collaborated with KEPHIS to enhance its communication dynamics with stakeholders. The initiative included conducting a communication assessment to identify gaps and needs, developing a tailored training curriculum for management on media relations, and organizing Training of Trainers (TOT) sessions for departmental heads to strengthen workplace communication skills.

### **Mapping Fresh Produce Food Losses**

From March to May 2022, PMO supported RETRAK in mapping food losses for fresh produce among four of its members. This effort involved hosting a sensitization workshop in partnership with the Rockefeller Foundation, conducting a study on food loss and waste in retail markets, and proposing a food redistribution strategy. The initiative resulted in RETRAK partnering with the Ministry of Health to develop food redistribution guidelines in collaboration with food recovery organizations.

### **Food Safety Workshop for Retailers**

In February and March 2022, PMO organized a sensitization workshop on food safety for RETRAK members. The workshop involved preparing tailored presentations and programs aligned with assignment objectives managing logistical arrangements, producing a detailed workshop report with a participant list, and conducting a final debriefing with RETRAK to discuss recommendations and plan the next steps.

## THEME 2: MARKET SYSTEMS AND ENTERPRISE DEVELOPMENT

### National Youth Opportunities towards Advancement (NYOTA) Project: Business Development services for youth Entrepreneurs

From October 2025 to December 2027, we are implementing the National Youth Opportunities Towards Advancement (NYOTA) Project in Nyeri, Meru, and Isiolo Counties. The project aims to enhance the employability, entrepreneurship, and economic participation of vulnerable youth through a comprehensive business development services programme.

Our role includes reviewing and adapting business development curricula, developing youth-friendly training packages, designing mentorship frameworks, and supporting the delivery of entrepreneurship and life-skills training. The programme combines business management, socio-emotional skills development, experiential learning, mentorship, and networking opportunities to help young people build the confidence and practical skills needed to start and grow sustainable enterprises.

We also recruit and train trainers and mentors, pilot innovative training approaches, and support youth beneficiaries to develop fundable business plans and viable enterprise ideas. Through structured mentorship and networking opportunities, participants gain access to guidance, information, and business development support that strengthen their transition into entrepreneurship and self-employment.





## **Consultancy Services for the Provision of Business Development Services for AgriGRADE**

From October 2024 to December 2026, PMO has been providing Business Development Services (BDS) to dairy cooperatives in Meru County under the AgriGRADE Programme to improve operational efficiency, enhance bankability, and strengthen their ability to deliver value to their members. The assignment includes conducting cooperative assessments, developing tailored technical assistance (TA) plans based on assessment findings, strengthening gender-responsive organizational structures, and delivering customized technical assistance in access to finance, market linkages, and organizational capacity development to improve the competitiveness and sustainability of the dairy cooperatives.





## MARKET SYSTEMS AND ENTERPRISE DEVELOPMENT

### **2SCALE, Incubating Inclusive Agribusiness: Business Support Service Provider to support the dairy partnership between KDPL and 2SCALE in Nyeri**

Over a five-year period, PMO served as the business support service provider for the 2SCALE dairy partnership between Kieni Dairy Products Limited (KDPL) and 2SCALE in Nyeri. The project aimed to build the capacity of smallholder dairy farmers to increase productivity, enhance milk quality, promote climate-smart practices, and establish sustainable agribusiness systems, with a strong focus on gender and youth inclusion.

To support smallholder farmers, PMO focused on enhancing production and integrating climate-smart practices. Through strategic partnerships with key stakeholders, including the county government, development partners, financial institutions, private sector service providers, and input suppliers, sustainable interventions were delivered using the Agri-Business Cluster (ABC) model. These efforts resulted in the establishment of over 100 lead and training farms to demonstrate and disseminate best practices to farmers.

A member-led feeds alliance was formed, comprising more than 1,000 fodder producers, to address perennial fodder shortages and ensure a stable feed supply for dairy farming. Additionally, sustainable and farmer-friendly financing models were developed through partnerships with financial institutions, improving access to credit and enabling smallholders to invest in their enterprises. The governance and financial management capacities of KDPL and its seven affiliate cooperatives were also enhanced through tailored training and coaching programs.



## **Kenya Market-Led Dairy Program (KMDP): Dairy Value Chain Development and Business Development Advisory Services**

From January 2014 to December 2019, we partnered with SNV Kenya in implementing the Kenya Market-Led Dairy Program (KMDP) across five counties. This initiative aimed to strengthen dairy cooperatives, enhance operational efficiencies, provide valuable services to their members, and promote sustainable practices throughout the dairy sector. Our key interventions included the establishment of learning farms, support in the adoption of fodder preservation technologies, such as silage making, and delivery of training and coaching programs to improve governance and financial management capacities.

## **Kenya Semi-Arid Livestock Enhancement Support (K-SALES) Project**

The K-SALES project was a three-year initiative focused on strengthening the livestock sector in arid and semi-arid areas. Our role involved mobilizing and organizing livestock producers while providing targeted capacity-building support. We worked closely with livestock cooperatives to improve productivity and enhance access to markets, equipping them with the skills and knowledge needed to thrive in challenging environments.

## **Capacity development of youth in fodder value chain services**

Through the Kenya Crops and Dairy Market Systems Activity (KCDMS) implemented by RTI, we trained and supported over 110 youth in Western Kenya to establish fodder service provision enterprises. This initiative aimed to enhance productivity within the target areas by equipping young entrepreneurs with technical skills in commercial fodder production and business development. The program focused on building the capacity of youth to deliver high-quality fodder value chain services, enabling them to create sustainable businesses.



## **Technoserves, Commercial Agriculture for Smallholders and Agribusiness (CASA)**

Under the one-year CASA initiative, we partnered with TechnoServe to organize, engage, and maintain farmer groups within the coconut value chain in collaboration with a commercial partner. Our goal focused on building sustainable structures to support farmer group development and enhancing the internal capacity of the commercial partner's team to establish and manage farmer groups effectively.

### **CASE-OVC: Supporting caregivers of orphans and Vulnerable Children to understand and embrace market-based solutions**

Between May and October 2019, we played a crucial role in the Comprehensive Assistance, Support, and Empowerment for Orphans and Vulnerable Children (CASE-OVC) project, implemented by Christian Aid. This initiative aimed to address the socio-economic challenges faced by OVC households across 18 counties by strengthening household economic capacity, delivering direct services to children and caregivers, and enhancing the formal and informal systems supporting OVC welfare.

Our focus was on empowering caregivers, predominantly women, to adopt market-based solutions within value chains such as poultry, livestock, green grams, onions, and indigenous vegetables. Through training and support, caregivers learned to produce and sell these products in local markets, leading to increased incomes, ultimately improving the livelihoods of vulnerable households and contributing to the long-term welfare of OVCs.





## THEME 3: MONITORING, EVALUATION, AND RESEARCH

### Needs Assessment and Design of the Distributed Renewable Energy Ecosystem Model (DREEM) Hub-and-Spoke Framework for the Kenya Climate Innovation Centre (KCIC)

Funded by the Mott Foundation, this project addresses climate change by promoting renewable energy adoption to reduce greenhouse gas emissions. Our work focused on developing the DREEM Hub-and-Spoke Model for the Kenya Climate Innovation Centre (KCIC) by conducting a detailed needs assessment and designing a framework for its effective implementation. The project centered on analyzing the dairy and horticulture value chains to identify specific needs, challenges, and existing solutions. This assessment emphasized integrating renewable energy technologies to:



The insights gained were instrumental in structuring the DREEM Model, ensuring it was tailored to address critical gaps and promote renewable energy solutions. By partnering with KCIC, we aimed to establish a scalable and impactful framework that advances Kenya's climate resilience and fosters long-term environmental sustainability.

## **Impact Study on the Partnership between the Danish Embassy in Kenya and MESPT**

In September and October 2024, we conducted an Impact Study on the Partnership between the Danish Embassy in Kenya and the Micro-Enterprise Support Program Trust (MESPT). This study evaluated the effectiveness and outcomes of Danish Embassy-supported programs implemented through MESPT, with a focus on transformative impacts across multiple dimensions. The assessment highlighted significant contributions to employment creation, with MESPT initiatives aimed at generating productive and decent jobs, particularly in the agricultural sector, to combat poverty and inequality. Farmer livelihoods saw substantial improvement through targeted interventions addressing income generation, food insecurity, and social vulnerabilities.

In the area of access to finance, MESPT's programs leveraged wholesale lending to provide affordable credit to farmers and MSMEs, coupled with capacity-building efforts for financial institutions. The study also emphasized the organization's commitment to inclusion, with focused support for women, youth, and marginalized groups. MESPT's enterprise development efforts centered on fostering the growth of micro, small, and medium-sized enterprises (MSMEs), promoting sustainability and economic advancement. Climate change mitigation was a key theme, with innovative practices embedded in agricultural programs to enhance resilience and reduce environmental impacts.

The study further explored policy changes, unintended impacts, and innovative practices stemming from MESPT's initiatives, capturing the breadth of its influence across 30 counties. By evaluating these dimensions, the impact study provided actionable insights to strengthen the partnership's future programs and maximize their benefits for Kenyan communities.

## **Sector Market Analysis for Accelerator Program Funded Applied Value Group**

Between August and September 2024, we conducted a sector market analysis for the accelerator program funded by the Applied Value Group. This in-depth study aimed to uncover insights across multiple dimensions of market dynamics and provide actionable recommendations for strategic decision-making. The analysis focused on nine key areas: market size, growth trends, consumer behavior, supply chain dynamics, competition, regulatory environments, technology trends, growth opportunities, and stakeholder roles. By examining these aspects, we identified critical challenges and potential market entry strategies, including partnerships and product diversification.

Special attention was given to buyer requirements, value chain positioning, and the scalability of value chain actors, with an assessment of processing levels within the chains. To further clarify market opportunities, we conducted detailed value chain mapping, which highlighted gaps and the specific roles Hand in Hand members could play in addressing them.

The final deliverables included a comprehensive report, an executive summary, presentation slides, and access to the raw data collected during the research. These outputs equipped stakeholders with a clear understanding of market dynamics and actionable strategies for growth, ensuring informed and effective engagement within their targeted sectors.

## **De-Risking, Inclusion, and Value Enhancement of Pastoral Economies (DRIVE): Capacity Needs Assessment for Livestock Sector Cooperatives in ASAL Counties**

From April to July 2024, we collaborated with the Ministry of Agriculture and Livestock Development on a consultancy for the World Bank-funded DRIVE project. This initiative focused on conducting a comprehensive capacity needs assessment for cooperatives within the livestock sector across 21 Arid and Semi-Arid Lands (ASAL) counties. The project sought to identify critical gaps and opportunities to strengthen cooperatives, ultimately enhancing their role in boosting pastoral economies.

Our work centered on key livestock value chains, including beef, goat, sheep, fodder, hides and skins, and camel products. The findings from the assessment culminated in a validated capacity assessment report, which outlined key gaps in the sector. Based on these findings, we proposed a model to address the identified challenges.

## **Pre-Investment Technical Assistance on Kenya Climate Ventures Limited's Potential Investee Company**

Between March and August 2024, we provided Pre-Investment Technical Assistance for Kenya Climate Ventures Limited (KCV) to assess the viability and potential of a prospective investee company. This initiative aimed to align enterprise operations with green transition principles and climate adaptation while identifying transformative opportunities for agriculture in the target region.

A detailed report identifying key entry points and investment opportunities for productive water use, with a strong emphasis on gender inclusion, youth engagement, and climate-smart adaptations, was the primary output of this assignment. This comprehensive pre-investment technical assistance provided a roadmap for KCV to foster impactful investments, promoting resilience, sustainability, and economic growth in Kenya's agricultural sector.



## **Feasibility study on post-harvest losses in the Horticulture and Grain Sectors in Kenya: fostering collaboration in the food system**

Between November 2020 and January 2021, we conducted a Feasibility Study on Post-Harvest Losses in the Horticulture and Grain Sectors in Kenya, commissioned by the Embassy. This study aimed to identify challenges and opportunities in managing post-harvest losses, focusing on perishable horticultural products and grain storage, specifically maize.

Our approach combined fieldwork with extensive desktop research to provide a comprehensive analysis. For the horticulture sector, we examined both the formal and informal markets, evaluating existing practices and identifying gaps in post-harvest handling and storage. This analysis highlighted the need for efficient systems to minimize spoilage and improve product quality.

In the grain sector, particularly maize, we assessed current harvest and storage options, identifying solutions to reduce losses during these critical stages. The study emphasized the importance of adopting scalable and cost-effective strategies to address the inefficiencies contributing to high levels of post-harvest loss.

The findings of this feasibility study provided actionable insights and recommendations to improve post-harvest management systems, contributing to greater food security and economic sustainability within Kenya's horticultural and grain value chains.

## **GAIN's Marketplace for Nutrition Foods: Supporting Small Businesses with Market Entry Strategies for BoP Consumers**

As part of GAIN's Marketplace for Nutrition Foods initiative, we provided technical support to small businesses in developing effective market entry strategies targeting Base of the Pyramid (BoP) consumers. Our role encompassed conducting comprehensive needs assessments to identify gaps and opportunities, developing tailored business plans, and supporting these businesses in implementing robust route-to-market strategies.



## Evaluation of the state of business development services for farmer organizations in Kenya

Between May and June 2022, we conducted an Evaluation of the State of Business Development Services (BDS) for Farmer Organizations in Kenya. The objective of this assignment was to assess the BDS ecosystem and provide insights into its effectiveness and sustainability in supporting smallholder farmer organizations and agri-SMEs. The study began with a comprehensive identification and profiling of the types of BDS provided to farmer organizations. A particular focus was placed on core organizational development and capacity-building services, highlighting the range and relevance of offerings available to smallholder farmers and agribusinesses.

We examined how BDS service delivery is organized, evaluating the formats and approaches used, the quality of services provided and their associated costs. This analysis offered a clear view of the operational dynamics of BDS providers and the accessibility of these services to their target audiences. Our assessment also identified strengths and weaknesses within the BDS ecosystem, highlighting areas for improvement and opportunities for innovation.

Additionally, we explored the sustainability strategies currently employed by BDS providers, assessing their capacity to maintain and scale service delivery effectively over the long term. Finally, we investigated perceptions around the independent institutionalization of a BDS Hub, offering recommendations on its potential to centralize and enhance service delivery within the ecosystem. This evaluation provided a detailed understanding of the current BDS landscape in Kenya, equipping stakeholders with actionable insights to strengthen support systems for smallholder farmer organizations and drive sustainable agricultural growth.





## Evaluation of Our Shared Interest: Ireland Kenya Agri-Food Strategy (PROJECT/PROGRAM)

Between April and August 2022, we conducted an evaluation of the Ireland Kenya Agri-Food Strategy: Our Shared Interest, providing an independent assessment of the strategy's achievements on behalf of the Irish Embassy. This evaluation aimed to determine the program's impact and offer recommendations for future initiatives. The assignment began with the development of an inception report, outlining the evaluation framework and approach. This was followed by a detailed literature review, offering context and insight into the strategy's objectives and implementation.

We designed comprehensive study tools and methodologies, ensuring a structured approach to data collection. Engagement with key stakeholders included interviews with Embassy staff and relevant Ministry of Foreign Affairs (DFA) colleagues at headquarters. Additionally, focus group discussions (FGDs) and key informant interviews were conducted to capture a wide range of perspectives. Data collection was systematic, utilizing robust methodologies to ensure accuracy and relevance. The analysis of this data formed the basis of a final report, which presented well-supported findings, clear conclusions, and actionable recommendations for the Embassy.

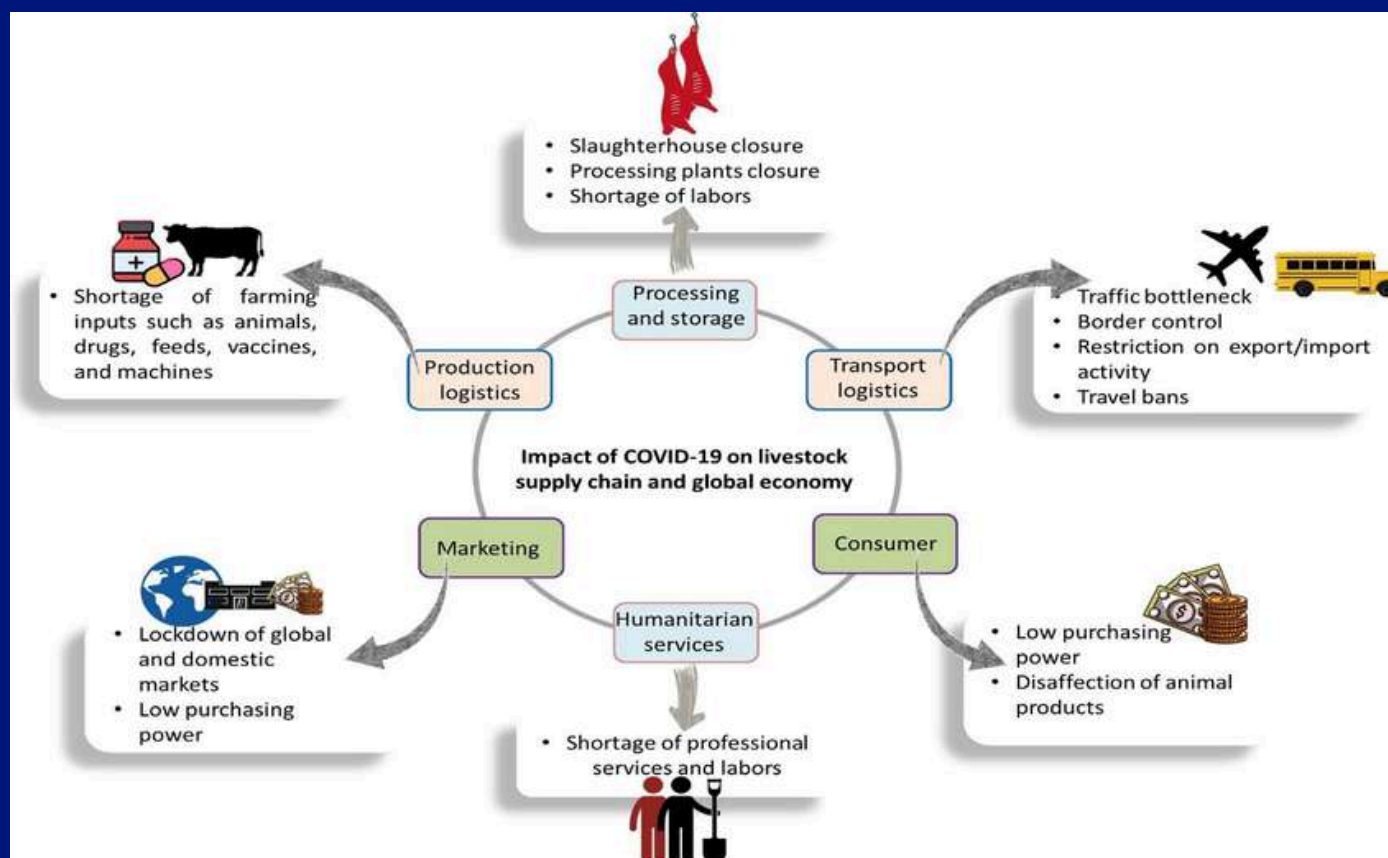
This evaluation not only measured the successes and challenges of the Ireland Kenya Agri-Food Strategy but also provided critical insights to guide future agri-food initiatives, strengthening Ireland's partnership with Kenya.



## Rapid Assessment of the impact of the COVID-19 crisis on the functioning of the livestock sector in Kenya

Between March 15 and May 15, 2021, we conducted a rapid assessment of the impact of the COVID-19 crisis on the functioning of the livestock sector in Kenya. This assignment focused on evaluating the pandemic's effects on the sector and identifying challenges to its functionality through a multi-stakeholder approach. The project involved close collaboration with sector-rooted partners, including platforms, institutions, and projects, ensuring the assessment was grounded in practical insights. Frequent communication and engagement with these stakeholders were critical to gathering and validating sector information.

This rapid assessment offered a comprehensive overview of the COVID-19 crisis's impacts, equipping stakeholders with the information needed to address challenges and enhance resilience within Kenya's livestock sector.



## End of Project Evaluation, Food for All Project Kenya (F4APK)

In November and December 2021, we conducted the End of Project Evaluation for the Food for All Project Kenya (F4APK). The evaluation focused on assessing the impact of program interventions on five cooperatives, with an emphasis on increased productivity, efficiency, technology adoption, and sustainability at both the farm and cooperative levels.

The evaluation aimed to provide a 360-degree analysis of all value chain players and project implementation partners involved with the cooperatives. This included examining how interventions transformed farmer and cooperative businesses, the ripple effects of these changes, and the overall sustainability of the business ecosystems influenced by the cooperatives' models.



### Impact evaluation of the Kenya Market-Led Dairy Supply Chain project in Kenya

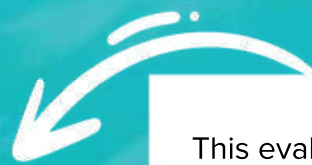
From November 2021 to February 2022, we conducted the Impact Evaluation of the Kenya Market Led Dairy Supply Chain Project, providing a comprehensive assessment of the program's outcomes and its influence on the dairy sector in Kenya. This evaluation employed both quantitative and qualitative methodologies to ensure a holistic understanding of the project's impact.

A household survey captured detailed data on the experiences and outcomes of participating farmers, while focus group discussions (FGDs) engaged program participants in deeper conversations about their challenges and successes. Additionally, we conducted key informant interviews with a diverse range of stakeholders, including community elders, government officials, and private sector actors.

The evaluation was further enriched by a thorough review of project progress documents, such as baseline data, follow-up monitoring reports, rapid assessments, project work plans, and mid-term evaluation (MTE) reports.

These reviews provided critical context and benchmarks for assessing impact. During field visits to project sites, direct observation allowed us to validate findings and gain insights into the project's on-ground implementation.

By combining these approaches, the evaluation delivered a nuanced understanding of the project's outcomes. It highlighted areas of success, identified challenges, and provided actionable recommendations to the donor and other stakeholders.



This evaluation has contributed to shaping strategies for enhancing the efficiency, productivity, and sustainability of Kenya's dairy supply chain.

## Detailed Aquaculture Value Chain Assessment for the Aquaculture Business Development Programme (ABDP), Kenya

Between June and August 2021, we conducted a detailed aquaculture value chain assessment for the Aquaculture Business Development Programme (ABDP) in Kenya.

This comprehensive evaluation spanned 15 counties, focusing on identifying constraints and opportunities within the aquaculture value chain while providing actionable recommendations for targeted investments.

Our activities began with value chain mapping and analysis, specifically addressing the production, post-harvest practices, and value addition for key species such as Nile tilapia, African catfish, and rainbow trout.

The analysis encompassed several critical aspects. Production analysis evaluated yield, input efficiency, and farming practices for each species. Income distribution assessments examined the economic benefits shared among stakeholders within the value chain. The study also analyzed current harvest and post-harvest practices, pinpointing areas for improvement.

Additionally, a gross margin analysis was conducted to determine the profitability and financial viability of existing aquaculture practices. The study extended to a market assessment, exploring access to inputs, processing facilities, transportation networks, and other critical market services.

We also analyzed the accessibility of financial products for aquaculture farmers, identifying barriers and opportunities to enhance financial inclusion.

### OUTPUT/OUTCOME

Based on the findings, we developed a menu of potential investments for ABDP to finance, targeting high-impact areas such as improved value addition, processing, and market access. These recommendations were compiled into a detailed value chain analysis report, offering insights into the entire aquaculture ecosystem.

This holistic approach has equipped ABDP with the knowledge and strategies needed to strengthen Kenya's aquaculture sector and drive sustainable development.



## THEME 4 : POLICY DEVELOPMENT AND INFLUENCING

### Enhancing Food Safety Coordination under the MESPT/AgriFI EU/DANIDA Program

Between July 2019 and September 2024, we provided extensive support to 13 counties under the MESPT/AgriFI EU/DANIDA-funded program to improve food safety coordination. This assignment encompassed several components aimed at addressing food safety challenges and strengthening institutional frameworks.

#### Identification of Food Safety Legislative Gaps

This component involved a thorough review of existing food safety legislation at both national and county levels, aimed at identifying gaps and recommending solutions to address food safety challenges. The primary gap identified was the lack of adequate coordination among food safety agencies and regulators—both horizontally between agencies and vertically between the national and county governments. To address this issue, the report proposed the development of legislation to enhance inter-agency coordination and streamline communication between national and county governments.

#### Establishment and Capacity Building of County Food Safety Coordination Committees (CFSCCs)

The policies and bills proposed the establishment of CFSCCs to enhance food safety management at the county level. We facilitated the formation of these committees and provided comprehensive capacity- building support for effective coordination and resource mobilization, enabling the committees to execute their mandates effectively.



### **Development of food safety policies and bills**

Based on the recommendations from the legislative gap analysis, PMO supported MESPT in the development of food safety policies and bills for 13 counties, aligning with national legislative frameworks. The process involved the formation of drafting committees, sensitizing them on food safety issues and the need for legislative frameworks, guiding the drafting of policies and bills, and conducting awareness sessions with the county cabinet and assembly to ensure understanding and support. Additionally, PMO assisted the national assembly processes to facilitate the passage of the policies and enactment of the bills.

### **Pilot to Improve Food Safety in Wet Markets through Innovative Management Models**

Another component of the food safety improvement initiative focused on wet markets, where we explored and piloted management models in five counties. These models included measures to enhance liquid and solid waste management, significantly improving hygiene and sanitation standards. Additionally, wet market management policies and bills were developed to institutionalize these improvements, and circular economy technologies were piloted to minimize waste.

### **Strengthening Agricultural Training Centers (ATCs) through ATVET Models and Semi-Autonomy**

This component focused on enhancing the capacity of ATCs to fulfill their mandates more effectively. Support was provided to incorporate Agricultural Technical and Vocational Education and Training (ATVET) models, enabling ATCs to improve revenue generation and utilization. To achieve this, legislation was developed to grant ATCs greater autonomy in managing and utilizing generated revenue, ensuring alignment with their core objectives.





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