

Global Food Security Strategy (GFSS)

Kenya Country Plan

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Acronyms

AI	Artificial Insemination
BFS	Bureau for Food Security
CAADP	Comprehensive African Agriculture Development Program
CDCS	Country Development Cooperation Strategy
CLA	Collaboration, Learning and Adaptation
DO	Development Objective
FAS	Foreign Agricultural Service (USDA)
GDP	Gross Domestic Product
GFSS	Global Food Security Strategy,
GOK	Government of Kenya
MCH	Maternal and Child Health
MEL	Monitoring, Evaluation and Learning
MLN	Maize Lethal Necrosis
MOAFL	Ministry of Agriculture and Livestock Development
NDMA	National Drought Management Authority
OPIC	Overseas Private Investment Corporation
PREG	Partnership for Resilience and Economic Growth
SBC	Social Behavior Change
SME	Small and Medium Enterprises
USADF	United States African Development Foundation
USAID/KEA	United States Agency for International Development/Kenya and East Africa
USDA	U.S. Department of Agriculture
USG	United States Government
VE	Violent Extremism
WASH	Water, Sanitation and Hygiene
WDDS	Women's Dietary Diversity Score
WEAI	Women's Empowerment in Agriculture Index
ZOI	Zone of Influence

Executive Summary

The GFSS Country Plan for Kenya was co-written with by USG interagency involved in food security and nutrition work after extensive consultation with stakeholders from government ministries, private companies, universities, research institutes, international and local NGOs, donors and international organizations and was given extensive review and commentary by USG interagency partners in Washington, DC. As a living document, it is intended to be updated as needed in consultation with those parties over time.

The Kenya country plan is informed by performance impact, and population-based data and analysis of the first phase of Feed the Future; program evaluations; market analysis of the targeted agro-ecological zones and socio-economic factors impacting poverty, nutrition and resilience; and stakeholder consultations. Key changes to the approach include: reduced size of the zone of influence; greater emphasis on private sector investment and market facilitation over on farm productivity; and addition of new value chains to increase resiliency and income. The USG Food Security team at Post employs a *Collaborative, Learning and Adaptation* (CLA) approach using real-time information and analysis to monitor performance and adjust activities to maximize investments, and respond to emerging opportunities and challenges.

Budget assumptions for interagency contributions to this plan reflect the FY 2017 Estimate and FY 2018 President's Budget, based on information publicly available at the time this document was prepared. Out year budget assumptions reflect a straight-line to the FY 2018 President's Budget. Any funding beyond FY 2017 is subject to the availability of funds, as determined by the President's Budget and a Congressional appropriation. Budget assumptions may require revision in the future, based on future President's Budgets.



Victor Kipkorir shows healthy tomatoes at his farm in Kericho County. Feed the Future supported the Kenya Biologics Tutrack innovation for smallholder farmers in Migori, Bungoma and Kericho counties to combat the Tuta absoluta moth. The innovation reached more than 575 farmers. CREDIT: USAID • IRENE ANGWENYI

Introduction

The Feed the Future Kenya Country Plan, under the United States Government's (USG's) Global Food Security Strategy (GFSS), serves as an overarching framework for integrated food security and nutrition programming in Kenya. This plan describes the key drivers of food insecurity, malnutrition and poverty. These drivers stem from a complex set of underlying conditions at the individual, household, community and system levels. At the design and procurement stages, the targeting, results framework and program components will require further refinement to operationalize integrated and holistic approaches. Interventions at all levels will need to complement each other to sustainably tackle food insecurity, malnutrition and poverty. In particular, the most vulnerable and poor populations do not have sufficient assets, skills or capabilities to participate in market operations. These populations will need support to develop capacity over time to participate in value chains. As the design, procurement and implementation processes lead to refined Feed the Future programming, selected value chains will explicitly prioritize inclusive growth, and interventions will include support to the most vulnerable and poor populations. This will enable these populations to graduate into selected value chains and benefit from the Feed the Future-supported livelihoods and market development.

1. Food Security and Nutrition in Context

1.1 Background

The Government of Kenya (GOK) is dedicated to transforming Kenya into a newly industrializing, middle-income country by 2030.¹ The GOK's 2030 Vision notes that expanding the agriculture sector is key to Kenya's transformation, and empowering women and attracting the growing youth population are essential to increasing productivity in rural areas. Key to realizing this vision is the continuing implementation of the 2010 Constitution's mandate to devolve the national system into a more locally responsive and representative government implemented through a 47-county structure.

The goal of USG's Feed the Future program in Kenya is to sustainably reduce hunger, malnutrition and poverty in the Feed the Future zone of influence (ZOI) through sustainable increases in agricultural productivity, nutrition-sensitive production and inclusive and competitive market systems.² This Feed the Future country plan directly supports and aligns with USAID/Kenya and East Africa's (USAID/KEA's) Country Development Cooperation Strategy (CDCS) Development Objective 2 (DO2): "Strengthening Health and Human Capacity" and DO3: "Inclusive, Market-driven, Environmentally Sustainable Economic Growth." Under the GFSS in Kenya and East Africa, Feed the Future will contribute to Kenyans' right "to be free from hunger and to have adequate food of acceptable quality," as mandated by the Constitution.³

1.2 Challenges⁴

Despite Kenya's overall positive agriculture-based economic growth, challenges remain:

- **Poverty amid growth:** Although the share of Kenyans living below the poverty line has fallen from 47 percent in 2005 to 39 percent in 2012, income inequality continues to be a problem, with the richest 10 percent of the population receiving 40 percent of the national income. Between 2013 and 2015, Feed the Future population-based surveys found that poverty in the eastern and northern areas of the Feed the Future ZOI decreased from 45 percent to 41 percent and from 61.9 percent to 58.5 percent⁵ respectively, while poverty in western areas of the ZOI increased from 43 percent to 49 percent. Seven counties within the ZOI—Busia, Kisii, Migori, Nyamira, Bomet, Makueni and Kitui—are among the poorest in the country, each with nearly half of its population living in poverty.
- **Malnutrition and stunting:** National child nutrition trends have been positive, with stunting declining from 35 percent in 2008 to 26 percent in 2014, a 25.7 percent reduction.⁶ Despite the gains made in addressing stunting, exclusive breastfeeding rates, underweight and wasting, regional disparities and pockets of serious malnutrition remain within counties. In Northern Kenya, fewer than 4 percent of children have a minimum acceptable diet. The Women's Dietary Diversity Score (WDDS) is low at

¹ Vision 2030, <http://www.vision2030.go.ke/vision/>

² For definition of market system see http://www.enterprise-development.org/wp-content/uploads/Market_Systems_Framework.pdf

³ <http://www.klrc.go.ke/index.php/constitution-of-kenya/112-chapter-four-the-bill-of-rights/part-2-rights-and-fundamental-freedoms/209-43-economic-and-social-rights>

⁴ These challenges are also documented by T.S. Jayne and Lulama Ndibongo Traub in: <https://www.foreignaffairs.com/sponsored/megatrends-transforming-africas-food-systems>

⁵ Feed the Future Population-Based Surveys

⁶ DHS, 2008/09, 2014

3.37 (of nine) food groups nationwide. Only 49 percent of women exclusively breastfeed.⁷ Together, these signal extreme nutrition deficiencies. Nutritional professionals in Kenya and the U.S. acknowledge that high stunting rates are associated with poor sanitation and drinking water quality, food insecurity, low dietary diversity, poor access to health services, poor food quality (including aflatoxins) and low levels of education, especially among mothers. Moreover, increases in wasting are concerning and seasonal patterns between wasting and stunting require better understanding in various parts of Kenya, as wasting can affect linear growth.



With support from Feed the Future, Amtch Technologies Ltd. developed and field-tested EASYMA 6.0, a dairy enterprise resource planning system, which provides farmers with an automated milk-weighing and receipting solution at the farm, ensuring transparency in the value chain. About 8,000 cooperative members gained access to extension services such as artificial insemination, financial products and livestock insurance based on the amount of milk delivered. CREDIT: USAID

• ERIC ONYIEGO

- Gender and women's empowerment: Only about a third of women across the Feed the Future zone have achieved adequate empowerment, as measured by the Women's Empowerment in Agriculture Index (WEAI), in all five domains—production, resources, control over income, leadership and time use. The fact that women remain disempowered makes sustaining growth of agricultural or non-farm productivity and reductions in malnutrition and stunting difficult.
- Low productivity results in limited commercialization and an uncompetitive agriculture sector for smallholders: Most smallholders continue to subsist on low-input, low-output, rain-fed agriculture on

⁷ Kenya DHS, 2014

small plots. In livestock-dominated Northern Kenya, issues of governance and equitable access to natural resources (i.e., pasture and water), poor quality of feeds and poor animal health and herd management result in low productivity, jeopardizing the resource base and, hence, sustainability of the livestock system. In other areas of Kenya, crop production is limited due to farmers having low access to, and usage of, improved technologies and practices, including seed and irrigation technologies. A continuous stream of technological innovations to address emerging threats of diseases such as fall armyworm, maize lethal necrosis (MLN) disease and recurring drought will be necessary to increase and sustain gains in productivity. Market access is also needed to create incentives for investing in and using new technologies and practices.

- Land tenure: Land tenure has been an issue in Kenya affected by population pressure, climate change and urbanization. A strong policy and legal framework is in place (Community Land Act, 2016) to empower communities to manage land tenure and land use as well as protect and conserve natural resources. However, expedient implementation of clear, simple and easy-to-follow rules and regulations for the documentation of community land rights is needed. Pastoral communities do not recognize strict definitions of geographic boundaries. It is, therefore, common for a given natural resource to have multiple households or groups that claim authority to manage it. This confusion in community-based management of pastoral natural resources is worsened by frequent land conflicts due to a lack of titles.
- Enabling environment for agricultural growth: The Kenya Constitution of 2010 maintains policy-setting at the national ministry level but devolves implementation and budget responsibility for agriculture to county governments. The two levels of government are working hard to improve coordination and clarify their roles and responsibilities. At the national and county levels, strategic policies and regulations are being developed and implemented to encourage agriculture growth and private sector investment. The Constitution emphasizes the importance of stakeholder inclusiveness, evidence-based analysis and harmonization of government-donor agendas. National and county governments, in partnership with development partners, are working to improve capacity to carry out these functions.
- Barriers and threats to growth of small and medium enterprises (SMEs): The growing demand for fresh and processed foods in Kenya is creating opportunities for SMEs to provide services to farmers and other value chain actors. However, limited capital and market access, poor infrastructure, inadequate knowledge and low skills, especially among marginalized groups, constrain the extent to which these enterprises benefit from these opportunities. Kenya's low level of productivity—especially in the informal sector, which represented 77.9 percent of employment⁸—continues to constrain firms' abilities to grow and generate employment.

⁸ Based on a 2015 report by the United Nations' Economic Commission for Africa.



TOP: Weldon Korir is one of thousands of Kenyan dairy farmers who received Feed the Future support to increase their cows' productivity through artificial insemination. "I started with one cow. Now I have five. I earn a good living selling milk, but my overall target is to become a breeder of high-quality heifers, which I know can fetch me even more money," he said. CREDIT: USAID • ERIC ONYIEGO

LEFT: Julius Muteage from Tharaka Nithi County attended several Feed the Future trainings on dairy best practices. "I was taught about fodder conservation, nutrition, vaccination, pests and disease control and prevention. Today, I am more informed and a much better farmer. My four dairy cows now produce 22 liters of milk per day from a previous 6 liters per day," he said. CREDIT: USAID • IRENE ANGWENYI

- Lack of affordable financial services: In focus group discussions and key informant interviews with youth, farmer groups and agribusinesses, respondents widely report a lack of access to finance for smallholders and SMEs in the agriculture sector. Reducing the high rates of financial exclusion of men, women and young people is necessary to build resilience capacities, support market development and create pathways out of poverty.
- Burgeoning youth population: In Kenya, young men and women (aged 15 to 34 years) form 35 percent of the population and make up most of the more than 1 million people who enter the labor force each year. A large proportion of young people are unemployed or out of the workforce. Employment rates for agriculture workers range between 22 and 39 percent, depending on age and gender. Of those employed, 80 percent of young men and 71 percent of young women aged 15 to 19 years enter the labor force in vulnerable work—agriculture, unskilled work or domestic service. Gender disparities in employment status and occupation start early and persist across age groups.⁹

⁹ Kenya DHS, 2014



Dorcas Mutuku and her farmers group in Kitui County received Feed the Future support to develop a business proposal that helped them get approved for a loan. They used the funds to purchase a thresher machine that processes sorghum. CREDIT: USAID • ERIC ONYIEGO

- Climate variability and recurring droughts: Almost 75 percent of the labor force depends on agriculture, and almost all farmers depend on timely and adequate rainfall for crop production and animal husbandry. Only 2 percent of cultivated area is under irrigation.¹⁰ Trends suggest increasing variability in rainfall events, with intense rains, off-season rains and increasing frequency of drought contributing to land degradation and further exacerbating the impact of droughts. Climate variability affects not only agricultural activities, but also the functioning of market systems linked to crop, dairy and livestock value chains. In the northern arid lands and portions of the semi-arid lands, recurring droughts also result in repeat, large-scale humanitarian emergencies.^{11,12}
- Food safety: Compliance with food safety best practices and trade standards is often lacking, particularly in foods traded locally in informal markets. Not only do foodborne illnesses caused by bacteria, viruses and other pathogens affect human health, but they also violate trade standards that exclude food from international, regional and (increasingly) local trade. Aflatoxin is a major concern. In addition to the standards of importing countries, national standards for regional and national trade are being adopted, and third-party standards for retailers and other value chain actors are developing around the world.

¹⁰ FOA, 2015 Kenya Regional Report

¹¹ Climate Change and Your Business Briefing Note Series | April 2014, Kenya Private Sector Alliance

¹² Ulrike Rippe et al, Timescales of transformational climate change adaptation in sub-Saharan African agriculture. *Nature Climate Change* 6, 605 – 609 (2016)

- Instability, conflict and violent extremism: Decades of recurrent crises, underinvestment, marginalization and population pressure have left families and communities in Kenya highly vulnerable to conflicts between ethnic groups or between pastoralists, farmers, ranchers and owners of game reserves. Moreover, the spread of violent extremism (VE) in Kenya threatens to erode the security needed to sustainably transform Kenya's economy. Marginalized youth remain the most affected by VE due to their high levels of unemployment. Additionally, gender-based violence against women is on the rise.¹³
- Complexity of risks affecting poverty, hunger and malnutrition: The importance of resilience to Feed the Future in Kenya reflects the reality that poor and near-poor households and communities live in increasingly complex risk environments and are subject to a range of shocks and stresses that threaten their food security, nutrition and ability to sustainably escape poverty. In the extreme, this has resulted in recurrent, large-scale humanitarian emergencies that threaten the lives and livelihoods of the most vulnerable. Complex and compound risks, and the inability to effectively mitigate and manage them, account for the alarming rates at which households fall back into poverty and non-poor households descend into poverty for the first time. The rate at which households in Kenya have escaped poverty, only to fall back into it during a similar time frame, was 44 percent.¹⁴ Sustainable escapes from poverty require strengthening the resilience of people, households, communities, systems and countries.

¹³ Among women between the ages of 15 and 49 in Kenya, 45 percent have experienced physical or sexual violence, with women and girls accounting for 90 percent of the GBV cases reported; One in five Kenyan women (21 percent) has experienced sexual violence. See <http://www.kenyaforum.net/2013/04/11/gender-based-violence-in-kenya-on-the-rise>.

¹⁴ Chronic Poverty Advisory Network. 2015. The Chronic Poverty Report 2015-2015. The Road to Zero Poverty. Overseas Development Institute, London (page 2).

2. Lessons Learned

USAID/KEA has invested in the horticulture, dairy and maize subsectors for almost 20 years, and more recently in the livestock sector in the northern arid lands of Kenya. This Feed the Future Kenya Country Plan builds on past achievements and challenges identified by the Mid-Term Assessment of Kenya's Feed the Future Program, completed in September 2016. Lessons learned include:

- Both pull and push interventions are needed to achieve inclusive agricultural growth and reduce poverty. *Push* interventions build the capacity of resource-poor small farmers and entrepreneurs, especially youth and women, to participate in and benefit from market growth. *Pull* interventions create economic opportunities by leveraging the resources of the private sector to stimulate SME (and large-scale) agricultural-led growth that can create pull for smallholder production. These pull interventions have broad spillover effects that improve market system competitiveness and reach large numbers of beneficiaries indirectly and directly. Advancing the commercialization of upstream (e.g., input supplier) and downstream (e.g., processing and other post-harvest) agribusinesses can contribute to *pulling* resource-poor smallholders and SMEs into competitive and growth-oriented value chains, while creating off-farm opportunities, especially for youth seeking to diversify out of subsistence agriculture.
- Further scaling impacts, including poverty reduction within the ZOI, might be achieved through leveraging: (1) the resources of better-off farmers and enterprises, including those in more productive areas outside the Feed the Future ZOI, willing to invest in smallholder-dominated value chains; (2) partnerships with the private sector, public sector and civil society, including women's professional and production associations; and (3) regional investments, such as economic blocks, to achieve better production volume, support infrastructure and benefit large numbers of market system actors.
- Devolution has revealed the opportunities and challenges involved in coordination of responsibilities between counties and the national government. Processes for inclusive and cohesive policy formulation and implementation under devolution will be critical.
- Despite progress in integrating gender into USAID KEA's Feed the Future activities, only about one-third of women in the ZOI have achieved adequate levels in core areas of empowerment (see WEAI).
- While the challenges faced by youth receive wide recognition, programming that integrates youth into market systems has been limited. The challenge is to create more opportunities, and the requisite support, that are commercial and technology-based.
- Nutrition-sensitive agriculture. Previous activities in Northern and Western Kenya demonstrated the innovations that a market systems approach can have on nutrition, such as: a) fodder production and marketing, which enable lactating cattle to stay closer to the house and be more productive during the dry periods, thus ensuring milk availability for children and mothers during the seasonal dry periods; b) milk processing and production activities that were increasing the availability of milk in the market and the income of those working along the value chain; c) improvements in post-harvest grain loss that reduced waste and improved storage and product quality; and d) poultry and egg production that earned money for the producer and increased the availability of these products for home consumption and in the markets. The assessment also noted the importance of using state-of-the-art social behavior

change interventions and layering with nutrition-specific activities funded by USAID's Office of Health and Food for Peace.

- Resilience. Recognition is increasing regarding the importance of household and market-system resilience to ensuring that gains are not lost due to market- or climate-related reasons, or other shocks or stresses. Market systems resilience,¹⁵ for example, can help mitigate the risks of demand and/or price fluctuations. The sustainability of natural resource systems is also critical.
- As demonstrated by the Partnership for Resilience and Economic Growth (PREG) in Northern Kenya, emphasis should continue on sequencing, layering and integration of USG investments, collaborative learning and engagement with county governments to further increase the probability of achieving the goals of reducing poverty, hunger, undernutrition and reliance on humanitarian assistance.
- Finance. A key finding of the Feed the Future mid-term assessment was that isolated approaches for financial service provision are not effective and are best firmly anchored in the market system.

¹⁵ <https://www.mercycorps.org/research-resources/market-systems-development-inherently-resilience-approach>



Gordon Otieno, a farmer in Kisumu County, uses hermetic bags to store his maize. These bags are proven to eliminate spoilage with proper postharvest handling. Feed the Future supported the commercialization of these bags through partnerships with private Kenyan and U.S. businesses. CREDIT: USAID • FAITH NJOKI

3. Theory of Change

USAID/KEA's theory of change under Feed the Future includes a focus on ***pull and push pathways to reducing poverty, hunger and malnutrition***. Pull activities aim to create or expand economic opportunities that reduce poverty, hunger and malnutrition, while push activities are meant to increase the capacities and resilience of vulnerable populations to participate in and benefit from agricultural-led growth, while improving the population's nutritional status, especially among women and children.

Pull and push also represent pathways for achieving Feed the Future objectives. The pull pathway to achieving Feed the Future's objective of inclusive agricultural-led growth leverages the resources of the private sector, improves household resilience by expanding economic opportunities and contributes to improved nutrition by expanding incomes and availability of diverse and nutrient-rich foods. The push pathway contributes to Feed the Future's objectives of improved nutrition through women's empowerment, increased production of nutrient-rich foods, access to clean water and sanitation facilities and increased incomes, especially in the hands of women. The push pathway achieves increased household and community resilience through increased diversification into higher-value commodities and non-farm (including agricultural-related) enterprises and

employment, strengthened social capital and layering with social safety net activities. The push pathway promotes inclusive agricultural-led growth by building the capacities of individuals, households and communities to participate in and benefit from economic opportunities generated by the pull pathway.

Under Feed the Future, *pull* is achieved in Kenya through investments in agricultural market systems that then stimulate:¹⁶

- Increases in productivity and demand for a more commercialized input supply system;
- The commercialization of input and output markets that demand increased quality and efficiency leading to enhanced competitiveness; and
- The consumption of goods and services leading to expanded non-farm enterprise and employment opportunities.

Push is achieved through strengthening household and community systems by:

- Investing in water, sanitation and other nutrition-related activities;
- Expanding household and community capacities; and
- Diversifying from lower to higher return and less risky economic activities.

The commercialization of agriculture, however, will lead to sector growth and broad-based reductions in farm household poverty only if business practices in Kenya change from the current “win-lose” mindset and “extractive” business practices to “inclusive business based on mutual benefit” and good performance is financially rewarded—e.g., premiums paid for quality and on-time delivery.¹⁷ Feed the Future in Kenya’s market system activities will identify strategies to address and promote business practices that increase fair competition, competitiveness, and inclusive growth.

Moreover, gender, age, and other social characteristics influence the winners and losers from agricultural commercialization through market systems development. For example, gender and age shape: (1) access to land and agricultural inputs, labor saving technology, financial services, digital tools, and control over income; (2) access to and use of new technologies, inputs, services, and remunerative value addition opportunities; and (3) participation in social and commercial networks, including digital networks, that enable information flow, relationships of trust, and cooperation within value chains. To achieve inclusion, Feed the Future in Kenya will employ deliberate strategies to address unequal access to resources. Where social norms constrain inclusion, Feed the Future interventions are needed to ensure broad-based and sustainable growth.

Resilience research¹⁸ shows that diversification into non-farm livelihoods helps explain why some (more resilient) households sustainably escape poverty, while other (less resilient) households escape poverty, only to fall back into poverty in the face of shocks and stresses across many contexts. Strengthening the capacities of individuals, households, and communities to deal with shocks and stresses through improved health and

¹⁶ For citations, see literature survey on agricultural transformation and references in https://www.microlinks.org/sites/default/files/resource/files/Ag_Transformation_in_SSA_and_the_Role_of_the_Multiplier_0.pdf

¹⁷ Guidance on how to address mindsets and extractive business practices include: http://pdf.usaid.gov/pdf_docs/Pnadb051.pdf
https://www.microlinks.org/sites/microlinks/files/resource/files/ML6027_transforming_inter-firm_relationships_briefing_paper.pdf and
https://agrilinks.org/sites/default/files/resource/files/EEFS_%20EE%20in%20Market%20Systems%20Technical%20Note_Asia%20GLEE%202017%20Handout.pdf

¹⁸ Overseas Development Institute (ODI) 2016

nutrition, water and sanitation, safety nets, and social capital can prevent backsliding. Moreover, *diversification* strategies are most effective when households diversify into activities that do not share the same risks; and *moving out* (of agriculture) strategies are only effective when households step up into higher-return livelihoods. Evidence in Kenya also shows that access to mobile money can bolster households' resilience to economic shocks.¹⁹ These mobile money networks can improve access to other financial services such as savings, credit and insurance that can support the diversification of business opportunities and further coping mechanisms.



TOP: Before Esther Towett tried the Tutrak trap, her tomatoes were constantly wilting. Since using the trap, the mother of three has harvested 3,000 kilograms of tomatoes and sold her produce to a hotel. With two children in university, she used the money to pay for tuition and household expenses and to reinvest in farming. CREDIT: USAID • ERIC ONYIEGO

LEFT: Lawrence Mukabana, a Kakamega County farmer, participated in USAID training on farming practices and in learning fairs where he traveled to other counties to visit successful farmers. “I find the inter-county visits more fruitful than classroom trainings. I see practically what the lead farmers do, ask questions and get answers and help out in the farm,” he said. CREDIT: USAID • IRENE ANGWENYI

¹⁹ <http://mitgmtfaculty.mit.edu/tsuri/>

4. Targeting

Target geography: USAID/KEA used a model that includes investments in push and pull interventions in targeted market systems to achieve poverty reduction. To reach scale, USAID/KEA aims to invest in target opportunities with spillover effects that maximize indirect impacts. To achieve poverty, hunger and malnutrition reduction at scale, market opportunities are a key consideration in defining the ZOI. Market drivers—which may have a major impact on reducing poverty and hunger within the zone—may exist outside of the ZOI. Thus, while USAID/KEA may collaborate with or invest in market drivers outside the ZOI, reducing poverty, hunger and malnutrition within the ZOI is the objective.

Analysis to identify market opportunities: To validate the Kenya Feed the Future zone of influence, the Mission considered four documents: (1) an analysis conducted by the Bureau for Food Security (BFS); (2) USAID/KEA's Feed the Future team analysis; (3) an analysis conducted by the Feed the Future Kenya Crops and Dairy Market Systems activity; and (4) an analysis conducted to define the 22-county zone under the initial Feed the Future program. The purpose was to identify areas with opportunities in production and farm-level activities that could benefit from and contribute to upgrading in the overall market system. Data was used to characterize growing urban markets with several value chain actors in the processing and retail segments. Consideration was also given to areas with a demonstrated positive support environment facilitated by county governments and private sector players. Across the ZOI, but most importantly in the northern and eastern regions, the Feed the Future project will enhance the resilience of the target communities. Nutrition interventions will be customized as appropriate across all of the implementation regions.

Factors considered in the analysis included:

1. Poverty levels: Emphasis was placed on counties with high poverty levels where market and/or production capacities are unmet.
2. Stunting and malnutrition levels: Emphasis was placed on counties with high stunting rates.
3. County population and population density: To maximize resources, emphasis was placed on counties with high population density under the hypothesis that more beneficiaries could be reached, and spillover effect could be greater in areas of higher population and population density.
4. Contribution of agriculture to county gross domestic product (GDP): Emphasis was placed on counties that depended on agricultural production.
5. Presence of other USG activities: Emphasis was placed on counties with potential for collaboration and layering of activities to increase impacts.
6. Contiguous ZOI: Formation of a contiguous zone of influence allows for practical application of a population-based survey.
7. Horticulture production as a percentage of national total: Emphasis was placed on counties with current horticulture production and potential for upgrading.



After completing training on irrigation and financial literacy, Samuel Awiti received a loan for a solar water pump to irrigate his farm. With the pump, he is able to provide sufficient irrigation to grow several fruits and vegetables. CREDIT: USAID • RANELLE SYKES

8. Dairy production as a percentage of national total: Emphasis was placed on counties with current dairy production and potential for upgrading.
9. The enabling environment, including opportunities for government and private sector partnerships: USAID has over two decades of agricultural experience in these geographic locations. This experience helped determine where future relationships with county governments, non-state actors and private sector partners were likely to be most successful.
10. Opportunities for building resilience to mitigate shocks or stresses while safeguarding gains from markets: This factor pulled information from many of the factors listed above. Emphasis was placed on counties that have or are developing strong enabling environments for inclusive economic growth.

4.1 Focus Countries

Feed the Future will work in five arid counties in Northern Kenya, nine counties in Western Kenya and three counties in the eastern region. Feed the Future will work with businesses outside the ZOI that can provide market pull to benefit farmers within the zone. The selected 17 counties that constitute the Kenya Feed the Future ZOI include: Homa Bay, Migori, Kisii, Kisumu, Siaya, Kakamega, Bungoma, Busia and Vihiga in the western region; Kitui, Makueni and Taita Taveta in the eastern region; and Turkana, Marsabit, Isiolo, Garissa and Wajir in the northern region.

Target value chains: In Kenya, Feed the Future will use a two-tiered approach to work with commodities from a *push* and a *pull* perspective. *Pull* commodities are referred to as Tier 1 and include: livestock (and associated animal feeds), horticulture and dairy. Criteria used to select the Tier 1 value chains for the Kenya Country Plan included:

- Competitiveness—defined as meeting market demand and maintaining or growing market share,
- Inclusiveness—defined as providing benefits to economically vulnerable and marginalized groups, and
- Nutrition-sensitive—defined as agriculture investments made with the intention of also improving nutrition.

Tier 1 value chains will be developed through a private sector-led value chain approach. USAID/KEA will also select Tier 2 commodities as part of its *push* interventions. Tier 2 commodities will likely not involve a full value chain approach but will be developed more as market-led livelihood activities that stabilize income across seasons, build resilience and expand income opportunities for young men and women. Examples of Tier 2 commodities include poultry, maize, sorghum, pulses or other drought-tolerant staple crops.

Target population: To sustainably reduce hunger, malnutrition and poverty in Kenya, USAID/KEA's Feed the Future country plan will directly target:

- Commercial farmers and livestock producers, including women and youth, who are willing to invest resources into smallholder and pastoralist households and communities;
- Farm and pastoralist households, including women and youth, with profit potential to assist them in moving into commercial agriculture and diversifying into higher value commodities and non-farm activities; and
- Farm and pastoralist households, including youth and women, without profit potential to assist them in transitioning into higher-return farm and non-farm activities.

The activity will also directly support businesses that are part of selected value chains, including:

- Buyers such as exporters, processors, retailers and wholesalers;
- Businesses engaged in value addition, processors and feed and fodder businesses;
- Input suppliers, including agrovets, stockists, distributors and agents;
- Transporters;
- Aggregators, including cooperatives, traders/brokers, collection or distribution centers;
- Technology providers;
- Both formal and informal financial services institutions, including those engaged in digital finance; and
- Providers of services, including spraying, artificial insemination (AI), veterinary care, integrated pest management providers and others.



Newton Gitonga is a young entrepreneur in Isiolo County. His company, Greenmeal Feeds, received a Feed the Future grant to construct a feed milling factory and procure equipment. “Feeds are usually the most expensive thing that farmers spend on. Once we can make them good feeds and reduce the price, many people will get into business – youth groups, women groups,” he said. CREDIT: USAID • NJERI MUCHURA

5. Goal and Purpose

The goal of Feed the Future in Kenya is to sustainably reduce hunger, malnutrition and poverty in the ZOI. The purpose is to increase agriculture-led growth, resilience of people and systems and the population’s nutritional status, especially among women and children. To achieve this purpose, Feed the Future in Kenya builds on USAID/KEA’s prior Feed the Future implementation experience and lessons learned.

The integration of resilience programming with nutrition-sensitive agriculture and market systems development requires a fundamental shift in thinking and program design from past Kenya Feed the Future efforts. With targeted incentives and “pull” interventions, productivity can increase, and agricultural market systems can develop as entrepreneurs, including increasing numbers of youth, enter the sector and embrace the use of technology to transform subsistence agriculture into commercial operations.

However, building the capacity of market systems to respond to shocks and the resilience of rural communities to respond to environmental stresses will be critical to ensuring sustainable escapes from subsistence agriculture and poverty. For resource-poor farmers, improved resilience can come from engaging in higher return and less climate-sensitive market opportunities. Increased resilience will also come from strengthening the role of women in household decision-making and increasing their ability to access and control resources (such as income and land). Finally, to build resilience in the Northern and Eastern areas of the ZOI—where populations are chronically dependent on food aid—integrated programs are needed that link livelihoods, health, nutrition interventions, education, natural resource management (including water) and good governance, both locally and nationally.



A young goat herder in Garissa County is emblematic of pastoral communities in northern Kenya that depend almost entirely on small stock such as sheep and goats for income and nutrition. CREDIT: USAID

6. Implementation Approaches for Achieving Goal and Purpose

Achievement of Feed the Future's goal and objectives in Kenya, including the effective integration of nutrition, resilience and agricultural market systems, calls for three important approaches:

- Geographic overlap of agriculture, resilience and nutrition programming in the ZOI seeks to capitalize on interconnections/interdependence in contributing to Feed the Future impacts on individuals, households, communities and market systems.
- Sequencing, layering and integration (SLI) is an approach for getting implementing partners to work together to maximize impacts in the ZOIs. For example, setting common goals/vision for change across activities, developing common indicators to measure change, managing geographic co-location and sequencing of activities and acting as a common voice to county and national policymakers.
- Collaboration, learning and adaptation (CLA) is an iterative process that supports SLI by engaging USAID Feed the Future stakeholders in a collaborative process of reflection, learning and adaptation to

improve impacts on an ongoing basis. CLA involves the use of real-time information and analysis to continuously assess progress and adjust activities as necessary. A deliberate focus on iterative learning and adaptation through CLA is important in the context of Feed the Future Kenya, given that: (1) it will use market systems facilitation, which requires an iterative and flexible approach; (2) the aim is to engage a wider spectrum of market actors, some of whom may not be known before final program design; (3) the diversity of farmers, targeted crops and production systems may require different types of interventions; (4) the diversity of geography, social context and gender and social inclusion dynamics in the ZOI require contextualization of interventions; (5) the fluid market and social context; (6) the importance of layering and integrating USAID resilience, nutrition and agricultural market development activities in the ZOI; and (7) the commitment to align Feed the Future Kenya with government policies and priorities.

- Facilitate change: Facilitation aims to improve the functioning of a system and to catalyze systemic change without taking a direct role in the system. Its objective is to ensure sustainability by putting local actors front and center as drivers of the change process. Facilitation involves a deliberate strategy to target primary contacts who have the capacity to impact secondary contacts. Together primary and secondary contacts are defined by Feed the Future as direct beneficiaries. Facilitation approaches also include deliberate strategies to maximize indirect impacts through imitation, including copying and crowding-in.²⁰

²⁰ http://pdf.usaid.gov/pdf_docs/PBAAC412.pdf

7. Program Components

Nutritional status of women and children: Agriculture plays a key role in improving the nutritional status of women and children. To address nutritional gaps and the prevalence of stunting, nutrition programming will target children in the first 1,000 days of their lives and pregnant and lactating women. In Kenya, Feed the Future will implement a nutrition-sensitive agriculture approach that focuses on production, market availability of food, income and women's empowerment. This approach, combined with appropriate social behavior change (SBC) interventions, will increase the availability and consumption of diverse and nutritious foods such as dairy, eggs, livestock, and horticulture for rural smallholder agriculture and pastoralist households, generate income for expenditure on additional food and non-food items important to improve nutrition, and increase women's empowerment so women can control how production and income are utilized to improve nutrition for themselves and their children. Since nutrition-sensitive agriculture approaches alone will not result in improved nutrition gains, Feed the Future in Kenya will layer with maternal and child health (MCH) services in the ZOI. This will include layering with water, sanitation and hygiene (WASH) and nutrition-specific MCH health services being supported by Food for Peace and the Office of Health. Effective SBC interventions will ensure adequate utilization and consumption of a variety of nutritious foods, as well as ensure hygiene in food preparation and access to improved water and sanitation. SBC interventions will involve both men and women as role models and sensitize them on both the benefits of nutritious diets and sharing this knowledge and workload within the household. **Agencies contributing: USAID, USDA, USAIDF.**

Competitive and diversified agricultural market systems and livelihoods: Kenya's Feed the Future investments will use a market systems approach. This approach leverages: (1) the interconnections among value chains, such as maize processed into animal feed then used for dairy or livestock; (2) cross-cutting services such as finance, input supply or extension that affect multiple value chains; (3) large and SME "lead" firms with the resources and incentives to invest in supply chains, supply-chain management, and value addition; (4) the enabling environment that includes norms, policies and regulations that govern or influence how the market system operates and who gains or loses from market participation; and (5) digital tools that can reduce transaction costs and ease the sharing of information, payments, products and services between value chain actors. Using a market systems approach, Kenya's Feed the Future investments will stimulate market-led agricultural growth and create new expanded economic opportunities for smallholders and entrepreneurs, with the end effect of increasing the competitiveness and profitability of food systems. Feed the Future market systems investments will also build the resilience of local markets and vulnerable households. **Agencies contributing: USAID, Commerce, USAIDF, USDA, OPIC State/Econ.**

Expanded and diversified agricultural production and productivity: To increase productivity and diversify production, USAID/KEA's Feed the Future investments will support the development and dissemination of/access to productivity-enhancing technologies and practices. Investments will include: improved seed varieties, climate-smart agriculture; sustainable soil and water management approaches, including crop rotation, solar-powered drip irrigation and multiple-use water systems; rangeland management and rehabilitation; animal health services and disease-control interventions; and crop disease and pest-management technologies, including technologies to produce safe foods. These investments are meant to build resilience and the capacity of agricultural and food systems to adapt to climate change and livestock and crop disease outbreaks. Private sector technology and innovations that meet market demand have been one of the key drivers of past Feed the Future Kenya program and will continue to be important. Many U.S. technologies have potential to transform Kenya's agricultural system; whenever possible, opportunities for U.S. businesses will be prioritized. Feed the Future will support GOK and other institutions that play essential roles in developing agriculture technologies,

setting food safety standards and certifying improved seed varieties. Kenya Agriculture and Livestock Research Organization (KALRO) and Kenya Plant Health Inspectorate Services (KEPHIS) will also play important roles in developing demand-driven agriculture technologies appropriate to specific agro-ecological zones. USAID/ Washington research staff will ensure that Feed the Future innovation labs and other centrally funded research programs support the objectives of the Feed the Future Kenya Country Plan in accordance with the Global Food Security Research Strategy. **Agencies contributing: USAID, Commerce, USADF, USDA.**



Nakamathi Farm Products is a poultry processing and marketing business in Isiolo County. The business constructed sheds and procured processing equipment through a Feed the Future grant. CREDIT: USAID • NJERI MUCHURA

Increased access to finance and investment capital: Access to finance is essential to foster agricultural market systems and to enable both small farmers and firms to invest and innovate from the micro level up. However, the availability of finance for agriculture is seriously constrained, even where the risks have been reduced through guarantee schemes. Feed the Future in Kenya aims to mobilize capital for targeted agricultural market systems, including for SMEs. The new strategy will also work to better differentiate between capital expenditure and operational capital needs for both smallholders and SMEs. It will also leverage the resources of the private sector, including SMEs, to finance the operational capital needs of smallholders through input supply arrangements. An example of this type of leverage is a structured finance arrangement that includes provision of an input package to the farmer, the cost of which will be deducted from eventual earnings. Feed the Future will also mobilize capital to finance SMEs—including lead buyers, processors, aggregators, and input suppliers—and their needs for operational capital and expansion. Opportunities for and constraints of, youth and women will be prioritized. Additionally, engaging with an array of financial actors, Feed the Future will use a broad range of

financial instruments such as debt and equity, as well as various forms of concessional/subsidized capital. Access to savings, non-farm credit, remittance services, and insurance will also be important for youth, farmer and community groups, and small businesses, and households. Given Kenya's leadership in mobile money and the ongoing advancements in digital technologies, the use of digital tools for financial services will be prioritized wherever possible. These inclusive financial instruments can strengthen the resilience of households and farmer groups and bolster the capacity of households to withstand risks of market engagement. **Agencies contributing: USADF, USAID, USDA, OPIC.**

Capacity of GOK and private organizations to formulate and implement policies, strategies and advocacy: Feed the Future in Kenya will enhance the capacity of government, private institutions, and non-state actors, to develop, coordinate, advocate for, and implement supportive strategies, policies and regulations to improve the enabling environment for inclusive agriculture growth and increase the production and marketing of safe food. It will also support county and national governments to coordinate and implement agriculture, food security, and nutrition strategies and programs under the devolved functions of agriculture as specified in the 2010 Kenyan Constitution. Improving the policy environment will strengthen agricultural and livestock value chains and support rural enterprise development by increasing access to finance and mobilizing private sector investment. This activity will also build capacity for evidenced-based policy analysis, formulation and implementation under devolution, and build the capacity for the implementation of the Comprehensive African Agriculture Development Program (CAADP). Investments in innovative policy research will help identify and provide evidence to advance country- and county-specific priorities.

USAID/KEA will continue to partner with the GOK, the donor working group and private sector organizations to develop policies and regulations that support the targeted value chains and program objectives: Key policy areas include: (1) approval of the National Drought Contingency Fund and dispersal at the county level in response to disasters; (2) develop implementation framework for national nutrition policy and ensure effective implementation at the county level; (3) effective stakeholder input into the development of land tenure regulations and effective implementation of those regulations at the county level; (4) improve cooperation and capacity of the public and private sectors in early generation seed production and distribution and harmonized regional seed regulations; (5) harmonize SPS and commodity standards to reduce cross-border trade barriers; (6) increased coordination between the national government and counties on policy formulation and implementation; (7) increased private sector input into national-level policy and strategy formulation; and (8) develop an updated National Agriculture Investment Plan. **Agencies contributing: USAID, State/Econ, USDA/FAS.**

Market-based water supply and sanitation services: Growing evidence shows that access to safe water and improved sanitation and hygiene have a profound effect on maternal and child health and nutrition. Lack of sanitation is strongly correlated with both acute and chronic malnutrition. Water supply and sanitation continues to be one of the most serious and underfunded problems in Kenya. In rural areas, only about 61 percent of the population has access to improved water sources and approximately 29 percent²¹ to improved sanitation facilities. Water is needed for effective functioning of market structures, for animals, sanitation, small business operations (especially food suppliers), ancillary health stations, and for human consumption. Strengthening the resilience/adaptive capacity of drinking-water and sanitation management is needed to cope with a wide variety of challenges, including present and future climate variability. Adaptations that are available urgently need to be put in place in areas likely to face climate changes to avert decline of existing systems and to improve the resilience of new water and sanitation systems. Kenya is a high-priority country under the USG's

²¹ UNICEF/WHO Joint Monitoring Program 2015.

Global Water Strategy (GWS), which aims to increase the number of people with access to improved and sustainable water, sanitation and hygiene services. This is done through activities such as investments in off-grid energy entrepreneurs working with smallholder farmers and support to small cooperatives in gaining access to water. USAID/KEA's GWS Water and Development Plan seeks to do so through private sector development, improved governance and layering activities for maximum impact. Layering and sequencing nutrition investments with USAID/KEA's GWS Water and Development Plan will help drive improvements in nutritional outcomes. Moreover, systematic assessments of resilience of rural water and sanitation programs will help strengthen basic water resource management practices. **Agencies contributing: USAID, USDA, USAIDF.**

Building capacity to manage risk: The overall purpose of Feed the Future's work on resilience is to enable people, households and communities to escape poverty and chronic vulnerability and strengthen their capacities to manage recurrent shocks and stresses in complex risk settings. Feed the Future in Kenya is expected to decrease household hunger and acute/chronic malnutrition and achieve and sustain development outcomes. To achieve this purpose, the Feed the Future program will include: (1) expanded and viable economic opportunities arising from market forces that create demand for local goods and services; (2) strengthened institutions, systems and governance (formal and informal); (3) improved and sustained human capital; and (4) strengthened USAID systems for layering, collaborative learning and measuring systems change. These investments will assist individuals, households and communities in Kenya to engage in pathways that can lead to reduced dependence on food assistance and sustainable poverty escapes, such as intensified production, including nutrient rich crops and livestock, and linkages to higher return commercial markets; strengthening cooperatives to operate like businesses; linking to markets and moving up the value chain; diversification from lower- to higher-return farm and non-farm activities, and into activities that do not share the same risks; and the move out of agriculture or livestock into new, more viable and higher-return non-farm enterprise or employment opportunities. **Agencies contributing: USAIDF, USAID.**

Youth: Kenya's Feed the Future investments will employ deliberate strategies to prepare young men and women to take advantage of new economic and social roles that emerge in agriculture and other market systems. Investments in youth will align with the GOK Youth and Agribusiness Strategy (2017-2022) and the GOK National Drought Management Authority's approach to engaging youth in the Ending Drought Emergencies strategy. Given sufficient opportunity, including access to education, work and decision-making roles, youth—especially young women—can contribute to improved nutrition and food security in their households and communities. By targeting youth as “change agents,” social and behavior change messaging can help increase the uptake and adoption of improved nutrition and sanitation practices among youth and positively influence the well-being of households. Youth can be key social and economic change agents in harnessing the power of technology, innovation and entrepreneurship to improve the growth and transformation of agriculture and livestock market systems. Vocational, entrepreneurship, business and life skills tailored to young people's specific social, economic and geographic context can prepare them for more productive and remunerative farming, livestock, business and related livelihood activities. Opportunities for youth might include: higher-return and technology-intensive agriculture; off-farm enterprises responding to demand for agricultural inputs and services, including value addition, transport, marketing and/or warehousing services; wage employment in SMEs that support the agriculture and livestock sectors. Youth-friendly financial products and services, including credit, savings and insurance, can further support youth to participate in and benefit from growth opportunities in market systems. **Agencies contributing: USAID, State, USAIDF.**

U.S. partnerships: The United States is the world leader in agriculture technology, agribusiness, good agricultural practices and finance. USAID will collaborate with other USG agencies at post to harness this expertise to support agriculture-led growth in the targeted market systems. Key areas include: U.S. product and

service exports; U.S. private sector-supply chains; universities, research and knowledge sharing and technology transfer; finance organizations, including investment capital and capacity building; and cultural exchange opportunities. **Agencies contributing: Commerce, USDA, OPIC, USAID.**

Alignment to U.S. priorities: Through collaboration with interagency partners, the Feed the Future Kenya Country Plan will support U.S. leadership and influence and create opportunities for U.S. businesses. Activities under the Feed the Future will prioritize support to increase foreign direct investment, promote entrepreneurship, increase private sector productivity and leverage private sector partnerships. Implementation of Feed the Future in Kenya will enable USAID's goal of supporting Kenya toward self-reliance by: working with host country governments to implement outcome-oriented programs and strengthen private sector engagement; strengthening interagency coordination by effectively utilizing development tools to address challenges; and respecting the U.S. taxpayer's investment by expanding the use of innovative vehicles for greater impact. **Agencies contributing: Commerce, USDA, OPIC, USAID.**

8. U.S. Government Interagency Investments

USG Agency	Areas of Collaboration
U.S. State Department	<p>Policy: Raise the visibility of key policy issues to higher levels within USG and GOK and contribute to overall policy cohesion.</p> <p>Communication: Highlight Feed the Future successes to Washington and interagency.</p>
U.S. African Development Foundation	<p>Provide grant financing to small scale producers, youth entrepreneurs and energy entrepreneurs that support on-farm productivity.</p> <p>Address agricultural linkages and market access, including post-harvest handling; value-added processing; access to finance; inputs; purchase funds; warehousing; irrigation; business and organizational management capacity strengthening; and technical assistance.</p> <p>Support household-level economic resilience through enterprise development and income generation.</p>
U.S. Department of Agriculture	<p>Sanitary and phytosanitary (SPS) systems: To ensure safe food supply for domestically consumed and exported products.</p> <p>Agricultural market systems improvements/development, including post-harvest handling; access to finance; information systems; food quality assurance; procurement procedures for structured-demand markets; supply chain analyses; market assessments; and linkages, with a particular focus on drought-tolerant crops;</p> <p>Farm-level training on production methods, farming as a business and associated skills.</p> <p>Information and statistics to inform policymaking and increase productivity throughout target value chains.</p> <p>Provision of in-school meals to primary school children in six arid counties (Baringo, Garissa, Mandera, Turkana, Wajir and West Pokot) to support the transition to the Government of Kenya's Home-Grown School Meals Program.</p> <p>Research and policy related to agricultural production, trade and innovations such as biological controls, biotechnologies, animal health and rangeland management.</p>
U.S. Department of Commerce	<p>Facilitate Kenyan access to U.S. technologies.</p> <p>Facilitate contacts between Kenyan and U.S. businesses.</p> <p>Facilitate U.S. agribusiness exports to Kenya.</p>
Overseas Private Investment Corporation	<p>Collaborate to address the constraints to lending to agriculture.</p> <p>With USAID, develop pipeline for joint ventures.</p>
USAID/KEA Regional Programs	<p>Facilitate cross-border trade of horticulture and dairy products.</p> <p>Address aflatoxin issues with technology and policy reform.</p> <p>Address control of transboundary animal and plant diseases.</p>
USAID/KEA Kenya Bilateral Programs	<p>Develop agricultural market systems in livestock and crops and dairy.</p> <p>Increase access to finance through a range of financial instruments.</p> <p>Improve nutrition.</p> <p>Improve household, community and systems resilience.</p> <p>Increase access to potable water and sanitation.</p> <p>Increase access to health services.</p> <p>Improve policy environment for private sector investment.</p>

Women farmers in Isiolo County have learned how to run a successful farming business. Empowering women—who play a vital role in advancing agricultural development, food security, and nutritional outcomes—is key to Feed the Future’s success, and the initiative is committed to working with countries to improve the ability of women farmers and entrepreneurs to reach their full agricultural potential. CREDIT: USAID • NJERI MUCHURA



9. Monitoring, Evaluation and Learning

The Kenya Feed the Future Monitoring, Evaluation and Learning (MEL) Plan will:

- Provide continual feedback on the extent to which activities are achieving their purpose, expected outcomes and systemic changes, as articulated in the theory of change;
- Monitor the inclusiveness of benefits accruing from USAID/KEA activities to the target population, and disaggregate indicators by sex and age that measure inclusion of women and youth;
- Monitor the effectiveness of sequencing, layering and integration for integrating cross-cutting issues, including nutrition, WASH, women’s empowerment, climate variability and natural resources management into market systems development;
- Assess the effectiveness of CLA and learning plans in measuring systems change related to the theory of change and collective impact, and improve the overall Kenya Feed the Future strategy;
- Assess the overall Kenya Feed the Future theory of change and needs for adaptation/refinement;
- Provide evidence needed to modify programming when needed;
- Provide evidence to influence Feed the Future programming;
- Monitor the validity of the data; and
- Monitor the efficiency and cost effectiveness with which the Kenya Feed the Future program is being implemented and suggest improvements.

10. Stakeholder Engagement Platforms

This Feed the Future Country Plan was developed in consultation with various technical offices within USAID/KEA, as well as technical offices at USAID/Washington. In addition, extensive discussions took place over the last year with USG agencies, local county governments, farmer organizations, private sector businesses, traders, USAID implementing partners, development stakeholders, advocates for women and youth and national-level counterparts in Kenya's Ministry of Agriculture and Livestock Development (MOAFL) and National Drought Management Authority (NDMA).



The Tawakal women's group runs a camel milk collection and processing facility. Local businesses such as theirs are engines of growth and opportunity in their counties, but have a challenging time expanding due to a lack of business skills and access to credit. CREDIT: USAID • NJERI MUCHURA

US Government Interagency Partners

