

**African Women in Agricultural Research and Development- Kenya Chapter**

**STRATEGIC PLAN: 2018 - 2023**

# FORWARD

African Women in Agricultural Research and Development (AWARD) works toward inclusive, agriculture-driven prosperity for the African continent by strengthening the production and dissemination of more gender-responsive agricultural research and innovation (AWARD, 2017). By investing in African scientists, research institutions, and agribusinesses, it is envisaged that appropriate agricultural innovations that better respond to the needs and priorities of a diversity of women and men across Africa’s agricultural value chains will be developed and effectively delivered. But for innovations to be effective and sustainable, they should be context specific; hence internationally and/or globally developed innovations need to be adapted to local conditions or context. It was therefore paramount that the continent wide AWARD programme “gives birth” to local, country chapters, which can serve to advance and adapt the objects of the bigger programme in their local environments and context. It is envisaged that this will serve not only to create sustainable impacts but also a multiplier effect.

The Kenyan Chapter of AWARD (KeAWARD) was formed in 2016 to strengthen and advance AWARD’s strategy of empowering African scientists, national research and agricultural government institutions and academia to better respond to the needs of agricultural communities at the local level. It aims to use a multipronged approach in addressing food security concerns in order to achieve a wholesome sustainable development. Having gained immense knowledge, skills and attitudes during the AWARD fellowship, Chapter members are determined to be change makers, achieve development impact, remain relevant and develop future leaders and experts in Science, Technology, Engineering and Mathematics (STEM) and Agricultural careers. The Chapter’s activities are anchored on the member’s capacity and skills and therefore span across a wide scope of agricultural-oriented activities designed to make the Chapter more inclusive yet at the same time focused on its fundamental mandate of enhancing agricultural research and development that is appropriate, with high prospect of achieving livelihood outcomes.

# PREFACE

KeAWARD strategic plan covers the period 2018 - 2023. The plan provides a frame work for effective holistic approach in implementing programmes aimed at improving the livelihoods of rural women and communities at large through agricultural research and innovation and school learners through advocacy and promotion of STEM related subjects in schools. The strategic plan recognizes the role of STEM and agriculture in the country’s development. The strategic plan crystallizes the initiatives geared towards improving agricultural productivity, sustainable natural resources management, capacity building of agricultural professionals and developing future agricultural scientists, leaders and champions.

It is noteworthy that this strategic plan is being rolled out at a time when the Kenya Government is rolling out the big four agenda, high in priority being **food and nutrition security**. These efforts are recognized and cited positively both locally and internationally. The focus of KeAWARD is to build on the gains accrued from the AWARD experience and the support of stakeholders to grow and develop sustainable agricultural value chains in Kenya, that meet international standards. The key concerns, in this regard are access, equity, quality, internal and external efficiencies within the agricultural value chains.

This strategic plan also recognized the emergence and great potential of ICT in enhancing agricultural productivity and agribusiness, and the role of the youth in sustainable development. It has therefore incorporated activities that not only build the capacity of the youth to advance the country’s food security agenda, but also to inculcate in them the conviction that agriculture is “cool”.

The strategic plan will provide the necessary framework for leadership, teamwork and structures that will enhance programme implementation. While challenges against the agricultural sector are enormous, it is also recognized that the potential is equally enormous. This strategic plan will lay a springboard for exploiting the opportunities and overcoming the challenges in order to achieve the desired development goal(s).

# ACKNOWLEDGEMENTS

This strategic plan is a product of many hours of planning, deliberations and writing. It is also, a product of a two-year fellowship loaded with capacity building, mentorship and very rich experience sharing. The efforts, advise and hours put in by KeAWARD steering committee members and support form the whole KeAWARD fraternity is highly appreciated. The authors wish to acknowledge the continued financial and moral support accorded by AWARD at all stages of not only the writing of this strategic plan but in the whole process of initiation and growth of KeAWARD.

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# BACKGROUND

Kenya Chapter of the African Women in Agricultural Research and Development (KeAWARD) is an organization of over 200 former fellows, mentors and fellow mentees of the African Women in Agricultural Research and Development (AWARD) Program. KeAWARD was initiated in the year 2016. Its main objective is to contribute to improved and sustainable agricultural production, productivity and commercialization in Kenya through collaborative research and innovations, capacity building, policy and advocacy. The Chapter has over 50 active members drawn from several STEM professions serving in different capacities at Universities, National and County Governments, national research institutes and in the private sector in Kenya. Members of the organization fall under three categories:

1. Life Memberships -These are the AWARD Fellows
2. Ordinary members - Mentors and mentees, and
3. Honorary members (friends of AWARD) elected in a general meeting.

## Management structure

The activities of KeAWARD are overseen by a five-member advisory board. The actual implementation of activities is managed by a board whose members are drawn from the various groups/fellowship years, and steered by an executive committee of four members. Members of this board form sub-committees to deal with specific issues as and when need arises.

## SWOT Analysis

The objective of this Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis is to identify the internal Strengths and Weaknesses of the organization and the external Opportunities and Threats it faces. It is a useful contribution to an organizational diagnosis.

Strengths and weaknesses are factors that are internal to, and can be addressed within the organization. Opportunities and threats are external to the organization and pose challenges to the organization.

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| 1. Sound foundation of KeAWARD originating from a program which has recorded very great success. 2. Geographical location – Kenya is one of the fast growing economies in Africa. 3. Big number of fellows, mentors and fellow mentees in a wide range of disciplines. 4. A big number of fellows who are very successful in their fields of specialization and in their organizations. 5. Members with university education, minimum of BSc. 6. Big number of fellows with long experience in research and development 7. A big number of fellows and mentors in leadership and decision-making positions in their organizations | 1. Limited participation of members due to heavy engagement in their formal employment. 2. Low commitment towards the chapter and hence limited participation in volunteer activities. 3. Poor response from members and participation in decision-making process. 4. Lack of official residence (office). 5. Lack of definite communication structure. 6. Lack of a strategic plan thus haphazard operations 7. Little commitment in implementing recommendations (Task Force, payment of obligations etc.) 8. Activities favour members residing in close proximity to Nairobi. |
| **Opportunities** | **Threats** |
| 1. Goodwill from the government (both national and county) 2. Renewed focus by the government on Agricultural Research and Development. 3. Key role of Agriculture in government and rural communities. 4. Special recognition of women by the government. 5. Conducive environment for agribusiness. 6. Proximity of AWARD Secretariat. 7. Growth in ICT. 8. Political and economic stability. | 1. Lack of funds to implement proposed activities 2. Movement of members through transfers by employers or to seek other opportunities. 3. Demanding work responsibilities for members in their places of work 4. Lack of recognition by employers and integration as part of staff appraisal. 5. Competition from other more established professional organizations. 6. Political or economic instability and/or high taxation |

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# VISION, MISSION AND MOTTO

In line with AWARD agenda, KeAWARD’s broad mission is to catalyse networks for advocacy, knowledge sharing, and intra-country collaboration.

## Vision

KeAWARD envisions itself as an organization that empowers agricultural communities and school learners.

## Mission

To contribute towards improved and sustainable agricultural production, productivity and commercialization in Kenya through collaborative research and innovations, capacity building, policy and advocacy.

## Objectives

1. To promote sustainable food and nutrition security through innovative research, capacity building; improved production and productivity; post-harvest handling; value addition and marketing among small holder farmers in Kenya
2. To empower women and upcoming scientists in agricultural research and development through mentorship, capacity building and advocacy in a gender responsive manner
3. To enhance networking and collaborative partnership for professional development and visibility for Ke-AWARD internally and externally
4. To mobilize resources for supporting Ke-AWARD activities
5. To influence policy in agricultural research and development

## Motto

KeAWARD recognizes the inner strength of women, which makes them leaders in all aspects of the agricultural value chains. The focus is to enhance this strength to achieve sustainable livelihood impact. Hence the motto:

***“Strength of a woman”***

# GOALS, OBJECTIVES AND STRATEGIES

## Goal

The goal of KeAWARD is to achieve food and nutrition security as well as gender equity through efficient agricultural value chains.

Key to achieving this goal is empowerment of agricultural communities particularly women, and educating, mentoring, guiding and motivating school learners especially girls to become future leaders and champions of change in the society. It is against this backdrop therefore that the activities of KeAWARD are anchored in five strategic thematic areas.

## Thematic Areas

### ****Agriculture/environment****

The objective of this theme is to empower agricultural communities through collaborative research and innovations, policy and advocacy with the aim of contributing to improved and sustainable agricultural production and commercialization. Activities under this theme include:

* The Chapter has identified several schools which are being piloted as learning centres (Model Centres of Excellence) for agricultural and scientific innovations.
* Groups of women and/or youth interested in or already involved in agricultural projects will be identified and mentored in order to grow their enterprises into successful agribusiness ventures.
* KeAWARD will endeavour to be actively involved in activities that promote agricultural production and environmental conservation both as an entity and in collaboration with county governments.

### Careers and education

KeAWARD is driven by the desire to give back to society knowledge, skills and attitudes imparted and gained during the AWARD fellowship. The Chapter is actively involved in educating, mentoring and motivating learners in Kenya particularly girls through active interactions to develop strong personal life skills and take up meaningful careers in STEM, and become change makers in their societies. In this regard, the following activities are undertaken:

* KeAWARD had undertaken many role modelling and mentoring activities to promote STEM subjects in science and guide school learners to cultivate and grow strong inter-personal skills.
* Any other activity that motivates or stimulates the girls’ desire to pursue meaningful careers particularly in STEM will be undertaken. This includes guiding the girls in the process of seeking STEM fellowships/scholarships for higher education.

### Resource mobilization

For continued existence, financial self-reliance and sustainability of the Chapter, this theme explores avenues and innovative strategies for fundraising, generating income and mobilizing resources to support the chapter activities. Activities being undertaken and/or explored include:

* Proposal writing and grant applications
* Stakeholder engagements
* Member recruitment and engagement
* Fundraising activities

### Personal Development

KeAWARD believes that, one cannot achieve their full potential if that inner self is not ignited and empowered. This theme focuses on helping individuals realize ones potential by exploiting their strengths and efficiently managing their weaknesses to bring out the best in one self. The core activity under this theme is mentorship. Whereas this theme to an extent overlaps with that of careers and education, it adopts a personalized approach that goes beyond school and career that helps to build an individual not only as a professional but also as a leader at every level of social hierarchy. Activities designed to make this objective achievable include:

* Mentorship (“adopt a girl”)
* Capacity building activities

### Alumni economic empowerment

The chapter undertakes economic and training activities for economic empowerment of members. Members are continually trained on how they can grow and expand their knowledge, skills and practices in income generation. This will be achieved through activities that enhance the professional, business and social capacity of AWARD alumni. Such activities include:

* Refresher professional courses
* Business skills training/mentorship
* Building linkages with organizations of interest

# IMPLEMENTATION PLAN

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| --- | --- | --- | --- | --- |
| **Theme I: Agriculture and Environment** | | | | |
| **Implementation strategies** | **Responsibilities**  *Who will lead It?* | **Resources**  *(Funding/Time/People/*  *Materials)* | **Timeline**  *(Year/Month)* | **Indicators** |
| Establish ten model centres of excellence in schools and undertake the following activities at the centres   1. Agricultural extension 2. Establishment of tree nurseries and orchards 3. Dairy Value addition 4. Community outreach 5. Organize field days 6. Urban agriculture in the slums 7. Farming practices e.g. Climate smart agriculture | * Elizabeth Okiri (1st Lead) * Beth Kuruma (2nd Lead) * Members of the implementation committee who will either volunteer or be appointed by the lead persons | * Funds (to purchase inputs, facilitate activities etc.) * Partnerships * Land * Panting materials (seeds, seedling etc.) * Labour (for maaging the plots) * Transport | * Recruit one primary and one secondary school per year (different county each year) * Adopt two women group per year * Establish a tree nursery in targeted schools with 500 tree seedlings each * Organize two field days and community outreachs every year * Visit established schools/groups – three visits per year | * KeAWARD progress reports. * Number of schools recruited into the program * Number of tree nurseries and trees planted * Number of field days and community outreach acticvities organized * Minutes of meetings * Attendance lists for various activities |
| Theme II & IV: Careers and Education Guidance | | | | |
| 1. Role modelling events 2. Career workshops/seminars 3. Mentorship programmes 4. Develop a mentoring guide | * Virginiah Wangondu (1st Lead) * Esther Kanduma (2nd Lead)   Members of the implementation committee who will either volunteer or be appointed by the lead persons | * Funds * Time * Personnel (to make presentations and mentor) * Transport | * Three role modelling events per year * One career workshop per year * Recruit at least 5 girls/year into “adopt a girl” mentorship programme | * KeAWARD progress reports. * Number of role modelling/Career guidance events organized * Mentorship guide developed * Minutes of meetings * Attendance lists for various activities * Guides produced |
| **Theme III: Visiblility and Resource Mobilization** | | | | |
| 1. Proposal writing 2. Annual Scientific Conference 3. Fund raising cocktail 4. Production of KeAWARD branded materials for sale 5. Establish KeAWARD regional/institutional teams 6. Any other Fundraising Activities | * Patricia Muiko (1st Lead) * Mary Gateri (2nd Lead) * Members of the implementation committee who will either volunteer or be appointed by the lead persons | * Funds * Time * Partnerships * Personnel (to organize and conduct various events) | * Develop and submit three funding proposals/year * Hold at least one Annual Scientific conference every year * Produce branded materials for every KeAWARD event * Annual KeAWARD diaries * Hold one National and one Regional/institutional fund-raising dinner/year | * Number of successful proposals funded * Annual Scientif Conference held * Number of fundraising activities held * Number of institutional chapters formed * Financial reports * Bank statements * Attendance lists of various functions * Stock taking reports |
| **Theme V: Alumni Econmic Empowerment** | | | | |
| * Develop a database of AWARD fellows and mentees * Establish communication platforms (FB, Website etc.) * Leadership workshop * Business Incubation * Hire land and put up greenhouses to engage in horticulture farming * Agribusiness/ Agripreneurship * Business events bringing together stakeholders in agricultural value chains. | * Judy Oloo (1st Lead) * Violet Momanyi (2nd Lead) * Members of the implementation committee who will either volunteer or be appointed by the lead persons | * Funds (to organize events) * Capital (to set up business entreprises) * Time * Personnel (to organize and conduct various events) * Partnerships | * Set up Communication platforms by end of 2018. * Hold one Leadership workshop `/ Business forum per year * Establish two agribusiness enterprises within the SP period | * KeAWARD progress reports. * Minutes of meetings * Attendance lists for various activities * Guides produced |

# MONITORING & EVALUATION

Monitoring and evaluation will enable KeAWARD to assess the quality and impact of their work, against action plans and strategic plan.

**Monitoring** will involve the systematic collection and analysis of information as a project progresses. It is aimed at improving the efficiency and effectiveness of the organization. It will primarily be based on targets set and activities planned during the life of the strategic plan. This will enable the organization to determine whether the resources available are sufficient and are being utilized efficiently, whether the capacity available is sufficient and appropriate, and whether activities were undertaken as they were planned.

**Evaluation** will involve the comparison of actual impacts against the agreed strategic plans. It will look at what was planned, what was accomplished, and how it was accomplished it. The intention is to improve the strategy or way of functioning of the organization.

Both monitoring and evaluation will focus on:

* Efficiency
* Effectiveness
* Impact

**Efficiency** tells you that the input into the work is appropriate in terms of the output. This could be input in terms of money, time, personnel, equipment and so on. Efficiency is particularly important when considering scaling up/out activities.

**Effectiveness** is a measure of the extent to which a programme or project achieves the specific objectives set out. If, for example, we set out to increase the enrollment of girls in STEM subjects in high schools, did we succeed?

**Impact** tells you whether or not what you did made a difference to the problem situation you were trying to address. In other words, was the strategy useful? It is important to assess the impact of a particular activity/project before considering expansion.

### Approaches to Evaluation

|  |  |  |  |
| --- | --- | --- | --- |
| **Approach** | **Major purpose** | **Typical focus questions** | **Likely methodology** |
| Goal-based | Assessing achievement of goals and objectives. | Were the goals achieved efficiently? Were they the right goals? | Comparing baseline and progress data; finding ways to measure indicators. |
| Decision-making | Providing information. | Is the project effective?  Should it continue? How might it be modified? | Assessing range of options related to the project context, inputs, process, and product. Establishing some kind of decision-making consensus. |
| Goal-free | Assessing the full range of project effects, intended and unintended. | What are all the outcomes?  What value do they have? | Independent determination of needs and standards to judge project worth. Qualitative and quantitative techniques to uncover any possible results. |
| Expert judgement | Use of expertise. | How does an outside professional rate this project? | Critical review based on experience, informal surveying, and subjective insights. |

# REFERENCES

AWARD Strategy, 2017-2022. (2017). African Women in Agricultural Research and Development (AWARD). Nairobi, Kenya.