



Strategic Plan

2026 - 2030



POPULAR VERSION

© PELUM Kenya Association, 2026

PELUM KENYA Strategic Plan 2026 - 2030

Copyright © 2026 PELUM Kenya Association
All rights reserved.

Design, layout & printing.

FOREWORD

It is with humility and collective resolve that I present the **PELUM Kenya Strategic Plan 2026–2030**. This plan reflects our renewed commitment to advancing agroecology as a transformative pathway towards ecological justice, sustainable livelihoods, and resilient, dignified lives for smallholder farmers, pastoralists, and fisherfolk across Kenya and beyond.

Grounded in deep consultation, learning, and grassroots experience, the strategy sets out five (5) bold, interconnected thematic areas to advance its mission and vision: Advocacy and policy influence, Climate Action, Women and Youth in Agroecology, Market Development and Institutional Capacity Strengthening. These thematic areas will be implemented through the network's strategic intervention approaches: Policy Influence and Advocacy for Agroecology, Capacity Development, Networking, Research, and Knowledge Management.

As a Board, we reaffirm our dedication to nurturing a strong, values-driven, and member-rooted network. We remain committed to accountable and inclusive governance that amplifies the voices of farmers, communities, and local organizations, those at the forefront of ecological transformation.

We are particularly encouraged by the focus on long-term sustainability, including strategies for diversified resource mobilization and strategic partnerships. These will strengthen our ability to grow, adapt, and continue walking in solidarity with communities towards food sovereignty and climate justice.

On behalf of the Board, I express heartfelt appreciation to all those who shaped this plan, including Member Organizations, staff, development partners, and allies. Let this strategy serve as both a compass and a call to action as we continue to build a just, regenerative, and agroecological future for Kenya.



Janet Mumo
Chairperson,
PELUM Kenya Board of Directors

ACKNOWLEDGEMENT

I am delighted to present the new PELUM Kenya Strategic Plan 2026–2030. This strategy marks a significant moment in our shared journey to advance agroecology, ecological land use, and community-led transformation in Kenya and beyond.

The process of developing this plan was participatory and inclusive, shaped by the contributions of our Member Organizations, grassroots actors, development partners, county and national governments, and allies in the agroecology movement. Their collective wisdom, experiences, and commitment have informed a strategy that is both responsive and forward-looking.

The Strategic Plan is informed by lessons gained from the previous strategic implementation period and is cognizant of the current trends in the agroecology ecosystem, which collectively have informed the Theory of Change that will guide the implementation of the 2026–2030 strategy.

Thus, If PELUM Kenya builds a resilient, well-governed network; shapes an inclusive, enabling policy environment for agroecology and small holder farmer, pastoralist and fisherfolk rights; ensures equitable participation, leadership, and access to resources for women, youth; builds community climate resilience through regenerative and ecosystem-based approaches; and facilitates structured, fair, and diverse markets for agroecological products, then smallholder farmers, pastoralists, and fisherfolks will be empowered, prosperous, healthy, and resilient because these strategic conditions will have driven broad adoption of agroecological practices, unlock fair income and food sovereignty, and consolidate strong, resilient local food systems supported by enabling institutions and markets.

This Theory of Change positions the network to respond to the challenges of climate change, inequality, and unsustainable agricultural practices, while building on the innovations and strengths of our members and communities. On behalf of PELUM management, I wish to thank the Board of Directors for their strategic leadership, the Secretariat for their dedication, and all our members, staff, and partners for their unwavering support as we implement this new plan. We sincerely appreciate AGILE Consulting for their technical expertise and professional facilitation of the strategic planning process, which helped shape this practical and forward-looking roadmap for the network.

As we embark on this next phase, we invite all stakeholders to walk with us to deepen solidarity, co-create solutions, and collectively advance agroecology for the well-being of people and the planet.



Ms. Rosinah Mbenya
Country Coordinator, PELUM Kenya

Table of Contents

FOREWORD	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
DEFINITION OF KEY TERMS	vi
 CHAPTER ONE: INTRODUCTION	 1
1.1 Background	1
1.2 Mission, Vision and Values	1
1.4. PELUM Kenya Organizational Principles	2
1.5 Value Proposition	2
1.6 Approach	3
1.7 Geographical Coverage of Network and Membership	3
1.6.1 Nairobi and Central Zone (NCZ)	4
1.6.2 Upper Eastern & Northern Kenya Zone (UENKZ)	4
1.6.3 Lower Eastern and Coastal Zone (LECZ)	4
1.6.4 Rift Western Kenya Zone (RWKZ)	4
 CHAPTER TWO: SITUATION ANALYSIS	 6
2.1 Strength, Weakness, Opportunities and Threats(SWOT) Analysis	6
2.2 Political, Economic, Social, Technological, Environmental, and Legal Analysis	7
2.4 Sector Trends and Drivers at a Glance	7
 CHAPTER THREE: STRATEGIC OBJECTIVES	 10
3.1. Introduction	10
3.2. Theory of Change	10
3.3 Alignment with National, Regional and Global Frameworks	10
3.4 Strategic Focus Areas	11
Strategic Focus One: Advocacy and Policy Influence	11
Strategic Focus Two: Women and Youth in Agroecology	13
Strategic Focus Three: Climate Action	17
Strategic Focus Four: Market Development	18
Strategic Focus Five: Institutional Capacity Strengthening	21
 CHAPTER FOUR: STAKEHOLDER ANALYSIS	 23
CHAPTER FIVE: RISK ANALYSIS	25
CHAPTER SIX: GOVERNANCE, MANAGEMENT AND CORDINATION	27
6.1 Human Resource Management Approach and Culture	27
6.2 Organizational Structure	27
 CHAPTER SEVEN: RESOURCE MOBILIZATION STRATEGY	 29
7.1 Resource Requirements	29
 CHAPTER EIGHT: MONITORING EVALUATION REPORTING AND LEARNING (MERL)	 30
 ANNEXES	 32
Annex 1. Illustrative Theory of Change	32
Annex 2. PELUM Kenya Governance/Organogram	33

ACRONYMS

AI	Artificial Intelligence
ASALs	Arid and Semi-Arid Lands
ASTGS	Agricultural Sector Transformation and Growth Strategy
B2B	Business to business
CAADP	Comprehensive Africa Agriculture Development Programme
CIDP	County Integrated Development Plan
CSO	Civil Society Organizations
DKP	Digital Knowledge Platform
EAC	East African Community
EOA-I	Ecological Organic Agriculture Initiative
FAO	Food and Agriculture Organization
FGD	Focus Group Discussions
FLLoCA	Financing Locally Led Climate Action.
GALS	Gender Action Learning System
GMO	Genetically Modified Organism
GYSI	Gender, Youth, and Social Inclusion
HR	Human Resource
ICT	Information and communications technology
IFOAM	International Federation of Organic Agriculture Movements
IPM	Integrated pest management
IPTT	Indicator Performance Tracking Table
KALRO	Kenya Agricultural & Livestock Research Organization
KAOP	Kenya Agricultural Observatory Platform
KOAN	Kenya Organic Agriculture Network
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MER	Monitoring, Evaluation, and Reporting
MERL	Monitoring, Evaluation, Reporting, and Learning
MIS	Management Information System
MOS	Member Organizations
MoVs	Means of Verification
MSC	Most Significant Change
NCCAP	National Climate Change Action Plan
NAS-FST	National Agroecology for Food System Transformation Strategy
NRM	Natural Resources Management
OCA	Organizational Capacity Assessment
OECD-DAC	Organization for Economic Co-operation and Development Assistance Committee
PELUM	Participatory Ecological Land Use Management
PESTEL	Political, Economic, Sociological, Technological, Legal and Environmental
PGS	Participatory Guarantee Systems
PM&E	Participatory Monitoring and Evaluation
PMERL	Participatory Monitoring, Evaluation, Reflection and Learning
PWDs	Persons With Disabilities
SAA	Social Analysis and Action
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change

DEFINITION OF KEY TERMS

1. Agroecology:

A form of agricultural system that maintains ecological processes and increases biological diversity by applying ecological, social, and art practices and principles for the production of safe food.

2. Ecological Land Use Management (ELUM):

Is the use of land resources to meet the needs of the current generations while maintaining the potential/productivity/capacity of the same resources to be used by future generations and to maintain the ecological balance/ecosystems.

3. Ecological Organic Agriculture:

A farming system that applies ecological principles and is economically viable, embraces social fairness and environmental safety with the production of food while maintaining the biophysical resources, including soil, water, and biota, with no adverse impacts on the wider environment.

4. Resilience:

Ability of the PELUM Kenya network, smallholder farmers, and pastoralists to withstand, absorb, and recover from negative eventuality that may bring shock and stress in the system and continue to grow despite them.



Seeds diversity by MOs



2024 Green Action Week (GAW) by PELUM Kenya



2024 Green Action Week (GAW) by PELUM Kenya

CHAPTER ONE: INTRODUCTION

1.1 Background

Participatory Ecological Land Use Management (PELUM) Kenya is a national network of Civil Society Organizations (CSOs) and Non Governmental Organizations (NGOs) working with smallholder farmers and pastoralist communities to champion agroecological principles and practices for sustainable livelihoods. The network is the Kenyan chapter of the PELUM Association, a regional movement founded in 1995 that brings together over 280 member organizations across fourteen (14) African countries. PELUM Kenya has grown steadily and currently comprises 68 active Member Organizations distributed across four (4) operational zones: Nairobi and Central, Rift Western, Lower Eastern and Coastal, and Upper Eastern and Northern Kenya. Through this member-driven structure and strong grassroots presence, the network promotes collaboration, shared learning and collective action to advance ecological land use management and sustainable food systems.

The review of the previous PELUM Kenya Strategic Plan was undertaken at the end of the 2021 to 2025 strategic period to assess the key achievements, lessons learned, challenges and emerging opportunities. The review examined the performance of the previous strategy and the broader development context in which PELUM Kenya operates. Insights from this process informed the identification of priority areas and strategic directions for the next phase of the network's work.

PELUM Kenya Strategic Plan 2026 - 2030 therefore provides the strategic direction for the network over the next five (5) years. Building on lessons from the previous strategy and the evolving agroecology landscape, the plan positions the network to strengthen agroecological transformation, influence policy processes and support resilient livelihoods for smallholder farmers, pastoralists and fisherfolk across Kenya.

1.2 Mission, Vision and Values

Vision: Empowered, prosperous, healthy and resilient communities.

Mission: To champion agroecological principles and practices for sustainable and resilient livelihoods among small holder farmers, pastoralists and fisherfolk.

Core Values

- **Commitment to partnership, participation and networking:** PELUM Kenya will strive to establish linkages with strategic partners and strive to ensure Member Organizations work towards a common goal.
- **Commitment to gender equity and social inclusion:** PELUM Kenya recognizes the needs for our work to reflect and promote respect for youth and women empowerment. Additionally, PELUM Kenya will work with other like-minded partners to promote equality and dignity especially with regards to the agricultural communities.

- **Transparency and accountability:** As PELUM Kenya we will hold ourselves accountable for ethical behavior and responsibility for our action while maintaining integrity in our performance and advocating for the same among member organizations
- **Quality Service delivery:** PELUM Kenya will endeavor to deliver its mandate while maintaining professionalism and delivery of the highest standard to its beneficiaries.

1.4. PELUM Kenya Organizational Principles

1) Diversity:

Showcasing the diversity of Ecological Agricultural practices amongst members within and without the Network.

2) Learning and Knowledge Management:

Enable learning for experiences and best practices sharing among members & other actors through networking with others.

3) Membership:

Ensure that PELUM Kenya is a member-driven Network.

4) Innovation:

Encourage and support innovativeness across the Network.

5) Sustainable Ecosystem:

Always striving towards an ecosystem that is healthy and sustainable.

6) Advocacy:

Advocate on Agricultural ecological issues in favor of small-scale farmers & pastoralists. The network is guided by its stand against Genetically Modified Organisms (GMOs) and toxic inputs.

7) Inclusive Practices:

Promoting inclusive practices at all levels as the basis of ownership, empowerment and sustainability.

8) Participation:

Recognize participation as an enabling & empowering process (everybody's opinion matters, participation is drawn from the members, enhances ownership of the processes, has the strength of inclusiveness, and accommodates

1.5 Value Proposition

PELUM Kenya is a nationally recognized network of Civil Society Organizations advancing agroecological transformation for resilient, inclusive, and sustainable food systems. Leveraging over two (2) decades of grassroots movement-building, policy engagement, and member-driven action, the network connects local communities, practitioners, and decision-makers to scale agroecological solutions across Kenya. Through its decentralized zonal structure strong partnerships, and evidence-based advocacy, PELUM Kenya strengthens the capacity of smallholder farmers, pastoralists, and fisherfolk to promote agroecological practices and principles, influence policy processes, access inclusive markets, promote women and youth in agroecology and strengthen ,

institutions' capacity. This integrated approach positions PELUM Kenya as a trusted catalyst for agroecology, climate resilience, and equitable food systems in Kenya.

1.6 Approach

To effectively achieve its mission and strategic objectives, PELUM Kenya will implement the following core approaches. These approaches are designed to strengthen partnerships, enhance coordination, build capacity, and amplify impact across its network and beyond. They form the foundation of the organization's operational and programmatic delivery over the strategy period.

i. Collaboration and alliances

Strengthening partnerships with government, civil society, academia, and the private sector to scale agro-ecological solutions.

ii. Multi Stakeholder Platforms (MSPs)

Convening dialogue and coordination platforms to promote joint action, learning, and policy engagement.

iii. Member networks

Leveraging Member Organizations to drive grassroots implementation, innovation, and advocacy.

iv. Learning and knowledge sharing

Documenting and sharing agroeco-

logical practices and innovations to support wider adoption.

v. Capacity development

Strengthening the technical and institutional capacity of the Secretariat and Member Organizations.

vi. Policy and advocacy

Promoting evidence-based advocacy to influence policies that support agroecology and farmer rights.

vii. Grassroots movement building

Strengthening community awareness and collective action to advance agroecology.

1.7 Geographical Coverage of Network and Membership

At the time of developing the PELUM Kenya Strategic Plan 2026–2030 (July–December 2025), the network comprised sixty-eight (68) Member Organizations distributed across four (4) networking zones as outlined below.

1.6.1 Nairobi and Central Zone (NCZ)

At the time of developing this strategic plan, the member organizations in this zone were 18: Effective IPM Association (EIPMA); Arid Lands Information Network (ALIN); CARITAS Nairobi; Community Action for Rural Enhancement (CARE) Murang'a; Community Sustainable Development Empowerment Program (COSDEP); Grow Bio-Intensive Agriculture Centre of Kenya (GBIACK); Institute of Culture and Ecology (ICE); Kenya Organic Agricultural Network (KOAN); Organic Agriculture Centre of Kenya (OACK); Resources Oriented Development Initiative (RODI). Kenya Self Help Africa (SHA); Sustainable Agriculture Community; Development Program (SACDEP) Kenya; Youth Action for Rural Development (YARD), Aid link-Ireland, Koppert Kenya, Hand in Hand Eastern Africa (HIHEA), Micro Enterprises Support Programme Trust (MESPT) and Action Africa Help International (AAH-I)

1.6.2 Upper Eastern & Northern Kenya Zone (UENKZ)

At the time of developing this strategic plan, the member organizations in this zone were 16: Anglican Development Services (ADS) Mt. Kenya East; Caritas Meru; CEFA-Kenya; Community Initiatives for Rural Development (CIFORD); Food for the Hungry (FH) Kenya; Laikipia Permaculture Centre (LPC); Pastoralists Community Initiatives and Development Assistance (PACIDA); Rural Initiatives Development Program (RIDEP); Caritas Nyahururu; Institute for Peace Development and Innovation (IPSIA); Strategies for Agro Pastoralists Development (SAPAD), Rural Children and Women Empowerment Programme (RuCWEP); TAI Sacco

Community Based Organization (CBO); Centre for Research and Development in Drylands (CRDD); Equal Foundation; and Merti Integrated Development Programme. (MIDP)

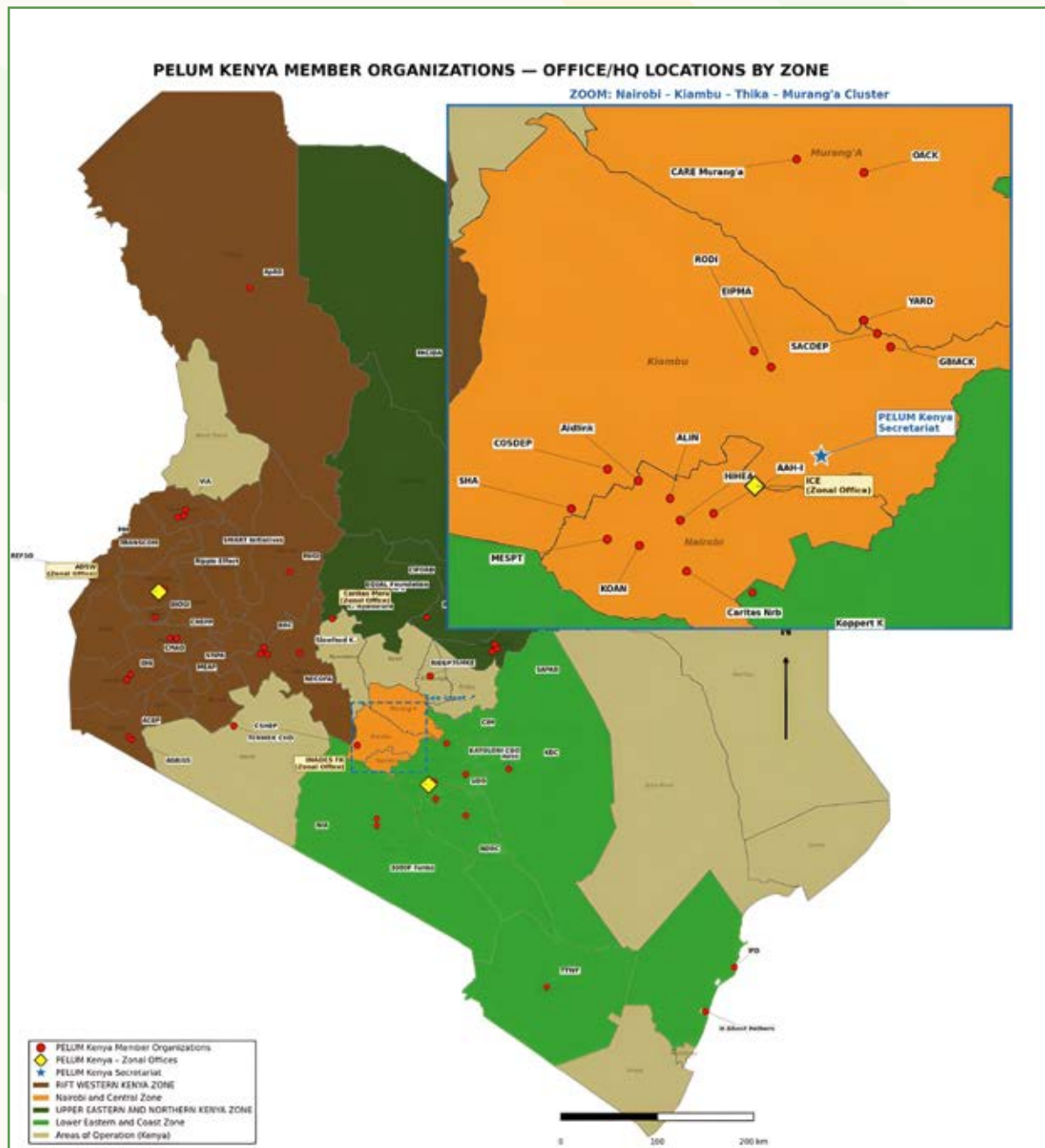
1.6.3 Lower Eastern and Coastal Zone (LECZ)

At the time of developing this strategic plan, the member organizations in this zone were 13: Anglican Development Services (ADS) Eastern; Benevolent Institute of Development Initiatives (BIDI); Christian Impact Mission (CIM); Community Sustainable Agriculture and Healthy Environmental Program (CSHEP); Inades Formation-Kenya Katoloni Community Based Organization; Kitui Development Centre (KDC); Neighbours Initiative Alliance (NIA); Taita Taveta Wildlife Forum (TTWF); Utooni Development Organization (UDO); Dryland Natural Resource Centre (DNRC); Holy Ghost Fathers Marafa Parish, Institute of Participatory Development (IPD), and COMUNDO 3000 Friends Farm.

1.6.4 Rift Western Kenya Zone (RWKZ)

At the time of developing this strategic plan, the member organizations in this zone were 21: Anglican Development Services (ADS), Western Community Rehabilitation and Environment Protection Program (CREPP); Vi Agroforestry (VIAFP); Development in Gardening (DIG); Support for Tropical Initiatives in Poverty Alleviation (STIPA); Rural Energy and Food Security Organization (REFSO); Community Mobilization Against Desertification (C-MAD); Agriculture Community Empowerment Programme (ACEP); Bio-Gardening Innovations (BIOGI); Baraka Agriculture College (BAC);

Maendeleo Endelevu Action Programme (MEAP); Manor House Agricultural Centre (MHAC); The mission of Tenwek Hospital Community Health & Development; Slow food Convivia Association of Kenya (SFCAC); Sustainable Mobilization of Agricultural Resource Technologies (SMART) Initiatives; Trans Community Organization (TRANSCOM); Network for Eco farming in Africa (NECOFA); Agriculture Improvement Support Services (AGRISS); Ripple Effect Kenya; Agency for Cross Border Pastoralists Development (ApaD); and Indigenous Women and Girls Initiative. (IWGI)



CHAPTER TWO: SITUATION ANALYSIS

2.1 Strength, Weakness, Opportunities and Threats (SWOT) Analysis

A comprehensive SWOT analysis was conducted to assess PELUM Kenya's internal capacity and external operating environment and their strategic implications.

STRENGTHS	Competent and committed team
	Increasing interest in membership (31 organizations expressed interest in 2025)
	Strong and member-driven board
	Robust internal policies and procedures that are consistently implemented
	Extensive Coverage
	Diversified donor portfolio
	Functional zones with active staff
	Thematic committees and diverse member expertise
	Strong external relations with government, networks and donors
	Increased interest from partners to collaborate
WEAKNESS	Limited financial autonomy of zonal offices due to overreliance on the secretariat for funding
	Over-reliance on donor funding
	MOs with varying capacity levels
	Limited integration of digital tools – with continued reliance on manual M&E processes
	Evolving responsibilities not reflected in existing role definitions
	Strategic gaps in specific programmatic themes e.g. youth engagement
OPPORTUNITIES	Growing consumer demand for safe, healthy food
	Momentum for agroecology policies at county and national level
	Growing recognition of agroecology and alignment with emerging frameworks like the Kampala declaration
THREATS	Push for GMOs, conventional agriculture and synthetic inputs
	Political instability and policy shifts
	Shrinking donor funding and shifting priorities

2.2 Political, Economic, Social, Technological, Environmental, And Legal Analysis

PELUM Kenya operates within a dynamic and evolving external environment shaped by political, economic, social, technological, environmental, and legal factors that influence agroecological transformation. These trends present both opportunities and risks, requiring the network to remain adaptive while guiding strategic programming, partnerships, and policy engagement.

Political	Policy shifts and changing regimes
	Restrictive laws (e.g. Public Benefit Organizations Act)
	Unstable tax and regulatory regimes
Economic	Shrinking donor space and shifting funding trends
	Inflation and national debt
Social	Youth bulge and unemployment
	Rural-urban migration
	Gender inequality
	Cultural norms (land inheritance, gender roles)
	Perceptions of agroecology
Technological	Limited integration of emerging digital technologies
	Proliferation of GMOs and increased dependency on commercial seed systems
	Digital misinformation on agroecology and seed systems
Legal	Limited domestication and operationalization of the NAS – FST at county and institutional levels.
	Incoherent agricultural regulations (e.g., conflicting GMOs and seed laws)
	Lack of certification frameworks for agroecological enterprises
Environmental	Climate variability (drought, floods, etc.)
	Soil degradation and biodiversity loss
	Carbon markets

2.4 Sector Trends and Drivers at a Glance

PELUM Kenya's strategic outlook is informed by a range of emerging continental and national trends that are reshaping the landscape of agroecology and Ecological Land Use Management, offering both opportunities and imperatives to enhance its relevance and amplify its impact.



1. Agroecology Policy Momentum

- Recognition within national and county policy spaces
- National Agroecology Strategy for Food Systems Transformation (NASFST) is accelerating the integration of agroecology into Kenya's devolved agricultural systems.
- Counties e.g Murang'a, Vihiga, Nakuru and Makueni have already developed agroecology policies



2. Climate Change and Soil Health

- Increasing alignment of national and county priorities on soil health and climate resilience.
- Growing adoption of agroecological practices for soil restoration and ecosystem regeneration.
- Rising emphasis on community led, climate smart approaches supported by initiatives such as the Nairobi Declaration on Soil Health and the FLLOCA programme.



3. Organic Market Access and Inclusive Certification Systems

- Growing demand for organic and sustainably produced food.
- Smallholders face barriers to premium markets due to weak certification and aggregation systems.
- Rising interest in inclusive certification models such as Participatory Guarantee Systems (PGS).



4. Digitalization of Extension and Knowledge Sharing

- Digital Tools being adopted for extension, certification and knowledge-sharing e.g KALRO Selector and Kenya Agricultural Observatory Platform (KAOP)
- Uneven infrastructure and digital literacy, especially among women and older farmers highlight the need for inclusive digital strategies
- Growing momentum toward integrated digital systems for monitoring, training, and knowledge sharing



5. Consumer Awareness and Demand for Healthy Foods

- Rising consumer demand for organic, safe, and sustainably produced food, especially in urban areas
- Emergence of niche markets for agroecological and healthy food products.
- Growing importance of product branding, consumer awareness, and rural-urban market linkages



6. Shifting Funding Priorities Toward Sustainability and Local Ownership

- Funding ecosystem is increasingly shifting from donor driven models to more diversified and locally anchored approaches
- Growing interest among funders in supporting integrated approaches that align with climate action, biodiversity, soil health, and inclusive economic development



7. Shifts towards agri-food systems approach

- Adoption of the Kampala Declaration (2025) marks a continental transition toward a holistic food systems agenda that prioritizes sustainability, nutrition, equity, and inclusion



PELUM Kenya Country Coordinator making opening remarks during the 2nd National Agroecology Symposium, 2025



Makueni county AE launch. PELUM Kenya was represented by MOs and farmers

CHAPTER THREE: STRATEGIC OBJECTIVES

3.1. Introduction

Building on the performance of the previous strategic period, and informed by comprehensive stakeholder consultations, internal assessments, and external context analyses, including SWOT and PESTEL frameworks, PELUM Kenya has made a strategic decision to implement five key development approaches defined by below theory of change and aligned to seven Sustainable Development Goals (SDGs).

3.2. Theory of Change

The implementation of the five key strategic objectives will be guided by the theory of change that ;

If PELUM Kenya builds a resilient, well-governed network; shapes an inclusive, enabling policy environment for agroecology and smallholder farmers, pastoralists and fisherfolks rights; ensures equitable participation, leadership, and access to resources for women and youth ;builds community climate resilience through regenerative and ecosystem-based approaches; sustains an informed grassroots movement, and facilitates structured, fair, and diverse markets for agroecological products, then smallholder farmers, pastoralists, and fisherfolks will be empowered, prosperous, healthy, and resilient because these strategic conditions will have driven broad adoption of agroecological practices, unlock fair income and food sovereignty, and consolidate strong, resilient local food systems supported by enabling institutions and markets. Annex 1 represents the illustrative Theory of Change.

3.3 Alignment with National, Regional and Global Frameworks

PELUM Kenya's 2026–2030 Strategic Plan is anchored in and contributes to key national, regional, and global development frameworks that promote sustainable agriculture, food systems transformation, environmental conservation, and socio-economic inclusion.

Level	Alignment
National	Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019–2029; National Agroecology Strategy for Food Systems Transformation (NAS FST) 2024–2033; County agricultural development policies and action plans.
Regional	The Comprehensive Africa Agriculture Development Programme (CAADP) under African Union Agenda 2063 echoed in the Kampala CAADP Declaration (2025); East African Community Vision 2050.
Global	Sustainable Development Goals (SDG 1(No Poverty), SDG 2 (Zero Hunger), SDG 5 (Gender Equality), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), and SDG 15 (Life on Land)); UN Food Systems Transformation Pathways; Convention on Biological Diversity (CBD); United Nations Framework Convention on Climate Change (UNFCCC).

3.4 Strategic Focus Areas

The 2026–2030 Strategic Plan is anchored on five strategic focus areas designed to respond to current challenges and strengthen the network's impact. These are Advocacy and Policy Influence, Women and Youth in Agroecology, Climate Action, Market Development, and Institutional Capacity Strengthening.

Strategic Focus One: Advocacy and Policy Influence

Kenya's agricultural policy and investment landscape remains insufficiently aligned to support the transition toward agroecological and sustainable food systems. Although agriculture is a key pillar of the economy, public investment in the sector remains below the 10% commitment set in the Maputo Declaration, constraining the scaling of agroecological innovations and institutional capacity. In addition, regulatory frameworks such as the Seeds and Plant Varieties Act (Cap. 326) restrict the exchange and sale of uncertified seeds, including traditional and indigenous varieties, limiting farmer managed seed systems and undermining agrobiodiversity.

PELUM Kenya will advance targeted advocacy to promote enabling policies, strengthen public financing for agroecology, and secure the rights of smallholder farmers, pastoralists, and fisherfolk.

Through evidence-based advocacy, partnerships, and grassroots mobilization, the network will promote sustainable agroecological alternatives, strengthen farmer managed seed systems, and influence policy processes that support resilient, inclusive, and sustainable food systems.

Goal: To shape inclusive and enabling policy environments that promote agroecology, sustainable food systems, and farmer rights.



Panel discussion on Youth and Women inclusion during the 2nd National AE Symposium

Strategic Objective

1. Advocate for enabling policies and increased investment on agroecology at national and county levels
2. Promote evidence-based research, data generation, and knowledge sharing to inform policy and practice
3. Promote and advocate for the conservation and protection of Farmer Managed Seeds (FMS), food systems, and traditional knowledge.
4. Promote inclusive water governance for agroecology transition
5. To increase transition of farmers from highly hazardous inputs to sustainable agroecological practices.

Illustrative outcomes

1. Improved policy coherence and increased investment in agroecology.
2. Enhanced Member Organizations capacity for agroecological advocacy.
3. Stronger voice and representation of farmers, pastoralists and fisherfolk in decision making spaces.
4. Increased visibility and political commitment for agroecology.
5. Increased evidence base for agroecology advocacy.
6. Increased awareness and uptake of local agroecological innovations.
7. Strengthened recognition of indigenous knowledge and practices.
8. Member networks effectively champion agroecological production systems, resulting in stronger soil health and resilient seed systems.
9. Policy reforms initiated or adopted to recognize and support Farmer Managed Seed Systems at national and county levels.
10. Community seed banks or seed fairs supported to conserve indigenous varieties.
11. Increased public awareness and positive perception of farmer managed seeds and indigenous foods.
12. Strengthened intergenerational knowledge transfer and community capacity for seed and food sovereignty.
13. Institutionalized equitable water sharing frameworks that guarantee long term water rights for agroecological producers.
14. Increased use and adoption of sustainable bio input alternatives for agroecology transition.

Strategic Focus Two: Women and Youth in Agroecology

Kenya's agriculture sector continues to be shaped by persistent inequalities that limit the participation and leadership of women and youth. According to the 2022 Kenya Demographic and Health Survey, only 25 percent of women aged 15–49 own agricultural land, and only 3 percent own land individually, while many lack formal land titles. Despite their central role in food production, women often face barriers in accessing land, finance, information, and decision-making spaces. At the same time, youth participation in agriculture has declined significantly, with only a small proportion of young people reporting agriculture as their primary livelihood. These challenges are more pronounced among youth, women, and marginalized groups in rural and ASAL areas, where limited access to productive resources and weak institutional support further deepen vulnerability.

In response, PELUM Kenya will promote inclusive participation and leadership of women and youth within agroecological systems. Through capacity development, mentorship, inclusive policy engagement, and strategic partnerships, the network will strengthen access to land, knowledge, finance, and innovation opportunities. The strategy will support women and youth-led agroecological enterprises, challenge harmful social norms, and foster inclusive leadership to advance equitable and resilient food systems

Goal: To promote equitable participation, leadership, and access to resources for women, youth in agroecological systems

1. To fast track and inspire the leadership and active engagement of women & youth in agroecology
2. Leverage digital platforms and innovation for knowledge sharing and engagement
3. To increase ownership of resources (land, skills, information, finance, markets) for women and youth in agroecological systems.
4. Enhance sustainable income growth and economic resilience of youth and women through agroecological enterprises.

Strategic Outcome

1. Strengthened institutional commitment to youth and women leadership in agroecology.
2. Growth of inclusive youth and women led agroecological enterprises.
3. Strengthened representation, visibility and influence of youth, women and Persons with Disability (PWDs) in agroecology policy and governance
4. Increased access and control to productive land, inputs and tools for youth and women.
5. Expanded market access for youth and women led agroecological products.
6. Improved profitability and sustainability of youth and women led agroecological enterprises.
7. Shifts in attitudes and social norms toward gender equality and youth empowerment in agroecology.
8. Increased number of women, youth and PWDs taking up leadership roles in Member Organizations and community structures.
9. Enhanced leadership confidence and participation of women, youth and PWDs in decision making spaces.
10. Strengthened representation and influence of marginalized groups in agroecology and policy discourse
11. Improved youth engagement through accessible digital knowledge platforms
12. Strengthened knowledge exchange and collaboration across the network
13. Increased use of innovation and ICT in youth and women led agroecological initiatives.



2025 AWOLA Expo in Nairobi Kenya



2025 International Youth Day in Machakos



Learning and exchange field visit for the AWOLA Initiative participants to CSHEP, 2026

Strategic Focus Three: Climate Action

Kenya's smallholder farmers—who produce over 70 percent of the country's food, face growing threats from the interlinked crises of climate change, land degradation, and biodiversity loss. These climate extremes have led to widespread agricultural losses, livestock deaths, displacement, and resource-based conflicts. The continued degradation of natural ecosystems further undermines rural livelihoods and food security. Agroecology presents a transformative solution to these challenges by promoting regenerative, community-led adaptation through nature-based approaches such as Integrated Pest Management (IPM), agroforestry, and soil and water conservation.

PELUM Kenya is well-positioned to lead in this space, leveraging its strong grassroots presence to promote farmer-led innovations, enhance climate governance, and advance sustainable livelihoods. Climate justice campaigns and advocacy measures will be undertaken from a local to global level calling for the urgent recognition of agroecology as a climate resilient pathway.

Goal: To strengthen and advocate for the adaptive capacity of communities to climate change through agroecological and ecosystem-based approaches



A smallholder farmer from LECZ Zone in the vegetables value chain

Strategic Objectives

1. Strengthen the network capacity on climate resilience
2. To influence implementation of Climate Financing policies/programmes and plans among smallholder farmers, pastoralists and fisherfolks
3. Advocate for climate justice and social governance through multi-level engagement and advocacy
4. To promote use of renewable energy and energy-saving technologies.

Strategic Outcomes

1. Restored ecosystems with improved soil health and biodiversity
2. Enhanced agroecological practices adoption and resilience
3. Enhanced capacity of MOs on climate resilience
4. Enhanced accessibility to indigenous knowledge on climate resilience
5. Increased public awareness and mobilization on climate justice and equitable access to climate finance.
6. Increased uptake of climate-resilient practices and technologies among farmers
7. Strengthened local food systems through adaptive and sustainable production methods
8. Improved rangeland and pasture management among pastoralist communities
9. Increased resilience of pastoral livelihoods to climate variability
10. Increased equitable participation of Member Organizations in climate-related decision making
11. Improved members accountability and governance in climate and natural resource management
12. Enhanced commitment by member institutions to adopt and champion sustainable water conservation practices and catchment management.
13. Improved use of renewable energy sources

Strategic Focus Four: Market Development

Kenya is witnessing growing demand for safe, healthy, and sustainably produced food, particularly in urban markets. However, agroecological producers continue to face significant market barriers that limit their ability to benefit from these opportunities. Post harvest losses for perishable products such as fruits and vegetables are estimated to reach up to 30 percent due to inadequate storage, handling, and processing infrastructure (FAO, 2021). In addition, agroecological products remain weakly integrated into formal markets due to limited supportive policies, including the exclusion of such products from public procurement systems and limited recognition of alternative certification schemes such as Participatory Guarantee Systems (Biovision and IFOAM, 2020). Consumer awareness and demand for agroecological products also remain relatively low despite increasing interest in healthy food, further constraining market growth for smallholder producers (KOAN, 2020–2022).

In response, PELUM Kenya will strengthen market systems that support agroecological products through a food systems approach that addresses the value chain from production to marketing. The network will promote improved soil health, resilient seed systems, and the development of alternative bio input enterprises as foundations for sustainable production. Through capacity development, value addition, certification support, consumer awareness, digital marketing platforms, and enterprise incubation, the strategy will support farmers and producer groups to develop high quality agroecological products and access competitive markets. These efforts will contribute to increased farmer incomes, expanded markets for indigenous foods, and more sustainable and inclusive food systems.

Goal: To increase access to structured, fair, and diverse markets for agroecological products that ensure better incomes and food sovereignty for producers

Strategic Objectives

1. Enhanced network capacity on territorial market development and food systems
2. Enhanced accessibility of bio-input for agroecological transition
3. Expand market opportunities through structured linkages, incubation, enterprise development and advocacy
4. Promote production and consumption of agroecological products

Strategic Outcomes

1. Increased capacity of member organizations to support producers in meeting market demands.
2. Enhanced participation of member organizations in promoting territorial markets.
3. Improved capacity of member organizations to assure quality, traceability, and consumer trust in agroecological products.
4. Increased market recognition and competitiveness of the network's products.
5. Increased availability, adoption, and commercialization of quality bio-inputs through strengthened research, documentation, certification, and market access systems.
6. Strengthened market systems and new market pathways for producers
7. Increased number of viable agroecological enterprises.
8. Evidence-based programming and decision-making.
9. Informed policies that support inclusive market development
10. Increased public knowledge and appreciation of agroecology
11. Higher consumer demand for sustainable and healthy food options.
12. Increased consumer awareness and demand for agroecology and enhanced adoption of sustainable agroecological and circular economy practices.



Agroecology Diversity by farmers.



Nakuru County Extension Staff Visit to Slowfood Earth Market during the extension staff training in Njoro Nakuru

Strategic Focus Five: Institutional Capacity Strengthening

Institutional strengthening is essential for PELUM Kenya to enhance its effectiveness as a network of over 68 Member Organizations working across the 47 counties to promote agroecology and sustainable land use. Strengthening governance, coordination, digital systems, and staff capacity will be key to improving efficiency, fostering peer learning across the network, and sustaining PELUM Kenya's leadership in advancing agroecology in Kenya.

PELUM Kenya will strengthen both the Secretariat and Member Organizations to operate more effectively and sustainably. This will include improving internal systems such as human resources, finance, and monitoring and evaluation, enhancing staff skills, and digitizing operations. At the network level, the strategy will strengthen governance, leadership, and operational capacity of Member Organizations through targeted training, mentorship, joint initiatives, and knowledge sharing to better support agroecology and advocacy at the grassroots level.

Goal: To build a resilient and well-governed network capable of effectively delivering agroecological initiatives and influencing change

Strategic Objectives

1. Strengthen institutional governance, operational systems and human resource capacities of the Secretariat
2. Strengthen knowledge management, research, innovation and evidence-based programming
3. Strengthen resource mobilization, communication, visibility, and strategic partnerships
4. Vibrant PELUM Kenya network for effective service delivery.

Strategic Outcomes

1. Strengthened institutional systems for efficient service delivery.
2. Improved staff productivity and competencies.
3. Functional and well-resourced HR unit.
4. Digitized and efficient operations.
5. Better managed institutional costs.
6. Diversified funding sources and improved financial sustainability.
7. Functional knowledge management systems that support internal learning and innovation.
8. Improved documentation and use of evidence for programming and advocacy.
9. Strengthened monitoring and evaluation capacity across the Secretariat and Member Organizations.
10. Organizational reporting aligned with global development goals and frameworks.
11. Increased organizational visibility and engagement with wider audiences.

12. Enhanced staff capacity in proposal development and donor engagement.
13. Stronger partnerships for joint programming and advocacy.
14. Improved influence in policy and resource mobilization spaces.
15. Strengthened institutional capacity of Member Organizations.
16. Improved governance and leadership within Member Organizations.
17. Increased collaboration, learning and cohesion among Member Organizations.
18. Functional zonal structures providing localized support and coordination.
19. Improved grassroots delivery of agroecology through empowered and capable Member Organizations



Some of the PELUM Kenya members and staff during the network's Annual General Meeting (AGM) in 2025

CHAPTER FOUR: STAKEHOLDER ANALYSIS

Effective delivery of PELUM Kenya's strategic priorities requires meaningful engagement with a diverse ecosystem of stakeholders who influence, support, or are directly impacted by agroecological transformation. As a network driven organization, PELUM Kenya recognizes that its ability to drive systemic change hinges on building strategic alliances, nurturing collaborative platforms, and aligning with actors across policy, practice, research, markets, and grassroots action. The stakeholders identified below play complementary roles in advancing agroecology, strengthening institutional capacity, influencing policy processes, and improving livelihoods among smallholder farmers, pastoralists, and fisherfolk.



Group Photo of Stakeholders during the 2nd National Agroecology Symposium



Stakeholders during the launch of the Nakuru County Agroecology Policy

Stakeholder Name	Areas of Engagement
Board of Directors	• Governance and strategic oversight of the network • Policy guidance and institutional accountability • Support resource mobilization and partnerships
Secretariat Staff	• Implementation of programmes and strategic initiatives • Coordination of member organizations and partnerships • Technical support, monitoring and reporting
National Government and State Agencies	• Provide policy direction and regulatory frameworks • Technical collaboration on agroecology, climate action and sustainable agriculture • Alignment with national development priorities
County Governments	• Collaboration in extension services and agroecology promotion • Integration of agroecology into county development plans • Policy engagement and local programme coordination
Development and Donor Partners	• Provide financial and technical support for programmes • Support innovation, learning and evidence-based reporting • Strategic collaboration and knowledge exchange
Member Organizations (MOs)	• Implement agroecology initiatives at grassroots level • Participate in policy engagement and advocacy • Facilitate knowledge sharing and community outreach
Rightholders (Farmers, Pastoralists, Women and Youth)	• Participate in agroecology training and innovation • Adopt agroecological practices and strengthen livelihoods • Engage in participatory monitoring, evaluation and learning
Private Sector	• Facilitate market access and value chain development • Promote standards for agroecological products • Support enterprise development and market linkage
Media	• Raise awareness on agroecology and sustainable food systems • Share programme results and innovations • Support public engagement and advocacy
Service Providers	• Provide specialized services such as ICT, auditing and facilitation • Strengthen institutional systems and programme delivery
Networks, Alliances and Other CSOs	• Joint advocacy on agroecology and food systems transformation • Knowledge sharing and collaboration platforms • Strengthen collective engagement at national and regional levels
Academia and Research Institutions	• Conduct research and innovation on agroecology • Generate evidence to inform policy and practice • Support knowledge dissemination and learning platforms

CHAPTER FIVE: RISK ANALYSIS

This involves detailed consideration of uncertainties, hazards, consequences, likelihood, events, scenarios, controls and the mitigation measures to address any emerging risks that may impact on the implementation of programmes. An event can have multiple causes and consequences and can affect multiple objectives of the strategic plan. The analysis helped to determine the highest-level risks to be addressed during the strategic plan implementation. The matrix below was used to analyze the risks and mitigation strategies.

Risk	Strategic Implication	Risk Mitigation Measures
1. Reduced participation of member organizations	Weakens network cohesion and impact.	Maintain regular engagement and provide tailored support.
2. Weak Monitoring, Evaluation and Knowledge Management systems	Limits learning, accountability and decision making.	Strengthen MEL capacity and improve tools and documentation.
3. Limited policy support for agroecology	Agroecology may be sidelined in national agendas.	Strengthen advocacy, policy dialogue and alliances.
4. Climate shocks and environmental degradation	Disrupt agroecological production systems.	Promote climate resilient agroecological practices.
5. Over reliance on donor funding	Threatens institutional sustainability.	Diversify funding sources and explore innovative financing.
6. Cultural and gender norms restricting young women.	Limits participation and leadership in agroecology enterprises.	Promote gender transformative approaches and inclusive participation.



2nd National Agroecology Symposium organizing committee



PELUM Kenya Youth Network Participating in the Nairobi Agricultural Show

CHAPTER SIX: GOVERNANCE, MANAGEMENT AND COORDINATION

6.1 Human Resource Management Approach and Culture

PELUM Kenya recognizes that effective implementation of the Strategic Plan depends on a professional, motivated, and values driven workforce. The organization will continue to promote a work culture anchored in integrity, transparency, accountability, collaboration, and learning. Staff will be supported to apply innovative approaches, strengthen teamwork, and enhance the impact of agroecology initiatives across the network.

PELUM Kenya will recruit and retain qualified professionals who align with the organization's vision, mission, and values. Continuous staff orientation, learning, and leadership development will strengthen technical capacity and institutional effectiveness. The organization will also promote knowledge sharing and collaboration across programme areas to improve coordination, efficiency, and delivery of strategic priorities.

6.2 Organizational Structure

The implementation of the 2026–2030 Strategic Plan will be guided by three key governance and management structures: the General Assembly of Member Organizations, the Board of Directors, and the Secretariat. The General Assembly provides overall strategic direction for the network, while the Board of Directors offers governance oversight and ensures accountability. The Secretariat, led by the Country Coordinator, manages the day-to-day coordination of programmes and operations while working closely with member organizations and partners to implement the strategy. The roles and responsibilities of key actors in the implementation of the Strategic Plan are outlined below.

Actor	Key Roles and Responsibilities
General Assembly	• Highest decision-making body of the PELUM Kenya network. • Approves strategic direction and policies. • Elects Board members and reviews annual reports and audits. • Upholds network values and accountability.
Country Board of Directors	• Provides governance oversight and strategic guidance. • Approves plans, budgets, and performance reports. • Ensures policy, legal, and financial compliance. • Supports partnerships and resource mobilization.
PELUM Kenya Secretariat	• Coordinates day to day implementation of the Strategic Plan. • Provides technical support and oversees MERL. • Mobilizes financial and technical resources. • Represents the network at national, regional, and global levels.
Zonal Steering Committee	• Provides strategic leadership and direction for zonal projects implementation • Strengthen coordination, collaboration and knowledge sharing among MOs and key stakeholders in the zones. • Oversee zonal programmes progress, and ensure accountability for results • Promotes zones advocacy and policy engagements • Supports resource mobilization and sustainability of initiatives implemented
Thematic Working Committees	• Promote peer learning and technical exchange. • Support programme design and policy engagement. • Strengthen collaboration among member organizations.
Member Organizations (MOs)	• Implement field level activities aligned with the Strategic Plan. • Engage farmers, communities, and county stakeholders. • Share grassroots data, lessons, and innovations. • Participate in planning and learning forums.
Partners and Stakeholders	• Support implementation through funding and technical collaboration. • Participate in multi stakeholder platforms and policy processes. • Contribute to research, innovation, and knowledge sharing.

CHAPTER SEVEN: RESOURCE MOBILIZATION STRATEGY

7.1. Resource Requirements

The implementation of the PELUM Kenya strategic plan 2026 - 2030 will require an estimated **KES 2,290.6 Billion** across its five strategic focus areas. The largest share of resources will go towards Advocacy and Policy Influence **KES 604.1 M**, while substantial investments will also be made in Women and Youth in Agroecology **KES 585.4M**, Market Development **KES 553.4 M**, Climate Action **KES 276 M** and Institutional Capacity Strengthening **KES 271.7 M**.

Thematic Area	2026	2027	2028	2029	2030	Totals
Advocacy and Policy Influence	86.3M	118.1M	120.3M	139.9M	139.5M	604.1M
Women and Youth in Agroecology	108.1M	109.9M	115.4M	124.3M	127.7M	585.4M
Climate Action	55.4M	55.3M	55.4M	56.1M	53.8M	276M
Market Development	100.2M	105.2M	110.4M	115.9M	121.7M	553.4M
Institutional Capacity Strengthening	48.0M	51.7M	55.0M	57.1M	59.9M	271.7M
Total	398M	440.2M	456.5M	493.3M	502.6M	2,290.6B

CHAPTER EIGHT: MONITORING EVALUATION REPORTING AND LEARNING (MERL)

Monitoring and evaluation is a critical component in the implementation of the Strategic Plan. The Monitoring and Evaluation (M&E) strategy and framework provide a structured approach for tracking progress towards the plan's goals and objectives. The framework guides the monitoring of resources invested, activities implemented, and services delivered, while assessing outcomes and long-term impacts of programme interventions. It also supports learning, accountability, and evidence-based decision making throughout the implementation of the strategy. The framework applies three complementary levels of monitoring, outcome, output, and process monitoring, to track results and ensure effective implementation.

Outcome Level Monitoring

Outcome monitoring will be conducted annually by PELUM Kenya together with its stakeholders. It will assess changes in knowledge, attitudes, and practices among programme participants and examine how the programmes influence the lives of Member Organizations and the communities they serve. The process will generate evidence of both direct benefits and wider ripple effects for society. Tools such as Most Significant Change stories will be used to document success stories for learning and sharing. The strategy will also apply outcome mapping to link observed changes among beneficiaries to programme interventions through unique identification of beneficiaries and tracking of outcome indicators to analyse trends and progress.

Output Level Monitoring

Output monitoring will be conducted quarterly to track the delivery of key programme outputs and activities. This will include monitoring project deliverables such as the number of direct and indirect beneficiaries reached through programme interventions. Activity monitoring logs, activity reports, and field study assessment reports will be used to document the activities implemented, beneficiaries reached, and results achieved.

Process Level Monitoring

Process monitoring will assess the quality and effectiveness of day-to-day programme implementation and service delivery. Regular quarterly review meetings among programme staff will assess whether the services delivered are aligned with programme plans and project documents. Financial monitoring will also be undertaken by the PELUM Kenya finance team, particularly in cases where sub grants are provided to Member Organizations. Baseline studies will be conducted before projects are commissioned to establish benchmarks for measuring progress. In addition, needs assessments will be carried out to identify priority capacity development needs of Member Organizations and programme beneficiaries.



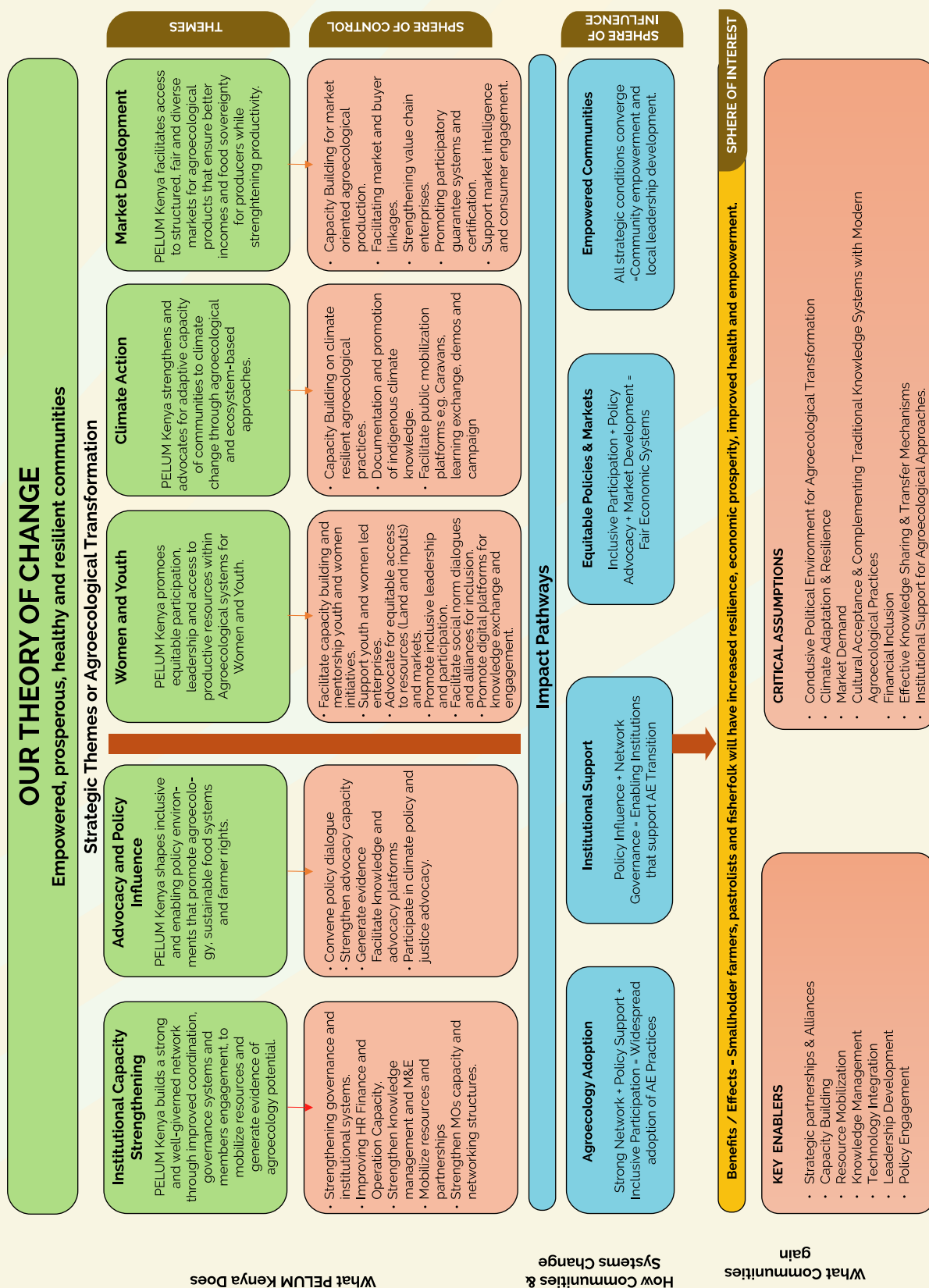
Youth And Women Inclusion In Agroecology Panle Discuaaion During The 2nd National Agroecology Symposium



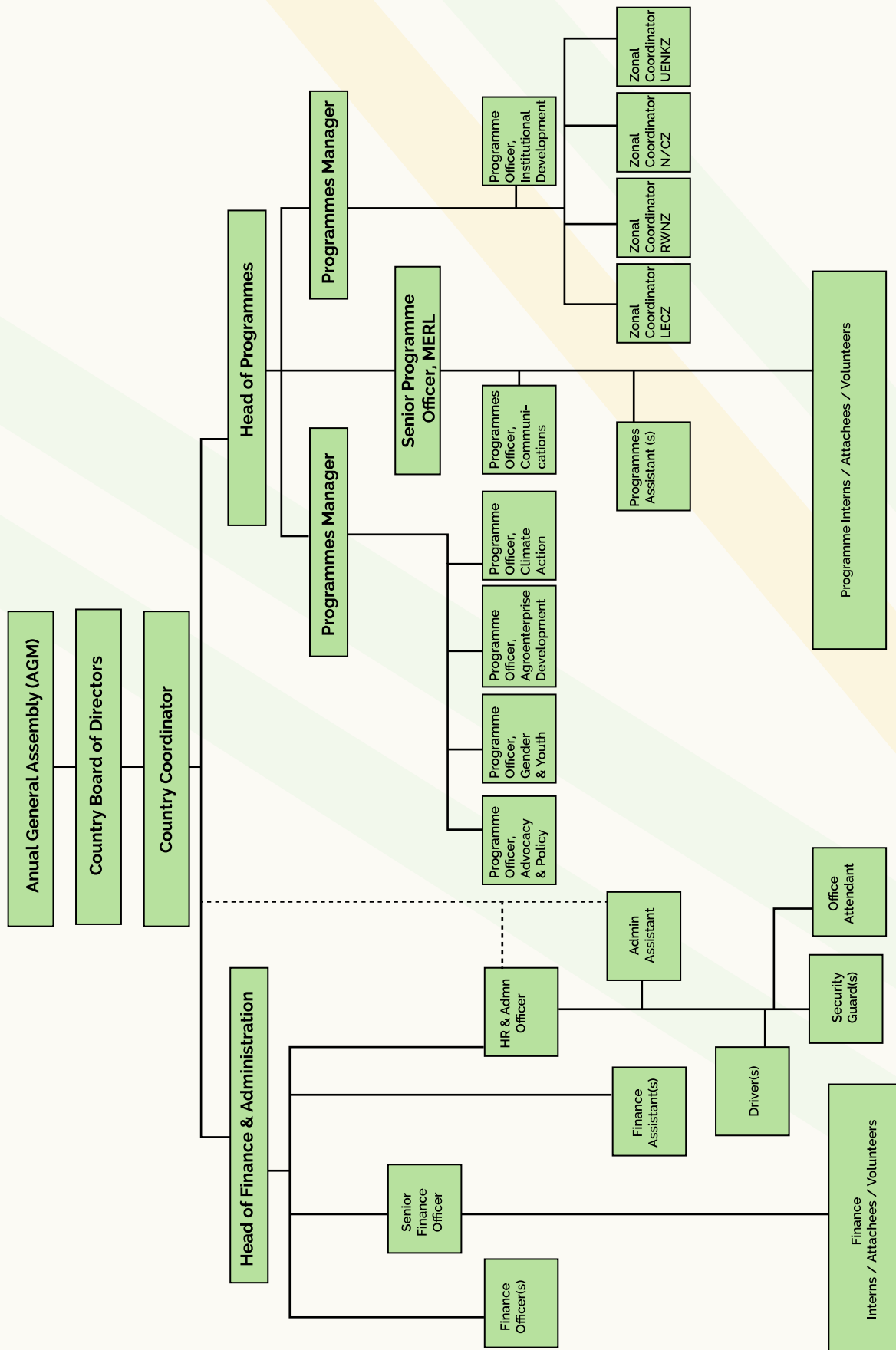
Media Engagement during the training on Agroecology Value Chain Skills & Social Media Marketing.

ANNEXES

Annex 1. Illustrative Theory of Change



Annex 2. PELUM Kenya Governance/Organogram



CONTACT:

Participatory Ecological Land Use Management (PELUM) Kenya
Country Secretariat,
KU Boma Estate, House Number 114, Along Kenyatta Road,
Off Thika Superhighway Exit 14,
P.O Box 6123-01000 Thika Kenya

Tel: +254 709 746 939
Email: info@pelumkenya.net

Copyright © 2026 PELUM Kenya Association

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior written permission from PELUM Kenya.