



**Mt. Kenya Sustainable Landscape  
Development and Management  
Plan (SLDMP)  
2024- 2029**





# **Mt. Kenya Sustainable Landscape Development and Management Plan (SLDMP) 2024- 2029**

Rainforest Alliance. 2024. Mt. Kenya Sustainable Landscape  
Development and Management Plan (SLDMP) 2024-2029.

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# Acronyms

<b>ADS</b>	Anglican Development Services
<b>NG-CDF</b>	National Government Constituency Development Fund
<b>CFA</b>	Community Forest Associations
<b>CRS</b>	Catholic Relief Services
<b>CSA</b>	Climate Smart Agriculture
<b>FAO</b>	The Food and Agriculture Organization
<b>KALRO</b>	Kenya Agricultural and Livestock Research Organization
<b>KEFRI</b>	Kenya Forestry Research Institute
<b>KeRRA</b>	Kenya Rural Roads Authority
<b>KFS</b>	Kenya Forest Service
<b>KTDA</b>	Kenya Tea Development Agency
<b>KTGA</b>	The Kenya Tea Growers Association
<b>KWS</b>	Kenya Wildlife Service
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MSuLLi</b>	Mount Kenya Sustainable Landscape and Livelihoods Program
<b>NEMA</b>	National Environment Management Authority
<b>NGAO</b>	National Government Administration Office
<b>NMK</b>	National Museums of Kenya
<b>NTZDC</b>	Nyayo Tea Zones Development Corporation
<b>RA</b>	Rainforest Alliance
<b>RAK</b>	Rhino Ark Trust
<b>SLDM</b>	Sustainable Landscape Development and Management
<b>SLDMP</b>	Sustainable Landscape Development and Management Plan
<b>TARDA</b>	Tana & Athi Rivers Development Authority
<b>WEF</b>	Women Enterprise Funds
<b>WRA</b>	Water Resource Authority
<b>WRUA</b>	Water Resource Users Association
<b>WSTF</b>	Water Sector Trust Funds
<b>WY&amp;VG</b>	Women, Youth & Vulnerable Groups
<b>PWDs</b>	Persons Living with Disabilities
<b>YEDF</b>	Youth Enterprise Development Funds

## Foreword

The Mt Kenya Sustainable Landscape Development Management Plan (SLDMP) has been developed to support realise the call to action towards sustainable management of the Mt Kenya Landscape for present and future generations.

As a national resource, Mt the landscape offers a wide range of benefits and opportunities for local and national economic development, improved livelihoods, and provision of critical ecosystem goods and services.

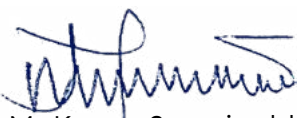
This plan is cognisant of the degradation issues and challenges facing the landscape with the notable drivers being unsustainable consumption and production patterns, climate change among others leading to declining water, soil, and air quality. As a ripple effect, the quality of life and human well-being in the landscape has also been affected. If this trend remains unchecked, it will lead to serious environmental degradation further straining the relationship between humans and nature.

Against this background, this plan proposes a broad range of measures and actions responding to the forementioned challenges. It provides the framework for an Integrated Landscape Management (ILM) approach to planning and sustainable management of the Mt Kenya landscape. It recognises the roles that stakeholders including communities can play in the restoration of the landscape and sustainable management of its resources. Therefore, this plan strongly anchors its interventions around strengthening landscape governance and collective stakeholder involvement to achieve the desired objectives and goals.

We as the Mt Kenya Landscape Management Board, believe that this plan is timely because it has been developed and will be implemented at a time when progress towards achieving sustainable ecosystems is stalling or even reversing. It is an ambitious plan, though we believe that it will guide the board and stakeholders efforts to move beyond piecemeal efforts towards collaborative approaches that will accelerate the attainment of the envisioned outcome and eventually impact.

This plan was developed by an array of stakeholders drawn from the government, private sector, communities, thematic experts among others. Their contribution signifies that this is an inclusive plan where different voices and commitments have been echoed in the words captured in this plan.

I invite you to read the plan, learn more and join the move towards creating a more sustainable Mt Kenya landscape.



Mt Kenya Sustainable landscape Management Board  
Chairperson

## Acknowledgments

The Mt Kenya Sustainable Landscape Development Management Plan (SLDMP) 2024-2029 was developed by the Mt Kenya Sustainable Landscape Management Board with support from the Rainforest Alliance, Mt Kenya Sustainable Landscape and Livelihoods (MSuLLi) program through funding from IKEA Foundation.

## Executive summary

The Mount Kenya Sustainable Landscape Development and Management Plan (SLDMP) 2024-2029 outlines the overarching goals, strategic approach, and key initiatives of the Mt Kenya Sustainable Landscape Management Board. The primary goal is to address pressing environmental challenges in the Mt. Kenya Landscape, including climate change, biodiversity loss, deforestation, and ecosystem degradation, while improving livelihoods and fostering resilience among local communities. The key objectives of the board are to support: (i) increase forest cover, (ii) economic growth and diversification (iii) enhance sustainable livelihoods. (v) inclusive programming.

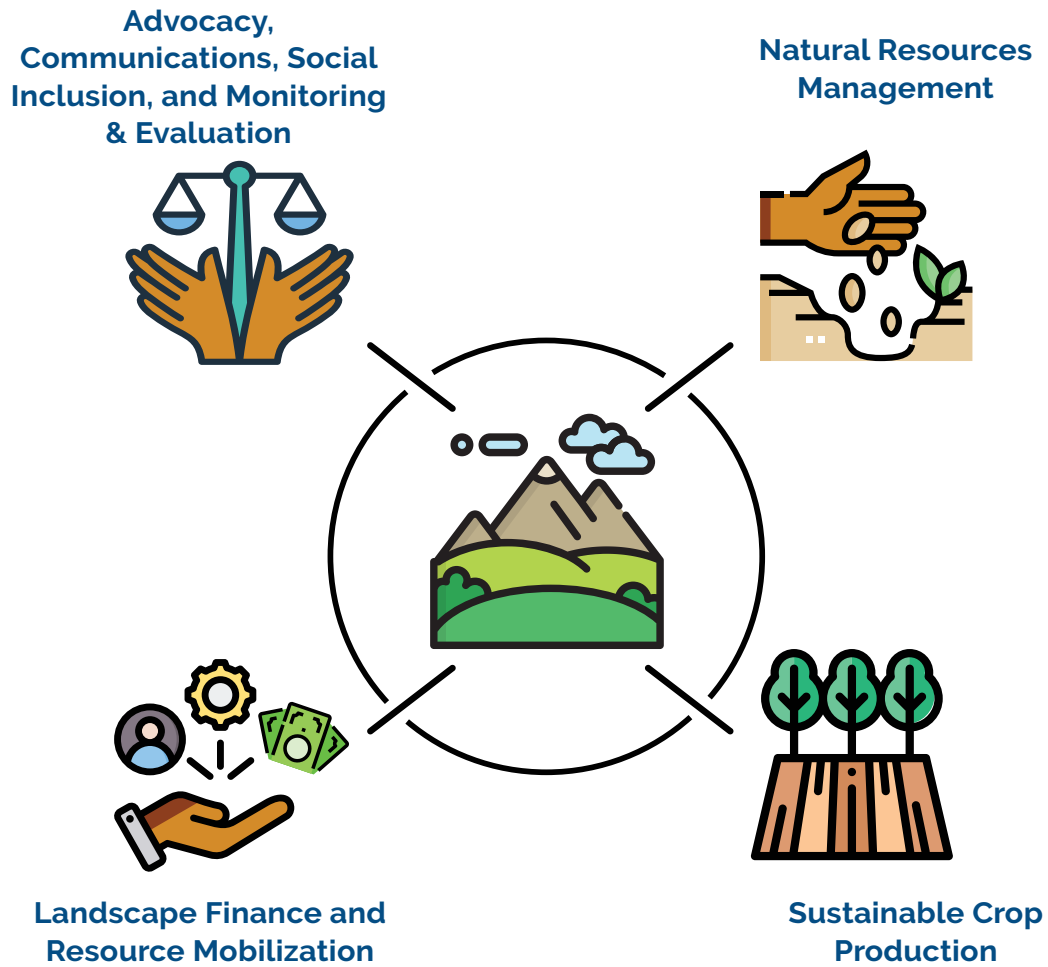
The strategic pillars that will be used to achieve this include:

1. **Natural Resources Management (NRM):** Integrating sustainable agricultural practices and natural resource management to address climate-related challenges. This includes the adoption of regenerative & Climate-Smart Agriculture (CSA) techniques
2. **Sustainable Crop Production:** Promoting sustainable production practices to enhance climate resilience, productivity, and economic returns. The plan also emphasizes value addition, market access, and agroforestry.
3. **Landscape Finance and Resource Mobilization:** Creating innovative financial mechanisms, such as blended finance and green enterprise investments.
4. **Advocacy, Communications, Social Inclusion, and Monitoring & Evaluation:** awareness raising, fostering social inclusion, and building a coordinated advocacy framework to support the program's objectives. Monitoring and evaluation processes will track progress and inform adaptive management.

Mt Kenya Sustainable Landscape Management Board governance structure is built around a hybrid model that includes the Mt. Kenya Sustainable Landscape Management Trust and county-level landscape management societies. The trust serves as an apex body that oversees the activities of the county chapters. These two levels are supported by technical committees during the planning and implementation of interventions.

This SLDMP sets a comprehensive framework to promote environmental conservation, economic development, and social inclusivity in the Mount Kenya Landscape. By leveraging a multi-stakeholder approach and innovative financial solutions, the plan aims to create a resilient landscape and improve the well-being of its communities.

## The strategic pillars



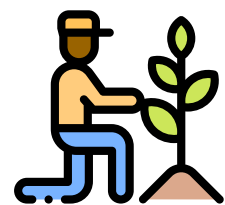


## 1. Background and context

### 1.1 Introduction

The Mount Kenya Landscape is experiencing significant ecosystem threats namely climate change, biodiversity loss, deforestation, and degradation of forest ecosystems. This has led to pollution, habitat destruction, and a decrease in forest cover. Illegal logging, charcoal burning, and land-use changes are key drivers of this degradation. Notably, Mt. Kenya's Landscape is home to rich biodiversity, but habitat loss and unsustainable practices are threatening species survival. The impacts of climate change are being felt across the Landscape, with erratic rainfall patterns, prolonged droughts, shorter rainy seasons, and rising temperatures. These changes are affecting agricultural productivity, water availability, and increasing the vulnerability of both ecosystems and local communities. Additionally, the over-extraction of water for agricultural, industrial, and domestic use, coupled with poor water management, is reducing the availability of clean water in the Landscape. Similarly, there is growing competition for land between agricultural expansion and forest conservation, leading to unsustainable land use practices.

Smallholder farmers, who are key stakeholders in the landscape, face declining agricultural yields due to poor farming practices, soil erosion, and climate variability. This affects food security and household incomes, especially for farmers engaged in tea, coffee, and other high-value crops. There is also limited access to markets, financial services, and resources for marginalized groups such as women, youth, and persons with disabilities. This inequality hinders inclusive economic growth and perpetuates poverty among these vulnerable communities. The absence of a coordinated governance structure has resulted in fragmented efforts to address landscape management challenges. Public, private, and community stakeholders often operate independently, leading to duplication of efforts and inefficient resource use. While there are policies in place to protect the environment, weak enforcement of these laws exacerbates environmental degradation. Corruption, inadequate resources, and limited community involvement in environmental governance further undermine conservation efforts.



**Smallholder farmers, who are key stakeholders in the landscape, face declining agricultural yields due to poor farming practices, soil erosion, and climate variability.**

The Mt Kenya Sustainable Landscape Management Board (LMB) was formed to support and address the aforementioned challenges that stakeholders face in the Landscape. This body aims to create a collaborative platform that brings together public and private sector players, local communities, and other stakeholders to jointly address these issues through four key pathways (i) landscape management; (ii) landscape finance; (iii) landscape resilience and (iv) landscape restoration. This initiative was supported by the Rainforest Alliance (RA) to set up the Mt. Kenya Sustainable Landscape and Livelihoods (MSuLLi) program with funding from the IKEA Foundation.

The LMB as a landscape governance instrument uses the Integrated Landscape Management (ILM) approach that brings together stakeholders in the Mt Kenya Sustainable landscape to collectively plan and act on how to enhance the landscape value through improved biodiversity, climate change resilience, inclusive supply chain, and market transformation approaches geared towards addressing sustainability concerns and improving people’s livelihoods. The partnerships driving this multi-stakeholder governance structure represent various interest groups in the Mt Kenya community and bring onboard vast experiences, authority, and influences to shape sustainability approaches in the landscape.

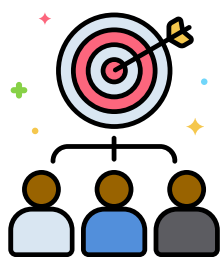
Using the ILM approach, the LMB will leverage climate-smart agriculture and regenerative agriculture among other blended solutions to tackle the Landscape's environmental and socio-economic challenges effectively. These strategies complement each other and offer sustainable solutions for land degradation, biodiversity loss, climate change impacts, and socio-economic issues in the landscape. By implementing these strategies, the LMB can create a more sustainable and resilient future for the Mount Kenya landscape, improving both environmental outcomes and the well-being of its communities.



**the Integrated Landscape Management (ILM) approach that brings together stakeholders in the Mt Kenya Sustainable landscape to collectively plan and act on how to enhance the landscape value**



## 1.2 Strategic Direction

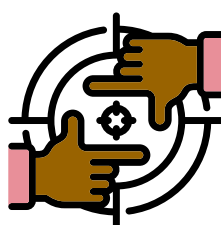


### Vision

"A thriving Mount Kenya Landscape supporting resilient and sustainable livelihoods, equitable socio-economic benefits, a regenerative environment and flourishing biodiversity for present and future generations."

### Mission

"Our mission is to work collaboratively with stakeholders to realize the vision of a Thriving Mount Kenya Landscape. We are dedicated to preserving and enhancing biodiversity, promoting resilient and sustainable livelihoods, and fostering equitable socio-economic benefits within a thriving and regenerative landscape, all supporting the well-being and inspiration of present and future generations."



### The objectives

1. **Increase Forest Cover:** Enhance and preserve Mt. Kenya Landscape Forest and tree cover by growing 5.8 million trees by 2029 in degraded forest areas and cultivated land areas, focusing on native and ecologically significant species to promote biodiversity and mitigate climate change.
2. **Economic Growth and Diversification:** Foster economic growth and diversification by increasing the production and revenue of key produce and commodities in the Mt. Kenya Landscape by 25% by 2029, emphasizing sustainable and value-added practices.
3. **Enhance Sustainable Livelihoods:** Improve the livelihoods of 50,000 households by 2029 through initiatives that provide training, access to resources, and market linkages.
4. **Inclusive programming:** Include at least 30% women, 10% Persons Living with Disabilities (PWDs), and 10% youth.



### 1.3 Theory of Change

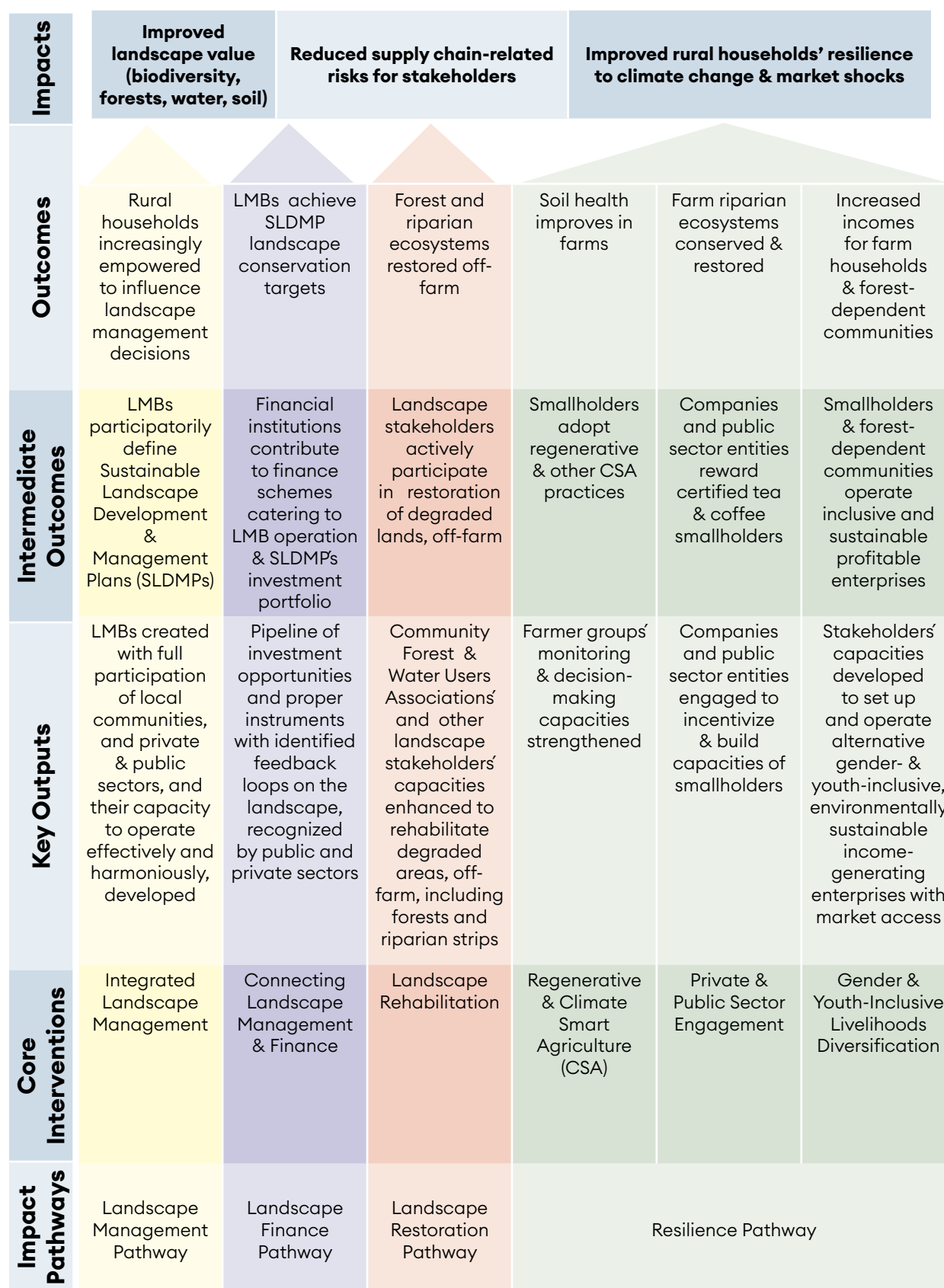


Figure 1: Theory of change

## Four assumptions were used to inform the theory of change as follows:

- i. Forest and tree cover increased off and on-farm, contributing to enhanced biodiversity and climate change mitigation
  - **Ecosystem Resilience:** The landscape can recover and regenerate with reforestation.
  - **Climate Conditions:** Climate remains conducive to reforestation and agriculture.
- ii. Enhanced resilience and prosperity of communities with a grown and diversified economy
  - **Market Opportunities:** Opportunities exist for local farmers and entrepreneurs.
  - **Green financing:** Opportunities exist on green financing that entrepreneurs and farmers can access to support sustainable production.
  - **Value chain strengthening:** this can create avenues to support scale-up on key commodities, value addition, and market access.
- iii. Structures and mechanisms for stakeholder collaboration in the Mt. Kenya Landscape are strengthened aligning efforts and pooling and distributing resources effectively and efficiently.
  - **Stakeholder Commitment:** Stakeholders, including local communities, are committed to collaboration and fostering a shared vision.
  - **Resource Availability:** Integrated Landscape Finance and resource pooling, sharing among, and collective fundraising are effective in generating landscape-scale finance and funding LMB work
  - **Stakeholder Collaboration:** Stakeholder engagement and collaboration are maintained over the long term.
  - **Landscape approach:** Integrated Landscape Management remains a key strategy.
  - **Continued capacity:** Training and onboarding programs are available to maintain and update the capacity of the partnership over time
- iv. Inclusive programming:
  - **Strategic targeting and inclusion:** At least 30% of women, 10% of Persons Living with Disabilities (PWDs), and 10% of youth will be strategically targeted and included in all program interventions

## 1.4 The Governance Structure

The Mt. Kenya Landscape Management Board consists of a hybrid structure comprising of Mt. Kenya Sustainable Landscape Management Trust, and county-level landscape governance societies. The initial county set up has been in Kirinyaga and Embu counties the two chapters being registered under the Societies Act 2015 as Mt Kenya Sustainable Landscape Management Society Kirinyaga Chapter and Mt Kenya Sustainable Landscape Management Society Embu Chapter respectively. Since the LMB's vision is to work with all the six Mt Kenya Counties, the remaining four counties namely: Tharaka Nithi, Laikipia, Nyeri, and Meru will be brought on board by the end of 2025.

The Trust is registered under the Companies Act of 2015 as a company limited by Guarantee and is currently made up of 5 members. Its role is to provide oversight on the functions of the county chapters, raise and allocate funds, enhance accountability and prudent use of allocated resources as well as foster cross learning and synergy across the different Mt Kenya counties.

There are five technical committees at the county level supporting the actualization of the LMB visions drawn from the county-level landscape management committees and subject matter technical experts who are co-opted on a need basis. These are:

- Sustainable coffee comprising of millers and marketers' representatives, Kenya Coffee Platform, Coffee Directorate, private estates, coffee societies representatives, KALRO- CRI and County Department of Agriculture & County Department Cooperatives.
- Sustainable tea comprising of Kenya Tea Development Agency, Tea Research Institute, Nyayo Tea Zone, Tea Board of Kenya, and smallholder farmers representative.
- Sustainable natural resource management comprising of county CFA representatives, County Water Resource Users Association representatives, County Department of Environment, Water Resource Authority, Nature Kenya and Ecosystem conservators,
- Sustainable communities comprising County Civil Service Organizations, community-based organizations representatives, Kenya scouts, Women, PWDs, and Youth, relevant county and state.
- Sustainable finance comprising of commercial banks, microfinance institutions, SACCO, and Social and Impact investors.

The technical working groups will meet on a need basis to deliberate on technical and implementation issues and will be reporting to the county Landscape Management Society executive committees.



**The Trust's role is to provide oversight on the functions of the county chapters, raise and allocate funds, enhance accountability and prudent use of allocated resources as well as foster cross learning and synergy across the different Mt Kenya counties.**

## 1.5 Organogram

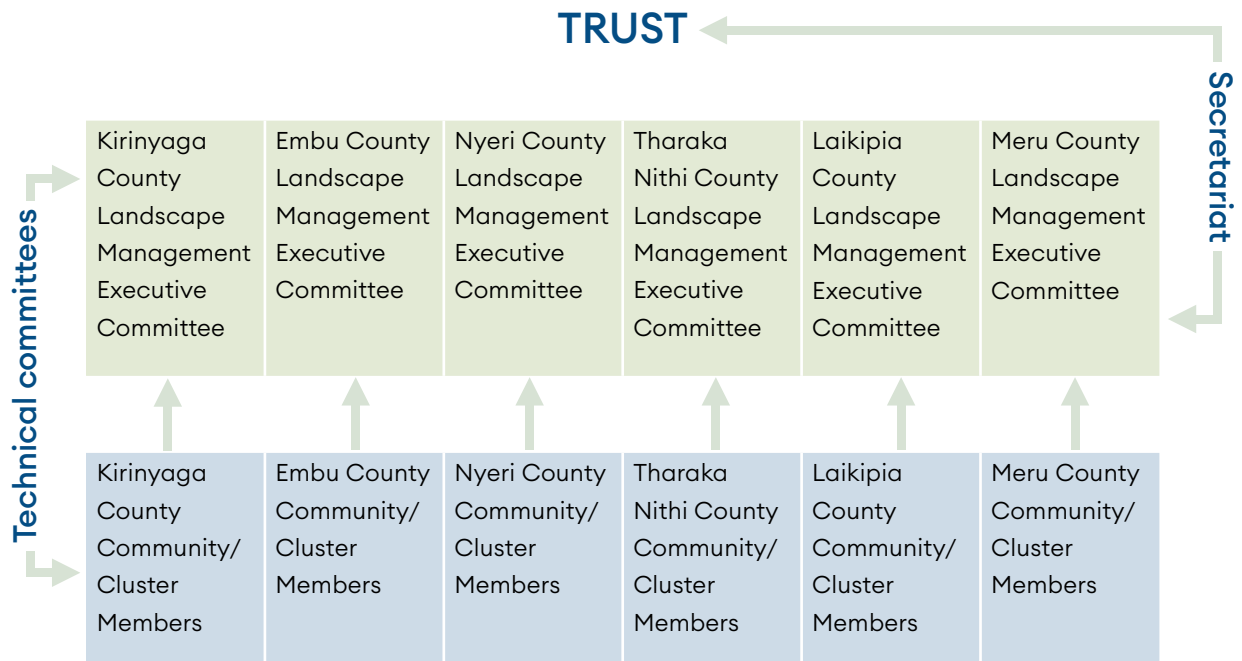


Figure 2: Governance framework of the Mt Kenya Sustainable Landscape



### Management Board

The Secretariat will be responsible for supporting the implementation of the Mt Kenya Sustainable Landscape Development Management Plan through;

- Co-ordinating of the program activities and events,
- Gathering, collating, and analysis of relevant data to support MEAL
- The administration and day-to-day management of the LMB activities.
- Facilitate the smooth functioning of the board and technical working groups.
- Represent the board in relevant forums as requested
- Establish networks with other like-minded organizations to ensure the projects contribute to the overall landscape goals.



## 2. The strategic pillars

### 2.1 Regenerative/climate-smart agriculture and natural resources management pillar

#### 2.1.1 Regenerative/Climate-Smart Agriculture (CSA) for Sustainable Landscape Development in the Mt. Kenya Landscape

The Mt. Kenya Landscape is increasingly vulnerable to the impacts of climate change, which manifest through extreme weather events such as flooding, droughts, landslides, and strong winds, as well as more subtle yet significant changes like seasonal weather variations, rising temperatures, and shifting precipitation patterns. These climate-related challenges contribute to land degradation, decreased agricultural productivity, and an upsurge in pests and diseases affecting crops, livestock, fisheries, and forestry. Consequently, this leads to reduced yields, loss of income, food insecurity, malnutrition, and increased post-harvest losses within the Landscape.

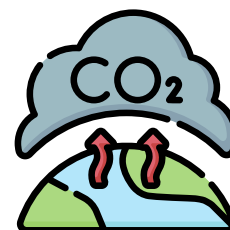
Moreover, the high risks associated with agro-based enterprises in the Mt. Kenya Landscape have led to lower levels of investment in agriculture and a slow uptake of advanced technologies for production and value addition. Despite the need for robust physical and social infrastructure to adapt to climate change, build resilience, and capitalize on emerging opportunities, progress has been hindered by these challenges.

Climate-Smart Agriculture (CSA) offers a strategic approach to reorienting and transforming agricultural systems to effectively and sustainably support development and food security in the face of a changing climate. This approach is critical for the Sustainable Landscape Development and Management of the Mt. Kenya Landscape. The concept of CSA, introduced by the Food and Agriculture Organization (FAO) in 2010, focuses on three main pillars:



**Mt. Kenya Landscape is increasingly vulnerable to the impacts of climate change, which manifest through extreme weather events**

- 1. Sustainably Increasing Agricultural Productivity and Incomes:** In the Mt. Kenya Landscape, enhancing the productivity of agro-ecosystems is vital. This includes improving the efficiency of soil, water, fertilizer, livestock feed, and other agricultural inputs to provide higher returns to farmers and reduce poverty. By increasing food availability and access, this pillar directly supports the Landscape's food security goals.
- 2. Building Resilience and Adapting to Climate Change:** The negative effects of climate change on agriculture are already evident in the Mt. Kenya Landscape. To mitigate these impacts, effective adaptation strategies must be formulated and implemented. This includes enhancing the resilience of agroecosystems through agroecological principles and landscape approaches. Diversification of production and income sources, as well as the development of robust input supply systems and extension services, are essential to support the efficient use of stress-tolerant crop varieties, livestock breeds, and forestry species, thereby increasing resilience.
- 3. Developing Opportunities for Reducing Greenhouse Gas Emissions:** Agriculture in the Mt. Kenya Landscape contributes to greenhouse gas emissions, particularly through crop and livestock management and its role in deforestation. To counter this, the strategy focuses on implementing practices that enhance input use efficiency, ensuring that agricultural output increases at a rate greater than emissions. Additionally, increasing the carbon-sequestration capacity of agriculture—such as through agroforestry and reduced soil disturbance—can play a significant role in reducing the landscape's carbon footprint.



**To counter greenhouse gas emissions, the strategy focuses on implementing practices that enhance input use efficiency, ensuring that agricultural output increases at a rate greater than emissions.**



By adopting CSA within the Mt. Kenya Landscape, this strategy aims to create a more resilient and sustainable agricultural system that not only supports food security and economic development but also mitigates the adverse effects of climate change.

### 2.1.2 NRM for Sustainable Development

Effective management of forest and water resources is fundamental for sustainable development, especially in Landscapes where local communities heavily depend on these resources for their livelihoods. In the Mt. Kenya Landscape, the management of these resources is driven by community-based organizations such as Community Forest Associations (CFAs) and Water Resource Users Associations (WRUAs). These groups play a critical role in ensuring the sustainable use and conservation of vital resources, contributing to the long-term ecological and economic well-being of the landscape. To achieve sustainable landscape development and management in the Mt. Kenya Landscape, the following priority areas have been identified, along with specific targets and action plans:

1. **Increase Tree Cover:** Expand tree cover by 10,000 hectares by 2029 through community-led and reforestation initiatives. This effort will focus on restoring degraded lands and enhancing biodiversity.
2. **Riparian Rehabilitation:** Restore 70 kilometers of riparian zones by focusing on preventing soil erosion, improving water quality, and protecting aquatic ecosystems.
3. **Green Enterprise Development:** Establish 50 green enterprises by 2029 to support livelihood improvements and engage communities in sustainable natural resource management. These enterprises will have specific targets for social inclusion, ensuring that marginalized groups are also benefitting.
4. **Attract Investment:** Secure up to KES 500 million in cash or in-kind contributions by 2029 to support landscape restoration and management activities. This investment will be crucial for scaling up efforts and ensuring long-term sustainability.
5. **Adopt Clean Energy:** Support 5,000 households in adopting sustainable clean energy options for domestic, institutional, and industrial use by 2029. This initiative aims to reduce reliance on traditional biomass and enhance energy efficiency, contributing to both environmental and economic benefits.



**Effective management of forest and water resources is fundamental for sustainable development, especially in Landscapes where local communities heavily depend on these resources for their livelihoods.**





### 2.1.3 Synergy between Regenerative/CSA and NRM for Sustainable Landscape Development

Regenerative/Climate-Smart Agriculture (CSA) and Natural Resource Management (NRM) are closely interlinked, each reinforcing the other to promote sustainable development in the Mt. Kenya Landscape. Both strategies address the interconnected challenges of agricultural productivity, climate change mitigation and adaptation, and resource conservation, creating a more resilient and sustainable landscape.

#### i. Enhancing Agricultural Productivity and Forest Conservation

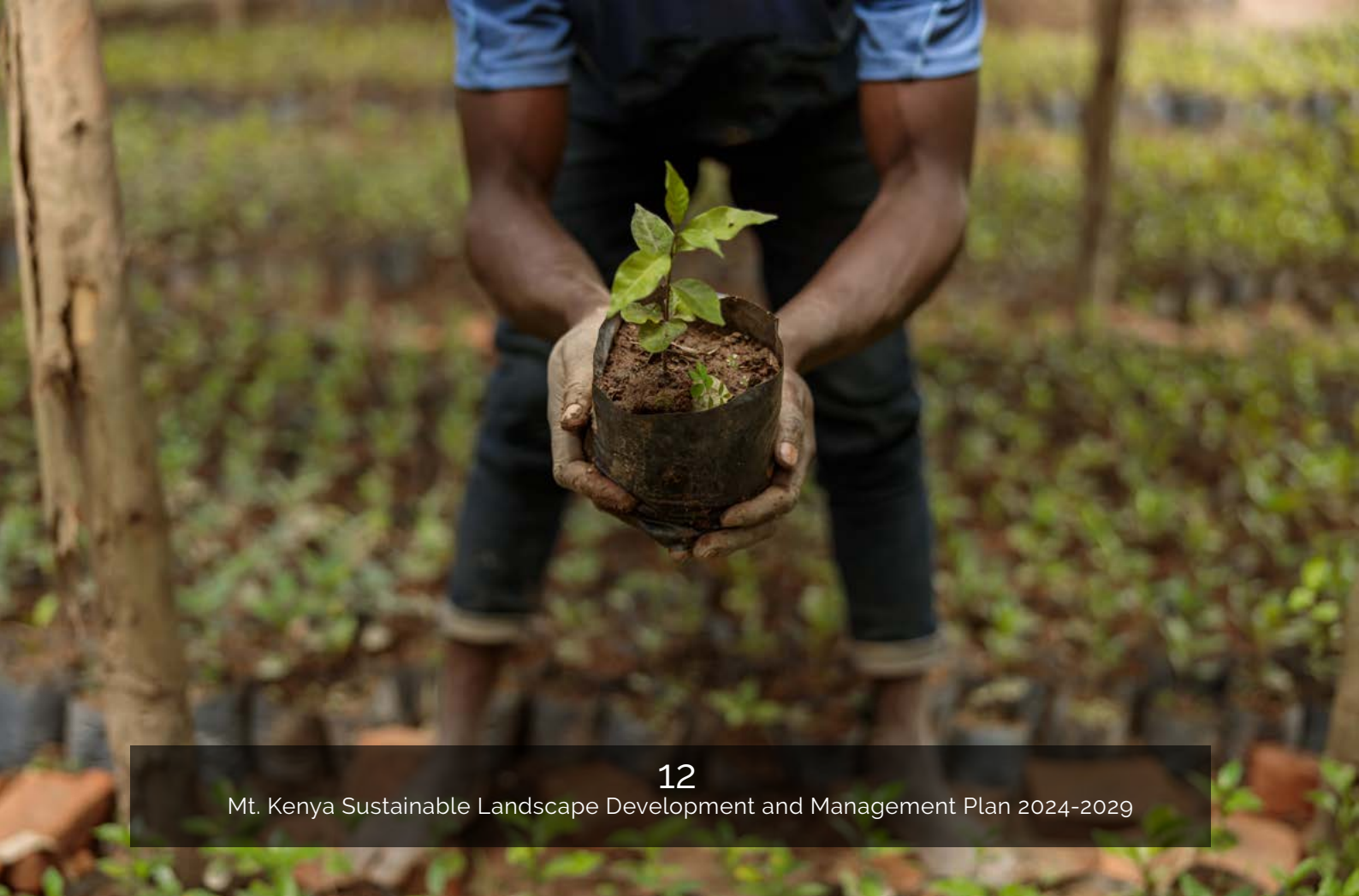
Regenerative/CSA’s goal of sustainably increasing agricultural productivity is supported by NRM's efforts to conserve and restore forests and water resources. The expansion of tree cover through afforestation and reforestation initiatives directly contributes to improved soil health and water availability, which are critical for increasing agricultural yields. Healthy forests provide ecosystem services that support agriculture, such as carbon sequestration, water filtration, and soil stabilization.

#### ii. Building Resilience through Ecosystem Services

Both Regenerative/CSA and NRM focus on building resilience to climate change. While CSA emphasizes the diversification of crops and income sources to adapt to changing climatic conditions, NRM enhances ecosystem services such as water regulation



**The expansion of tree cover through afforestation and reforestation initiatives directly contributes to improved soil health and water availability, which are critical for increasing agricultural yields.**



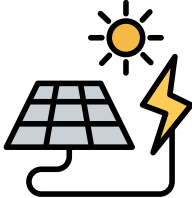
and soil conservation. For instance, riparian rehabilitation helps prevent soil erosion, which in turn supports agricultural productivity. Agroforestry, a key practice promoted by both strategies, provides multiple benefits, including carbon sequestration, soil fertility, and diversified income streams, all of which contribute to resilience.

**iii. Reducing Emissions through Sustainable Land Management**

Regenerative/CSA and NRM both contribute to reducing greenhouse gas emissions. CSA promotes practices such as reduced soil disturbance and the efficient use of livestock, while NRM emphasizes carbon sequestration through afforestation and forest conservation. Increasing tree cover not only helps absorb agricultural emissions but also improves the overall health of the landscape, reducing its carbon footprint.

**iv. Supporting Livelihoods through Green Enterprises and Clean Energy**

The development of green enterprises, a key goal of NRM, aligns with Regenerative/CSA’s focus on enhancing rural incomes. These enterprises provide alternative livelihoods that reduce pressure on agricultural land, allowing for more sustainable farming practices. Additionally, NRM’s promotion of clean energy adoption supports Regenerative/CSA’s objective of reducing emissions and improving energy efficiency in agricultural production. By reducing reliance on biomass for fuel, clean energy initiatives help protect forests and reduce deforestation.



**Green enterprises provide alternative livelihoods that reduce pressure on agricultural land, allowing for more sustainable farming practices.**



**The strategies and action plan to address the gaps identified are outlined as follows:**

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**a. Catchment and Riparian Conservation**

***Sustainable Water Harvesting Methods***

Strategy: Implement community-led projects to enhance water harvesting by constructing sand dams, water pans, and water storage tanks to increase water availability and reduce soil erosion.

Action Plan:

- Identify suitable sites for water harvesting and storage through community consultations and technical assessments.
- Train community members in the construction and maintenance of these structures.
- Partner with local NGOs and government agencies to secure funding and technical support.
- Monitor water levels and soil health to assess the effectiveness of the interventions.

***Community-Led Conservation Initiatives***

Strategy: Engage local communities in riparian and catchment area protection through awareness campaigns, participatory planning, and enforcement of conservation bylaws.

Action Plan:

- Establish community conservation committees to oversee riparian zone protection.
- Conduct awareness campaigns on the importance of protecting water resources and implementing sustainable land-use practices.
- Develop community bylaws for regulating activities in riparian and catchment areas.
- Organize regular clean-up activities and tree planting along riparian zones.

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**b. Forest Cover and Biodiversity Conservation**

***Protection of Indigenous Medicinal Trees***

Strategy: Identify and protect key indigenous medicinal tree species through community engagement and legal frameworks.

Action Plan:

- Conduct a baseline survey to identify and map the distribution of indigenous medicinal trees.
- Engage traditional healers and local communities in the conservation of these species.
- Develop and implement management plans for the sustainable harvesting of medicinal plants.

- Establish community nurseries focused on propagating indigenous tree species.

### ***Forestry as an Economic Activity***

Strategy: Promote sustainable forestry and agroforestry practices as alternative livelihood options for communities.

Action Plan:

- Train farmers on sustainable harvesting techniques and value-added processing of forest products.
- Facilitate the establishment of small-scale enterprises focused on timber, non-timber forest products, and eco-tourism.
- Develop market linkages for forest products and create branding for sustainably harvested goods.

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## **c. Resilient Agricultural Practices**

Vertical Gardens: Promote the use of vertical gardens in urban and peri-urban areas to maximize limited space and improve food security.

Minimum Tillage: Encourage minimum tillage practices to preserve soil structure, reduce erosion, and improve water retention.

Agroforestry: Integrate trees and shrubs into agricultural systems to provide multiple benefits, including soil fertility, shade, and additional income.

Action Plan:

- Develop demonstration sites for vertical gardens and minimum tillage techniques.
- Provide farmers with training on the benefits and implementation of these practices.
- Distribute seeds and materials for agroforestry systems, including fruit and fodder trees.
- Monitor adoption rates and impacts on soil health and crop yields.

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## **d. Strengthening Community Tree Nurseries**

### ***Capacity Building and Support***

Strategy: Strengthen community tree nurseries through training, provision of resources, and establishment of monitoring and evaluation frameworks.

Action Plan:

- Conduct training sessions on nursery management, including seed collection, propagation techniques, and pest control.
- Provide nurseries with tools, equipment, and high-quality seeds.
- Develop a monitoring system to track the performance of nurseries, including seedling survival rates and the number of trees planted.

- Establish Key Performance Indicators (KPIs) such as the number of seedlings produced, survival rates, and community participation levels.

### ***Regular Monitoring and Evaluation***

Strategy: Implement regular monitoring and evaluation of community nurseries to ensure adherence to best practices and identify areas for improvement.

Action Plan:

- Create a schedule for regular site visits and performance assessments.
- Engage local communities in monitoring activities to foster ownership and accountability.
- Use digital tools such as mobile apps to collect and analyze data on nursery performance.
- Provide feedback and support to nurseries based on evaluation findings.

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## **e. Multi-Sectoral Collaboration**

### ***Strengthening Sectoral Collaboration***

Strategy: Facilitate collaboration between government agencies, NGOs, research institutions, and local communities to enhance the implementation of NRM and CSA activities.

Action Plan:

- Establish a multi-stakeholder platform for regular dialogue and coordination.
- Develop joint action plans and agreements outlining the roles and responsibilities of each sector.
- Organize cross-sectoral workshops and training sessions to build capacity and align strategies.
- Implement a shared data platform to facilitate information exchange and collaborative decision-making.

### ***Continuous Monitoring and Coordination***

Strategy: Maintain continuous monitoring of activities across sectors to ensure coherence and alignment with broader conservation and development goals.

Action Plan:

- Appoint a coordination team responsible for tracking the progress of multi-sectoral initiatives.
- Use Geographic Information Systems (GIS) and other digital tools to monitor land-use changes and project impacts.
- Hold quarterly review meetings to assess progress and address challenges.
- Publish annual reports summarizing achievements and lessons learned.

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## **f. Adapting Assistive Technology**

### ***Use of Digital Tools for Monitoring***

Strategy: Implement digital tools such as mobile applications, remote sensing, and Geographic Information Systems (GIS) for efficient monitoring and documentation of NRM and CSA activities.

Action Plan:

- Develop or adopt existing mobile applications for data collection and reporting.
- Train community members and project staff on the use of these tools.
- Use remote sensing and drones to monitor changes in forest cover, water bodies, and agricultural practices.
- Create digital dashboards to visualize data and track progress in real-time.

### ***Improving Accountability and Efficiency***

Strategy: Enhance transparency and accountability in project implementation through digital documentation and real-time reporting.

Action Plan:

- Implement a digital reporting system where field officers can upload real-time data and photos from project sites.
- Use GPS tracking to ensure that field activities are conducted as planned and resources are used efficiently.
- Share progress updates and reports with stakeholders through an online platform to promote transparency.

### ***Implementation Strategy***

**Community Engagement:** Involve local communities in planning and implementation to ensure that interventions are culturally appropriate and supported by local stakeholders.

**Partnerships:** Build strategic partnerships with local, national, and international organizations for technical support, capacity building, and funding.

**Monitoring and Evaluation:** Develop a robust M&E framework with clear indicators and regular evaluations to track progress, identify challenges, and inform adaptive management.

**Resource Mobilization:** Secure funding through diverse sources, including government grants, private sector partnerships, and international donors.

## 2.2 Crops production pillar

This section focuses on tea and coffee production which are the predominant cash crops in the region however other crops have been considered too.

### 2.2.1 Rationale for Tea Sector Development

Smallholder tea farmers in the Mt. Kenya Landscape face numerous challenges, including the impacts of climate change, soil degradation, aging tea bushes, fluctuating commodity prices, rising production costs, an aging farming population, and inadequate support systems. These issues are further complicated by the small and shrinking size of farms and the prevalence of ineffective agricultural practices. The Mt. Kenya Sustainable Landscape Management Board provides a collaborative platform to develop integrated management plans that address these challenges and effectively support smallholder tea farmers. The Strategic Objectives for Tea Production includes.

- i. Promote Climate Change Mitigation and Adaptation:** Enhance resilience among smallholder tea farmers by implementing strategies that mitigate the impacts of climate change and promote adaptation.
- ii. Improve Economic Standards:** Increase incomes and economic stability for smallholder farmers, ensuring a sustainable livelihood for those dependent on tea production.
- iii. Enhance Health and Wellbeing:** Improve health outcomes for farmers and their communities by integrating health initiatives into agricultural practices and community development.
- iv. Collaborate with Research Institutions:** Drive innovation and policy improvements by partnering with research institutions to explore new techniques and practices in tea production.
- v. Foster Collaborations:** Build effective partnerships and consortiums to address the multifaceted challenges facing the tea industry, leveraging collective resources and expertise for greater impact.



*Table 1: Tea production activities to realize impact*

<b>SPECIFIC OBJECTIVES</b>	<b>ACTIVITIES</b>
Climate adaptation mechanisms in the smallholder tea farms	<ul style="list-style-type: none"> <li>• Awareness and educational campaigns on environmental sustainability.</li> <li>• Sustainable management of forests in the communities through the planting of trees both on farms and in the public forests.</li> <li>• Sustainable soil management through regenerative agricultural practices</li> <li>• Riparian protection.</li> <li>• Water conservation and harvesting</li> <li>• Development of early warning systems for action</li> <li>• Implement strategies to adapt agricultural practices to climate change</li> </ul>
Climate change mitigation for maximum tea production in smallholder tea farms	<ul style="list-style-type: none"> <li>• Tree nursery establishment and tree planting.</li> <li>• National partnerships on tree planting</li> <li>• Promoting clean cooking technologies</li> <li>• Promoting the use of renewable energy.</li> <li>• Waste management</li> <li>• Sustainable soil management through regenerative agricultural practices</li> <li>• Develop and promote climate mitigation measures to reduce the impact of agriculture on the environment.</li> </ul>
Promote the link between research and policy in climate change	<ul style="list-style-type: none"> <li>• Promotion of research in tea production for sustainability.</li> <li>• Promote partnerships with research institutions/bodies</li> </ul>
Promote holistic economic empowerment training among smallholder tea farmers and their households	<ul style="list-style-type: none"> <li>• Awareness creation and training farmers on household social issues.</li> <li>• Formation of registered farmers' interest groups for enterprise development.</li> <li>• Alternative green business enterprises among the smallholder farmers</li> <li>• Entrepreneurship programmes</li> </ul>

<p>To increase access to primary health care among smallholder tea farmers and their communities</p>	<ul style="list-style-type: none"> <li>• Nutrition and health promotional talks and practicals.</li> <li>• Work with the community health promoters to champion health care in the tea farmers' households</li> <li>• Linkages and referrals of the community members to health facilities.</li> <li>• Collaborating with the key implementers of health programs in the tea sector.</li> <li>• Behavior change communication on feeding habits.</li> </ul>
<p>Promote collaborations and consortiums with other organizations</p>	<ul style="list-style-type: none"> <li>• Strengthening collaborations to ensure impact at scale through efficiency and effective resource utilization.</li> </ul>



## 2.2.2 Rationale for Coffee Sector Development

The coffee sector in Kenya, once a major foreign exchange earner, has been in decline, with production volumes and productivity dropping significantly in recent decades. This decline is particularly pronounced among smallholder farmers, many of whom operate through cooperatives, and private-sector coffee estates. These farmers face a range of challenges that justify the need for a comprehensive strategy to revitalize the sector.

One of the primary issues is the limited access to quality farm inputs, which results in poor yields and lower coffee quality. Smallholders, in particular, struggle to afford the necessary inputs that would improve productivity. The processing and value addition of coffee also presents significant barriers, as high operational costs at mills and low levels of value addition mean that Kenya continues to export much of its coffee in raw form, missing out on the potential economic benefits of value-added products. This situation is compounded by low domestic coffee consumption, which contributes to market instability. By increasing local consumption, the sector could achieve more stable demand and reduce its reliance on fluctuating international markets.

Climate change further exacerbates the challenges facing smallholder farmers and cooperatives. Unpredictable weather patterns and environmental risks, such as increased pest and disease prevalence, are impacting coffee yields and quality. These challenges are heightened by the lack of inclusivity in the coffee subsector, where women, youth, and persons with disabilities remain underrepresented across the value chain. Enhancing their participation could bring new energy and innovation to coffee production and processing.

Financing is another critical issue. Smallholders, especially those in cooperatives, often struggle to access sustainable financing options, which hinders their ability to invest in productivity-enhancing technologies and practices. Reliable payment systems are also lacking, making it difficult for farmers to secure timely and fair compensation for their produce.

Addressing these interconnected challenges through a targeted coffee sector development strategy will help revitalise smallholder coffee farming, improve livelihoods, and ensure the long-term sustainability of Kenya's coffee industry. By focusing on improving access to inputs, promoting domestic consumption, fostering inclusivity, and developing sustainable financing models, the coffee sector can once again thrive, benefiting both smallholder farmers and private estates.

Both in Kenya and globally, coffee consumption is evolving with trends such as increasing demand for specialty and ethical coffee, the rise of ready-to-drink and cold brew products, and a growing focus on health and wellness. In Kenya, coffee culture is growing,



**By increasing local consumption, the coffee sector could achieve more stable demand and reduce its reliance on fluctuating international markets.**

particularly among urban populations, with more interest in premium coffee experiences. Globally, consumers are seeking convenience, sustainability, and innovation in their coffee choices, making the sector dynamic and full of opportunities for both producers and retailers. With the aforementioned challenges in the coffee sector, the following are priority areas that the LMB will focus on in the coffee sector to meet local and global consumer preferences as well as achieve global goals such as the SDGs. The Strategic Objectives for Coffee Production includes.

- i. Increase Coffee Productivity and Quality:** Implement practices and technologies that enhance the productivity and quality of coffee, ensuring higher yields and better marketability.
- ii. Increase Tree Cover through Promotion of Agroforestry:** Integrate agroforestry practices into coffee farming to increase tree cover, improve biodiversity, and enhance environmental sustainability.
- iii. Promote Market Access, Agro-Processing, and Value Addition:** Develop and expand market access for coffee and other value chains, while promoting agro-processing and value addition to increase the economic returns for farmers.
- iv. Enhance Accessibility to Affordable Inputs and Credit:** Develop viable business cases to improve farmers' access to affordable agricultural inputs and credit, enabling them to invest in productivity-enhancing technologies and practices.
- v. Promote Sustainable Land Use and Environmental Conservation:** Encourage sustainable land use practices and environmental conservation to protect the natural resources essential for coffee production and the livelihoods of farming communities.



In Kenya, coffee culture is growing, particularly among urban populations, with more interest in premium coffee experiences.





*Table 2: Summarized strategic coffee production activities*

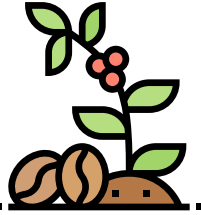
<b>GAP</b>	<b>ACTIVITIES</b>
Coffee productivity, quality & processing	<ul style="list-style-type: none"> <li>• Establishment of coffee nurseries by youth and women groups</li> <li>• Provision of Soil testing facilities</li> <li>• Farmer training.</li> <li>• Input &amp; seedling subsidies.</li> <li>• Establish coffee production demos.</li> <li>• Modernization of coffee processing infrastructure (metal drying table, solar driers, eco-pulpers).</li> <li>• Enhancement of compliance with standard certifications and regulations</li> <li>• Capacity build farmers on climate-smart technologies e.g. drip irrigation, integrated pest management, and sustainable technologies.</li> <li>• Encourage the adoption of disease-resistant coffee varieties and train farmers on best practices for maintaining these crops.</li> <li>• Promote digital systems for real-time climate information dissemination and support climate-smart agricultural practices.</li> </ul>
Agroforestry - Increase tree cover with Indigenous trees & high-value crops within the coffee landscape	<ul style="list-style-type: none"> <li>• Establishment of high-value trees - macadamia and Avocado nurseries.</li> <li>• Establishment of indigenous tree nurseries</li> <li>• Promoting the use of high-quality certified planting materials</li> <li>• Integrate shade trees in coffee farms to improve microclimates, reduce soil erosion, and provide additional income from fruits. For example, encourage the planting of shade trees, such as mango trees, to mitigate climate change and raise awareness about sustainable farming.</li> </ul>
To promote coffee value addition	<ul style="list-style-type: none"> <li>• Establishing coffee laboratories in factories</li> <li>• Installation of coffee roasting, grinding and packaging machines</li> <li>• Promote compliance with standard certifications</li> <li>• Establishing coffee shops or outlets</li> <li>• Create visibility - marketing, tasting &amp; promotion events</li> <li>• Enhance value addition through better processing facilities, certifications, and market access initiatives.</li> </ul>

GAP	ACTIVITIES
To promote apiculture and enhance value addition of honey and honey by-products	<ul style="list-style-type: none"> <li>• Mobilization of beekeepers and aggregation of the honey</li> <li>• Technical training to local farmers on apiculture</li> <li>• Adoption of modern bee-keeping techniques</li> <li>• Establishment &amp; equipping of the Honey processing plant e.g. modern bee hives, Honey extractors, Bee venom harvesters, Bee suits, Smokers, Hive tools)</li> <li>• Explore the benefits of integrating beekeeping with coffee farming, as bees can improve coffee pollination and honey production.</li> <li>• Recognize the link between coffee flowering and beekeeping, exploring their mutual benefits.</li> </ul>
To enhance the adoption of green energy for household needs	<ul style="list-style-type: none"> <li>• Promotion of energy-saving jikos, biogas plants, briquette-making machines</li> </ul>
To promote poultry farming	<ul style="list-style-type: none"> <li>• Provision of quality chicks</li> <li>• Provision of egg incubators for chick production</li> <li>• Capacity build farmers on poultry production.</li> </ul>
To promote dairy value addition	<ul style="list-style-type: none"> <li>• sensitization on the installation of yoghurt-making equipment.</li> </ul>
Diversification of income sources	<ul style="list-style-type: none"> <li>• Encourage farmers to diversify into poultry and dairy farming and integrate value-added processing for resilience and increased income.</li> </ul>
Promote domestic coffee consumption	<ul style="list-style-type: none"> <li>• Develop local initiatives to promote coffee consumption, such as coffee festivals, training on brewing techniques, and creating local market linkages.</li> </ul>



**2.2.3 Integrating Sustainability and resilience into the tea, coffee, and other crops Sector Development**

Integrating detailed strategies into the Tea, Coffee, and Other Crops Pillar, the plan will be better equipped to address climate mitigation and adaptation, economic empowerment, healthcare integration, and effective project coordination. This will contribute to the overall sustainability and resilience of the agricultural communities in the Mt. Kenya Landscape.



**The plan will be better equipped by integrating detailed strategies into the Tea, Coffee, and Other crops pillar**



## 2.2.4 Climate Adaptation Mechanisms

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### **a. Crop Diversification:**

Strategy: Encourage farmers to grow a variety of crops alongside tea and coffee, such as legumes, fruits, and high-value vegetables. This not only mitigates the risks associated with climate variability but also provides additional income streams.

Action Plan:

- Conduct training workshops on intercropping techniques.
- Provide access to seeds and planting materials for alternative crops.
- Establish demonstration plots to showcase successful diversification models.

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### **b. Soil and Water Conservation**

Strategy: Promote the use of soil conservation techniques such as terracing, contour farming, and mulching. Implement water conservation practices like rainwater harvesting and constructing check dams to improve water availability during dry periods.

Action Plan:

- Train farmers on constructing and maintaining terraces and water harvesting systems.
- Distribute materials and equipment needed for soil conservation measures.
- Implement a community-based monitoring system to track the adoption and effectiveness of these practices.

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### **c. Drought-Resistant Crop Varieties**

Strategy: Introduce and promote drought-resistant and early maturing crop varieties suited to local conditions.

Action Plan:

- Partner with research institutions to identify and distribute suitable crop varieties.
- Organize field trials and seed fairs to demonstrate the benefits of these varieties.
- Provide extension support to farmers adopting these crops.

## 2.2.5 Climate Change Mitigation

### **1. Agroforestry**

Strategy: Integrate trees into agricultural systems to enhance carbon sequestration, improve soil health, and provide additional resources such as timber and fruits.

Action Plan:

- Identify suitable tree species for agroforestry based on local ecological conditions.

- Establish tree nurseries and distribute seedlings to farmers.
- Provide training on agroforestry practices and sustainable land management.

## **2. Reduced Deforestation**

Strategy: Promote community-based forest management and alternative livelihoods to reduce pressure on forest resources.

Action Plan:

- Develop community forest management plans.
- Implement livelihood projects such as beekeeping, eco-tourism, and sustainable charcoal production.
- Monitor forest cover and community engagement through participatory mapping and remote sensing.

## **3. Carbon Sequestration Initiatives**

Strategy: Implement projects that enhance carbon storage, such as reforestation and restoration of degraded lands.

Action Plan:

- Identify degraded areas for restoration and reforestation.
- Secure funding for carbon offset projects and engage communities in planting and maintaining trees.
- Collaborate with carbon markets to register and sell carbon credits generated from these projects.

### **2.2.6 Link Between Research and Policy**

#### **1. Collaborative Frameworks**

Strategy: Establish platforms for regular dialogue between researchers, policymakers, and practitioners to ensure that scientific research informs policy decisions.

Action Plan:

- Organize annual forums or workshops that bring together researchers and policymakers.
- Develop a digital platform for sharing research findings and policy briefs.
- Facilitate joint research projects focusing on pressing climate challenges.

#### **2. Knowledge Sharing**

Strategy: Create mechanisms for disseminating research findings to farmers and local communities.

Action Plan:

- Develop user-friendly publications and training materials based on research findings.
- Use community radio, SMS, and social media to share research-based

recommendations.

- Conduct field days and demonstration events in collaboration with research institutions.

## 2.2.7 Healthcare Integration

### **1. Access to Healthcare Services**

Strategy: Collaborate with health agencies to provide regular health check-ups, mobile clinics, and health education in agricultural communities.

Action Plan:

- Partner with local health facilities to set up periodic health camps.
- Train community health volunteers to conduct health awareness sessions.
- Distribute health kits and information materials on common health issues.

### **2. Nutrition Education**

Strategy: Promote nutritional well-being by educating communities on balanced diets and food security.

Action Plan:

- Conduct nutrition workshops focusing on locally available foods.
- Integrate kitchen gardening and poultry farming into agricultural extension programs.
- Distribute seeds and materials for household-level food production.

### **3. Mental Health Support**

Strategy: Provide mental health support services, including counselling and stress management workshops.

Action Plan:

- Partner with local NGOs and health professionals to offer counselling services.
- Develop peer support groups within communities.
- Organize workshops on stress management and mental well-being.

## 2.2.8 Synergy Across Projects

Strategy: Establish mechanisms for cross-sectoral coordination to ensure that projects complement and reinforce each other.

The Action Plan:

- Set up inter-sectoral working groups to oversee project planning and implementation.
- Develop a shared project management framework and reporting system.
- Regularly review project program.

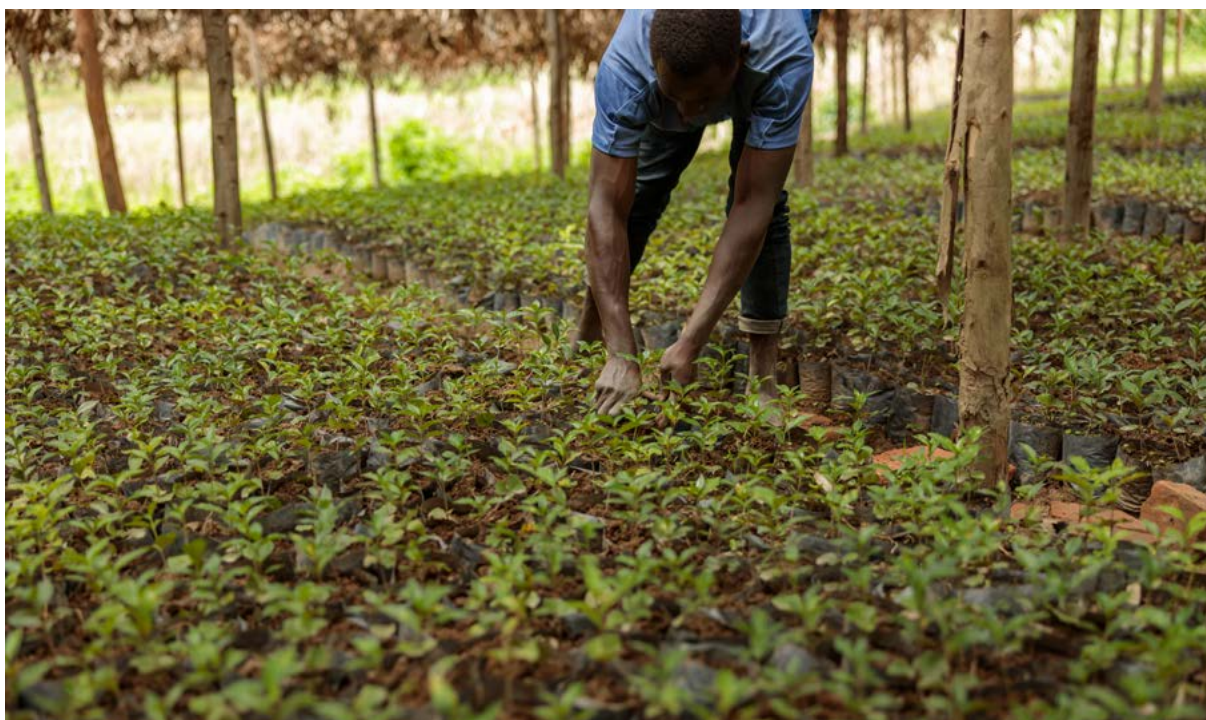
## 2.2.9 Monitoring & Evaluation Suggestions

### 1. Indicators for Awareness Campaigns

- Number of people reached: Track participation in awareness events and media campaigns.
- Number of materials developed: Measure the production and distribution of educational materials, including leaflets, posters, and digital content.

### 2. Indicators for Environmental Impact

- Number of tree nurseries established: Monitor the establishment and operation of nurseries, including species diversity and seedling survival rates.
- Number of trees planted and grown: Track tree planting activities and monitor growth and survival rates over time.
- Water conservation measures: Document the number of water pans dug, storage units installed, and adoption of water-saving techniques.



## 2.2.10 Implementation Strategy

- **Capacity Building:** Provide continuous training and resources to farmers and community leaders to adopt and sustain these practices.
- **Partnerships:** Collaborate with local and international organizations for technical support, funding, and knowledge exchange.
- **Monitoring and Reporting:** Develop a robust M&E system with clear roles and responsibilities to track progress, identify challenges, and inform decision-making.
- **Sustainability and Crop Management:** Deploy extension officers to provide ongoing support. Replace harmful tree species with sustainable alternatives like bamboo and promote renewable energy usage.

## 2.3. Landscape finance and resource mobilization pillar

### 2.3.1 Landscape Finance

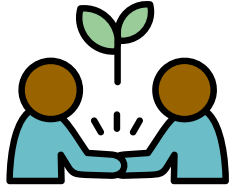
The financial landscape surrounding the tea and coffee value chains in Kenya is complex and multifaceted, involving a wide array of stakeholders. Key participants include farmers, farmer groups, cooperatives, factories, savings and credit cooperatives (SACCOs), financial institutions, manufacturers, and buyers. These stakeholders collectively influence the financial dynamics within the value chains, contributing to the economic viability of the Landscape's agricultural sector.

In addition to financial actors, the non-financial landscape plays a significant role in supporting these value chains, particularly through corporate social responsibility (CSR) initiatives. Examples include green initiatives within the coffee sector, efforts to diversify income streams, training programs for smallholder farmers, and renewable energy projects, such as biomass waste-to-energy initiatives. Tree planting and shading are also supported by various financial and non-financial actors within the tea and coffee value chains, aimed at enhancing productivity and improving the overall landscape.

Despite the availability of financial products tailored to the tea and coffee sectors, the scale and commercial focus of these products present challenges. Financial institutions often design these products for larger clients, making them less accessible or profitable for smallholders. Banks, as the primary financial institutions, frequently hesitate to extend credit to small businesses and farmers due to perceived high risks. While microfinance institutions (MFIs) are more willing to serve this clientele, their high-interest rates pose additional challenges. Non-governmental organizations (NGOs) provide financial support in the form of grants and loans, but their resources are limited and often insufficient to meet the demand.

Landscape Finance (LF) is a strategic approach aimed at mobilizing diverse forms of financial capital to support sustainable landscape management in the Mt. Kenya Landscape. It focuses on aligning and channelling financial flows to resource priority landscape activities, ensuring that public and private investments contribute to both sustainable enterprises and the ecological integrity necessary for long-term landscape resilience.

In the context of the Mt. Kenya Landscape, this approach may require mobilizing collective action to secure additional funding from local, national, or international sources. For instance, if local financial institutions offer credit lines for conventional agricultural practices but lack support for sustainable practices like agroforestry, stakeholders within the Landscape Partnership (LP) might collaborate with these institutions to develop new financial products that support eco-friendly farming systems. Achieving transformational change in the landscape could necessitate an ambitious investment



**The non-financial landscape plays a significant role in supporting these value chains, particularly through corporate social responsibility (CSR) initiatives.**



**Traditional financial institutions frequently hesitated to extend credit to small businesses and farmers due to perceived high risks, but this is changing.**

portfolio, combining large-scale, long-term financing solutions. These solutions may include mobilizing development bank funding, establishing dedicated landscape investment funds, aligning public budgets across the territory, securing long-term grants to support LP activities, or creating blended finance models that coordinate public, private, and civic funding.

To secure these resources effectively, a comprehensive LF Strategy must be defined, with clearly delineated responsibilities for action. This strategy will likely involve building alliances with financial sector experts and institutions that align with the Landscape Vision and Strategy. These partners can play a crucial role in designing innovative financial mechanisms, developing new funding streams, and identifying suitable financial sources to support the sustainable development of the Mt. Kenya Landscape.

### 2.3.2 Resource mobilization

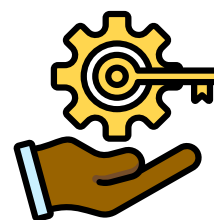
The LMB should have guiding principles for resource mobilization to ensure the effective acquisition and management of resources to sustain the program's goals. The following are the key principles to guide the resource mobilization efforts:

1. Ensure that the resources mobilized are sustainable, both environmentally and economically, to maintain long-term program goals. Focus on renewable funding sources, recurring partnerships, and strategies that can generate self-sustaining income streams for communities.
2. Resources should be secured in alignment with the core objectives of the MSuLLi initiative, such as improving livelihoods, promoting biodiversity, and enhancing climate resilience. Any funding or resource should contribute meaningfully to the specific goals of the program.
3. Prioritize inclusive resource mobilization efforts that ensure marginalized groups (e.g., women, youth, persons with disabilities) are empowered and benefit from the resources. Special attention should be given to equitable resource distribution and access to financial and technical support for all stakeholders.
4. Establish clear processes for mobilizing, allocating, and utilizing resources. Regular reporting, transparent decision-making, and accountability mechanisms should be in place to build trust with donors, partners, and communities.
5. Build partnerships with a wide range of stakeholders, including financial institutions, private sector actors, NGOs, government bodies, and community-based organizations. Collaborative approaches to fundraising can help pool resources, share expertise, and maximize impact.



**Partners can play a crucial role in designing innovative financial mechanisms, developing new funding streams, and identifying suitable financial sources to support the sustainable development of the Mt. Kenya Landscape.**

6. Diversify funding streams to reduce dependency on a single source. Pursue a mix of grants, investments, community contributions, private sector partnerships, and innovative financing (e.g., carbon credits, and payment for ecosystem services).
7. Embrace innovative resource mobilization strategies that align with the initiative's sustainability goals. This could include exploring climate financing, green bonds, or other mechanisms that focus on resilience-building and environmental sustainability.
8. Invest in strengthening the capacity of stakeholders, especially local communities, to engage in and benefit from resource mobilization. This includes training on fundraising, entrepreneurship, financial management, and market access to ensure long-term economic growth.
9. Be adaptable to evolving circumstances, including shifts in the funding landscape, donor priorities, and environmental challenges. Develop flexible strategies that allow for adjustments in response to changing needs and opportunities.
10. Ensure that local communities have ownership over the resource mobilization process. Engaging communities in decision-making and fundraising efforts will enhance their commitment and ensure that resources are utilized effectively to meet local needs.



**Ensure that local communities have ownership over the resource mobilization process.**

Table 3: A log framework that outlines effective strategies for resource mobilization and activities to be undertaken in the tea and coffee sectors

Resource Mobilization Steps	Activities
<p><b>Mapping Potential Resources</b></p>	<ul style="list-style-type: none"> <li>• <b>Public Sector Funding</b> <ul style="list-style-type: none"> <li>○ National and local government grants or budget allocations.</li> <li>○ Environmental and climate change funds, such as the Green Climate Fund (GCF).</li> </ul> </li> <li>• <b>Private Sector Investment</b> <ul style="list-style-type: none"> <li>○ Engage companies through Corporate Social Responsibility (CSR) programs.</li> <li>○ Foster Public-Private Partnerships (PPP) with businesses that benefit from sustainable landscapes.</li> </ul> </li> <li>• <b>Philanthropic Contributions</b> <ul style="list-style-type: none"> <li>○ Foundations and non-profit organizations that focus on environment, climate resilience, or social impact.</li> </ul> </li> <li>• <b>International Funding</b> <ul style="list-style-type: none"> <li>○ Bilateral and multilateral aid (World Bank, UNDP, etc.).</li> <li>○ International conservation organizations.</li> </ul> </li> <li>• <b>Community Contributions</b> <ul style="list-style-type: none"> <li>○ Mobilize local communities through microfinance, cooperative models, and small-scale investments.</li> </ul> </li> <li>• <b>Ecosystem Service Payments</b> <ul style="list-style-type: none"> <li>○ Tap into payments for ecosystem services (PES) such as carbon credits or biodiversity offsets.</li> </ul> </li> </ul>
<p><b>Partnership Development</b></p>	<ul style="list-style-type: none"> <li>• <b>Multi-stakeholder Engagement</b> <ul style="list-style-type: none"> <li>○ Establish partnerships with NGOs, research institutions, local communities, and government agencies to pool resources.</li> </ul> </li> <li>• <b>Leveraging Knowledge and Expertise</b> <ul style="list-style-type: none"> <li>○ Work with universities and research centers to access technical expertise.</li> </ul> </li> <li>• <b>Engaging Financial Institutions</b> <ul style="list-style-type: none"> <li>○ Partner with banks, impact investors, or microfinance institutions to leverage loans or impact investing.</li> </ul> </li> <li>• <b>In-kind Contributions</b> <ul style="list-style-type: none"> <li>○ Encourage stakeholders to contribute technical support, equipment, or land.</li> </ul> </li> </ul>

<b>Resource Mobilization Steps</b>	<b>Activities</b>
<b>Innovative Financing Mechanisms</b>	<ul style="list-style-type: none"> <li>• <b>Blended Finance</b> <ul style="list-style-type: none"> <li>○ Use a mix of grants, concessional loans, and private capital to reduce investment risks for private investors.</li> </ul> </li> <li>• <b>Green Bonds</b> <ul style="list-style-type: none"> <li>○ Issue green bonds to attract investment for sustainable landscape projects.</li> </ul> </li> <li>• <b>Trust Funds</b> <ul style="list-style-type: none"> <li>○ Establish conservation or landscape trust funds to pool resources over the long term.</li> </ul> </li> <li>• <b>Revolving Funds</b> <ul style="list-style-type: none"> <li>○ Create a fund where resources can be reinvested into new projects or phases.</li> </ul> </li> <li>• <b>Carbon Financing</b> <ul style="list-style-type: none"> <li>○ Leverage carbon credits by promoting afforestation, reforestation, or reduced emissions practices.</li> </ul> </li> <li>• <b>Impact Investment</b> <ul style="list-style-type: none"> <li>○ Attract capital from investors seeking social and environmental returns alongside financial profits.</li> </ul> </li> </ul>
<b>Capacity Building for Resource Mobilization</b>	<ul style="list-style-type: none"> <li>• <b>Training and Awareness Programs</b> <ul style="list-style-type: none"> <li>○ Build the capacity of local organizations and communities in fundraising, proposal writing, and financial management.</li> </ul> </li> <li>• <b>Resource Mobilization Units</b> <ul style="list-style-type: none"> <li>○ Establish dedicated units or task forces within the landscape initiative to focus on fundraising and financial sustainability.</li> </ul> </li> <li>• <b>Communication Strategies</b> <ul style="list-style-type: none"> <li>○ Develop clear messaging about the benefits of the landscape initiative, tailored to different donor or investor audiences.</li> </ul> </li> </ul>

<b>Resource Mobilization Steps</b>	<b>Activities</b>
<b>Long-term Sustainability Planning</b>	<ul style="list-style-type: none"> <li>• <b>Resource Diversification</b> <ul style="list-style-type: none"> <li>○ Avoid over-reliance on one type of funding by diversifying sources (public, private, and international).</li> </ul> </li> <li>• <b>Monitoring and Accountability</b> <ul style="list-style-type: none"> <li>○ Establish transparent systems for monitoring the use of funds and reporting to donors and stakeholders.</li> </ul> </li> <li>• <b>Sustainable Income Generation</b> <ul style="list-style-type: none"> <li>○ Integrate sustainable agriculture, ecotourism, or other business models that generate revenue for landscape conservation.</li> </ul> </li> <li>• <b>Exit Strategies</b> <ul style="list-style-type: none"> <li>○ Plan for gradual phasing out of external funding, ensuring the local community or government can sustain the initiative.</li> </ul> </li> </ul>
<b>Proposal Development and Donor Engagement</b>	<ul style="list-style-type: none"> <li>• <b>Tailored Proposals</b> <ul style="list-style-type: none"> <li>○ Customize proposals for different donors or investors based on their priorities (e.g., biodiversity, climate resilience, community livelihoods).</li> </ul> </li> <li>• <b>Donor Relations</b> <ul style="list-style-type: none"> <li>○ Maintain relationships with donors through regular updates, site visits, and progress reports.</li> </ul> </li> <li>• <b>Crowdfunding Platforms</b> <ul style="list-style-type: none"> <li>○ Use online platforms to mobilize smaller contributions from individuals globally.</li> </ul> </li> </ul>
<b>Aligning with Global and National Agendas</b>	<ul style="list-style-type: none"> <li>• <b>Sustainable Development Goals (SDGs)</b> <ul style="list-style-type: none"> <li>○ Align the landscape initiative with the SDGs, particularly those related to climate action, life on land, and sustainable communities.</li> </ul> </li> <li>• <b>National Climate and Conservation Plans</b> <ul style="list-style-type: none"> <li>○ Ensure the initiative supports national policies like Nationally Determined Contributions (NDCs) under the Paris Agreement, and other conservation or restoration strategies.</li> </ul> </li> </ul>

Resource Mobilization Steps	Activities
Advocacy and Policy Support	<ul style="list-style-type: none"> <li>• <b>Advocacy Campaigns</b> <ul style="list-style-type: none"> <li>○ Launch campaigns that raise awareness about the importance of landscape conservation and restoration among decision-makers and the public.</li> </ul> </li> <li>• <b>Influencing Policy</b> <ul style="list-style-type: none"> <li>○ Work on creating enabling policies that incentivize investments in landscapes, such as tax breaks or subsidies for green investments.</li> </ul> </li> </ul>

Effective resource mobilization is crucial for advancing social inclusion within the Mt. Kenya Landscape. The following are the proposed strategies and stakeholder engagement approaches have been identified to that the LMB will start off with:

- **Co-Funding Initiatives:** Facilitate co-funding partnerships between enterprise beneficiaries and financial institutions. This collaborative approach will help mobilize the necessary capital for enterprise development and expansion, ensuring shared responsibility and commitment to success.
- **Leveraging Internal Resources:** Utilize the expertise and resources available within the landscape, including research institutions, higher learning institutions, government agencies, like-minded NGOs, and peer champions. By tapping into these internal assets, the initiative can enhance its capacity to deliver impactful and sustainable outcomes.
- **Revolving Fund Establishment:** Develop a revolving fund in partnership with financial institutions to provide continuous financial support for enterprise development. This fund will be instrumental in sustaining and scaling up businesses led by marginalized populations within the landscape.
- **Donor and Market Engagement:** Actively develop proposals and concept notes targeting donors, well-wishers, and market players. These efforts aim to secure funding and resources for social inclusion initiatives, fostering a collaborative environment that supports marginalized groups.
- **Start-Up Support:** Engage off-takers to provide start-up kits and other essential resources to new enterprises. This direct support will empower marginalized entrepreneurs to overcome initial barriers to market entry and establish their businesses on solid ground.

These strategies are designed to create a robust resource mobilization framework that ensures the inclusion of marginalized populations in the Mt. Kenya Landscape’s economic activities. Through strategic partnerships and the effective use of available resources, the initiative will foster a more inclusive and sustainable development process. Besides the financial resources, other resources that need to be coordinated for the smooth running of the initiative include technical, human, institutional resources.

### 2.3.3 Recommendations for Enhancing Sustainability and Profitability in all sectors

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#### **a. Develop Targeted Funding Mechanisms**

There is a critical need for organizations to create specific funding mechanisms or explore strategic partnerships that directly target the coffee and tea value chains. Given the economic importance of these sectors in the Mt. Kenya Landscape, such initiatives should focus on providing financial support that addresses the unique challenges faced by farmers and Agri-SMEs in these Landscapes.

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#### **b. Enhance Value Chain Support through Stakeholder Collaboration**

Facilitating stronger connections between organizations and key stakeholders, including input service providers, market access platforms, and sustainable agriculture initiatives, is essential. By enhancing these collaborations, the value chain support provided to Agri-SMEs and farmers can be significantly improved, leading to more robust and resilient agricultural practices.

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#### **c. Explore Long-Term Financing Opportunities**

Organizations should be supported in exploring and developing longer-term financing options. These options would complement existing short-term financing mechanisms and enable Agri-SMEs and farmers to invest in more sustainable and resilient business practices, ultimately contributing to the long-term viability of the coffee and tea sectors.

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#### **d. Invest in Waste-to-Energy Initiatives**

The development of a Waste-to-Energy (WtE) Power Plant in Embu and Kirinyaga counties presents a promising solution to address waste management challenges, meet growing energy demands, and promote environmental sustainability. Supporting this initiative would not only contribute to the reduction of waste but also provide an alternative energy source, further enhancing the sustainability of the coffee and tea sectors in the Landscape.

### 2.3.4 Investment Business Cases and Opportunities

In the course of the scoping exercise for the Sustainable Landscape Development and Management for the Mt. Kenya Landscape, nine (9) key investment opportunities were identified. These opportunities align with the strategic objectives of enhancing sustainability, improving livelihoods, and promoting environmental stewardship within the Landscape.

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### **a. Beekeeping Business Plan for Forest-Dependent Communities**

The beekeeping business plan focuses on supporting forest-dependent communities by partnering with two key off-takers: Bee Farmers Hub and Savannah Honey. These partners were selected based on their strong alignment with the project's goals. Bee Farmers Hub offers a cooperative-like community structure for its users, providing various incentives to encourage participation and sustainability. Savannah Honey, known for its capital support to farmers, is crucial for a cost-driven value chain like beekeeping.

The proposed business plan is designed to benefit multiple groups within the community, emphasizing the importance of a holistic approach that integrates economic, social, and environmental sustainability. By leveraging these partnerships, the project aims to create a robust and resilient beekeeping value chain that can thrive in the Mt. Kenya landscape.



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### **b. Solar-Powered Water Pumps Business Plan for Smallholder Farmers and WRUAs**

The solar-powered water pumps business plan targets smallholder farmers and Water Resource Users Associations (WRUAs). The plan proposes a model that tests the feasibility of using a more cost-effective pump, estimated at KES 65,000 per unit for a 200W and 24V model, with an additional KES 20,000 per pump for installation, maintenance, and other associated costs.

With the acquisition of 10 pumps, the total project cost is expected to be KES 850,000. A lease model is recommended, where the lease costs are set to cover installation, depreciation, and risk costs. The solar pumps are designed to last between 10 and 20 years, ensuring long-term benefits for the users and sustainability of the business model.

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### **c. Tree Nursery Business Plan for Forest-Dependent Communities**

The tree nursery business plan aims to establish five nurseries, with the initial model focusing on one nursery as a pilot. The plan's key assumptions include a seedling purchase price of KES 50 and a sale price of KES 225 after growth, based on a 50/50 mix of avocado (KES 150) and macadamia (KES 300) seedlings. The business model also accounts for soil, transportation, and marketing costs.

To ensure financial viability, a debt facility is needed that allows for zero repayment in the first year, during which the seedlings are growing and not yet ready for sale. Full debt amortization would occur in the second year, with sales proceeds reinvested to double the seedling inventory in year three, enabling further scaling of the nursery operations.

This business plan demonstrates strong profitability and potential for scaling, making it an attractive investment for stakeholders interested in sustainable forestry and agroforestry initiatives.



### 2.3.5 Recommendations for Financial Institutions

To effectively support the sustainable development of the Mt. Kenya landscape, financial institutions (FIs) should consider the following recommendations:

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#### **a. Tailored Financial Products**

Develop customized financial products that address the unique needs of farmers and other stakeholders in the agricultural sector. These products should take into account the seasonal nature of farming and offer flexible repayment terms to accommodate fluctuating income streams.

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#### **b. Technical Assistance**

Collaborate with agricultural experts to provide technical assistance and training to FI staff. This will enable them to better understand the complexities of the agricultural sector and assess credit risks more accurately, leading to more informed lending decisions.

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#### **c. Support for Climate-Resilient Practices**

FIs should incentivize and support tea and coffee farmers in adopting climate-resilient practices. This can be achieved through preferential loan terms for investments in climate-smart technologies, access to weather information, insurance products, and the promotion of sustainable agricultural practices.

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#### **d. Climate-Smart Asset Finance**

Provide training on the use of climate-smart farming equipment, such as solar dryers, water pumps, and sprayers, to ensure their proper utilization and longevity. FIs can partner with climate-smart asset providers to offer repair services and provide farmers with relevant contact information, further supporting the sustainability of these investments.

[https://adaptationundp.org/sites/default/files/resources/kenya\\_climate\\_smart\\_agriculture\\_strategy.pdf](https://adaptationundp.org/sites/default/files/resources/kenya_climate_smart_agriculture_strategy.pdf)

The primary issue is the over-reliance on loans and limited diversification in funding sources, which exposes the agricultural sector, particularly tea and coffee, to financial risks and market fluctuations. Cooperative frameworks are often underutilized and not well-structured to support farmers effectively. The blueprint that the LMB can use is as follows:

#### **1. Assess the Current Status of Cooperative Frameworks:**

##### **Action Plan:**

- Conduct a comprehensive assessment of existing cooperative frameworks and control measures like D.S.S. (Development Support Systems).
- Identify gaps in governance, financial management, and member engagement.
- Develop capacity-building programs for cooperatives to strengthen their operational and financial systems.

## **2. Involve More Players through CSR Approaches:**

### **Action Plan:**

- Develop a targeted CSR strategy to engage companies like Safaricom and other corporate entities in supporting landscape projects.
- Create a portfolio of CSR projects, including tree planting, community health initiatives, and education programs, that align with the interests of corporate partners.
- Establish a partnership framework that outlines roles, contributions, and benefits for participating organizations.

## **3. Diversify Agricultural Focus Beyond Key Crops:**

### **Action Plan:**

- Promote the inclusion of livestock, bananas, horticulture, and other high-value crops in the landscape development plan.
- Support the establishment of value chains for these products, including processing, packaging, and market access.
- Provide training and resources to farmers to adopt these new enterprises, ensuring they have the knowledge and tools to succeed.

## **4. Widen Funding Sources Beyond Loans:**

### **Action Plan:**

- Explore alternative funding sources, such as grants, impact investments, and public-private partnerships.
- Develop a blended finance model that combines public, private, and philanthropic funds to support sustainable projects.
- Encourage community-based savings and credit schemes to reduce dependency on external loans.

## **5. De-Risk Farmers through Empowerment Systems:**

### **Action Plan:**

- Implement training programs focused on financial literacy, market negotiation, and contract farming.
- Establish a risk-sharing mechanism, such as an insurance fund, to protect farmers from price volatility and crop failures.
- Develop digital platforms to provide farmers with real-time market information and access to financial services.

## **6. Foster Blended and Inclusive Stakeholder Collaboration:**

### **Action Plan:**

- Create a multi-stakeholder advisory board comprising representatives from government, private sector, NGOs, and farmer groups to guide resource mobilization and project implementation.

- Facilitate joint planning and funding initiatives that leverage the strengths and resources of diverse stakeholders.
- Promote inclusive participation by ensuring representation of marginalized groups in all decision-making processes.

### 2.3.6 Resource Mobilization Strategy for the Landscape Management Board

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#### a. Customized Roadmap for the LMB

##### 1. Develop a Detailed Resource Mobilization Plan:

- o Identify key funding opportunities and establish a step-by-step approach for engaging potential donors and partners.
- o Outline specific projects and initiatives that require funding, detailing the expected outcomes and benefits for the landscape and communities.

##### 2. Set High-Level Indicators for Progress Tracking:

- o Define indicators such as the number of partnerships established, total funds mobilized, and the impact of funded projects on community livelihoods and environmental health.
- o Use these indicators to regularly monitor and evaluate the effectiveness of the resource mobilization strategy.

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#### b. Additional Resource Mobilization Strategies

##### 1. Collaborate with Local Organizations for Fundraising Events:

- o Partner with schools, churches, and community organizations to organize events such as marathons, charity walks, and cultural festivals to raise funds and awareness for landscape projects.
- o Leverage these events to build community ownership and attract support from local businesses and individuals.

##### 2. Provide Financial Support through Bank Guarantees:

- o Establish a loan guarantee fund to help high-risk farmers access credit from financial institutions.
- o Work with banks to develop credit products that offer lower interest rates and longer repayment periods for farmers adopting sustainable practices.

##### 3. Develop Innovative Financial Products for Marginalized Groups:

- o Create financial products like low-interest loans, grant facilities, and savings plans tailored to the needs of women, youth, and other marginalized groups.
- o Offer incentives such as reduced interest rates or loan waivers for groups engaged in sustainable and regenerative agricultural practices.

##### 4. Explore Equity Crowdfunding Models:

- o Partner with crowdfunding platforms such as Kiva to raise equity funding for community-based projects.
- o Develop compelling campaigns that showcase the social and environmental impact of investing in the Mt. Kenya landscape.

## 2.3.7 Progress Tracking in Landscape Finance and Resource Mobilization

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### **a. Landscape Finance and Resource Mobilization Objectives**

- (i) Resource mobilization objective: To secure diverse and sustainable funding sources to support landscape management, conservation, and community development initiatives in Mt. Kenya Landscape.
- (ii) Financial Management Objective: Ensure efficient and transparent use of funds to maximize impact on economic development as well as environmental restoration and community resilience.

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### **b. Resource Mobilization Indicators**

- a) Amount of funding secured annually from diverse sources (e.g., grants, CSR contributions, impact investments).
- b) Number of new partnerships established with private sector, NGOs, and international donors.
- c) Percentage of funds allocated to high-impact projects (e.g., reforestation, climate-smart agriculture).

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### **c. Financial Management Indicators**

- a) Percentage of funds disbursed according to the budget and project plans.
- b) Number of financial audits conducted and compliance with recommendations.
- c) Reduction in financial discrepancies and improved efficiency in fund utilization.

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### **d. Targets**

- a) Increase funding from non-loan sources by 30% over the next three years.
- b) Establish 10 new partnerships with private and public sector entities within two years.
- c) Achieve a 95% compliance rate in internal and external financial audits annually.

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### **e. Real-Time Tracking**

- a) Develop or integrate an existing digital M&E platform that allows for real-time data collection and analysis. This system should be accessible to all stakeholders involved in the SLDMP.
- b) Use Geographic Information System (GIS) mapping tools to monitor and visualize landscape changes, such as reforestation progress, water conservation, and land-use changes.

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#### **f. Data Collection and Management**

- a) Equip field officers with mobile devices to input data directly into the system, reducing delays and errors in reporting.
- b) Implement a cloud-based database to store and manage all M&E data securely, ensuring that it is easily accessible for analysis and reporting.

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#### **g. Reporting and Visualization**

- a) Use dashboards and data visualization tools to present key metrics and trends. This will help stakeholders quickly understand progress and areas needing attention.
- b) Generate automated reports for quarterly and annual reviews, which can be shared with the LMB and other stakeholders.

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#### **h. Feedback and Adaptive Management**

- a) Establish feedback loops where data collected through the M&E system informs decision-making and strategy adjustments.
- b) Conduct quarterly review meetings with key stakeholders to discuss findings and adapt project plans based on emerging data.

### **2.3.8 Establishing Accountability Mechanisms**

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#### **a. Defined roles and responsibilities**

- Create a dedicated Resource Mobilization Committee within the LMB, responsible for fundraising, partnership development, and donor engagement.
- Assign specific roles for financial management, including a Finance Manager to oversee budget adherence and a Compliance Officer to ensure all activities meet legal and ethical standards.

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#### **b. Resource mobilization committee functions**

- Align the resource mobilization strategy with the SLDMP's broader goals.
- Monitor progress on funding targets and adjust strategies as needed to address shortfalls or opportunities.
- Engage regularly with donors and partners to maintain strong relationships and transparency.

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#### **c. Financial management committee functions**

- Oversee budget planning, financial reporting, and adherence to financial policies.
- Review and approve financial reports before submission to the broader LMB and external stakeholders.
- Ensure that funds are used efficiently and effectively, minimizing overhead costs and maximizing impact.

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**d. Internal auditing**

- Quarterly internal audits will be conducted to review financial processes, resource allocation, and compliance with established protocols.
- The audit findings shall be used to identify areas that need to be improved and implement corrective actions.

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**e. External auditing**

- Independent auditors will be engaged to evaluate the financial management and resource utilization by the LMB.
- The audit results shall be shared with the regulatory board and made available to stakeholders. This is to foster transparency and trust.

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**f. Compliance and risk management**

- The LMB will develop a risk management framework that identifies potential financial and operational risks, along with mitigation strategies.
- Establish a compliance monitoring system that tracks adherence to financial policies, donor requirements, and legal obligations.

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**g. Quarterly and annual reports**

- The LMB will produce detailed quarterly reports covering resource mobilization achievements, financial management performance, and project outcomes.
- Accordingly, the platform will prepare a comprehensive annual report that includes financial statements, audit results, impact assessments, and strategic recommendations for the coming year.

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**h. Stakeholder engagement**

- the reports shall be presented at stakeholder meetings, allowing for open discussion and feedback. This process ensures that the LMB is held accountable to its stakeholders, including local communities, donors, and government agencies.
- Publish summarized reports and key findings on the LMB's website and social media platforms to maintain public transparency and engagement.

## 2.4. Advocacy, communications, social inclusion, and monitoring and evaluation pillar

### 2.4.1 Advocacy strategy

The Mt. Kenya Landscape Management Board exists to address some of the most pressing needs within the Mt. Kenya Landscape. To be successful in implementing its objectives including shaping the policy environment, addressing sustainable production, supply, and market dynamics, promoting adaptation of green enterprises and attracting resources the LMB will be required to actively engage in advocacy initiatives to influence the opinions and decisions of people and organizations. These advocacy initiatives can take place at any level – nationally, Landscape ally, or at a local level.

A formalized advocacy strategy is therefore key in determining what the advocacy initiatives will be like, where and how they will work, and how their results will be measured.

The key steps in the advocacy strategy include:

1. Identifying advocacy issues in the landscape
2. Setting goals and objectives
3. Identifying stakeholders to target and accounting for diversity and inclusiveness
4. Establishing key messages
5. Developing an action plan
6. Monitoring, Evaluation & learning

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#### a. Identifying advocacy issues in the landscape

The first step in developing an advocacy strategy is defining landscape issues, root causes, and evidence. When selecting an issue, its critical to focus on relevance to members, consensus, impact, salience of issue (number of people affected), controversy, political feasibility, timeliness for policy makers, and complexity.

Some of the issues raised during the DEI and Advocacy training include restoration of Thiba dam, Low awareness of carbon credit, Water use conflicts and low connectivity, Deforestation, air pollution and Environmental degradation, Poor waste management, high youth unemployment, Substance abuse, Inadequate infrastructure, Inadequate policies and regulation, Low awareness of policies and regulations affecting livelihoods activities (EUDR, forestry act etc).

The ability to prioritize the issues becomes important in determining what issues to address first. It is always easier in advocacy to first go after the low hanging fruits before beginning to address the more complex issues affecting a community. Once issues have been identified and prioritized, the final step in the process is to develop a problem statement for each of the issues identified.

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#### b. Setting advocacy goals and objectives

Once the issues are identified it is important to set the advocacy goals, which will be determined by the change that the LMB is seeking for. An advocacy goal will usually be a long-term result, and it may take three to five years of advocacy work to bring about the desired result. Objectives are short-term steps to achieve a goal.

### **c. Identifying key advocacy stakeholders and accounting for diversity and inclusiveness**

The partners driving this multi-stakeholder governance structure represent various interest groups in the Mt Kenya community and bring onboard vast experiences, authority and influences to shape sustainability approaches in the landscape. Having a very defined target audience section will help keep the LMB advocacy strategy bound. Who has the power to make the necessary change? And who influences them? Trying to advocate to everyone means that ultimately, the LMB will not be advocating to anyone well.

Some of the key stakeholders identified in the landscapes include farmers, farmer organizations/ associations, local leaders/opinion shapers, Government (National & County), private sector, NGOs, media, trade unions, financial institutions, women and youth, KFS, WRUA, CFA, WRMA etc.

The stakeholder profile, and interest determines the advocacy approach to use Collaboration (Working with policy and decision makers), Lobbying (Direct persuasion), Building Support from the public & key stakeholders, Coercion (Strikes, boycotts, and activism) or Litigation (Suing policy makers).



**Various interest groups in the Mt Kenya community and bring onboard vast experiences, authority and influences to shape sustainability approaches in the landscape**



It is important to identify both the potential allies and the likely opponents. What other organizations share similar goals and concerns? Would they support the initiative, be open to partnership or to joining a broader coalition? Are there already coalitions in place? What risks might there be in alliance or coalition building? What groups or organizations might feel threatened by the proposals? Could this coalesce into organized opposition? What can be done to reduce the risk of opposition?

Lastly, careful consideration should be given to vulnerable and disadvantaged groups as they are likely to be left out in policy and advocacy initiatives and critical decisions. Building the advocacy capacity of the LMB to identify at risk or disadvantaged groups will ensure no one is left behind.

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#### **d. Establishing key advocacy messages**

Clear and impactful messages are essential for an effective advocacy strategy. The messages should convey the advocacy issues, why the decision-maker should care, a change or solution to address the problem, and specific actions a decision-maker can take in response and the benefits. It is important to have a compelling message and to think about who the ideal messengers are for each message. Its critical to develop position statements, using evidence and facts.

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#### **e. Advocacy action plan**

Effective advocacy requires good organizational planning. Having defined the goal, objectives, and strategic approach, it is important to be systematic in mapping out the actions to be taken to achieve results, including timelines, resources (staff, time, and money), and milestones. The plan activates the implementation phase of the advocacy strategy. Advocacy plan template.

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#### **f. Advocacy monitoring process**

Throughout the implementation phase it is important to monitor the process, the results. Mechanisms are needed to track activities such as meetings and communications and to monitor results such as media coverage and expressions of public support. Data needs to be maintained on the target audiences: contact details, positions they have taken, offers of assistance, and so on. The process and results should be evaluated not only at the end of the planned timeframe but regularly so that adjustments, if needed, can be made to the strategy and plan of action.

### **2.4.2 Communications Strategy**

Effective communication is vital to the success of the Mt Kenya Sustainable Landscape Management Board, as it serves as the foundation for building awareness, fostering

collaboration, and ensuring alignment among diverse stakeholders.

This communications strategy outlines the objectives, target audiences, communication channels, and materials necessary to effectively engage stakeholders, drive collective action, and promote sustainable practices. By strategically aligning messages, channels, and materials, the Landscape Management Board can ensure that all stakeholders are informed, engaged, and empowered to contribute to a thriving and resilient Mount Kenya landscape for current and future generations.

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### a. Key Objectives of LMB communications

- 1. Enhanced Brand Visibility and Awareness:** Increase understanding of the Landscape Management Board’s mission among stakeholders and the public.
- 2. Stakeholder Engagement:** Foster dialogue and participation among government, private sector, civil society, and local communities.
- 3. Promote Stakeholder Ownership:** Encourage stakeholders to align their actions with the Landscape Management Board’s shared vision.

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### b. LMB Communication Channels

To effectively reach the diverse target audiences, the following channels will be used:

- (i) Digital Media:** Social media (Facebook, Twitter, Instagram, LinkedIn), email newsletters, and website updates.
- (ii) Traditional Media:** Radio, TV, newspapers, and print media (brochures, leaflets).
- (iii) Stakeholder Engagement Platforms:** Workshops, conferences, multi-stakeholder forums.
- (iv) Grassroots Communication:** Community leaders, local radio, village meetings.
- (v) Technical Communication:** Reports, white papers, technical briefs for decision-makers and experts.

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### c. Creating LMB Communication Materials

To support the above objectives and communication efforts, we will develop the following materials:

#### 1. Informational Materials

- **Fact Sheets & Brochures:** Provide an overview of the Landscape Management Board, its mission, and objectives to raise awareness among the general public, government officials, and other stakeholders.  
Formats: Printable brochures, downloadable PDFs, and digital flyers.
- **Reports & White Papers:** Offer detailed information and policy recommendations to guide stakeholders and decision-makers in sustainable land use.  
Formats: Technical briefs, research reports, and policy papers.

#### 2. Visual & Multimedia Content

- **Infographics:** Visual summaries of complex data and concepts such as landscape changes, biodiversity, and conservation efforts.

**Formats:** Shareable graphics for social media and presentations.

- **Videos & Documentaries:** Tell success stories of community impact, conservation success, and ongoing projects.  
**Formats:** Short films for social media, YouTube, and community screenings.
- **Photography:** Use powerful visuals to document the Landscape Management Board's progress and highlight the beauty and significance of the landscape.  
**Formats:** Photo galleries for websites, social media, and publications.

### 3. Messaging & Branding Materials

- **Slogans & Taglines:** Create memorable phrases to capture the essence of the mission, such as "For a Thriving Mt Kenya Sustainable Landscape."  
**Formats:** For use in social media, campaigns, and branded merchandise.
- **Branded Merchandise:** Distribute eco-friendly branded items like T-shirts, hats, and notebooks to raise awareness and support among stakeholders.  
**Formats:** Custom items for workshops and events.

### 4. Digital & Social Media Content

- **Social Media Posts:** Regular updates on project milestones, conservation tips, and stakeholder stories to engage the public.  
**Formats:** Posts on Facebook, Instagram, Twitter, LinkedIn.
- **Blog Posts:** Publish deeper insights on key projects, stakeholder interviews, and conservation challenges.  
**Formats:** Blog articles on the Board's website.
- **Newsletters:** Send regular email updates on news, upcoming events, and milestones.  
**Formats:** Monthly or quarterly newsletters to all stakeholders.

### 5. Localized & Grassroots Communication

- **Posters & Flyers:** Distribute printed materials on sustainable practices and conservation at community centers and local events.  
**Formats:** Flyers and posters in local languages.
- **Radio Spots:** Broadcast key messages on conservation and upcoming events to rural areas.  
**Formats:** Radio interviews and short advertisements.

### 6. Event Materials

- **Banners & Signage:** Ensure visibility of the Landscape Management Board's branding at workshops, conferences, and public events.  
**Formats:** Branded banners and signs at events.
- **Presentation Slides:** Deliver compelling presentations with clear visuals and key messages to government officials and community members.  
**Formats:** PowerPoint presentations for formal meetings.

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## d. Selecting the Right Media Channel and Spokesperson

### *Choosing the Appropriate Media Channel*

Selecting the right media channel is essential to ensuring that the message reaches the

intended audience effectively. Each target audience may respond differently to various communication platforms, so a tailored approach is necessary. Below are key factors to consider when choosing the appropriate media channel:

- **Audience Demographics:** Understand the age, education level, location, and interests of the audience. For instance, local communities may be more responsive to radio, while government officials might prefer detailed reports or briefings.
- **Message Complexity:** Choose channels based on the complexity of the message. More detailed or technical information may require reports, white papers, or formal presentations, while simpler messages can be shared through social media or infographics.
- **Reach and Accessibility:** Ensure the selected channel has broad accessibility among the target audience. For example, use social media platforms to reach a younger, tech-savvy audience or local radio for rural communities with limited internet access.
- **Engagement Level:** Some platforms allow for more interaction than others. For highly interactive communications, choose channels like social media, webinars, or community meetings where feedback and engagement are encouraged.
- **Cost-Effectiveness:** Consider the budget when selecting channels. For example, social media and community meetings are generally low-cost, while TV commercials or extensive print media may require higher investment.
- **Cultural Sensitivity:** Ensure the communication platform aligns with the cultural context of the target audience. For instance, traditional leaders may be a more respected channel for local communities than written materials.

### ***The Role of a Media-Trained Spokesperson***

A key element in any communication strategy is having a **designated spokesperson** who represents the Mt Kenya Sustainable Landscape Management Board in media interactions. This spokesperson will act as the face of the Board, ensuring that key

messages are conveyed with clarity, confidence, and consistency. A media-trained spokesperson helps build credibility and trust, especially during high-stakes interviews, public appearances, or crisis communications.

Key Responsibilities of a Spokesperson:

- **Deliver Key Messages:** Present the Board’s mission, vision, and progress in a concise and impactful manner.
- **Respond to Media Queries:** Address questions from journalists, ensuring the information provided is accurate and aligned with the Board’s strategic goals.
- **Represent the Organization:** Act as the official voice, maintaining a consistent tone and demeanour across all communications.
- **Manage Crisis Communications:** Handle sensitive issues or crises with professionalism, ensuring that the Board’s reputation is upheld.

### **Media Training for the Spokesperson**

Media training is essential for ensuring the spokesperson is well-prepared to handle press engagements effectively. The training should cover:

- **Message Delivery:** Techniques for articulating complex information in an engaging and accessible way.
- **Interview Preparation:** Practicing responses to common questions and learning to stay on message, even when faced with difficult or off-topic queries.
- **Crisis Management:** How to respond to challenging situations calmly and clearly.
- **Body Language and Presentation:** How to project confidence, maintain eye contact, and engage effectively with both the media and the public.
- **Handling Media Formats:** Understanding the differences between TV, radio, print, and digital media, and how to tailor communication for each format.

Having a well-trained spokesperson ensures that the Landscape Management Board’s communications are coherent, consistent, and professional, fostering trust among stakeholders and the public.

### **2.4.3 Social Inclusion Strategy**

Social inclusion is fundamental to achieving sustainable development outcomes, recognizing that equitable opportunities for all are essential for meaningful progress. It involves removing barriers that prevent certain groups from participating in development opportunities, thereby fostering an environment where all landscape actors feel respected and included in the developmental process.

The principles of social inclusion emphasize a rights-based approach, integral to integrating marginalized populations into landscape development activities. For the Mt. Kenya Landscape Management Board, these marginalized groups include women, youth, persons with disabilities, internally displaced persons, and migrant populations. While men may also experience vulnerability and marginalization in specific contexts, interventions will address their needs as necessary.

Aligned with the Sustainable Development Goals (2015), the blue economy, the Constitution of Kenya 2010, and the Mt. Kenya Sustainable Landscape Management

Board's vision and objectives, this strategy aims to address challenges hindering holistic social and economic growth in the landscape. The interventions, grounded in a multi-stakeholder approach, are gender-transformative and socially inclusive, targeting the following common barriers:

- Limited social inclusion in landscape decision-making processes
- Insufficient social inclusion across priority value chains
- Inadequate entrepreneurial skills among marginalized populations within the landscape
- Limited access to financing for marginalized groups to enhance their entrepreneurial capacities
- Limited access to production resources like land.
- Restricted market access for marginalized groups to promote the uptake of their products
- Weak stakeholder coordination across sectors, hindering collaboration and synergy

The purpose of this plan is to collaborate with relevant stakeholders to overcome these barriers, thereby enhancing:

- Social inclusion in landscape decision-making processes
- Social inclusion across priority value chains, leading to improved incomes
- Entrepreneurial skills among marginalized populations within the landscape
- Access to finance and markets for marginalized groups to support their entrepreneurial efforts
- Stakeholder coordination across sectors to strengthen collaboration and synergies

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#### **a. LMB Strategies for Achieving Social Inclusion**

- Implement rights-based programming that respects and actively promotes the inclusion of marginalized populations.
- Strengthen stakeholder capacities by identifying and leveraging available opportunities.
- Promote market-driven, stakeholder-led value chain development or strengthening.
- Attract investment through partnerships focused on landscape development.
- Harmonize approaches with other stakeholders to avoid duplication or overlap during implementation.
- Focus on resilience-building, regenerative agriculture, and climate-smart approaches in value chain development.
- Leverage innovations with high potential to enhance social inclusion.

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#### **b. LMB Priority Areas and Targets for Social Inclusion Across the Clusters**

To effectively integrate social inclusion into the Mt. Kenya Landscape Management

Board's initiatives, specific priority areas with clear targets have been identified:

- **Targeted Mobilization:** Ensure the implementation of the one-third gender rule in all Landscape Management Board (LMB) activities, promoting balanced gender representation and participation.
- **Value Chain Development:** Develop or strengthen at least 50 economically viable value chains that provide green enterprise opportunities, with a focus on inclusivity and sustainability.
- **Enterprise and Job Creation:** Establish a minimum of 10,000 profit-making enterprises or jobs (full-time or full-time equivalent) aimed at empowering marginalized populations within the landscape, thereby improving their economic standing.
- **Market Access:** Secure at least 30 sustainable markets to facilitate the offtake of produce from marginalized groups, ensuring consistent demand and income streams for these communities.
- **Marketing and Networking:** Organize at least one marketing expo or conference annually to support the scaling up of enterprises and strengthen business-to-business linkages, fostering a robust network for marginalized entrepreneurs.
- **Financial Inclusion:** Partner with at least one financial institution to develop a revolving fund dedicated to supporting enterprise development, providing marginalized populations with the necessary financial resources to grow their businesses.

These priority areas and targets are designed to create a more inclusive and equitable landscape where marginalized groups have the opportunity to actively participate in, and benefit from, sustainable development efforts.



Table 4: Social Inclusion Action Plan

GAP	ACTIVITIES
Limited social inclusion in landscape decisions	Deliberate recruitment of the marginalized populations or their representative to the LMB
	Deliberate mobilization of the marginalized population to the LMB activities
	Capacity building of marginalized populations on the importance of their roles in participation in landscape development activities
	Capacity building of marginalized populations on succession management to enhance continuity in landscape decision-making
	Employment creation within the landscape to reduce rural-urban migration by the youth to enhance inclusion in landscape decision-making
	Collaborating with existing structures and institutions that support marginalized populations in information sharing, knowledge sharing, and gathering feedback
Strained social inclusion in the entire priority value chains	Advocacy on inclusion of marginalized populations in value chain activities by relevant state and non-state actors
	Supporting the capacity building of the marginalized population to support them pick up specific roles with value chains
	Advocate for automation and use of technology in some value chain practices to support the social inclusion of marginalized populations in the value chains.
Inadequate entrepreneurial skills by marginalized populations	Supporting capacity building of the marginalized population on entrepreneurial skills to enhance their uptake in existing and emerging business opportunities
Low access to financing by marginalised groups to enhance their entrepreneurial capacities	Works with stakeholders to establish a revolving fund that can support enterprise development targeting marginalized populations
Low access to markets by marginalized groups for the uptake of produce	Work with stakeholders to support market security for products produced within the landscape
Limited stakeholder coordination within the various sectors affects collaboration and synergies.	Convene stakeholders at least once a quarter for enhanced stakeholder coordination and building synergies.
Lack of awareness and implementation of existing laws related to land, succession, and resource management.	Enhance basic literacy to improve understanding of relevant laws.
	Increase awareness creation through advocacy and by strengthening communication strategies.
	Strengthen farmer networks for better negotiation power in the market.
	Explore new markets. Diversify agricultural products.

#### 2.4.4. Monitoring and Evaluation Strategy

The framework defines the structures, roles, and responsibilities of the various institutions and establishes mechanisms for data collection and management, as well as feedback mechanisms and knowledge sharing at national, county, and other levels. Continuous, periodic, and in-depth impact assessments will be used to monitor and evaluate the achievements of the framework. The M&E framework also incorporates mechanisms for public participation, to meet constitutional requirements for policy and program implementation. As noted by TerrAfrica (2014), some of the key barriers to the adoption and scaling up of Sustainable Landscape Development and Management practices in sub-Saharan Africa relate to; the general inability or weakness of all stakeholders involved in SLDM programmes and projects to collate, analyze and systematically provide feedback, bringing forth new knowledge that can aid the design or adoption of new initiatives. More specifically, the M&E framework is designed to ensure that:

- (i) Key Sustainable Landscape Development and Management interventions, their outcomes, and impacts at all levels are well documented and measured.
- (ii) Timely feedback is provided to policymakers and other stakeholders on the implementation progress and outcomes, for their action and response.
- (iii) There is agreement on a common set of indicators at the national, county, and community level, and
- (iv) Baseline data and realistic targets are set for each of the indicators and there is a common reporting format.

Given the hierarchical nature of SLDMP implementation, the M&E framework emphasizes the need to have an institutional framework that can coordinate and facilitate this important function with the Trust taking the lead.



**A key barrier to the adoption and scaling up of Sustainable Landscape Development and Management practices in sub-Saharan Africa relates to the general inability of all stakeholders involved in programmes and projects to collate, analyze and systematically provide feedback thus bring forth new knowledge that can aid the design or adoption of new initiatives.**

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