

STAKEHOLDERS MAPPING FOR POLICY RESEARCH COMMUNITY OF PRACTICE (*UTAFITI SERA*)

Employment Creation in Agriculture & Agro-industries in Kenya

August 2016

Table of Contents

Acknowledgements.....	3
1.0 Background.....	4
2.0 Objectives of Utafiti Sera (Policy Research Community).....	5
3.0 Stakeholder Analysis and Identification Methodology	5
4.0 Key Stakeholder (Institutions and Individuals) in Employment Creation.....	9
5.0 List of Suggested Key Stakeholders to the First Utafiti Sera Forum.....	9
6.0 Discussion topics, presenters and discussants.....	9

List of Tables

Table (i) Stakeholder Analysis.....	6
Table (ii) Key Stakeholder (Institutions and Individuals) in Employment Creation.....	10
Table (iii) List of Suggested Key Stakeholders to Participate in Utafiti Sera Forum.....	12

List of Figures

Figure 1: Discussion Themes, Presenters and Discussants.....	9
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1. Background

The Partnership for African Social and Governance Research (PASGR) with the support from Platform for Inclusive Development (INCLUDE) and other partners have come together to establish “*Utafiti Sera*” as a ‘process’, ‘space’, ‘platform’, ‘forum’ and a ‘vehicle’ to undertake a series of activities to inform and influence policies and programmes on employment creation in the context of inclusive growth in Kenya. The activities envisaged as part of this initiative (to run from April to November, 2016) include: a) mapping of key stakeholders in employment creation and inclusive growth in agro-processing sectors; b) constituting the ‘*Utafiti House*’; c) synthesizing and packaging of new and existing relevant research evidence on agro-processing value chain employment creation; d) organising forums on topical issues on the promotion of agriculture structural transformation for employment creation based on research evidence; e) developing policy briefs and info-graphics; f) organizing breakfast meetings with different stakeholders in legislative houses on employment creation; g) providing a virtual platform for active knowledge exchange on employment creation issues in the country; and h) creating spaces for policy advocacy and uptake.

This position is cognizant of the fact that despite high levels of economic growth in many African countries, the continent’s wage employment figures remain low. This pattern of jobless growth makes a dent on the dictum ‘Africa rising’ as growth has not been inclusive. Growth is inclusive if it provides high levels of employment and rising wages to the citizens, and further enables them to have a say on the orientation of the growth process. In the midst of jobless growth, many researchers have examined the constraints to wage employment creation in different sectors but it remains unknown how much of this has informed and influenced existing employment policies and programmes in African countries.

As noted by INCLUDE, there is a wealth of knowledge on employment creation and inclusive growth in Africa, the challenge is to make that knowledge work for policy-makers and practitioners. Currently, PASGR and INCLUDE are supporting studies on productive employment in Kenya among other countries. PASGR is about to complete a research project on wage employment creation in agriculture and agro-processing sectors in the context of inclusive growth. The study is focusing on sugarcane and sugar milling, and floriculture. INCLUDE is supporting two studies in Kenya on business models in the IT sector and productive employment in the segmented markets of fresh produce. These are examples of some studies in Kenya focusing on employment creation and PASGR is cognizant of the fact that a lot of research has already been undertaken in the country. However, the frustration that researchers often encounter is getting policy actors to take forward their research findings. It is on this basis that PASGR is facilitating the establishment and implementation of research-policy Community of Practice (*Utafiti Sera*) on agro-processing employment. *Utafiti Sera* will play a crucial role in bringing together practitioners, policy makers and researchers to build collaborative partnerships that will ensure that there are appropriate policy actions and uptake that will benefit different social groups in the country.

2. Objectives of Utafiti Sera

This initiative has three specific objectives:

- i. Establish and sustain a vibrant research-policy Community of Practice on employment creation in Kenya through well planned programme activities;
- ii. Generate new research evidence and synthesize existing relevant research evidence including studies supported by PASGR, INCLUDE and other stakeholders on employment creation and inclusive growth and make them available to policy makers and practitioners using policy briefs, newspaper articles, short and precise reports, among other forms of communication; and
- iii. Engage key policy makers and practitioners through direct contact, policy advocacy and use of issue champions during breakfast meetings, policy debates and workshops

3. Stakeholder Analysis and Identification Methodology

Diverse institutions were identified and subjected to stakeholder analysis to establish suitability for engagement in the *Utafiti Sera* dialogue forum. This was done with respect to potential interest, motivation, power and capacity to influence employment creation policies and programmes in agriculture and agro-processing in the context of inclusive growth in Kenya. The institutions/individuals have been grouped according to sectoral strengths as follows;

1. Public Sector comprising
 - National and County Governments
 - Government Organizations
 - National Assembly Departmental Committees and Senate Standing Committees
2. Private Sector
3. Farmer Institutions
4. Foundations
5. Civil Society Organizations
6. Research Organizations and Think Tanks
7. Media
8. Development Partners
9. Key Individuals

The following table details institutional analysis result based on Interest, Motivation, Power and Capacity to influence employment creation policies and programmes in agriculture and agro-processing in the context of inclusive growth in Kenya.

Table (i) Stakeholder Analysis

Sector	Institution	Interest	Motivation	Power	Capacity
Public Sector (National Government)	Ministry of Agriculture, Livestock and Fisheries	Build capacity for formulation of employment creation policies and programmes to ensure effective implementation	Employment creation is a key pillar of Government Policy and Ministries are under pressure to deliver on this mandate	Key institutions charged with responsibility for policy formulation.	Have both financial and human resource for coordination of policy processes and their implementation
	Ministry of Public Service, Gender and Youth Affairs				
	Ministry of Industrialization and Enterprise Development				
	Ministry of Labour and East African Affairs				
Public Sector (County Government)	Council of Governors County Executives for Agriculture	Interested in employment creation policies and programmes to make counties viable entities for economic transformation	Mandated to design and implement employment creation programmes at the county level	The constitution confers immense power and resources for design and implementation of county programmes	Financial and human capital for coordination of programmes at county level
Government organizations	National Economic and Social Council NESC	Deliver on mandate and <i>raison d'être</i> through evidence based strategies and programmes	Responsible to the Presidency for advising on implementation of employment creation programmes	Power to make recommendations for programme delivery	Support structures and linkages with government departments for formulation of policy and design of programmes
	Agriculture Fisheries and Food Authority AFFA				
	Vision 2030 Delivery Board				
	Kenya national Bureau of Statistics KNBS				
	Ministry of Devolution and Planning, NEPAD/APRM Secretariat				
National Assembly	Dept. Committee on Agric	Enact effective policies on employment creation	Responsibility to the electorate for policies and programmes that catalyze employment creation.	Power to enact employment creation sessional papers	Adequate institutional structure and resources to deliver on mandate
	Dept. Committee on Labour				
Senate	Standing Committee on Agric	Enact effective policies on employment creation	Responsibility to the electorate for policies and programmes that catalyze employment creation.	Power to enact employment creation sessional papers	Adequate institutional structure and resources to deliver on mandate
	Standing Committee on Labour				
Private Sector	Kenya Private Sector Alliance KEPSA	Partners in advocacy for formulation of effective policies that support private sector investment programmes/action in employment creation	Profitable and effective private sector able to generate employment	Engage government through Presidential Roundtable on investment potential in programmes for employment creation	Mobilization of financial and human capital to effect employment creation
	Eastern Africa Grain Council EAGC				
	Federation of Kenya Employers FKE				
	Kenya Flower Council				

	Kenya Sugar Manufacturers Association KESMA				
Farmer Institutions	Kenya National Farmers Federation KENAFF Eastern Africa Farmers Federation EAFF Cereal Growers Association	Major consumers of policy research evidence to inform credible advocacy.	Members demand effective representation based on credible evidence that solicits relevant attention from policy actors.	Represents a large constituency of value chain actors whose interests and aspirations the government is mandated to address.	Can mobilize members for constructive and relevant policy options
Foundations	Rockefeller Foundation AGRA Africa Enterprise Challenge Fund AECF Sasakawa Africa Foundation Ford Foundation Safaricom Foundation KCB Foundation Syngenta Foundation Bill and Melinda Gates Foundation B&MGF Aga Khan Foundation MasterCard Foundation	Are potential partners in supporting evidence generation to support investment for employment creation. Want to influence research based policies that extract optimal social and economic value for resources expended	Build capacity effective support to planning and implementation of programmes including Corporate Social Responsibility	Power to leverage for effective policies and programmes	Have financial resources to support employment creation initiatives
Civil Society Organizations	One Acre Fund Farm Africa Oxfam Kenya	Implementers of programs that contribute to livelihoods and employment creation.	Participation in Utafiti Sera provide opportunity to be in the fast lane of policy discourse to inform programming and implementation	Work with constituencies at grassroots and therefore effective in reaching and popular with this group.	Able to muscle financial resources to engage communities at the grassroots.
Research Organizations and Think Tanks	International Livestock Research Institute ILRI Regional Strategic Analysis and Knowledge Support System ReSAKSS Tegemeo Institute of Agricultural Policy and Development	The leading research and policy think tanks for generation and/or use of research evidence to formulate policy advisory and influence policy decisions	Engage diverse partners in generation of research based evidence to produce robust advisories	Credible policy research institutions renowned for generation of applicable evidence based policy recommendations	Adequate financial and human resource capacity to individually or collaboratively support generation of evidence and engage government and key stakeholders in

	<p>Institute of Development Studies IDS</p> <p>Kenya Institute of Public Policy Research and Analysis KIPPRA</p> <p>Institute of Economic Affairs IEA</p> <p>Centre for African Bio- Entrepreneurship CAFE</p> <p>African Economic Research Consortium AERC</p> <p>African Women in Agricultural Research and Development AWARD</p> <p>Future Agricultures Consortium FAC</p>				appropriate employment creation policy decisions.
Media	Nation Media	Develop channels for access to evidence based policy information for dissemination to stakeholders	Generate credible information to interest a large audience.	Credible and respected organizations for moderating social and economic issues with power to galvanize policy debate and hold governments accountable	Has a wide reach and diverse platforms for dissemination of information.
Development Partners	<p>Department for International Development DfID</p> <p>Africa Development Bank AfDB</p> <p>Africa Lead</p> <p>FAO</p> <p>IDRC</p> <p>USAID</p> <p>US Embassy</p> <p>World Bank/IFC</p>	Have interest in engaging diverse stakeholders in the policy debate and extract maximum value for money in resources expended in supporting development	Seize opportunity for collaboration with government in policy formulation and support broad based policy dialogue and achieve aid effectiveness through inclusivity	Control of resources to influence policy dialogue and ensure better resource targeting	Have financial resources to support and influence the course of policy implementation
Key Individuals	<p>XN Iraki</p> <p>David Ndii</p> <p>Akello Ogutu</p> <p>Sam Mwale</p>	Champions and media commentators on policies and programmes on employment creation	Engagement in policy dialogues affords opportunity for diverse practical perspectives to enrich body of knowledge	Credible opinion leaders whose points of view is sought by policy actors	Scholars whose research can enrich policy dialogue

4. Key Stakeholder (Institutions and Individuals) in Employment Creation

Based on the stakeholder analysis, a list of key stakeholders in employment creation has been drawn and presented in Table (ii).

5. List of Suggested Key Stakeholders to Participate in Utafiti Sera (Policy Research Community) Forum

Subsequent to stakeholder analysis and identification of key stakeholders, a shortlist of suggested key stakeholder to participate in the first policy forum on June 7th 2016 has been compiled as detailed in Table (iii). The details a list of key stakeholders include physical addresses and contact details

6. Discussion Themes, Presenters and Discussants

Suggested discussion topics for the forum and discussion presenters/discussants are listed below.

Figure 1: Discussion Themes, Presenters and Discussants

Thematic Area	Presenter/Discussant
i. Keynote Address: Agricultural Transformation for Wage Employment Creation in the Context of Inclusive Growth in Kenya	Dr. Richard Lesiyampe
ii. Introducing Utafiti Sera (Policy Research) Community	Dr. Nicholas Awortwi
iii. Beyond Enabling Environment: The Role of State in Agricultural Transformation for Employment Creation in Agriculture and Agro-Processing	Julius Muia PhD Prof. Winnie Mitullah
iv. Policies, Legal and Business Environment for Employment Creation in Agriculture and Agro-Processing in Kenya	Anne Onyango Dr. Ephraim Mukisira
v. Role of Counties as Centres for Local Employment Creation	Jacqueline Mogeni Dr. Monica Waiganjo, CEC Kiambu Ms. Iscar Aluoch, CEC Migori
vi. Industrialization Policy in Kenya	Mr. Julius Korir Mr. Emmanuel Kalenzi UNIDO
vii. Youth Empowerment Strategy for Agri-business	Ms. Alice Githu Dr. Joy Kiiru

Table (ii) Key Stakeholder (Institutions and Individuals) in Employment Creation

Institution	Contact	Roles
Ministry of Agriculture, Livestock and Fisheries	Richard Lesiampe Anne Onyango	Formulation of employment creation policies to ensure effective implementation Coordination of employment creation programmes. Planning of financial and human resource for coordination implementation
Ministry of Public Service, Gender and Youth Affairs	Alice Gichu	
Ministry of Industrialization and Enterprise Development	Julius Korir	
Ministry of Labour and East African Affairs	Esther Ndirangu	
Council of Governors	Jacqueline Mogeni David Wanjohi	Formulation of county specific employment creation policies and programmes to make counties viable entities for economic transformation Coordination of implantation of programmes targeting employment creation at the county level.
County Executive Members Kiambu, Migori and Nyandarua	Dr. Monica Waiganjo Ms. Iscar Aluoch Mrs. Agatha W. Thuo	
National Economic and Social Council NESC	Julius Muia PhD Elizabeth Kimulu	Plays advisory roles to the executive on formulation of policies and programmes for employment creation
Agriculture Fisheries and Food Authority AFFA	Alfred Tabu Busolo	
Kenya national Bureau of Statistics KNBS	Zachary Mwangi	
Ministry of Devolution and Planning, NEPAD/APRM Secretariat	Daniel Osiemo	
Kenya Private Sector Alliance KEPSA	Carol Kariuki	Package advocacy strategies to influence formulation of effective policies that support private sector investment programmes/action for employment creation
Eastern Africa Grain Council EAGC	Gerald Masila	
Federation of Kenya Employers FKE	Jacqueline Mugo	
Kenya Flower Council	Lucy Ngige	
Kenya Sugar Manufacturers Association KESMA	Dan Ameyo	
Kenya National Farmers Federation KENAFF	John Mutunga	
Cereal Growers Association	Anthony Kioko	Advocacy on behalf of farmers for effective policies and programme that support employment creation. Create awareness amongst stakeholders on employment creation policies and opportunities
Rockefeller Foundation	Mamadou Biteye Betty Kibaara	Provide financial support for capacity building of policy/programmes actors for effective planning and implementation

Institution	Contact	Roles
AGRA	Boaz Keizire	
Africa Enterprise Challenge Fund AECF	Gem Kodhek	
Sasakawa Africa Foundation	Ruth Oniang'o	
Ford Foundation	Maurice Makoloo	
Syngenta Foundation	George Osure	
One Acre Fund	Nicholas Daniels	Planning and implementation of programmes that enhance community capacity to conceptualize employment creation initiatives.
Farm Africa	Nadia Martinez	
Oxfam Kenya	Elizabeth Mueni Kiio-Nzioka	
International Livestock Research Institute ILRI	Ephraim Mukisira	Generate research evidence to influence policy/programme formulation and implementation.
Regional Strategic Analysis and Knowledge Support System ReSAKSS	Joseph Karugia	
Tegemeo Institute of Agricultural Policy and Development	Mary Mathenge	
Institute of Development Studies IDS	Winnie Mitulah Paul Kamau	
Kenya Institute of Public Policy Research and Analysis KIPPRA	Dickson Khainga Mathew Muma	
Centre for African Bio-Entrepreneurship CABE		
African Economic Research Consortium AERC	Obadia Miroro	
African Women in Agricultural Research and Development AWARD	Wanjiru Kamau-Rutenberg	
Future Agricultures Consortium FAC	Hannington Odame	
Nation Media	Ken Walibora Zeynab Wandati	
Department for International Development DfID	Liz Drake	Provide financial support for capacity enhancement in policy formulation and programme planning and implementation
Africa Development Bank AfDB	Gabriel Negatu	
Africa Lead	Dorcas Mwakoi	

Institution	Contact	Roles
FAO	Ann Chele	
IDRC	Flaubert Mbiekop	
USAID	Samson Okumu	
US Embassy	Kate Snipes	
SIDA	Duncan Marigi	
World Bank/IFC	Manuel Moses Sarah Ochieng	
Key individuals	XN Iraki	Providers of policy/programme advisories to policy actors and implementors.
	David Ndii	
	Akello Ogutu	
	Sam Mwale	

Table (iii) List of Suggested Key Stakeholders to Participate in Utafiti Sera (Policy Research Community) Forum

Instituion	Contact	Email address	Telephone	Remarks
Ministry of Agriculture, Livestock and Fisheries	Richard Lesiampe Anne Onyango Kilimo House Cathedral Road, Nairobi	psagriculture@kilimo.go.ke nyarowila@yahoo.com	+254202710817 +254722782492	Expressed interest
Ministry of Public Service, Gender and Youth Affairs	Alice Githu	aligithinji013@gmail.com		
Ministry of Industrialization and Enterprise Development	Julius Korir	ps.moied@gmail.com jkorir@hotmail.com		
Ministry of Labour and East African Affairs	Esther Ndirangu	Endirangu84@yahoo.com		
Council of Governors	Jacqueline Mogeni David Wanjohi 2 nd Floor, Delta Corner Chiromo Rd, Opp PWC Westlands, Nairobi	ceo@cog.go.ke david.wanjohi@cog.go.ke	+254737409555 +254722646450	Expressed interest
County Government	Dr. Monica Waiganjo CEC, Kiambu County	monicahwaiganjo@cec.kiambu.go.ke	+254733595182	

Instituion	Contact	Email address	Telephone	Remarks
	Ms. Iscar Aluoch CEC Migori County	iscaroluoch@yahoo.com oluochiscar@gmail.com	+254713003011	
	Mrs. Agatha W. Thuo CEC Nyandarua County	agathathuo05@gmail.com agathathuo05@yahoo.com	+254722422885	
National Economic and Social Council NESC	Elizabeth Kimulu 8 th Floor, KICC Harambee Avenue, Nairobi	mueni.elizabeth@yahoo.com emkimulu@nesc.go.ke	+254722792328	Expressed interest
Ministry of Devolution and Planning, NEPAD/APRM Secretariat	Daniel Osiemo 4 th Floor, Liaison House State House Avenue, Nairobi	Daniel.osiemo@nepadkenya.org	+254729260597	Expressed interest
Kenya Private Sector Alliance KEPSA	Carol Kariuki Shelter Afrique Mamlaka Road, Nairobi	ckariuki@yahoo.com		
Eastern Africa Grain Council EAGC	Gerald Masila Mbaazi Avenue Off Kingara Road Valley Arcade, Nairobi	gmasila@eagc.org	+254733444055	Expressed interest
Federation of Kenya Employers FKE	Jacqueline Mugo			
Kenya Flower Council	Lucy Ngige Suite 12 4 th Floor, The Greenhouse Ngong Rd, Nairobi	info@kenyaflowercouncil.org	+254202679268 +254733639523	
		dan@ameyoguto.co.ke	+254202242763	
Kenya Sugar Manufacturers Association KESMA	Dan K Ameyo Chairman MSC Ltd Agip House, Nairobi			
Kenya National Farmers Federation KENAFF	John Mutunga	jkmutung@gmail.com	+254202180608	
Cereal Growers Association	Anthony Kioko 268 Palm Court Mountain View Estate,	akioko@cga.co.ke	+254722236175	Expressed interest

Instituion	Contact	Email address	Telephone	Remarks
	Off Waiyaki Way, Nairobi			
Rockefeller Foundation	Mamadou Biteye Betty Kibaara Capitol Hill Square, Chyulu Rd. Upper Hill, Nairobi	mbiteye@rockfound.org bkibaara@rockfound.org	+254714111444	Expressed interest
Alliance for a Green Revolution in Africa AGRA	Boaz Keizire 4 th Floor, West End Towers Kanjata Road, Off Waiyaki Way, Nairobi	bkeizire@agra.org	+254203675356 +254733733445	Expressed interest
Africa Enterprise Challenge Fund AECF	Gem Kodhek 10 th Floor, ABC Towers ABC Place, Waiyaki Way, Nairobi	gtkodhek@aecfafrica.org	+254722232848	Expressed interest
Sasakawa Africa Foundation	Ruth Oniang'o 9 Planets Apartments Kabarnet Gardens, Off Ngong Rd, Nairobi	oniango@iconnect.co.ke	+254703113995	Expressed interest
Ford Foundation Kenya	Maurice Makoloo 12 th Floor, Rehimtulla Tower, Upper Hill, nairobi	m.makoloo@fordfoundation.org	+254202710444	
One Acre Fund	Nicholas Daniels	Nicholas.daniels@oneacrefund.org	+254711706352	Expressed interest
Farm Africa	Nadia Martinez Farm Africa Kenya Country Office Studio Hse, Hurlingham, Nairobi	nadiam@farmafrica.org		Expressed interest
International Livestock Research Institute ILRI	Ephraim Mukisira ILRI Campus Naivasha Road, Uthiru, Nairobi	e.mukisira@cgiar.org	+254204223299	Expressed interest

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Future Agricultures Consortium	Hannington Odame Wu Yi Plaza Galana Road, Kilimani, Nairobi	hsodame@gmail.com	+254724226893	Expressed interest
African Women in Agricultural Research and Development AWARD	Wanjiru Kamau- Rutenberg World Agroforestry Centre United Nations Avenue, Gigiri	w.kamauR@cgiar.org	+254725661968	

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	Nairobi			
Nation Media	Ken Walibora Zeynab Wandati	KWalibora@ke.nationmedia.com zwandati@ke.nationmedia.com	+254712723032 +254727861939	Expressed interest
Department for International Development DfID	Liz Drake DfID Kenya British High Commission Upper Hill Road, Nairobi	l-drake@dfid.gov.uk	+254202873338 +254706111109	To follow up
Africa Development Bank AfDB	Gabriel Negatu Khushee Tower Longonot Road, Upper Hill, Nairobi		+254202712925	
Africa Lead	Dorcas Mwakoi 2 nd Floor, Hemmingways Block Karen Office Park, Karen Nairobi	Dorcas_Mwakoi@dai.com	+254722890594	Expressed interest
FAO	Ann Chele Block P, UN Complex Gigiri, Nairobi	anne.chele@fao.org	+254722511655	Expressed interest
United Nations Industrial Development Organization UNIDO	Mr. Emmanuel Kalenzi UN Complex Gigiri, Nairobi	office.kenya@unido.org	+254737000111 +254738435505	
IDRC	Simon Carter Dr. Flaubert Mbiekop 3 rd Floor, Eaton Place Gigiri Cresent, Nairobi	scarter@idrc.ca	+254733624345 +254709074000 +254722903442	Expressed interest
US Agency for International Development USAID	Samson Okumu US Embassy Complex Annex United Nations Avenue, Gigiri	sokumu@usaid.gov	+254708284225	Expressed interest
US Department of Agriculture	Kate Snipes/Kennedy Gitonga	Kate.Snipes@fas.usda.gov	+254203636349 +254728977111	***

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	XN Iraki	xniraki@yahoo.com		
Kenya National Bureau of Statistics KNBS	Zachary Mwangi	dmes@knbs.or.ke		
Syngenta Foundation	George Osure Matumbato Road, Upper Hill Nairobi	George.osure@syngenta.org	+254704205856	Expressed interest
Oxfam Kenya	Elizabeth Mueni Kiio- Nzioka Shelter Afrique Mamlaka Road, Nairobi		+254202820000	