

ORGANIZATIONAL PROFILE



POLICY AND MARKET OPTIONS

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Policy and Market Options Ltd

INTRODUCTION

Established in 2014, PMO has its offices in Nairobi, Kenya working in the East Africa Region. We work in agricultural value chains providing development consulting services and implementation of donor funded programs to facilitate effective market-oriented and private sector-led development; resilience building; organizational capacity development; entrepreneurship; and employment opportunities for all including youth and women.

We work in partnership with development organizations, international consulting firms, the private sector, and governments to deliver programs aimed at improving livelihoods, improving competitiveness, and building the resilience of communities.



Thematic areas

Inclusive Value Chains

Improved relationships between value chain actors and creation of an enabling environment through responsive policies is key to inclusivity. We employ market-based interventions aimed at strengthening value chains for improved incomes and livelihoods through increased productivity, improved service delivery and market access for smallholder farmers including youth and women. We create partnerships to increase the efficiency of supply chains, improve food safety, reduce food losses, and promote inclusive value chains that are profitable for everyone involved.



Our approach

Improved production of quality safe food. We provide technical assistance to enable small holder farmers improve their productivity. To achieve sustainability, we work with other value chain players through Agribusiness Cluster Model while employing climate smart practices for environmental sustainability.

Organizing and conducting training. We identify areas of training and develop simplified, illustrative training modules covering a wide range of training topics and conduct training

Thematic areas

Producer organization formation and strengthening. Access to high volume, high value markets require producers to meet market requirements both in terms of volume, quality, and safety. We do this through mobilization of farmers, building their capacity to increase productivity, improve quality and safety, produce aggregation and organizational capacity building. Organizational capacity includes developing and improving governance and financial management structures within the farmer organizations, business planning, strategic planning and linkages to markets and Business Development Services

Organized groups enjoy economies of scale in purchase of inputs, ability to negotiate better prices and services and can lobby for better policies and improved service delivery by governments.

Access to Markets and services. We work with producer organizations to conduct market assessment to identify and address bottlenecks in the supply chains. We then employ the necessary interventions to unlock the bottleneck and provide the necessary linkages to enable full exploitation of the market potential for the commodities produced.



Thematic areas

Enterprise Development

Adoption of entrepreneurship in a small holder economy is critical to wealth creation, job creation and economic development of a nation. We work with small holder farmers and producer organizations to lead them on a path of entrepreneurship as opposed to subsistence production.



Our approach

Value Chain Assessments. We conduct value chain assessments to identify gaps/constraints in value chains and help organizations to develop interventions that help them create value chain efficiencies and deliver most value for the least cost.

Market research and business planning. We undertake market research and develop go to market strategies and business plan for enterprises. In addition, we support implementation of the business plans and strategies to enable businesses operate profitably.

Improved enterprise governance. We work with enterprises to conduct organizational capacity assessments and develop capacity building programs including setting up governance and financial management structures, developing business plans, designing route to market strategies and strategic plans. We help them to establish the human resource required, develop job descriptions and support recruitment.

Thematic areas

Food Safety

Food safety is a major challenge in Kenya. Food for the domestic markets is to a large extent produced and distributed without sufficient hygiene provisions. Contamination levels and pesticide residues are not under sufficient control. The situation is worsened by legislation that is so fragmented that efficient enforcement is difficult. The strategies within the more than 10 central competent authorities dealing with food safety are not coordinated or realistic. We have supported food safety efforts at government level both County and National levels, private sector companies and producer organizations.



Our approach

Support Food Business Operators to adopt risk-based approaches to food control. We provide support to food business operators to develop and implement HACCP based systems to food control and quality-based payment systems especially for the dairy sector.

Creation of coordination mechanisms of food safety. We support Counties to establish Food Safety *Technical Committees comprised of regulators in food*. This facilitates coordination of food safety challenges and avoids duplication and lessens fatigue among food business operators.

Improved regulation and Food control. We support development policies toward creation of an enabling environment for businesses to thrive while establishing mechanisms in law for improved food control.

Research and Knowledge Dissemination

Our research offers the foundation for government policies and company decision making and investments. We conduct research on emerging technologies, implications of policy on investments and life patterns among others.



Our approach

Conducting and disseminating Research. We undertake research to influence strategy and policy development by governments and companies. The research findings are disseminated to stakeholders for decision making.

Project References

Inclusive Value Chains

Project title: Economies and Landscapes in Kenya ASAL (ICSIAPL)

Name of Client: SNV

SNV and KALRO have partnered with the County Governments of Taita Taveta, Narok and Kajiado to implement the Integrated & Climate Smart Innovations for Agro-Pastoralist Economies and Landscapes in Kenya's ASAL (ICSIAPL) action. The objective of the project is to apply research towards building more resilient and market-based solutions for improved forage production and livestock husbandry, through climate smart innovations and sustainable landscape management in the three Counties referred to above. The project aims to mainstream gender with a focus on women and youth and is market-led, acknowledging the role of private sector in the development of the livestock and forage value chain.

Our role include:

- a) Governance, management, and service models in smallholder Producer Organizations, in particular extension and other service models for enhanced fodder production/access and management in dairy/beef cooperatives, through the following activities to be assigned and delivered during the contract period and needs-based:
 - Developing commercially/economically viable service models for POs for input and service provision to their members (including e.g., agrovets, extension, forage seeds).
 - Setting up and rolling out embedded extension services model by POs (possibly supported by milk and meat processors), including for demonstration and upscaling of suitable forage varieties, good fodder and pasture management and conservation practices.
 - Linking Producer Organizations to input and service providers e.g., seed and feed suppliers, commercial forage producers, financial institutions, youth and women groups providing inputs and services such as hay and silage making.
 - Supporting women and youth groups in developing service packages and business propositions for the livestock and forage sub sectors and requisite BDS support (Business Development Services).
- b) Support improved productivity component through establishment of demo farms and farmer training
 - Supporting the project teams, POs and demo farmers in the establishment and management of forage demo plots in each County.
 - As part of this, skills based/on the job training and coaching the project's local support structures for the demo plot intervention, being amongst other demo-farmers, ToTs, representatives/farmers from producer organizations (POs), County Forage Demo Plot Coordinators, relevant County Government staff, representatives of local partner organisation and demo farmers.

Project references

- Together with the CTA coordinating with KALRO, CIAT, forage seed companies as regards their role in the demo plot intervention. Link seed companies to POs.
- Support organisation of field days and/or exchange visits/excursions to other Counties.
- Advise on a basic extension model for POs to scale up the demo plot intervention and the adoption of improved forages and prepare with the relevant project staff from SNV and KALRO and with the involvement of seed companies, CIAT and other relevant stakeholders

Project Title: Farming the Future

Name of Client: IPSIA

The Italian Agency for Development and Cooperation (AICS) financed the "Farming the Future (FtF) Sustainable value chains in agriculture for ASAL in Kenya". The program is coordinated by IPSIA in partnership with CELIM and Laikipia Permaculture Centre. The main objective of the project is to 'increase households' income and food security through improved management of natural resources. The project is working with 10 Women Self Help Groups with a total of 770 members under the aloe, opuntia and honey value chains.

PMO was contracted by IPSIA to facilitate the training of 770 beneficiaries which are members of 10 different Maasai women groups in Laikipia County. The training covered group dynamics, governance, leadership, financial management, budgeting, reporting, business development, conflict management and resolution, among others. The specific objectives of the consultancy were to:

- Develop training modules on the suggested areas and in other areas deemed important in improving the capacity of the groups.
- Develop a training plan for delivery of the modules.
- Train the members from the 10 women groups on:
 - Group dynamics, leadership governance, business development and conflict resolution.
 - Financial management for the representatives of the 10 groups.

Project Title: 2SCALE, Incubating Inclusive Agribusiness

Client name: IFDC/SNV

2SCALE is an incubator program that manages a portfolio of public-private partnerships (PPPs) for inclusive business in agri-food sectors and industries. 2 SCALE offers a range of support services to its business champions (SMEs and farmer groups) and partners, enabling them to produce, transform and supply quality food products. These products go to local and regional markets, including to base of the pyramid consumers. PMO has signed a contract with IFDC in Kenya to support implementation of the program in in Kenya. The project has a special focus on men and women with all outputs targeting 40% women and youth reach.

Our roles include:

Project References

- Provide technical assistance to producer organizations aimed at facilitating financial inclusion, improving productivity, gender and youth inclusion, organizational capacity support, (organizational capacity assessment, leadership and governance, business planning) and broader sector support.
- Identification and documentation of financial inclusion needs for farmers, cooperatives and other Agribusiness Cluster (ABC) actors, with a specific attention to women and the youth.
- Developing financial inclusion models/schemes/Proposals and their implementation
- Facilitating financing of models/Schemes/Proposals through training and linkages.
- Developing training material and training cooperatives, and lead farmers to offer financial management training to farmers, producer organizations/VSLAs, MSMEs and other ABC actors, including women and the youth. Developing criteria for engaging learning farms; identification and assessing of hosts for the learning farms and other ABC actors
- Developing and distribution farmer training material (posters, manuals, pamphlets etc.) adapted to the needs of farmers, including women and the youth.
- Monitoring and evaluation of performance of all ABC actors, learning farms and cooperatives
- Training, linking and exposing MSMEs (silage, hay experts, etc.) to manufacturers/distributors, service providers, financial institutions etc.; and facilitate acquisition of equipment.
- Developing and implementing a marketing model (branding etc.) for learning farms.
- Carrying out a study/assessment on cooperative sustainability (financial management, operations, structures etc.) and dissemination to relevant stakeholders.
- Exposing and training board and management of cooperatives on management and leadership, with a specific attention to women inclusion based on identified needs
- Developing sustainability documents (strategic plan, business plan, contracts, policies etc.) for the cooperatives
- Undertake monitoring and evaluation activities including writing and reviewing reports.
- Development and implementation of a subsector change initiative targeting improved access to fodder promoting fodder production targeting 1000 farmers with at least 5 acres and 10 farmers with 50 acres.

Project Title: Kenya Climate Smart Agriculture Program

Name of Client: Tharaka Nithi County

This is a 5-year World Bank Program implemented by County Governments. We have been contracted by Tharaka Nithi County to implement the Dairy Component of the program in the County. The program involves training of farmers on innovations aimed at improving productivity and adoption of climate smart practices.

Description of actual services provided within the assignment:

- Organization and formation of farmer groups
- Supporting farmers to develop proposals that respond to productivity and adoptions of climate smart practices for funding
- Partnered with CIAT to develop high yielding protein rich fodder varieties with high digestibility to address issues of GHG emissions

Project references

- Training farmers on biogas installation for clean energy
- Monitoring of farmers on productivity and adoption of new technologies
- Training farmers on improved productivity and quality.

Project Title: Kenya Market Led Dairy Program

Name of Client: SNV

The Kenya Market-led Dairy Programme (KMDP) was a 6-year programme funded by the Embassy of the Kingdom of the Netherlands. The overall goal of KMDP was to contribute to the development of a vibrant dairy sector with beneficiaries across the value chain. The program had three agendas one of which was to support small holder dairy production systems in the Counties towards increased productivity with a focus on feeding and fodder, dairy management practices and breeding among others.

Our tasks included:

- Supporting over 25 dairy farmer cooperatives towards improved productivity
- Developing extension/service models and supporting dairy farmer cooperatives to implement them in service provision to their farmers
- Establishment of fodder demos in collaboration with CIAT for learning purposes. We introduced high yielding fodder varieties (Bracharia,, lucerne, Panicumetc) which have been adopted by farmers.
- Were part of a team that supported processor Happy Cow in setting up a Quality Based Milk Payment System
- Conducted a gender scan to understand women's role in the dairy value chain
- Developing/Training of youth service providers to form service enterprises to support service provision to farmers especially on fodder establishment and preservation. We trained over 200 youth who then formed Service Provider Enterprises (SPEs)for service provision
- Organizing and conducting organizational capacity training and mentorship for cooperatives in areas of leadership and governance, financial management and service provision to farmers
- Establishment of lead farmer groups for peer-to-peer learning on dairy farming. We formed over 20 lead farmer groups and set up 8 learning farms, 4 (3 in Meru and one in Nakuru) of which now provide 1-week training with accommodation

Project References

Project Title: Strategic Sector Cooperation Program

Name of Client: Royal Danish Embassy

The overall focus of the Strategic Sector Cooperation (SSC) Program for Food is food safety, improved quality, value addition and capacity building of the dairy and horticulture sectors with emphasis on control of residues and certain contaminants. The program is running two pilots in horticulture in dairy. The horticulture pilot is supporting 5 horticulture producing cooperatives and a horticultural produce exporter on quality and safety standards while for the dairy we are working with 4 dairy cooperatives on quality and safety improvement in line with new government regulations.

Description of actual services provided within the assignment:

- Working with 3 dairies, and 1 horticulture cooperative in developing interventions for food safety along the dairy and horticulture value chains
- Selection and support of a horticulture cooperative in Nyandarua County to support on food safety
- Setting up contract farming/out grower schemes and linking farmers to markets
- Training farmers in improved productivity, quality and safety including meeting global gap standards.
- Conducting a baseline survey to understand food safety issues in the horticulture sector in Nyandarua County
- Setting up two national technical committees (Dairy and horticulture) comprising national government ministry officials and central competent authorities to address food safety.
- Selection and supporting of 3 dairy processors to support in setting up systems for food safety
- Supporting the national level steering committee to develop a Multi Annual National Control Plan on Food Safety
- Supporting Central Competent Authorities and Counties to develop inspector training guides, organizing and conducting training

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

Name of Client: Christian Aid

PMO was contracted to support the Comprehensive Assistance, Support and Empowerment for Orphans and vulnerable Children (CASE-OVC) project implemented by Christian Aid which seeks to respond to the challenge facing OVC in 18 counties through service delivery to the children and their caregivers; improving the economic capacity of the households and strengthening the informal and formal facilitative systems for OVC support and welfare. The objective was to support LIPs employ best models that will ensure CASE-OVC target households understand market-based solutions, appreciate and are willing to engage in two or three value chains. We supported the Local Implementing Partners

Project References

and Care givers understand and embrace market-based solutions through capacity building including training, aggregation and market linkages across the selected value chains. The value chains were poultry, dairy, green grams, onions and indigenous vegetables.

Our role included:

- Organization of caregivers who were mainly women for production and marketing
- Training the groups on leadership, governance and financial management
- Training the groups on entrepreneurship and embracing markets for sustainability
- Organizing 10 aggregation centers for marketing of produce
- Linkages to markets for their produce.
- We saw an increased demand for bulked produce through the aggregation centres.

Project Title: Kenya Semi-Arid Livestock Enhancement Support Program (K-SALES)

Name of Client: Land O Lakes

Kenya Semi-Arid Livestock Enhancement Support (K-SALES) was a United States Department of Agriculture (USDA) 3-year funded project that aimed to improve the competitiveness of the cattle, sheep and goats' meat value chains by increasing productivity and boost marketing and trade of live animals and meat (cattle and shoat), hides and skins and other associated livestock by-products.

Our roles included:

- Profiling of cooperatives within the target regions aimed identifying the livestock cooperative existing in the area in partnership with County governments
- Organizational Capacity assessment of the cooperatives
- Development of training/capacity development modules
- Supporting development of viable enterprises and developing business plans
- Supporting the cooperatives to implement business plans through market linkages

Food Safety

Improving food safety in wet markets

Name of Client: Micro Enterprise Support Program Trust (MESPT/AgriFi Program)

AGRIFI programme is an EU-Danida funded Programme whose objective is to support production initiatives for smallholder farmers that are adaptive to the changing climate and market requirements. The Objective of the assignment contracted to us relates to result area III of the project that seeks to increase the capacity of the private sector and the selected counties to implement and enforce standards on animal health, food safety and plant health. We supported the program and the respective Central

Project References

Competent Authorities (CCAs) and government agencies to support enhancement of Food Safety within Nakuru, Nyandarua, Kisii and Kilifi Counties with specific reference to management of Wet Markets.

Key deliverables include:

- Improved regulation and management of the wet markets in Counties of focus
- Wet market actors and regulators / inspectors trained on food safety regulations
- Document and share with MESPT every aspect of the process and engagement activities including minutes, reports and end term report clearly outlining key learnings and lessons and any other report/document.
- To commence Policy dialogue with both national and respective county Governments on ownership and regulation of wet markets facilitate all relevant stakeholders to proactively participate in the wet market dialogue
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- Facilitate the training of inspectors involved in the regulation of the wet market on new inspection philosophies, principles, and strategies
- Facilitate the development of guidelines on how Wet Markets would be organized and managed.
- Facilitate the training of county inspectors to effectively acquire competencies and skills to undertake, surveillance, and monitoring based on Risk Based philosophy and approach
- Facilitate the discussion regarding target Market infrastructure support
- Facilitate dialogue with the private sector to establish a business and financing model for the wet markets that can be replicated to other counties/markets
- Facilitate stakeholders; specifically, counties of focus to contribute towards the development of waste management system within the selected model wet market facilities.
- Facilitate Process Documentation and Learning for the Wet Market and Waste to Energy concepts

Project Title: Support Counties to develop food safety policies.

Name of Client; MESPT

The AgriFI Food Safety Programme is an EU funded Programme whose focus is on Food Safety (Sanitary & Phyto-sanitary Standards), Plant and Animal Health. The program's interventions aim at addressing the food safety concerns for both domestic and international market.

Our specific roles included:

- Conducting workshops with the Counties to understand the need to food safety policies
- Conduct policy drafting workshop and provide guidance on aligning the policies to the national thinking on food safety policies
- Provide feedback on the draft policies and guide counties on improvements
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Project References

- Maintain close liaison with Danish Embassy experts on food safety for review of policies in line with the principles of food control adopted in Kenya and the Multi Annual National Control Plan developed at the national level.
- Support Counties in development of the next steps towards adoption of the policy including public participation and presentation to the national assembly.

Project Title: Constitution and capacity building of County Food Safety Technical Committees (CFSTC)

Name of Client: MESPT

Specific roles included:

- Identification of relevant government ministries, departments, and competent authorities with a role on food safety to form the County Food Safety Technical Committee Members (CFSTCs)
- Organizing and conducting workshops with identified CFSTCs to map out mechanisms of food safety coordination within the County
- Supporting development Terms of Reference to guide activities of the CFSTC
- Formation of subcommittees to undertake activities in the specific value chains
- Report writing and submission to MESPT

Project Title: Identification of food safety Legislative gaps

Name of Client: MESPT

This consultancy entailed identification of food safety legislative gaps nationally at County level and support Counties to make decisions on legislation required to address food safety within the County.

Our roles included:

- Review of relevant documents including international, national and specific County level legislations to identify gaps
- Organizing and conducting workshops with County Food Safety Technical Committees to discuss findings of desk review and identify specific gaps to legislation that needs review and propose new policies and bills that needed to be developed to address food safety
- Writing of legislative gaps reports and submission to MESPT

Project References

Enterprise Development

Project Title: Market Research and Business Planning for Peanut Enhanced Yogurt and ATM milk market (2 separate assignments)

Name of Client: Global Alliance for Improved Nutrition (GAIN)

Conducting market research for GAINs Market Place for Nutritious Foods initiative aimed at supporting a private sector company with a business plan and a market entry strategy on reaching the base of the pyramid consumers especially women and children specific to Peanut Enhanced Yogurt

Our roles included:

- Conducting market research on the proposed sector
- Developing a business plan with a clear go to market strategy
- Supporting the company to implement the business plan through identification of potential markets

Project Title: Capacity development of Youth in Fodder Value Chain Services

Name of Client: RTI

RTI is implementing USAID funded Kenya Crops, and Dairy Market Systems (KCDMS) Activity program under Feed the Future (FtF). The program is operational in 12 Counties namely: Kitui, Makueni, Taita Taveta, Homa Bay, Migori, Kisii, Kisumu, Siaya, Kakamega, Bungoma, Busia, and Vihiga. The long-term objective of the project is to contribute to increasing agricultural productivity thereby enhancing food security as well as creating income and employment opportunities for the rural population. The program supports value chain actors in dairy, fodder/feeds and horticulture (mango, passion fruit, avocado, banana, pineapple and sweet potato).

Our assignment entailed identification and capacity building of youth to develop fodder service provision enterprises with the overall goal of improved productivity within the target areas

Specific task included:

- Development of training materials
- Developing selection criteria for the youth.
- Identification of training farms/centers.
- Selection youth and conducting practical training on fodder service provision.
- Supporting youth to develop practical business plans for fodder service provision
- Conduct exposure training to a successful service provider group.
- Providing coaching and mentoring the youth to implement the business plans
- Continuous monitoring and linkages to producer organizations

Project references

Research Projects/project evaluations

Evaluation of the State of Business Development Services for Farmer Organizations In Kenya

Name of Client: CORDAID/AMEA

Our roles included:

1. Identification and profiling the types of BDS (Especially core Organizational Development Capacity Building) Services offered to Small Holder Farmer Organizations and Agri-SMEs in Kenya
2. Establishing how BDS Service delivery is organized including delivery formats and approaches, quality, and Cost of the BDS Services,
3. Identifying and highlight the strengths and the weaknesses in the current structure of the BDS Ecosystem
4. Establishing the sustainability strategies in place for the BDS service delivery in Kenya.
5. Exploring and establishing perception on Independent Institutionalization of BDS (Hub)

Evaluation of Shared Interest: Ireland Kenya Agri-Food Strategy

Name of Client: Irish Embassy

The overall focus of the assignment was to provide the embassy with an independent assessment of the achievements of the Ireland Kenya Agri-Food Strategies. The objective was to:

- To examine the effectiveness, relevance, coherence and sustainability of the 2017-2021 strategy, in line with OECD DAC evaluation criteria.
- To provide the Embassy and relevant DFA business units with an evaluation whose outcome will be useful in guiding the next phase of the strategy as well as guiding and contributing to the development of the Embassy's next five year mission strategy.
- To generate findings that will contribute to the pool of evidence on the effectiveness of institutional partnerships in trade promotion and development cooperation, and in delivering best practice in sustainable food systems and poverty reduction.
- To contribute to the Department's overall organizational learning.

Project References

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

Name client: Heifer Project International

The specific evaluation objectives were:

- a) To assess the success of HPI-K and its collaborators in meeting the Project goals, objectives and targets as outlined in the Project proposals and results framework.
- b) To assess the effectiveness of the extension system driven by the dairy farm assistants, extension officers and community facilitators in the achievement of the Project objectives and effectiveness of current strategies to improve dairy productivity and sustainability.
- c) To evaluate the extent to which the stakeholders and “partners” have been involved in the Project implementation and recommend the best practices for enhanced suitability through “partnerships” and stakeholder engagements.
- d) To evaluate the relevance of the Project activities and strategies in addressing the local conditions and evolving needs of target program stakeholders.
- e) To interrogate the efficiency of the Project results in relation to the inputs to determine how the resources used have contributed the desired results.
- f) To assess the impact of KEMDAP, i.e., positive, and/or negative changes brought about by the Project directly or indirectly, intended, or unintended.
- g) To assess the coherence of the KEMDAP in relation to other interventions carried out by Heifer.
- h) To identify learnings and include recommendations for local stakeholders, producer organizations and the community to support them in managing activities after the Project exits.
- i) To recommend key changes in the future project design and implementation strategy and approach for enhanced impact and suitability of the Project.
- j) To what extent the market system approach adopted by the Project established the foundation for longer term sustainability? What key lessons can consortium members learn for future programming?
- k) To assess the market system approach, where it has worked and challenges that affected this approach.
- l) To assess the impact of COVID-19 and the Project response to COVID-19 issues through digitization and how these have been integrated into the Project to enhance sustainability.
- m)** To assess the impact of the nexus between KEMDAP, ASDSP II, and the Trade Facilitation Project through RetailPay.

Project References

Evaluation of Food for All Project Kenya (F4APK)

Name of Client: Heifer Project International

The assignment was to conduct an evaluation of the Food for All Program Kenya (F4APK) geared towards assessing how the various interventions implemented by the program have transformed the cooperatives and farmer businesses through increased productivity, efficiency, technology adoption and sustainability. To inform the survey, an analysis of the change brought about by the various interventions and ripple effect resulting from these interventions was probed. A 360° analysis on all value chain players and project implementation partners interacting with the cooperative and its members/suppliers were assessed to understand how attractive the cooperative is as a business partner. It also assessed sustainability of business ecosystem around the cooperative as a result of the influence from its business model.

Our investigation was on the following:

Dairy cooperative level

- To what extent has the hardware's improved the cooperative profitability in terms of improved efficiency and performance.
- To what extent has it improved farmer loyalty to the dairy cooperative leading to a motivated membership?
To what extent has the hardware's increased the cooperative competitiveness within the county.
- To what extent has the establishment of the hardware's led to crowding of different private sector, promoting a PPP framework.

Household level

- How relevant is the extension system promoted by Heifer International to the Dairy cooperatives, partners and producers in building resilience? What is the potential for scaling up?
- To what extent has the extension system improved technology dissemination and adoption at Household level?
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- To what extent has the extension system improved production and productivity at household level?
- To what extent has the extension system accelerated the producers towards achieving the living income benchmark for that particular region.
- To what extent has the investment promoted youth and gender inclusivity along the dairy value chains?
- To what extent has the investments promoted crowding in of other stakeholders, private sector and other organizations benefiting from the investments.

Project References

Project Title: Feasibility Study on for construction of a bus terminus in Narok County

Name of Client: Narok County

Narok County sought to conduct a feasibility study for the construction of a bus terminus in Narok town with the main goal of the project being to enhance Convenience, Revenue generation and decongestion through an integrated public transport System.

Our main tasks included:

- Carry out feasibility study on the proposed Narok Town Bus Terminus
- Carry out Environmental and Social Impact Assessment
- Develop an appropriate management model that will ensure sustainability of the Narok Town Bus Terminus
- Carry out a cost benefit analysis for the Narok Bus Terminus

Feasibility study on Post Harvest Losses in the Horticulture and Grain Sectors in Kenya

Client: Royal Danish Embassy

Our role was to conduct on behalf of the Embassy a feasibility study with focus on perishable horticultural products and post-harvest loss management in grains specifically maize. The focus on the horticultural products was on both the formal and informal sector and harvest and storage options for grains. The study shall primarily be fieldwork backed by secondary desktop data.

The outcome of the final report was to deliver in depth analysis and investigate which challenges are fit for Danish solutions. Deliverables on the study will include but is not limited to:

- Identify needs within the horticultural sector and maize value chain based on harvesting, storage, logistics and infrastructure needs with concept, business model and operations for local and export operations. This entails:
- Identifying specific horticultural commodities with the most potential for reduction of post-harvest loss
- Identifying production areas, seasons of cultivation, harvest period, volume produced, and volume wasted per harvest
- Assess the scope for storage, collection centers linked to integrated cold stores and pack houses
- Outlining issues facing the entire value chain including from harvest, drying, storage, distribution etc.
- Outlining the key stakeholders in both value chains (informal and formal including middlemen)
- Identify challenges experienced and possible solutions
- Assess challenges and opportunities for post-harvest loss management within both value chains

Project References

- Assess availability of infrastructure such as access to roads and markets as well as power and packaging materials
- Evaluate the investment and operating models in the sectors
- Identify at least 5 strong cases of specific business opportunities for opportunities and post-harvest loss management in both horticulture and maize value chains
- Submit a comprehensive and actionable report with pictures, diagrams and recommendations.

Project Title: Horticulture value chain Analysis

Name of Client: Tymax Agribusiness/UNIDO MARK-UP

United Nations Industrial Development Organization (UNIDO), the specialized agency of the United Nations mandated to promote industrial development and international industrial cooperation of developing countries is currently implementing the Kenya Window of the East African Community (EAC) Market Access Upgrade Programme (MARKUP) funded by the European Union (EU).

The program sought to support countries to improve market access of agro-food products to the EU and regional markets. The main purpose of the project was to contribute to the economic development of Kenya by increasing the value of both extra and intra- regional agricultural exports in selected value chains.

- Value chain analysis in the fruits, herbs, vegetables and nuts value chains in 12 Counties. The analysis covers the following:
 - Analysis of commodity value chains macro environment
 - Commodity value chains demand analysis
 - Commodity value chains supply analysis
 - Commodity value chains support/facilitators analysis
 - Analysis of sub-sector strategy and policies
 - Gender & social analysis

The focus value chains and counties were:

Vegetables (French beans & snow peas), Fruits (Passion fruits & mangoes), Herbs & spices (export-oriented herbs & chilies) and nuts (macadamia & ground nuts) in Makueni, Machakos, Embu, Uasin Gishu, Bungoma, Trans Nzoia, Taita Taveta, Kajiado, Nakuru, Busia, Siaya and Homabay.

Project References

Project Title: Study on trends and development of Scenarios for the ATM milk market in Kenya

Name of Client: Wageningen University Research (WUR)

We were contracted by 3R/WUR to undertake a study on the ATM milk segment in Kenya. Specifically, the research study aimed at answering the following research questions:

- What are the trends in the development of the ATM milk market segment?
- What are key consumer patterns and perceptions related to the development of the milk ATM market segment?
- What are the business ecosystems surrounding ATM milk Market segment in Kenya?
- What are the potential scenarios that might affect the development of the ATM milk segment?
- The study findings are helpful in providing useful information for further developing this important market segment in developing countries.

Key deliverables included

- A report on the trends, opportunities and challenges in the ATM milk market
- Policy paper to guide government in supporting and regulating the ATM milk market

Project Title; Value chain assessment of the Aquaculture Business Development Program

Name of Client: ABDP/Ministry of Agriculture, Livestock and Fisheries Development

We were contracted by the IFAD funded Aquaculture Business Development Program to undertake a value chain assessment in the 15 Counties where the program is implemented. Specific tasks included:

- Value chain mapping and analysis in the targeted counties
- Production analyses of Nile Tilapia, African Catfish and Rainbow Trout;
- Analysis on harvest and post- harvest practices for Nile Tilapia, African Catfish and Rainbow Trout;
- Value addition and processing Nile Tilapia, African Catfish and Rainbow Trout
- Gross margin analysis of farmed aquaculture species
- Market Access (Input suppliers, Processors, Transporters etc.)
- Assessment of the existing value chain platforms for aquaculture products
- Assessment of existing infrastructure in the public sector for value addition of farmed fish products (where there are opportunities for enhancing performance using the Public- Private Producer Partnership (PPPP)).
- Assessment of accessibility to financial products by aquaculture farmers
- Preparation of a menu of potential investment to be financed by ABDP.
- Identify existing county value chain platforms and identify missing links.

Key deliverables included:

- A detailed value chain analysis report
- Conducting a stakeholder validation workshop

Project References

Project Title: Rapid Assessment on the effects of COVID-19 in the dairy sector in Kenya

Name of Client: WUR

We were contracted by the WUR to undertake the study whose objective was to;

- Assess the impact of the COVID-19 crisis on the functioning of specific agro-food sectors in sub-Saharan Africa
- Identify actions and responsible stakeholders for addressing within short- and medium term to challenges in the agro-food sectors emerging from the COVID-19 crisis
- Use a multi-stakeholder and sector-rooted approach in conducting the rapid assessments
- Prepare and share rapid assessment documents that informs stakeholders on the impact and actions

Our role included:

- Communicating and engaging with the sector-rooted partner / stakeholders
- Collecting and analyzing relevant and validated sector information and data as input for a sector data sheet and the survey
- Contributing to the development of the survey questionnaire and interview guidelines
- Supporting the implementation of survey for data collection
- Contributing to data analysis to challenges in sector functioning
- Conducting focus group discussions
- Contributing to the development of the rapid assessment document
- Validating the rapid assessment document