



Utafiti Sera (Research-Policy Community) in Kenya

Final Report

Centre for African Bio-Entrepreneurship – CAFE

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Summary

This final report of the Centre for African Bio-Entrepreneurship (CABE) is on implementation and reflections of activities of *Utafiti Sera* in Kenya. The overarching long-term outcome of *Utafiti Sera* is uptake of research evidence as seen in the design of national policies, thus, setting agenda for national debates, and changes in employment policies and programme implementation. The report highlights achievements of the intermediate outcomes (outputs):

- A community of practice (*Utafiti Sera*) on employment creation in the context of inclusive growth was created in Kenya with at least identifiable 50 members, several public, private and civil society institutions and a convening vehicle, CABE. CABE has, so far, convened a forum on Sugar, Horticulture and with the Technical Committee of ANC – a political party.
- During the *Utafiti Sera* forums, policy makers and practitioners in the agro and employment sector were engaged and informed by making available to them new and existing policy relevant research evidence on employment creation in the form of draft policy briefs; info-graphics, one newspaper report, and breakfast meeting with a political party.
- A platform has been established for researchers, policy makers and practitioners to exchange ideas and learning (in-reach & outreach) on the blockages of agro employment and the way forward in the promotion of inclusive growth.

Overall, CABE has liaised well and received support from PASGR in the hosting the *Utafiti Sera* House. The partners have held regular consultative and review meetings to respectively agree on implementation plans, review activities and report outputs to draw lessons and plan for the next steps. As well, the partners have tried to address concerns as they arise where possible and reached mutually agreed solutions.

However, the available resources for project was not adequate to carry out the planned activities, understandably, due to budget constraints. In some instances, CABE and PASGR had to input additional resources to meet the contractual obligations. Going forward, it will be useful for CABE and PASGR to consult and develop a plan of activities that match the level of effort and time with the available resources.

1. Introduction

1.1 Overview

Centre for African Bio-Entrepreneurship (CABE) with a grant from the Partnership for African Social and Governance Research (PASGR) is hosting Research-Policy Community (*Utafiti Sera*). The purpose of this grant was to assist PASGR in the coordination and implementation of Research-Policy on employment creation in the context of Inclusive Growth in Kenya.

1.2 Objectives of Utafiti Sera

The specific objectives of creating *Utafiti Sera* in Kenya are:

- I. Build, facilitate, enhance and sustain a vibrant research-policy community on employment creation and inclusive growth in agriculture and agro-processing through well planned programme activities;
- II. Synthesize new and existing relevant research evidence including studies supported by PASGR, INCLUDE, IDRC, etc and others on employment and inclusive growth in agriculture and agro-processing and make them available to policy makers and practitioners using policy briefs, newspaper articles, and info-graphics; and
- III. Engage key policy makers and practitioners through direct contact, policy advocacy and use of productive employment and inclusive growth champions during breakfast meetings, policy debates, workshops and various other venues.

1.3 Activities in the reporting period

- Organisation of forums on Sugar and Horticulture sub-sectors
- Development of Policy Briefs & Info-graphics
- Publication of two newspaper articles in a reputable Kenyan newspaper
- Organisation of breakfast meeting with policy makers on employment creation and inclusive growth
- Preparation of narrative report(s) on activities accomplished, actual results to date, goals achieved to date and lessons learned among others.
- Documentation of forums including photographs and short video clips and disseminating them through social media
- Preparation of acceptable financial reports of the first and second tranches and supporting documentation including but not limited to original receipts, invoices, delivery notes and proof of payment

This final report presents achievements on the undertaken activities. It is organised into four sections: Section 1 is the introduction. Section 2 provides the background to *Utafiti Sera*. This includes the rationale for supporting the case studies and establishment of the *Utafiti Sera* house, implementation strategy. Section 3 presents achievements on the undertaken activities. Section 4 highlights lessons learned and concludes the report.

2. Background

The Partnership for African Social and Governance Research (PASGR) with the support from Platform for Inclusive Development (INCLUDE) and other partners established *Utafiti Sera* as a platform or forum to undertake a series of activities to inform and influence policies and programmes on employment creation in Kenya from October 2016 to August 2017.

Utafiti Sera, supports, builds and enhances a community of researchers and policy actors working together to ensure that appropriate and negotiated policy actions and uptake occur either through programmes, legislations, policies or administration and other forms of civic actions around issues for which research has provided evidence or for which a synthesis of available evidence has been made. As the convener of *Utafiti Sera*, PASGR in collaboration with other research and practicing organizations in Kenya would undertake a series of activities to inform and facilitate policy and programme uptake on employment creation in the country.

The activities included: mapping of key stakeholders in employment creation and inclusive growth in agro-processing sectors; constituting the '*Utafiti Sera House*'; synthesizing and packaging of new and existing relevant research evidence on agro-processing value chain employment creation; organising forums on topical issues on the promotion of agriculture structural transformation for employment creation based on research evidence; developing policy briefs and info-graphics; organizing breakfast meetings with different stakeholders in legislative houses on employment creation; etc.

It was envisaged that while PASGR would facilitate and coordinate the *Utafiti Sera* initiative, it was necessary to partner with a national institution that would undertake specific activities towards the successful implementation of the initiative. Partnering with a local institution would engender ownership of the initiative.

The Centre for African Bio-Entrepreneurship (CABE) was identified as the main vehicle to drive and sustain the process. CABE is a knowledge sharing and learning institution. The organization aims at building capacity of smallholder farmers and youth in agri-foods systems- and facilitates their linkages to market and other services. It promotes improved food and income security through farmer-youth groups and table banking in the production and

marketing of tree, crop and livestock enterprises. CAPE would report to PASGR, which would be responsible and accountable to INCLUDE for all the activities under this initiative.

2.1. Implementation strategy

The initiative would be implemented in close collaboration between Centre for African Bio-Entrepreneurship (CABE) and PASGR. The two organizations would:

- i. Identify a contact person in each organization who would be the liaison for this initiative;
- ii. Hold regular consultative meetings and agree on plans;
- iii. Hold review meetings following any of the activities to draw lessons and plan for the next steps;
- iv. Agree on timelines and reporting formats to ensure easy flow of information; and
- v. Address any concerns in real-time to avoid conflict and derailment of the process.

2.2 Activities

2.3.1 Organisation of Forums

- *Utafiti Sera* would organise three 'one-day' forums to discuss specific employment and inclusive growth issues including those emerging from the studies facilitated by PASGR and INCLUDE.
- The two forums would focus on specific employment and inclusive growth issues based on research evidence.

2.3.2 Policy Briefs & Info-graphics

- Prepare and disseminate policy briefs would be written on selected areas of interest and as agreed during the forum.

2.3.3 Newspaper Articles/Opeds

- Publish two policy relevant articles on employment creation scheme and inclusive growth issues in national newspapers.

2.3.3 Breakfast Meeting with Policy Makers on employment creation and inclusive growth

- Organise breakfast meetings with the respective Ministries and other related government departments and parastatals.
- Organise Breakfast meetings with key Parliamentary and Senate Select Committees on employment.

2.4 Expected outputs and future outcomes

The overarching long-term outcome of the activities of *Utafiti Sera* is uptake of research evidence as seen in the design of national policies, setting agenda for national debates, and changes in employment policies and programme design and implementation. The project would focus on the following intermediate outcomes (outputs):

- Set up and launch of a community of practice (*Utafiti Sera*) on employment creation in the context of inclusive growth created in Kenya with identifiable members, institutions and convening vehicle;
- Engage policy makers and practitioners in the agro and employment sectors informed by making available to them new and existing policy relevant research evidence on employment creation in the form of policy briefs; info-graphics, newspaper reports, forums and breakfast meetings.
- Provide a platform for researchers, policy makers and practitioners to exchange ideas and learning (in-reach & outreach) on the blockages of agro employment and the way forward in the promotion of inclusive growth

The outputs of *Utafiti Sera* including reports on forum and breakfast meetings would also be shared with all members of the *Utafiti Sera* house and further posted on the websites of CABE, PASGR, INCLUDE and any other available channels.

3. Achievements

3.1 Organisation of Forums

Utafiti Sera organised two ‘one-day’ forums to discuss specific employment and inclusive growth issues based on research evidence on sugar and horticulture sub-sectors in Kenya.

Forum on sugar sub-sector

On 15th of November 2016, PASGR in collaboration CABE organised a one-day stakeholder forum on employment creation in sugar sub-sector in Kenya at the PanAfric Hotel, Nairobi. The forum titled “Employment Creation in Sugar Sector in Kenya: Challenging the Political Economy Dilemmas and the Role of *Utafiti Sera* (Research-Policy Community)” brought together 42 stakeholders from the Agriculture and Food Authority (AFA), sugar growers, sugar millers, research organisations, academia and media (see picture of participants).

Five key issues emerged from this policy dialogue: i) Policy, law and regulations; ii) Diversification; iii) Sugar production as a business; iv) Farmer Organisations; and v) Engaging the youth. Key policy messages were highlighted including strategic options

while also identifying issues for immediate action, issues for further research and issues for policy review. The following section highlights conclusions on each of the five issues.

Overarching policy issue and strategic approach

There is a need to provide evidence to inform policy actors' political parties during campaign period in 2017. The strategy is to get buy-in from politicians to support employment creation in sugar sector by preparing a policy brief and info-graphics with a focus on the impact of sugar imports on production and wage employment creation in Kenya.

Forum on horticulture sub-sector

On 19th of November 2016, The Partnership for African Social and Governance Research (PASGR) and the Centre for African Bio-Entrepreneurship (CABE) organised a one-day stakeholder forum on employment creation in horticulture sector in Kenya at the PanAfric Hotel, Nairobi. This was the third forum after the Launch and the Sugar forum. The forum titled "Employment Creation in Horticulture Sector in Kenya" brought together 42 stakeholders from Ministry of Agriculture (MoA), Agriculture and Food Authority (AFA), Horticultural Crops Directorate (HCD), Kenya Agriculture and Livestock Research Organization (KALRO), Institute of Development Studies (IDS), University of Nairobi, Flower Council of Kenya, FPEAK, KENAFF, the academia, the private sector and media.

Overarching policy issue and strategic approach

Like in the sugar sub-sector, there is a need to provide evidence to inform policy actors' political parties during campaign period in 2017 by producing policy briefs and info-graphics on three policy areas (viz. labour productivity, contract governance and market Access) and engaging technocrats and political parties through planned breakfast meetings.

Table 1: Status activity implementation

Deliverables	Due Date	Status	Remarks
1. Coordination of second forum.	15 th Nov 2016	Done	The conference on Sugar sub-sector was conducted on 15 th Nov 2016 at Sarova PanAfric Hotel, Nairobi -- and proceedings report completed.
2. Coordination of third forum.		Done	The conference on horticulture sub-sector was conducted on 19 th January 2017 at Sarova PanAfric Hotel, Nairobi -- and proceedings report completed.
2. Breakfast meeting	3 rd March 2017	Done	Half-day workshop on sugar and horticulture sub-sector with Technical Committee of Amani National Congress (ANC) Party conducted on 14 th March 2017 at Sarova PanAfric Hotel, Nairobi --and preparation of the proceedings underway.

3. Production of 1 st newspaper feature article on sugar	3 rd March 2017	Done	An article titled "Cane growing is now a bitter toil with little gain appearing in the Daily Nation of Monday February 6 2017 (http://www.nation.co.ke/lifestyle/smartcompany/Cane-growing-is-now-a-bitter-toil-with-little-gain/1226-3802114-12j2v1x/index.html)
4. Production of 2 nd newspaper feature article on horticulture	3 rd March 2017	Done	A feature titled "Why prospects of flower farms don't look so rosy" appearing in the Business Daily Africa on Monday, May 1, 2017. (http://www.businessdailyafrica.com/corporate/Why-prospects-of-flower-farms-don-t-look-so-rosy/539550-3910416-469ipj/index.html).
4. Development and production of two policy briefs.	28 th Feb 2017	Done	Policy Briefs on sugar sub-sector and horticulture sub-sector prepared –and being edited for publication and uploading in PASGR and cabe-africa websites
5. Development and production of two infographics	3 rd March 2017	Done	Infographics on sugar sub-sector and horticulture sub-sector prepared, edited for publication and uploading in PASGR and cabe-africa websites
6. Branding items--Wall banner & roll-up banner	15 th Nov 2016	Done	Banners were designed, printed and delivered during the first forum conducted on 15 th Nov 2016
7. Production of photos and 1 short video clip for stakeholder forum on sugar sub-sector	15 th Dec 2016	Done	Two videos and photo (i.e., DVD and VCD) were produced and one copy of each delivered to PASGR and one copy retained by CABE on 15 th December 2016.
7. Production of photos and 1 short video clip for stakeholder forum on horticulture sub-sector	15 th Dec 2016	Done	Two videos and photo (i.e., DVD and VCD) were produced and one copy of each delivered to PASGR and one copy retained by CABE on 15 th December 2016. Link of photos and short video clips to cabe-africa web and pasgr websites partly done.
Interim Report		Done	Interim technical and financial reports done and submitted to PASGR on 29 th March 2017
Final report		Done	Final technical and financial reports done and submitted to PASGR on 15 th June 2017.

3.2 Policy Briefs and Info-graphics

3.2.1 Policy Briefs & Info-graphics

- **Sugar sub-sector:** *The Policy Brief on "Declining Wage Employment along Sugar Value Chain: The need for Policy Change in Kenya" (Policy Brief 001)* is being prepared for publication. The Brief makes the following recommendations; addressing high costs of inputs and modernization of cane transport and milling; fast-tracking enactment of regulations on management of factory maintenance; and implementation and enforcement guidelines on sugar importation.

- **Horticulture sub-sector:** *The Policy Brief on “Creating Employment in Horticulture Sector in Kenya: Productivity, Contracting and Marketing Policies” (Policy Brief 002)* is in the final stage of editing and publication. The Brief makes three policy recommendations: establishment of innovation platforms of youth service providers along value chains minimizes skills erosion, investment in Market Service Centres (MSCs) to facilitate investments marketing and infrastructure development, establishment of a joint national-county government innovation fund to finance agribusiness R&D and support innovations.

Info-graphics on sugar and horticulture sub-sectors: The preparation of associated Info-graphics –highlighting easy to understand quotes and graphics on sugar and horticulture sub-sectors have been completed.

Sugar infographics on “Incentivising the Sugar Sub-sector for Employment Creation in Kenya” makes the following policy recommendations:

- I. Provision of incentive systems to stimulate sugar production
- II. Implementation of policies and regulations on sugar imports
- III. Modernisation of cane transport and milling technologies to reduce costs at factory level
- IV. Address the high cost of fertilizers and energy

Horticulture infographics on “Revitalising Kenya’s Horticulture Sub-sector for Wage Employment” makes the following policy recommendations:

- I. Strengthen regulatory compliance and marketing to raise market share
- II. Strengthen contract governance of smallholder farmers to increase wage employment
- III. Adopt pre-and post-harvest technologies to improve marketable volumes, incomes and food security
- IV. Provision of incentives (e.g. on land, taxation, credit) to attract new investments in the sub-sector.

3.2 Newspaper Articles

- An article titled “Cane growing is now a bitter toil with little gain appearing in the Daily Nation of Monday February 6 2017 (<http://www.nation.co.ke/lifestyle/smartcompany/Cane-growing-is-now-a-bitter-toil-with-little-gain/1226-3802114-12j2v1x/index.html>)
- The article reveals that farmers face the following challenges: limited access to affordable credit to buy crucial inputs in order to increase production; lack farm inputs and thus do not expect to get a meaningful income from their harvest; it is

sometimes hard to get miller's go-ahead to harvest their cane because the miller is overwhelmed by the number of farmers harvesting cane daily; farmers blame the woes in the sector on the lack of sufficient government support and years of mismanagement of State-owned firms and their neglect from successive governments.

- Farmers believe that their fortunes would be a lot better if the government stepped in and provide loans to enable them to buy fertiliser and pesticides. Farmers initially used to benefit from the Sugarcane Development Fund Levy (SDF Levy) but this was scrapped off from the budget during the 2016/2017 financial year. It should be reinstated because lack of it has affected cane yields, quality and income. The SDF was created in 1992 to help farmers by mainly providing research and extension services and helping in cane development and maintenance as well development of industry infrastructure. The lack of political good has over the years affected sugarcane farming and sugar production in the country. Also, politically-connected cartels in the sugar industry, mismanagement, and lack of proper legislation were crippling the industry.
- A feature titled "Why prospects of flower farms don't look so rosy" appearing in the Business Daily Africa on Monday, May 1, 2017. (<http://www.businessdailyafrica.com/corporate/Why-prospects-of-flower-farms-don-t-look-so-rosy/539550-3910416-469ipj/index.html>).
- The article reveals that: Kenya's horticulture recorded an increase of 12 per cent total export earnings from horticulture in 2016; flowers form the largest volume of exported agricultural products and currently contributes 33 per cent of the sector's share of GDP. There are at least 150 large and medium-scale flower farms in the country which contribute to 60 per cent of the cut-flower exports, and 2,500 out-growers. This means that floriculture alone has the highest number of job opportunities in horticulture. However, flower sector is going through lean times due to a wide range of challenges such as climate change and lack of sound policies.
- This situation calls for systems and capacity building to safeguard trade and jobs by farmers in horticulture learning to reduce use of water. The county governments need to be involved fully in developing legislation and standards for the industry. The counties should also improve infrastructure in order to strengthen the sub-sector and boost job creation. Smallholder farmers and youth should be involved and encouraged to embrace local technology in horticulture. The policy should also look at the land tenure in order to develop a clear picture of which land should be used for agriculture and which should be commercialised. Also, the use of technology favourable policies to open up arid and semi-arid areas (ASALs) for promoting agri-business.

3.3 Breakfast Meeting with Policy Makers

On 14th of March 2017, the Partnership for African Social Governance Research (PASGR) in collaboration with the Centre for African Bio-Entrepreneurship (CABE) organized for a Half-Day meeting with the members of Amani National Congress (ANC) Technical Committee to discuss employment creation in horticulture and sugar sectors in Kenya. This was the fourth forum following the launch of Utafiti sera, Sugar Forum and Horticulture forum. The forum brought together 30 stakeholders from ANC Technical Committee, a representative of INCLUDE, Horticultural Crops Directorate (HCD), Institute of Development Studies (IDS), UoN, Fresh Produce Exporters Association of Kenya (FPEAK), Sugar Campaign for Change (SUCAM), Kwale International Sugar Company, TechnoServe Kenya, academia and private sector.

The ANC team posited that the findings and policy recommendations on sugar and horticulture sub-sectors would benefit and strengthen its policy on agriculture, an issue that the team had been grappling with for a long time. ANC Policy also looked forward to continued engagement with Utafiti Sera to learn more especially when preparing the respective manifestos ANC and NASA.

3.4 Documentation and communication

- Two videos and photo (i.e., DVD and VCD) were produced and one copy of each delivered to PASGR and one copy retained by CABE on 15th December 2016.
- Two videos and photo (i.e., DVD and VCD) were produced and one copy of each delivered to PASGR and one copy retained by CABE.
- A revised report of proceedings on the conference on Sugar sub-sector conducted on 15th Nov 2016 at Sarova PanAfric Hotel, Nairobi was completed and submitted to PASGR
- Report of proceedings on the conference on horticulture sub-sector conducted on 19th January 2017 at Sarova PanAfric Hotel, Nairobi was completed and submitted to PASGR
- A revised report of proceedings on the half-day workshop on sugar and horticulture sub-sectors with Technical Committee of Amani National Congress (ANC) Party conducted on 14th March 2017 at Sarova PanAfric Hotel, Nairobi was re-submitted on 15th June 2017.
- Interim reports by CABE were submitted to PASGR on 29th March 2017.
- Policy Briefs and infographics on sugar and horticulture have been submitted to PASGR.
- Final technical and financial reports by CABE were submitted to PASGR on 15th June 2017.

- Photos, short video clips, policy briefs, info-graphics, reports of conference proceedings, newspaper articles are being posted and/or linked to the Utafiti sera webpage of cabe-africa website (www.cabe-africa.org). These documents will also be linked to PASGR and INCLUDE websites.

4. Lessons learned and conclusions

Organisation of Forums: Utafiti Sera planned to organise three ‘one-day’ forums to discuss specific employment and inclusive growth issues including those emerging from the studies facilitated by PASGR and INCLUDE. The forums would focus on specific employment and inclusive growth issues based on research evidence on sugar and horticulture sub-sectors in Kenya. This was successfully done by inviting stakeholders to participate and presentations from the policy makers and other subject matter specialists (SMSs) to complement and fill gaps in the findings of case studies undertaken by IDS, University of Nairobi.

Key lessons:

- As mentioned above, it became important to engage the SMSs in the preparation of policy briefs and presentations during a breakfast meeting with policy makers. The main challenge was inadequate resources available to CABE to compensate them for their time and effort.
- Although CABE invited senior policy makers from the State Department of Agriculture (viz. Cabinet Secretary and Principle Secretary) to give keynote addresses and even made-follow-ups, the specific policy makers failed to attend or send their representatives. This raises the need for PASGR and CABE to explore ways of raising status and influence of Utafiti Sera House. There is also need for Utafiti sera to target and engage middle policy makers in the government departments especially those who draft policies, bills, regulation --as the immediate consumers of evidence.

Policy Briefs & Info-graphics: CABE has facilitated the preparation and dissemination of policy briefs. As well, it has prepared infographics on sugar and horticulture sub-sectors. Infographics are a visually compelling communication medium (comprising of graphics and quotes) that can be used to communicate complex data and information from the evaluation process --in a visual format. However, there were inadequate qualified persons within CABE and PASGR and resources to hire a professional firm or individual for the assignment.

Key lessons:

- It became critical to work with a talented young graphic designer –but who had no experience on the subject matter --sugar and horticulture. This has been interesting learning experience for the relevant persons at CABE and PASGR --

especially in translating words and visions into graphics (or a combination thereof). As a result, the task took much more time than was being expected.

- Given the increasing importance of infographics, it is important for PASGR and CABE to provide adequate budget for hiring qualified person or firm to do the job.

Newspaper Articles: CABE has facilitated publication of two policy relevant articles on employment creation scheme and inclusive growth issues on sugar and horticulture in the Daily Nation Newspaper. This was successfully done by engaging a friendly journalist because the available resources to CABE were not adequate to carry out investigative journalism and publish feature article in at least two national newspapers.

Key lessons:

- Inadequate resources allocated to this activity meant that CABE had to rely on the goodwill of the journalist to write and publish the article –which took much longer than anticipated. As a result, it was not possible to synchronise the publication of the newspaper articles with holding of the breakfast meeting with policy makers.

Breakfast Meeting with Policy Makers on employment creation and inclusive growth: CABE did not organise policy brief meetings with the respective Ministries and other related government departments parastatals and key Parliamentary and Senate Select Committees on employment –as it had been anticipated. Instead Utafiti Sera engaged the Amani National Congress (ANC) Technical Committee to consider policy evidence on sugar and horticulture of interest to their political party manifesto.

Key lessons:

- It became important for Utafiti Sera House to engage ANC Technical Committee because the findings and policy recommendations on sugar and horticulture sub-sectors were useful to the political party in strengthening its policy on agriculture. Also, the Committee had been grappling with the knowledge gap for a long time.
- The success on engaging ANC Committee was due to the fact that CABE was a trusted convenor. CABE's efforts to organise a similar breakfast meeting with Jubilee Party failed. This raises the need for PASGR and CABE to explore ways of raising status and influence of Utafiti Sera House in convening in meetings especially with Ministries and other related government departments parastatals and key Parliamentary and Senate Select Committees.

In conclusion, CABE has liaised well and received support from PASGR in the hosting *Utafiti Sera* House. The partners have held regular consultative and review meetings to respectively agree on implementation plans, review activities and reports outputs to draw lessons and plan for the next steps. As well, the partners have tried to address concerns as they arise and where possible they reached mutually agreed solutions.

However, the available resources for project was not adequate to carry out the planned activities, understandably, due to budget constraints. In some instances, CABE and

PASGR had to input additional resources to meet the contractual obligations. Going forward, it will be useful for CABE and PASGR to consult and develop a plan of activities that match the level of effort and time with the available resources.