



# STRATEGIC PLAN 2021-2023

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JAN 2021

**PREPARED BY EXECUTIVE AND MANAGEMENT**

## FOREWORD

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MHFA has for the past years been voicing farmers' challenges mainly in marketing of farm produce, environmental degradation and developing linkages with actors for service provision. Our focus thereafter went beyond this, moving forward to reducing gender disparities in all aspects of development.

In this dynamic environment, MHFA will through this strategic plan, address emerging issues, be better placed in addressing issues affecting the Youth and women, PLWD ,marginalized groups and also ensuring that they are productive members of their societies.

MHFA therefore calls for other like-minded organizations and partners to identify possible areas of collaboration in this SP so that we collate our efforts for greater impact of our envisioned common goal.

We thank everyone for their continued support and contribution toward the past success of MHFA plans. We look forward to achieving with you our strategic objectives in this 2021- 2023 strategic plan.

## ACKNOWLEDGEMENT

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I sincerely acknowledge the support and contribution of individuals who made the development of this SP a success. My deepest appreciation is to the Executive Management and staff who contributed tirelessly to the completion of this document and their great determination in achieving MHFA's mission and vision.

Special mention goes to Vi agroforestry, for their technical and financial support during this process of SP development.

I also extend my gratitude to our development partners for their immense and valuable contributions.

I believe that this document will help and propel our farmers and society at large to excellence and prosperity in the years to come.

**Thomas Chepkwony,**

Chairperson, MHFA

**BOARD APPROVAL**

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**APPROVED BY:**

**Chairman:**

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Date.....

**Secretary:**

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Date.....

**Treasurer:**

.....

Date.....

## ABBREVIATIONS

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AGM	Annual General Meeting
CBO	Community Based Organization
CIG	Common Interest Group
MHFA	Marakwet Highland Farmers Association
SALMs	Sustainable Agriculture Land Management Practices
NGOs	Non-Governmental Organizations
EMC	Elgeyo-Marakwet County
PWC	Price Water Coopers
KRA	Key Result Area
NCPK	National Potato Council of Kenya
KALRO	Kenya Agriculture and Livestock Research Organization
KCB	Kenya Commercial Bank
VSLA	Village Saving and Loaning Methodologies
NGAAF	National Government Affirmative Action Fund
SWOT	Kenya Forest Research Institute
KEPHIS	Kenya Plant Health Inspectorate Service
CIP	Potato International Council
WCK	Wildlife Clubs of Kenya
KSA	Kenya Scouts Association
OGI	Open Governance Institute
EMPMCS	Elgeyo-Marakwet Potato Marketing Cooperative Society
SP	Strategic Plan
MOA	Ministry of Agriculture

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## EXECUTIVE SUMMARY

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The MHFA's 2021 -2023 SP is a product of several discussions among management and staff, feedback from our partners and internal reflections from the lessons learned from our previous commitments.

Evaluation of our documents using the SWOT analysis revealed the current status of the organization. This revealed a number of challenges in potato production and marketing, issues to do with environmental conservation, poor uptake of agricultural technologies, motivating and retaining membership and resource mobilization to attaining financial stability. All these served as the basis for identifying the focus areas and strategic objectives.

MHFA convened a workshop whereby all executive management and staff agreed on the pillars on which to anchor to this new strategy. The strategy will be adaptive to emerging issues and challenges in the agricultural sector. It will also empower women and youth to be self -reliant and productive members of the society.

Our strategic objectives are;

1. To increase production of high quality potatoes
2. Operationalize collective marketing in Irish potato (strengthen collective marketing systems)
3. To promote biodiversity
4. To increase farmers access to extension services
5. To enhance adoption of modern agricultural technologies
6. To enhance service delivery and project management

In order to achieve these objectives, MHFA will ensure a strong business model is in place for organizational and financial sustainability. It will also diversify its funding base and collaborations. New initiatives, innovations and enhancing organizational culture that is empowering and committed for the overall success of this strategy will be adopted.

MHFA will also undertake capacity building to enhance capacity of management and staff to effectively deliver on its mandate vision and objectives

## CHAPTER I: INTRODUCTION

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### 1.1. Background Information

Marakwet Highland Farmers Association started in 2013 as farmer based organization whose main purpose is to provide extension services to farmers in the Marakwet Highlands region. Farmers, compelled by the desire to attain economic security came together to form the organization. Their focus for membership encompassed the farmers in the Marakwet Highland region. The association was formally registered on 7th May 2014. It is registered in office of the attorney general under the societies act 2018.

Since its inception, the Association has continually grown and become one of the biggest organizations in the region in terms of membership. In 2013, total membership was below 100 with only a single community based organization (CBO) and half-dozen common interest groups (CIGs) being its members. Years on, the membership is upwards of 3000, with 18 CBOs and 82 CIGs registered in the organization.

Marakwet Highland currently draws its xxx members from the following CBOs:

- |                 |               |
|-----------------|---------------|
| 1. Nature-Based | 10. Tenden    |
| 2. Cheptobot    | 11. Yatoi     |
| 3. Kamasia      | 12. Chebai    |
| 4. Kaptobendo   | 13. Ebeneza   |
| 5. Segut        | 14. Koitugum  |
| 6. Kararia      | 15. Cheborowa |
| 7. Kapyego      | 16. Kaptiony  |
| 8. Kerer        | 17. Kamo      |
| 9. Kipkundul    | 18. Kapterit  |

## **1.2. Key milestones**

- Purchase of 5 Acre plot
- Construction of 2 stores
- Recruitment of 3000 members
- Creation of function linkages with over 20 stakeholders
- Distribution of 2,250,000 tree seedlings to be planted in the region

## **1.3. Challenges**

- Limited availability of funds (internal & external).
- High cost of funding (external).
- Members sluggish and reluctant in submission of membership fees.
- High expectation from members in terms of the donor funding

## CHAPTER 2: INSTITUTIONAL REVIEW

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### 2.1 Mandate

To promote the economic and social interests of members by offering affordable financial solutions through product innovation, appropriate technology and empowered workforce to enhance shareholder value.

### 2.2 Vision statement

A poverty free community with well conserved environment

### 2.3 Mission statement

To mobilize the community in promoting appropriate agricultural technologies and environmental sensitive initiatives through capacity development and collective actions

### 2.4 Overall Objective

To scale up and strengthen environmental conservation activities within the Cherangany hills water tower, build the organization's capacity for effective service delivery to members and strengthen farm enterprises.

#### 2.4.1 Specific objectives

- Promote farmer access to quality planting materials
- Promote farmer involvement in collective actions and value additions
- To develop the capacity of members in agroforestry, environment and climate change and farm enterprise development
- Promote farmer advocacy initiatives and influence policy development processes at various levels
- To Strengthened organizations' capacity for effective service delivery to members

### 2.5. Core values

- **Integrity** - MHFA adherence to moral values : incorruptibility, soundness and competence
- **Quality Services** - We meet member's needs with our services and service quality.
- **Innovation & Creativity** - We care about your thoughts and ideas to make your life better.
- **Respect** - Forming deeper relationship with our members.
- **Team Work** - We are stronger and more capable together.

## **2.5 Organizational Structure**

The highest decision making body in the Association is the Annual General Meeting. Delegates representing CBOs congregate at the Annual General Meeting (AGM) which approves the Association's policies and functions. During the Annual General Meeting, the delegates elect members of the Executive and Management (the governing body) that oversee the management, which is in charge of the day-to-day operations of the Association.

### **2.5.1 Delegates**

Delegates represent the members. Members in each CBO elect their delegates to represent their interests at the Annual Delegates Meeting. There are currently 90 delegates.

### **2.5.2 Executive**

The board comprises five members elected by the delegates during the Annual General Meeting. For effective direction and oversight over management and staff, the executive is structured into various committees

### **2.5.3 Management**

Management comprises of the fifteen members inclusive of the chairperson, secretary, treasurer and members of the production, marketing and environment committees.

## CHAPTER 3: SITUATIONAL ANALYSIS

### 3.1. Evaluation of Past Performance

#### 3.1.1 Potato Production

	2017	2018	2019
Quantity production per acre (bags)	50	70	80
Number of farmers producing	1080	1505	2322
Acres of potato	545	734	1134

#### Challenges

- I. Limited to access to quality planting materials – most farmers recycle seeds for planting materials due to unavailability and expensiveness of quality seeds
- II. Weather variability – Weather changes like droughts or excessive rains lead to low productivity or total crop loses. Technologies like irrigation systems and farmers taking crop insurance will be promoted
- III. Limited investment – farmers financial capacity to acquire quality production materials and hired labor
- IV. Pests and diseases – Pests like potato tuber moth and disease like plight and bacterial wilt affect production
- V. Low extensive reach – farmers access limited extension services due to few extension officers both in the organization and the government ministries and in the NGOs

#### 3.1.2 Potato Marketing

	2017	2018	2019
Price per bag of potatoes (Ksh)	800	1000	1200
Number of farmers engaged in collective marketing of potatoes	104	312	423
Volume of potatoes stored for marketing (bags)	220	444	345

#### Challenges

- I. Poor infrastructure – poor road networks affect transportation of produce from farmers to the market or storage facilities which effectively lowers prices for produce or its quality
- II. Poor marketing information systems – Farmers lack marketing information to avail their produce to market and leading to resurgence of middlemen who fix the prices for their own personal gain and farmers experiencing loses
- III. Fluctuation of potato market prices – The potato market is volatile due to the changing forces of demand and supply stemming from poor road networks, fixing of price by middlemen

### 3.1.3 Environmental Conservation

	2017	2018	2019
Number of farmers trained and adopting SALMs	839	1640	2420
Number of long-term trees transplanted	167,000	308000	348000
Number of giant trees established	6	5	5

#### Challenges

- I. Poor farmer attitudes towards environmental conservation – with the region blessed with huge forests of indigenous trees, members have poor attitudes towards conservation as they see the forests, riparian areas as fertile arable lands
- II. Poor management of established trees – High number of livestock and poor fencing systems lead to destruction of planted trees as cattle browse the planted trees
- III. Poor implementation of environmental policies – The government agencies given the mandate to implement policies – forestry policy, 10 % tree cover, wetlands protection policies – fail to enforce the policies

### 3.1.4 Membership

	2017	2018	2019
Number of members joining the organization	-	665	1165
Number of women joining the organization	-	460	652
Number of youth joining the organization	-	205	541

#### Challenges

- I. High expectation among members –farmers expect to be compensated or given incentives to participate in group activities and trainings
- II. Low number of youth joining the organization - Youth like short-term benefits limiting their participation in medium or long-term activities
- III. Conflict among groups and members – Groups and members fight for resources creating friction and conflicts

### 3.1.5 Capacity Building

	2018	2019	2020
Number of farmers trained on Agronomic practices, SALMs, financial literacy	1326	2342	2243
Type of trainings conducted	2	2	2
Number stakeholders providing capacity building to members	5	5	5

#### Challenges

- I. Low extensive reach – farmers access limited extension services due to few extension officers both in the organization and the government ministries and in the NGOs
- II. Low literacy levels – Many members participating in groups activities have low literacy due to low education levels
- III. Poor attitude – Most farmers are conservative and have poor attitude towards attaining new knowledge

### 3.1.6 Agricultural Technologies

	2017	2018	2019
Number of farmers adopting new agricultural techniques	-	200	200
Number of farmers accessing crop specific fertilizers	-	313	423
Number of technology providers	2	0	1

#### Challenges

- I. Limited investment – farmers financial capacity to acquire new technology
- II. Rigidity of farmers to adopt current technologies - Most farmers are conservative and have poor attitude towards attaining new technology

## 3.2. Review of internal environment

### 3.2.1. Strengths

- Huge membership base
- Possess organizational land and stores
- Function linkages with stakeholders
- Human capital
- Functioning office
- Support from local authorities

### 3.2.2. Weaknesses

- Few staff
- Limited resources to deliver mandate
- Low involvement of youth in programmes
- Weak grasp on collective actions

## 3.3.. Review of external environment

### 3.3.1. Opportunities

- Viable enterprises – huge demand for potatoes
- Favorable climate
- Availability of market
- Availability of like-minded stakeholders
- Expansion of membership base through social inclusion- youth & women

- Availability of financial services – VSLA & SACCO
- County government support

### **3.3.2. Threats**

- Pests and diseases
- Climatic uncertainties
- Unfavorable government policies
- Poor road networks
- Unfavorable prices for products

### **3.4. Stakeholder Analysis**

In the process of carrying out its functional obligations, MHFA creates linkages with a number of internal and external stakeholders. These stakeholders provide various opportunities for the organization in order to improve its efficiency and effectiveness or present threats that are likely to have a significant impact on the implementation of the Strategic Plan.

This explains the need of identifying and assessing how these stakeholders are likely to affect the organization's performance.

Stakeholder analysis was conducted to identify the interests, roles/responsibilities, comparative advantages and contribution of the various stakeholders in the development and implementation of the Strategic Plan

### **Stakeholder Matrix**

<b>Project/Goal</b>	<b>Partner</b>	<b>Partnership specification</b>
Irish potato marketing and contract farming	<b>Agriculture and Food Authority</b>	Trainings on marketing, quality control, proper use of agro chemicals Facilitate contracting between MHFA and KDF processor
	<b>Kenya Defense Forces</b>	The processor we are seeking to contract
	<b>County Government</b>	Act as a regulator Support farmers – clean seed
Irish Potato Processing	<b>Elgeiyo Marakwet Potato Marketing Cooperative Society</b>	Umbrella holding all potato farmers in EMC
	<b>County Government</b>	Support construction of potato processor in EMC
	<b>Max Global</b>	Processor
	<b>Kingdom Foods</b>	Processor
	<b>PWC</b>	Conduct feasibility survey
Kenya Potato Subsector Transformative Initiative	<b>Technoserve</b> <b>Ministry of Agriculture</b> <b>National Potato Council of Kenya</b> <b>PKF Consulting</b> <b>Dodore Financing</b> <b>AGGRA</b> <b>Ministry of Trade</b> <b>KALRO</b> <b>AGRICO</b> <b>Processors(various)</b> <b>ISF/USAID</b> <b>Farmer Hubs</b>	<b>Technoserve , AGGRA-</b> bring together all players <b>MOA,MOT, NPCK</b> - Policy and institutional development <b>PKF Consulting</b> – support farmer hubs in developing profit oriented business models <b>Dodore</b> – finance <b>KALRO, AGRICO</b> – Research and Seed Development <b>ISF/USAID</b> – Safety, control and traceability <b>Processors</b> <b>Farmer Hubs</b>
Potato Mechanization	<b>Technoserve</b> <b>Sygenta</b> <b>County Government</b> <b>ICL</b> <b>Toyota Tyusho</b>	<b>Techonserve</b> – technical support <b>Sngenta</b> – Provide agrochemicals <b>County Government</b> – support fueling of machinery <b>ICL</b> – Provide fertilizers <b>Toyota Tyusho</b> – provide machinery
Empowerment of farmer organizations	<b>AMPATH Kenya</b>	Capacity building in organizational governance, institutional and organization development, financial management and business development. The above are guided by an assessment carried by Ampath on MHFA.

Promoting Open Governance	<b>Open Governance Institute</b>	Training farmers on understanding budget, budgetary allocation, and public participation. Promoting lobby and advocacy
Access to inputs	<b>Kenya Commercial Bank</b> <b>ICL</b> <b>Yara East Africa</b> <b>Lachlan</b> <b>Bayer</b> <b>Ministry of Agriculture</b> <b>Baraka fertilizer</b>	<b>KCB</b> – Loans to access ICL and Yara Fertilizers <b>Yara/ICL</b> – provision fertilizers for MHFA farmers <b>Lachlan ltd</b> – provision of fertilizers on credit and setting up demonstration plots <b>Bayer Ltd</b> – provision of agrochemicals <b>MOA</b> – provision of insurance to farmers <b>Baraka Fertilizers-</b> provision of subsidized fertilizer
Growing of the potato value chain	<b>International Potato Center</b>	Standardization of Irish potato weighing to 50kgs – it has led to establishment of CESS points in which a bag weighing more than 50kgs is not allowed to pass through Construction of potato cooling store
Promoting financial management	<b>Equity Bank and Equity Bank Foundation</b>	Training farmers on financial literacy and financial management Access to credit
Access to energy	<b>GIZ</b> <b>Ezzy life holding ltd</b>	<b>GIZ</b> – construction of wood saving jikos <b>Ezzy life holding</b> – provide energy savings jikos on credit
Access to irrigation services	<b>Sunculture solar</b>	Demonstrations were held by Saralite Solar on sun energy powered irrigation systems
Access to credit	<b>National Government Affirmative Action Fund</b> <b>Juhudi Kilimo</b>	<b>NGAAF</b> - Grants to support MHFA services <b>Juhudi</b> – Loans for farmers
Improve post-harvest handling	<b>World Food Program</b>	Construction of grading shade
Promote diversification	<b>Kenya Forest Research Institute</b> <b>Lelan Dairies</b>	<b>KEFRI</b> -Promoting mushroom farming, VSLAs <b>Lelan Dairies</b> – promotion of dairy farming as alternative
Promotion of high value crops	<b>Farm Africa</b>	Support trainings on peas, French beans, snow peas, tomatoes and onion and vegetables

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## CHAPTER 4: STRATEGIC FOCUS

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Focus Areas are the foundation stones of the strategy. The key areas of focus expand on the Vision Statement and create the structure around how to actually get MHFA to achieve its goals. The key areas and objectives stem from the identification of the strategic issues and refocus on the hits and misses of the last strategy.

In this plan's period, MHFA's key areas of focus will be;

### 1. Potato Production

**Strategic issue:** Low production of high quality potatoes

**Strategic Objective:** Increase production of high quality potatoes

#### Strategies

- Engage in seed multiplication
- Collective input procurement
- Offer inputs to members on credit
- Enhance other enablers of production

### 2. Potato Marketing

**Strategic Issue:** Collective marketing of Irish potatoes not fully developed (weak collective marketing structures)

**Strategic Objective** – Operationalize collective marketing in Irish potato (strengthen collective marketing systems)

#### Strategies;

- Pooling resources for strategic investments in potato marketing
- Contract farming – market survey, sourcing marketing information
- Potato business planning
- Streamline collection of potatoes from farms
- Engage in value addition

### 3. Environmental Conservation

**Strategic Issue:** Threatened biodiversity

**Strategic objective:** Promote biodiversity

**Strategies;**

- Promote SALMs practices
- Promote conservation
- Engage duty bearers on development and implementation of progressive environmental polices

**4. Capacity Building**

**Strategic Issue** – Low extension reach to farmers in the region

**Strategic objective** – Increase farmers access to extension services

**Strategies;**

- Advocate for increase in extension officers in wards
- Increase funding for training

**5. Adoption of Agricultural Technologies**

**Strategic Issue** – Low adoption of modern agricultural technologies among farmers

**Strategic objective** – Enhance adoption of modern agricultural technologies

**Strategies;**

- Establish farmer learning sites
- Field days and exchange visits
- Acquire modern technologies

**6. Organization Development**

**Strategic issue** – Weak service provision system

**Strategic objective** – Enhance service delivery and project management

**Strategies**

- Strengthen monitoring and evaluation systems
- Strengthen democracy and transparency

## Resource Requirement

No	Strategic Issue	Objective	Strategy	Resource Requirement			
				2021	2022	2023	Total
<b>KRA 1: Potato Production</b>							
1	Low production of high quality potatoes	Increase production of high quality potatoes	Engage in seed multiplication	500,000	2,000,000	3,000,000	<b>5,500,000</b>
			Collective input procurement	2,000,000	2,000,000	2,000,000	<b>6,000,000</b>
			Offer inputs to members on credit	500,000	1,000,000	3,000,000	<b>4,500,000</b>
			Enhance other enablers of production	500,000	2,000,000	2,000,000	<b>4,500,000</b>
			<b>Sub-total</b>	<b>3,500,000</b>	<b>7,000,000</b>	<b>10,000,000</b>	<b>20,500,000</b>
<b>KRA 2: Potato Marketing</b>							
2	Collective marketing of Irish potatoes not fully developed (weak collective marketing structures)	Operationalize collective marketing in Irish potato (strengthen collective marketing systems)	Pooling resources for strategic investments in potato marketing	200,000	200,000	200,000	<b>600,000</b>
			Contract farming – market survey, sourcing marketing information	200,000	200,000	200,000	<b>600,000</b>
			Streamline collection of potatoes from farms	-	5,000,000	-	<b>5,000,000</b>
			Engage in value addition	-	5,000,000	6,000,000	<b>11,000,000</b>
			<b>Sub-total</b>	<b>400,000</b>	<b>10,400,000</b>	<b>6,400,000</b>	<b>17,200,000</b>
<b>KRA 3: Environmental Conservation</b>							
3	Threatened biodiversity	Promote biodiversity	Promote SALMs practices	100,000	1,000,000	1,000,000	<b>2,100,000</b>
			Promote conservation	100,000	1,500,000	2,000,000	<b>3,600,000</b>
			Engage duty bearers on	100,000	500,000	1,000,000	<b>1,600,000</b>

			development and implementation of progressive environmental polices				
			<b>Sub-total</b>	<b>300,000</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>7,300,000</b>
<b>KRA 4: Capacity Building</b>							
4	Low extension reach to farmers in the region	Increase farmers access to extension services	Advocate for increase in extension officers in wards	-	200,000	200,000	<b>400,000</b>
			Increase funds for training	-	500,000	500,000	<b>1,000,000</b>
			<b>Sub-total</b>		<b>700,000</b>	<b>700,000</b>	<b>1,400,000</b>
<b>KRA 5: Adoption of Agricultural Technologies</b>							
5	Low adoption of modern agricultural technologies among farmers	Enhance adoption of modern agricultural technologies	Establish farmer learning sites	50,000	200,000	200,000	<b>450,000</b>
			Conduct field and exchange visits	-	200,000	200,000	<b>400,000</b>
			Acquire modern technologies	200,000	2,000,000	2,000,000	<b>4,200,000</b>
			<b>Sub-total</b>	<b>250,000</b>	<b>2,400,000</b>	<b>2,400,000</b>	<b>5,050,000</b>
<b>KRA 6: Organization Development</b>							
6	Weak service provision system	Enhance service delivery and project management	Strengthen monitoring and evaluation systems	250,000	500,000	500,000	<b>1,250,000</b>
			Strengthen democracy and transparency	300,000	1,000,000	1,000,000	<b>2,300,000</b>
			<b>Sub-total</b>	<b>550,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>3,550,000</b>
<b>Grand-total</b>				<b>5,000,000</b>	<b>25,000,000</b>	<b>25,000,000</b>	<b>55,000,000</b>

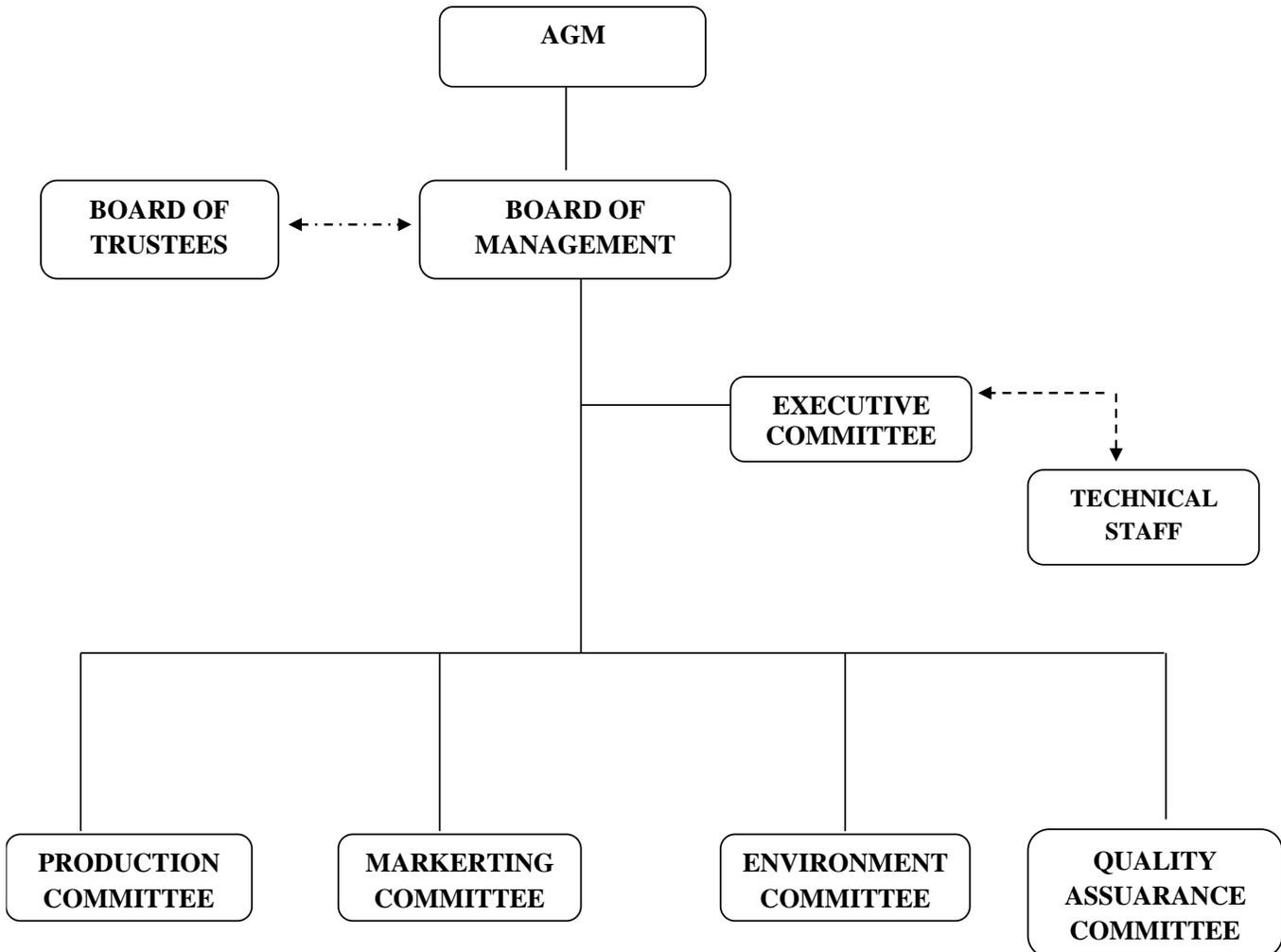
## CHAPTER 5: IMPLEMENTATION OF STRATEGIC PLAN

### 5.0. Organizational Structure

MHFAs organizational structure will provide both institutional and functional frameworks for implementing the strategic plan.

Its significance is to deliver value to the stakeholders in an efficient and effective manner. For MHFA to successfully implement its strategic plan there must be a strong technical relationship between strategy and structure, quite independent of the individuals occupying the positions.

#### 5.1. Organizational Structure



## 5.2. Functions of implementation team

COMPONENT	MANDATE	FORMAT
BOARD OF TRUSTEES	<ul style="list-style-type: none"> <li>- Provide guidance to the executive team</li> <li>-</li> </ul>	
EXECUTIVE	<ul style="list-style-type: none"> <li>- Main decision making body</li> <li>- Acts as communication link</li> <li>- Approve/amend plans and budgets</li> <li>- Hire/fire staff</li> <li>- Provide governance, ensure compliance with the by- laws and manuals</li> <li>- Finance management support</li> <li>- Diversify funding sources</li> <li>- Nurture current partnerships</li> </ul>	4 members (Chairperson, Secreatry, Treasurer and the Vice Chaiperson)
PRODUCTION UNIT	<ul style="list-style-type: none"> <li>- Focus on improving yields across all value chains</li> <li>- Identify and promoting technologies to sustainably intensify and diversify agricultural production</li> <li>- and market failures, especially on vulnerable and food-insecure households</li> <li>- Identify capacity gaps</li> </ul>	3 members ( Production officer, advocacy, Capacity development
MARKERTING UNIT	<ul style="list-style-type: none"> <li>- Identify markets</li> <li>- Identify market failures and solutions to it</li> </ul>	3 members ( marketing , finance
ENVIRONMENT UNIT	<ul style="list-style-type: none"> <li>- Focus on ways of reducing the effects of environmental degradation</li> <li>- Evaluating and raising awareness of the biosecurity risks of exchanges in agricultural inputs and products</li> </ul>	3 members ( Environment Officer,
QUALITY ASSUARANCE	<ul style="list-style-type: none"> <li>- Carry out internal audits</li> <li>- Responsible for procurement processes</li> <li>- Working closely with M&amp;E officer in ensuring quality and validation of data collected</li> <li>- Devise innovative ways of membership recruitment/retaining</li> </ul>	2 members (whistle blower, M&E, auditor

## **CHAPTER 6: FINANCING OF THE STRATEGIC PLAN**

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The organization's vision as supported by the key areas of focus (chapter 4 above) will be implemented through the Action Plan (appendix 1). To operationalize or activate the Action Plan, the association will perform the following;

### **6.1 Source of Funds**

To support effective implementation of the Action Plan, the organization will find resources from internal and external sources

#### **6.1.1. Internal sources**

- Membership entry fee
- Members annual subscription fee
- Service charges of use of stores
- Profit from sell of ware potatoes
- Profit from sale of potato seeds
- Profit from sale of farm inputs

#### **6.1.2. External Sources**

- Grants
- Loans
- Funding raising events
- Exhibitions

## Sources of funds

	SOURCE	2021	2022	2023	TOTAL
<b>A</b>	<b>INTERNAL SOURCES</b>				
1	Member Entry Fee	100,000	100,000	100,000	<b>300,000</b>
2	Member Annual Renewal Fee	100,000	300,000	400,000	<b>800,000</b>
3	Service Fees	100,000	500,000	300,000	<b>900,000</b>
4	Sale of Ware Potatoes	100,000	300,000	300,000	<b>700,000</b>
5	Sale of Potato Seeds	-	1,000,000	1,000,000	<b>2,000,000</b>
6	Sale of Farm Inputs	100,000	2,500,000	2,800,000	<b>5,400,000</b>
7	Member Contributions	-	300,000	100,000	<b>400,000</b>
	Sub-Total	<b>500,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>10,500,000</b>
<b>B</b>	<b>EXTERNAL SOURCES</b>				
1	Grants	4,500,000	15,000,000	20,000,000	<b>39,500,000</b>
2	Loans	-	5,000,000	-	<b>5,000,000</b>
3	Fund Raising	-		-	-
4	Exhibitions	-	-	-	-
	Sub-Totals	<b>4,500,000</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>44,500,000</b>
	Grand-Total	<b>5,000,000</b>	<b>25,000,000</b>	<b>25,000,000</b>	<b>55,000,000</b>

## CHAPTER 7: MONITORING & EVALUATION

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The implementation, monitoring and evaluation (M&E) system for the Strategic Plan are presented in this chapter. The successful implementation of strategic plans largely depends on commitment of the management, discipline and consistency of leadership. It also requires involvement of all staff so that they remain committed to the implementation of the plan. The Strategic Plan will be mainstreamed to all levels of the Organization for ownership and ease of implementation. The Strategic Plan will require a rigorous, comprehensive and carefully implemented monitoring and evaluation framework.

MHFA will use the Logical Framework (log frame) to monitor and evaluate the implementation of the Strategic Plan. The log frame will help in tracking the implementation and achievements of the Organization's objectives, it will assist in the identification of the expected causal links in the following results chain: inputs, processes, outputs (including coverage or "reach" across beneficiary groups), outcomes, and impact. It will lead to the identification of performance indicators at each stage in the chain, as well as risks which might impede the attainment of the objectives.

The project will be required to develop a log frame that will be aligned to at least one Key Result Area and respective performance indicators. During implementation, the log frame will be a useful tool to review progress and take corrective action.

### 7.1 Monitoring and Evaluation Mechanisms

The following M&E mechanisms will be used during the implementation of the Strategic Plan:

**a) Annual Work Plans:** The organizational will develop annual work plan based on the Strategic Plan.

Implementation plans will have clearly defined activities with specific timelines for implementation.

**b) Supervision:** MHFA will carry out supervision of the overall Strategic Plan's implementation and prepare quarterly and annual reports. Findings from the follow ups and monitoring visits missions will be followed up with appropriate actions.

**a) Surveys and Field Visits:** Surveys and field visits to assess the effectiveness and quality of service delivery will be undertaken. The information from the surveys will be disseminated to all the stakeholders including the Organization's management to ensure appropriate actions are taken.

**b) Review Meetings:** These meetings will be held with stakeholders' representatives to keep the Strategic Plan's activities and outputs on track during implementation. They will also enable the organization and stakeholders to identify and take necessary actions to address emerging challenges.

**e) Mid Term Review:** A mid-term review will be organized to assess the level of implementation of the Strategic Plan. Review meetings will be held with stakeholders' representatives and the findings will inform the need for any changes in the implementation of the SP for the remaining period.

## **5.2 Reporting and Learning**

Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. There will be quarterly monitoring and evaluation reports. The reports will outline in summary form the projected targets, achievements/milestones attained, facilitating factors and challenges. The lessons learnt will enable the management institute appropriate remedies to overcome any challenges.

## APPENDIX 1: IMPLEMENTATION FRAMEWORK

KEY RESULT AREA 1: POTATO PRODUCTION								
OBJECTIVE 1: INCREASE PRODUCTION OF HIGH QUALITY POTATOES								
Strategy	Activities	Expected output	Output indicators	Implementing actors	Time line			
					2021	2022	2023	
Seed Multiplication	1. Identify 10 acres of land for seed multiplication	Quality potato seed is available for farmers	Area of land for seed multiplication (acres)	Production Committee	2	5	3	
	2. Land preparation and management		Area of land of prepared and managed	Production Committee	2	5	3	
	3. Purchase of startup seeds		No. of bags purchased	Procurement Committee	50	200	80	
	4. Certification on potato seed production		No. of certificate	Executive, Staff	1	0	0	
	5. Enhance capacity on quality seed production		No. of seed producers trained	KEPHIS, CIP	100	100	100	
Collective Input Procurement	6. Purchase of fertilizers	Crop specific inputs are available for farmers	No. of bags of fertilizers purchased (bags)	Procurement Committee	5000	10,000	10,000	
	7. Purchase of agrochemicals		Kilograms of agrochemicals purchased (kgs)	Procurement Committee	1,000	20,00	2,000	
Offer inputs to members on credit	8. Enhance farmer access to farm inputs		No. of farmers receiving credit on farm inputs (farmers)	Production Committee	200	500	1000	
Enhance adoption of other enablers of production	9. Promote farmer access to irrigation services	Farmers are enabled to produce efficiently and effectively	No. of farmers accessing irrigation services (farmers)	Sunculture, MOA, Staff	200	500	1000	

	10. Promote farmer access to crop insurance		No. of farmers accessing crop insurance (farmers)	ARC Africa, MOA	100	300	500
	11. Promote mechanization in Irish potato		No. of farmers doing mechanized agriculture (farmers)	Toyata Tusho, EMPMCS	100	300	500
	12. Promote farmer access to financial services		No. of farmers accessing credit facilities (farmers)	Staff, KCB, Juhudi Kilimo, Equity	1000	2000	3000

<b>KEY RESULT AREA 2: POTATO MARKETING</b>							
<b>OBJECTIVE 1: OPERATIONALIZE COLLECTIVE MARKETING IN IRISH POTATO</b>							
<b>Strategy</b>	<b>Activities</b>	<b>Expected output</b>	<b>Output indicators</b>	<b>Implementing actors</b>	<b>Time line</b>		
					<b>2021</b>	<b>2022</b>	<b>2023</b>
Pool resources for strategic investments in potato marketing	1. Operationalize the MHFA cooperative society	Resource mobilization approaches for potato marketing investments are optimized	No. of farmers participating in MHFA coop society (farmers)	Executive Committee	200	500	1000
	2. Identify calls that seek to in investment in the value chain and submit proposals		No. of proposals submitted	MHFA Staff	5	10	10
	3. Seek collaborations with potential investors		No. of collaborations with investors	Executive	1	2	3
	4. Do local resource mobilization – by shareholders and potential shareholders		Amount of funds mobilized (KSH)	Executive	100,000	500,000	1,000,000
Contract farming	5. Conduct market survey	Farmers to access ready market for their potatoes	No. of market surveys conducted	Marketing Committee	2	5	5
	6. Source for market information		No. of farmers accessing market information	Marketing Committee	100	300	500
	7. Do contract farming		No. of farmers doing contract farming	Marketing Committee	200	500	1000
Streamline collection of potatoes from	8. Purchase a lorry	Enhance collective actions to improve potato marketing	No. of lorries purchased	Executive, Procurement	0	1	0

farms	9. Purchase a tractor		No. of tractors purchased	Executive, Procurement	0	0	1
	10. Construct a modern potato cooling store		Capacity of potato cooling store constructed	Executive, Procurement, Marketing	0	0	1
Engage in value addition	11. Construction of a potato milling machine for potato flour and potato bread bakery	MHFA farmers to be involved and benefit from value addition	No. of potato milling machine and bakery constructed	Executive	0	1	1
	12. Promote youth groups to participate in value addition		No of youth involved in value addition	Executive	50	200	500
	13. Promote women groups to participate in value addition		No. of women involved in value addition	Executive	50	200	500

**KEY RESULT AREA 3: ENVIRONMENTAL CONSERVATION**

**OBJECTIVE 1: PROMOTE BIODIVERSITY**

Strategy	Activities	Expected output	Output indicators	Implementing actors	Time line		
					2021	2022	2023
Promote SALM Practices	1. Support establishment of 500,000 trees	Enhanced SALM adoption	No. of trees established (trees)	Environmental Committee, Staff	200,000	200,000	100,000
	2. Train farmers on SALM practices		No. of farmers trained on SALMs (farmers)	Environmental Committee, Staff	2000	2000	2000
Promote conservation	3. Map and restore 200 acres of degraded areas using FMNR techniques	Enhanced environmental conservation	Acres of degraded areas restored (acres)	Environmental Committee, Staff	-	100	100
	4. Promote children involvement in environmental conservation		No. of children involved in environmental conservation	Staff, WCK, KSA	400	500	500
	5. Promote development of wood saving jikos		No. of households with wood saving	Environmental Committee, Staff	100	500	500
	6. Sensitization and awareness creation on FNRM and other NRM techniques		No. of farmers, stakeholders, sensitized on FMNR and NRM techniques	Environmental Committee, Staff	200	500	1000
Engage duty bearers on development and implementation of progressive environmental policies	7. Promote engagement with county government on legislation, policy formulation and budgeting	Improved engagement between right holders and duty bearers in environmental issues	No. of farmers involved in legislation, policy formulation and budgeting	Environmental Committee, Staff	200	500	1000
	8. Train community leaders and stakeholders on NRM and natural resource management related policies		No. of community leaders and stakeholders trained on NRM and natural resource management related policies	Environmental Committee, Staff	20	100	100

	9. Development of NRM materials		No. of NRM materials developed	Staff, WCK, VI	-	1000	1000
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**KEY RESULT AREA 4: CAPACITY BUILDING**

**OBJECTIVE 1: INCREASE FARMERS ACCESS TO EXTENSION SERVICES**

Strategy	Activities	Expected output	Output indicators	Implementing actors	Time line		
					2021	2022	2023
Advocate for increase in extension officers in wards	1. Conduct participatory budgeting process (PB)	Farmers to receive sufficient and quality extension services	No of farmers receiving quality extension services	Executive, Staff, OGI	-	2000	3000
Increase funding for training for all genders	2. In cooperate FRAS Plus in MHFA Annual Work-Plans	Fair resource sharing among all genders to improve quality of extension for all	No of work-plans developed using FRAS Plus principles	Executive, Staff	0	1	1
	3. Create linkages/collaboration with like-minded stakeholders – technical partners		No of functional linkages created	Executive, Staff	2	5	10

**KEY RESULT AREA 5: ADOPTION OF AGRICULTURAL TECHNOLOGIES**

**OBJECTIVE 1: ENHANCE ADOPTION OF MODERN AGRICULTURAL TECHNOLOGIES**

Strategy	Activities	Expected output	Output indicators	Implementing actors	Time line		
					2021	2022	2023
Establish Farmer Learning Sites	1. Identify and develop farmer learning sites	Improved farmer capacity on best practices and modern farming techniques	No. of learning sites developed	Staff, Stakeholders	2	5	8
	2. Facilitate farmer learning in learning sites		No. of farmers visiting learning sites	Staff, Stakeholders	500	2000	3000
	3. On-board stakeholders to show-case in the learning sites		No. of stakeholders involved in learning sites	Staff, Stakeholders	20	40	50
Conduct field and exchange visits	4. Facilitate farmer participation in exchange visits	Increased farmer learning on best farmer practices	No of farmers taking part in exchange visits	Staff	-	100	200
	5. Facilitate farmer visits to model farms		No. of farmers involved in field visits	Staff	50	300	500
Acquire modern technologies	6. Train farmers on modern technologies – biogas, etc.	Enhanced farmer access to modern technologies	No of farmers trained on modern technologies	Staff, Stakeholders	100	300	500
	7. Acquire modern technologies for demonstration – Two-wheeled tractor		No. of new technologies acquired	Executive, Procurement Committee	-	1	2

**KEY RESULT AREA 6: ORGANIZATIONAL DEVELOPMENT**  
**OBJECTIVE 1: ENHANCE SERVICE DELIVERY AND PROJECT MANAGEMENT**

Strategy	Activities	Expected output	Output indicators	Implementing actors	Time line		
					2021	2022	2023
Strengthen monitoring and evaluation systems	1. Conduct farmer follow ups	To have sound monitoring and evaluations framework in the organization	No. of farmers reached on follow ups	M&E Officer	500	500	500
	2. Conduct surveys and assessments		No. of surveys and assessments conducted	M&E Officer	3	5	5
	3. Train management and staff on monitoring and evaluation frameworks		No. of staff and management trained	M&E Officer	10	15	15
Strengthen democracy and transparency	4. Conduct AGMs	Improved democratic practices	No. of AGMs conducted	M&E Officer	1	1	1
	5. Review of organizations documents and policies		No. of documents and policies reviewed	M&E Officer	5	5	5

## APPENDIX 2: STRATEGIC PLANNING TEAM

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#	Name	Designation	Phone Number
1	Thomas Chepkony	Chairperson	0722961150
2	Moses Yatich	Secretary	0708043715
3	Ann Jelimo	Treasurer	0727216172
4	Philip Cheruiyot	Coordinator	0720987118
5	Phyllis Jeruto	Accountant	0724638162