

GAIN KENYA BUSINESS PLAN 2023-2027



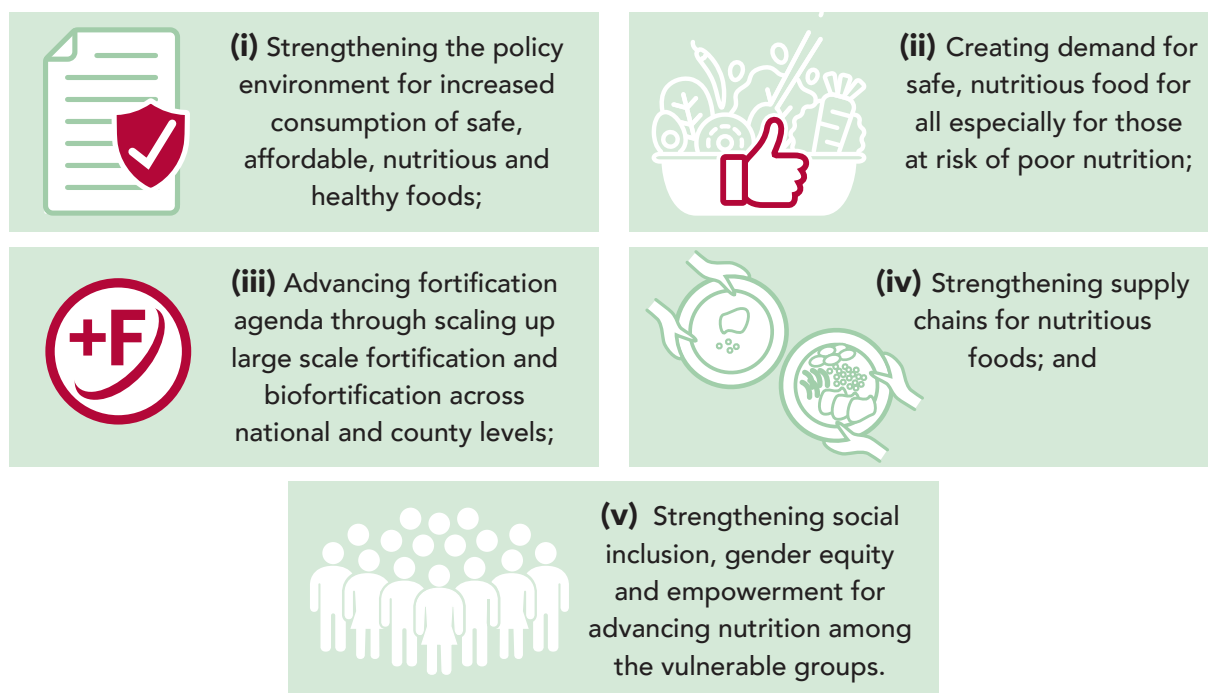
Business Plan Overview

Like many developing countries, Kenya continues to face the triple burden of malnutrition characterised by undernutrition, hidden hunger, and over-nutrition. Almost one in five children under five years of age are stunted, 26 percent of the overall population is overweight and the prevalence of micronutrient deficiencies of zinc, vitamin A, iron, and iodine is high. In addition, 23 million face severe food insecurity or undernourishment.

In view of this, GAIN Kenya has been working towards improving the nutrition and health status of Kenyans with support from donors, government, the private sector and other stakeholders. These efforts have culminated in increased policy influence in counties, development of the Food Fortification Strategic Plan 2018-2022 and the establishment of Food Safety Coordination Committee in Counties. Over 200 SMEs have received tailored technical assistance, innovation accelerator capital or emergency funding to promote supply of healthy and safe foods. In addition, GAIN Kenya supported more than 200,000 farmers to grow nutrient-enriched beans to enhance their availability. Also, GAIN has supported the development of a prototype Food System Dashboard which is housed in the Ministry of Agriculture and Livestock Development.

Despite the achievements, several challenges do exist. These include shifts in food consumption preferences due to changing culture and lifestyles; weak policy and institutional frameworks to support consumption of safe, affordable and healthy diets; high cost of healthy and nutritious foods due to inefficient food supply chains; and rising vulnerability to climate change, price-shocks and pandemics.. Vulnerable populations, especially those at the base of the pyramid, are faced with food affordability issues while there is limited funding to scale up operations at National and County level. We recognize that policy and institutional frameworks that embrace food system thinking is an opportunity for enhancing access to safe, affordable and healthy diets. This can be accelerated by working with private sector. There is need to consider climate change in creating sustainable food systems while putting greater focus on the vulnerable and the marginalised to deliver healthy and nutritious diets for all.

To address the above constraints, this business plan has outlined five strategic areas that can help achieve healthy diets for all:



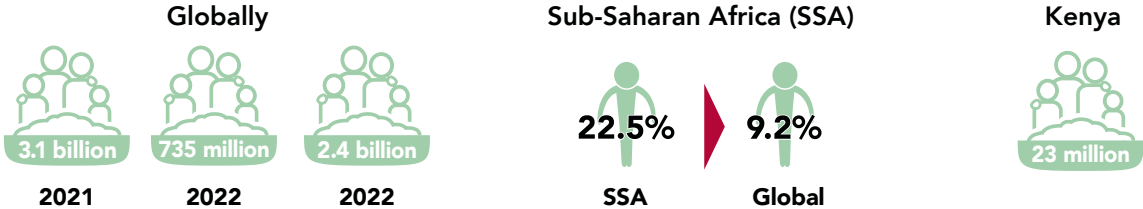
Each of the strategic objectives has actions that help deliver healthy diets for all whilst addressing emerging issues and taking advantage of existing opportunities. The strategies align well with Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan.

The enablers of these strategic objectives are anchored on a clear action plan for implementation, efficient coordination and management, and organizational strengthening. The business plan's implementation plan has outlined the strategic objectives to be achieved, each with distinct strategies that will be implemented to produce clear outputs as per the target indicators. To achieve this, we will continue to strengthen GAINs organizational structure towards improving performance. This will be achieved through nurturing a motivated and talented workforce, strengthening planning, improving monitoring and evaluation while using the lesson learnt to create positive change.

In recognition of the need for sustainability of our plan, GAIN Kenya will diversify her funding sources and partnerships whilst enhancing financial and operational efficiency to ensure value for money. The estimated budget for operationalizing this business plan is US\$ 8 million per year. We will scout for new opportunities in Kenya and beyond that are aligned to GAIN's interests as well as build new partnerships especially with Kenyan institutions and corporate donors. We will also cultivate relationships with key bi-lateral/multi-lateral donors and private sector stakeholders and proactively pursue relevant opportunities. Together, we can provide healthier diets for all.

Situational Analysis

Background

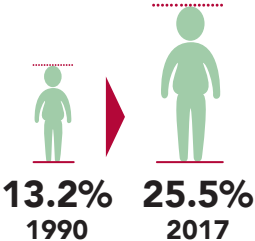


Globally, more than **3.1 billion** people were unable to afford a healthy diet in 2021, with at least **735 million** people facing hunger in 2022 while **2.4 billion** people were food insecure in the same period¹.

The situation is more alarming in Sub-Saharan Africa (SSA), with **22.5 percent** of the population undernourished compared to a global average of **9.2 percent** (ibid).

In Kenya, over **23 million** people face severe food insecurity or undernourishment (ibid).

Despite being the largest economy in East Africa², Kenya's triple burden of malnutrition is characterized by the coexistence of undernutrition (stunting, wasting and underweight), micronutrient deficiencies, and over-nutrition (overweight and obesity). According to the 2022 KDHS report,



On the other hand, between 1990 and 2017, the proportion of the population who are overweight almost doubled from **13.2** to **25.5** percent (FAO et al., 2019).



The Kenya National Micronutrient Survey of 2011 reported high **micronutrient deficiencies** with the most prevalent being zinc, vitamin A, iron, and iodine deficiencies.

1 FAO, IFAD, UNICEF, WFP and WHO. 2023. The State of Food Security and Nutrition in the World 2023. Urbanization, agrifood systems transformation and healthy diets across the rural-urban continuum. Rome, FAO. <https://doi.org/10.4060/cc3017en>
 2 Kenya is a lower-middle-income country, the largest economy in East Africa with a Gross Domestic Product (GDP) of KES 13.37 trillion in 2022 (Republic of Kenya, 2023).

The Malnutrition Challenge

The malnutrition problem is compounded by a rising population estimated at 57.6 million people³. The country is fast urbanizing with almost 1 in 3 people already living in urban areas and a projection of 54 percent urban population by 2030⁴. This is changing food consumption patterns characterised by increased intake of processed, fatty, salty, sugary and less nutritious foods. Approximately, only 5.2 percent of adult Kenyans consume the WHO recommended serving of 400g fruits/vegetables per day. Most nutritious locally produced foods are exported (Kimenju et al. 2014). The inability of the country's food system to address production challenges, supply chain inefficiencies and rising impacts of climate change and shocks, is greatly impacting the malnutrition situation in the country.

The total health cost of malnutrition as at 2021 stood at US \$212 million with most of the costs being associated with the requirement to nutritionally rehabilitate underweight children through therapeutic feeding⁵. A large proportion of costs related to under-nutrition were borne by families (57 percent) while the cost to the health system was 43 percent. Therefore, improving the consumption of healthier diets by all can deliver both nutritional and economic benefits for the country.

The key challenges limiting consumption of healthy diets in Kenya are discussed in the figure below.



High cost of healthy and nutritious foods due to poorly coordinated markets and lengthy and inefficient supply chains and rising food prices.



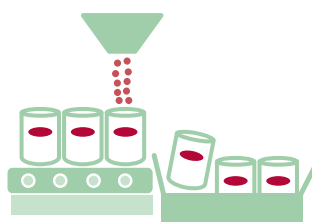
Weak coordination and governance of food systems (Incoherent policies, low involvement of county governments, stakeholders, private sector).



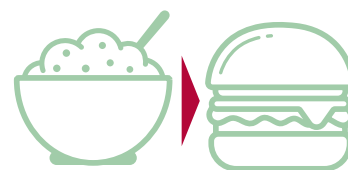
Low purchasing power to afford diverse and nutritious food.



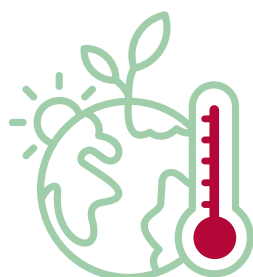
Gaps in the food systems data collection, analysis, storage and sharing.



Sub-optimal engagement of SMEs in the production, processing and distribution of safe and nutritious foods.



Shifts in food consumption preferences due to changing culture and lifestyles.



Increased vulnerability to climate change, price-shocks and pandemics.



Low fortification compliance by actors and weak infrastructure for effective surveillance.

3 <https://www.intechopen.com/chapters/80648#B18>

4 World Bank Statistics (2021) https://data.worldbank.org/indicator/SP.URB.TOTL.IN.ZS?name_desc=false

5 COHA Continental report 2021

About GAIN

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the United Nations in 2002 to tackle the human suffering caused by malnutrition. Working with governments, businesses and civil society, we aim to transform food systems so that they deliver healthier diets for all people, especially the most vulnerable.

Headquartered in Geneva, Switzerland, GAIN has offices in countries with high levels of malnutrition: Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Tanzania and Uganda. To support work in those countries, we have representative offices in Denmark, the Netherlands, the United Kingdom, and the United States.



Healthier Diets for Kenya

GAIN has been contributing to improving the nutritional status of Kenyans since 2010, with an initial focus on supporting the Government of Kenya to introduce the fortification of maize flour, wheat flour and edible fats/oils. Since then, we have diversified our programmatic work to integrate various efforts into a food system approach that links access and demand for nutritious safe food.

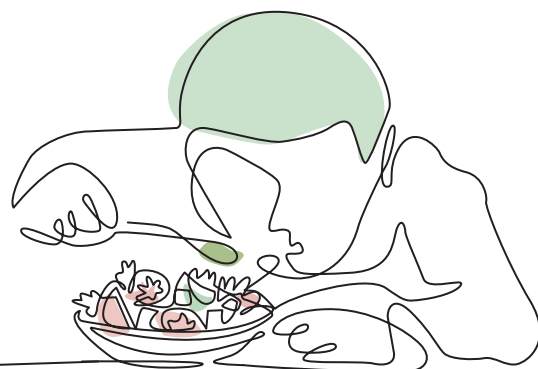
GAIN Kenya Country Office supports the global aspiration by implementing a diverse range of projects that are of interest at National and County levels. This is attained through targeted and purposeful approaches that are of direct impact to vulnerable groups such as children, adolescents, and women. GAIN is supported by many donors and works closely with international organisations and United Nations agencies.



Vision: Healthier diets for all people, especially the most vulnerable, from more sustainable food systems.



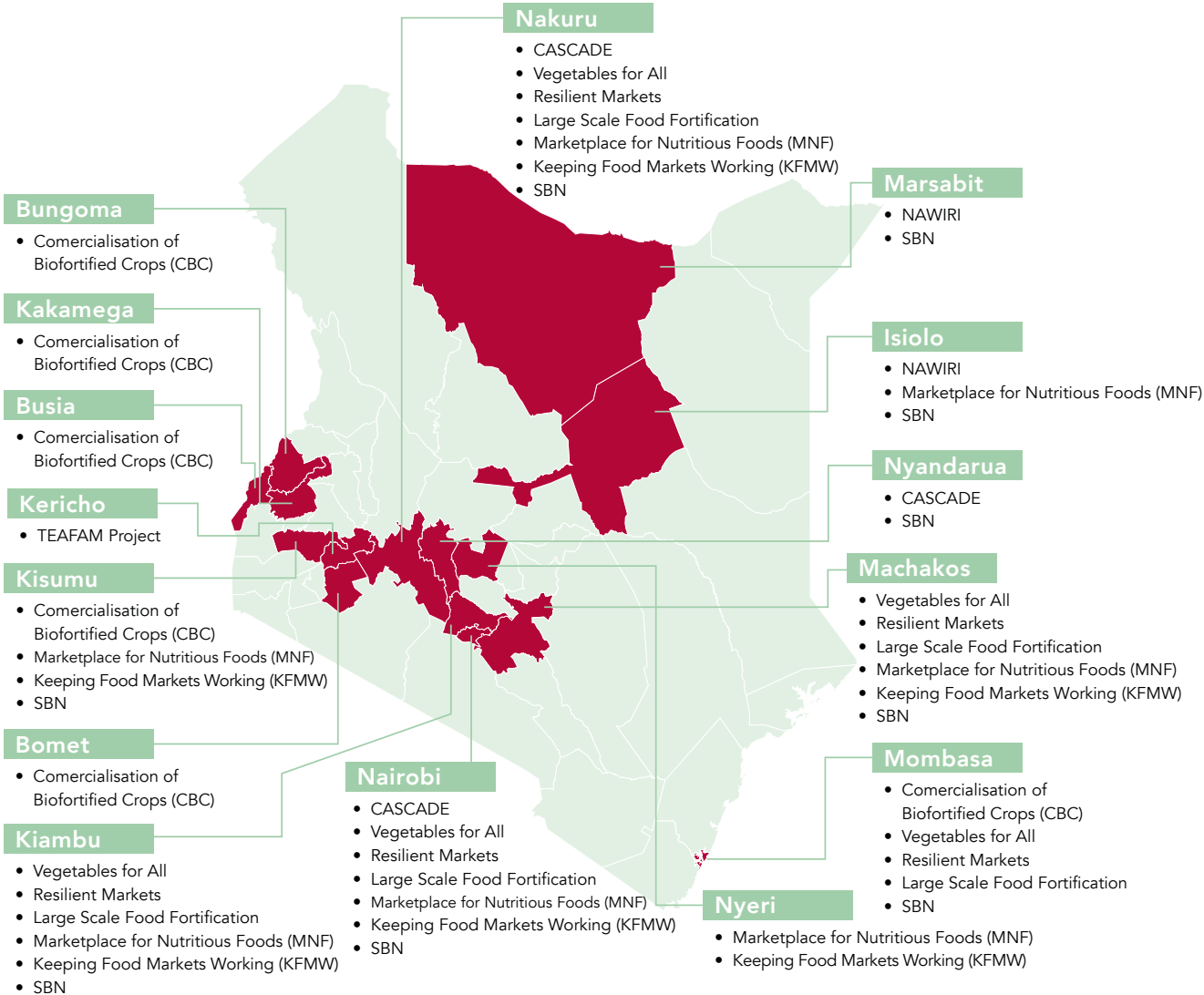
Mission: Improve the consumption of healthier diets for all, especially the most vulnerable, by improving the availability, affordability, desirability, and sustainability of nutritious and safe foods, and reducing the consumption of unhealthy and unsafe foods.



GAIN's Interventions in Kenya Over the Last Five Years

The geographic spread of GAINs operations in Kenya is wide with some national-focused projects and other county-focused projects. Some of our projects include Large Scale Food Fortification, Commercialization of Biofortified Crops, Vegetables for All, Resilient Markets, Food and Land Use Coalitions, Nutrition in ASALs Within Integrated Resilient Institutions (NAWIRI), CAlyzing Strengthened policy aCtion for heAlthy Diets and resilienCE (CASCADE), among others.

Programmes supported by GAIN in Kenya



Note: Food & Land Use Coalition (FOLU) and Large Scale Food Fortification (LSFF) are national-focused projects.

The current business plan will target ASALs and areas with high prevalence of malnutrition including the Upper Eastern, Lower Eastern, Western Kenya and other areas with high malnutrition.



Summary of Achievements Over the Last 5 Years

GAIN Kenya has worked closely with multiple partners from government and private sector to enable all Kenyans have access to nutritious and safe foods. Some of the key success stories include:



Influencing policy for increased access to safe and nutritious diets in about **15** out of the **47** Counties in Kenya.



Strengthening large scale food fortification efforts by supporting the development of Food Fortification Strategic Plan 2018-2022 and the establishment of Food Safety Coordination Committee in four Counties (Mombasa, Nakuru, Nairobi and Kiambu). Supported edible oil producers and large scale wheat and maize producers to reach out to the population by rolling out **300** brands of fortified products.



Supported about **50 businesses with tailored technical assistance and innovation accelerator capital to the tune of more than US\$ 2 million** under the Marketplace for Nutritious Foods (MNF) project.



Provided emergency funds valued over US\$ 453,000 to about **40** SMEs through our COVID-19 response programme dubbed Keeping Food Markets Working (KFMW).



Together with Harvest Plus, supporting more than **200,000 farmers to grow biofortified beans** with majority reporting increased production and increased income from the sale of the beans.



Supporting Kiambu and Machakos County **to develop a city level dashboard to inform decision making on food and nutrition security**. The Ministry of Agriculture and Livestock Development houses the Food Systems Dashboard.



GAIN partnered with Kenya Tea Development Agency and partners to support **about 65,000 smallholder farmers, workers and their families within the tea zones** in Kericho County to access safe and nutritious diets.

Context of the Business Planning

This document presents the GAIN Kenya business plan to guide operations from July 2023 to June 2027. The plan has been developed taking into consideration Vision 2030 of the Government of Kenya, the draft Medium Term Plan IV (2023 -2027), and the Bottom-Up Economic Transformation Agenda (2023-2027). The regional (Agenda 2063) aspirations, the Sustainable Development Goals (SDGs) as well as the commitments of the UN Food Summit (UNFSS, 2021) have also been considered. The plan also aligns with GAIN’s global strategy.

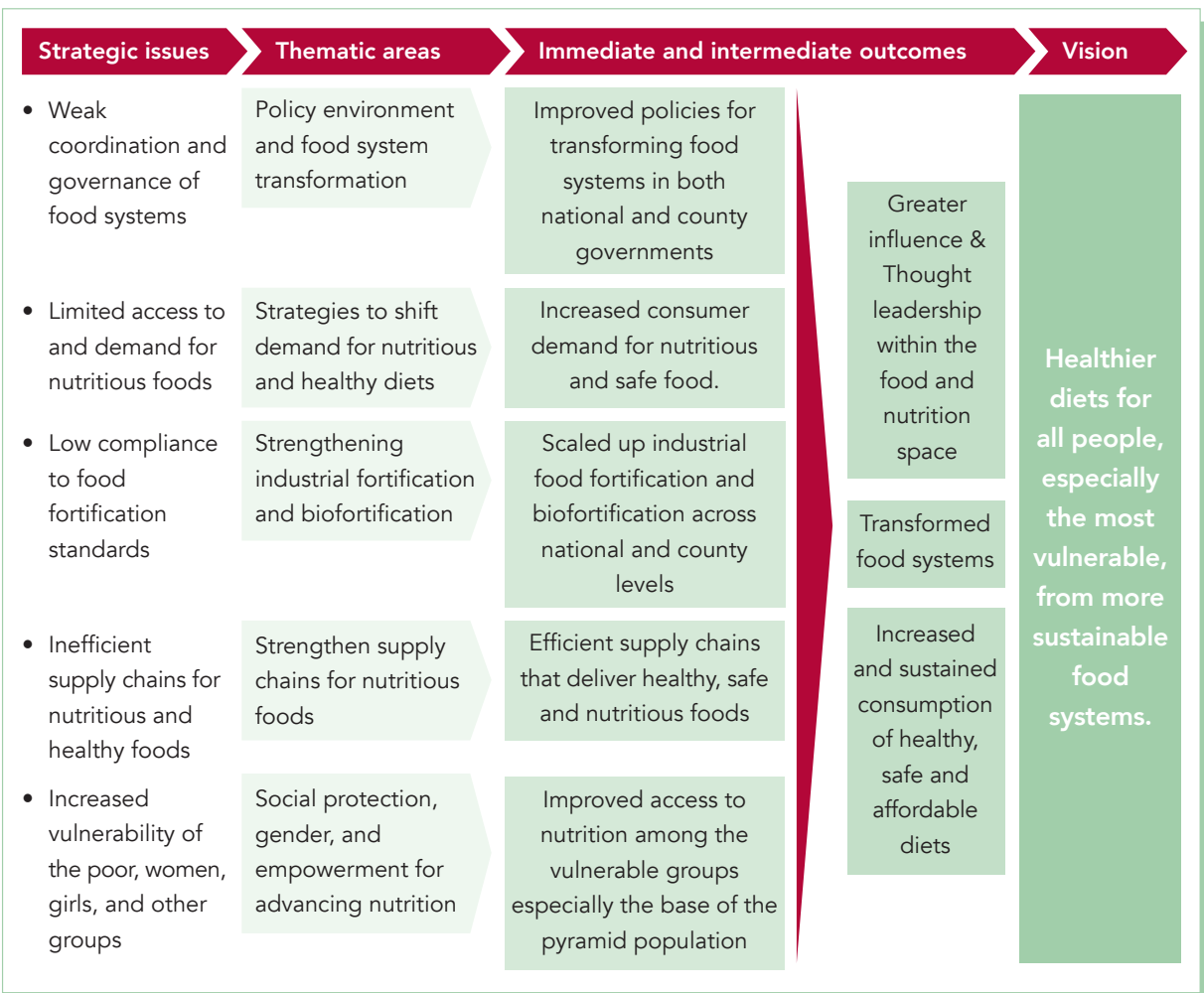
Country perspective and direction: GAIN Kenya aspires to set a national business plan that is informed by the Global document but tailored to fit within the current government’s priority agenda to attain better impact in line with GAIN Global aspiration. For this reason, the strategic direction of the current strategy (2023-2027) will largely be informed by the success stories gained over the last 10 years of implementing projects in different parts of Kenya. The challenges, lessons learnt, and emerging issues will also be used to identify the Key Areas of Intervention over the next 5 years.

GAIN Kenya’s Strategic Direction (2023-2027)

Theory of Change

Transformation of a food system to improve nutrition requires a combination of interventions that are both nutrition specific and nutrition sensitive along with a strong enabling environment, adequate institutional capacity for coordination, planning, monitoring and adequate resources. Based on our Theory of Change (TOC), various thematic portfolios will be mainstreamed within our programming including: increased support for policy formulation, environmental sustainability and climate change strategies to shift demand, thriving SMEs, large scale food fortification and biofortification, social inclusion as a means of fighting malnutrition, workforce nutrition, and gender inclusion in food systems.

GAIN Kenya’s Theory of Change



Based on the TOC we have identified five strategic areas of interventions: Policy environment and food system transformation; Strategies to shift demand for nutritious foods; Industrial fortification and biofortification; Thriving supply chains; and Social inclusion and empowerment. The implementation of the strategies will be targeted with focus on ASALs and areas with high prevalence of malnutrition particularly the base of the pyramid (BoP).

Strategic direction

There is a growing recognition that our food systems need to change if we are to sustainably feed the growing population on safe, nutritious, affordable and healthy diets. GAIN Kenya is committed to creating impact through the strategic interventions outlined below.

Strategic area 1: Policy environment and food systems transformation



Strategic objective 1: To strengthen the policy environment for increased consumption of safe, affordable, nutritious, and healthy diets

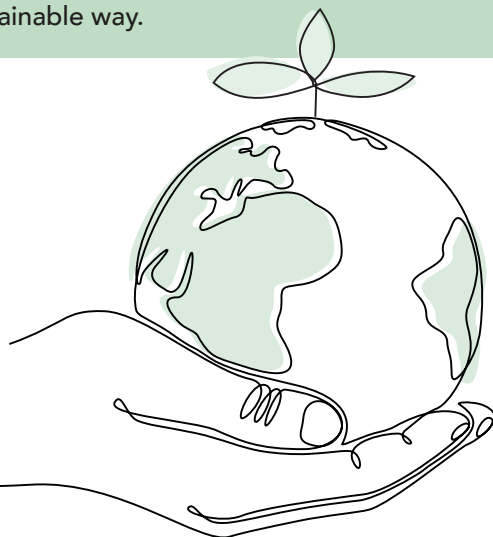
We have established ourselves as a leader in supporting the development of policies which strengthen nutrition. We will therefore continue to invest in increasing our influence within food systems to strengthen the enabling environment for actions that improve the consumption of healthier diets whether through our programmes or through our networks and coalition.

GAIN Kenya's influencing agenda is aimed at national and county actors that can make a difference in ensuring that healthier diets and food system thinking is mainstreamed in strategies and policies. It is also aimed at private sector players in the food system who are the implementers of policy guidelines and social actors and development partners who support different aspects of the food system.

Our new strategy will therefore enhance the policy environment in which our food systems operate with a view to increasing consumption of safe, affordable, nutritious and healthy diets. We will focus on the four strategies below.

Strategies for policy environment and food systems transformation

1. Influence the national and county governments (including regional economic blocs) to implement commitments (national pathways) made during the 2021 UN Food Systems Summit.
2. Strengthen generation and utilisation of food systems data (Food Systems Dashboard, Food Systems Countdown Initiative, amongst others) for increased evidence-based decision making across the national and county governments.
3. Enhance multi-sectoral approaches for amplifying public and private sector voices in Food and Nutrition Agenda.
4. Enhance development and implementation of climate resilient policies to advance access to healthy diets in a sustainable way.



Strategic area 2: Strategies to shift demand for nutritious and healthy diets



Strategic objective 2: To create demand for safe, nutritious and healthy diets for all especially for those at risk of poor nutrition

GAIN Kenya has been working on programmes seeking to improve availability, accessibility, and consumption of nutritious foods. We have learnt from our previous projects and ongoing projects (Marketplace for Nutritious Foods, Nawiri, Vegetables for All and Commercialization of Biofortified Crops among others) that consumer demand for nutritious foods is critical in enhancing consumption of healthier diets. The key factors that are important in supporting demand for nutritious and healthy foods include awareness, consumer rights and information, empowerment of consumers, food culture and preferences towards healthy diets and mechanisms that deliver safe foods.

Consistent with the GAIN Global Strategy, we will go beyond access of nutritious diets to increase access and consumption of healthy diets for all. We target to reach at least seven million Kenyans through the various demand creation activities. To achieve the strategies to shift demand for nutritious foods, we will employ the following strategies.

Strategies to shift demand for nutritious and healthy diets

1. Increase awareness to create demand for nutritious and safe food.
2. Enhance mechanisms for disincentivizing the consumption of foods that are considered unhealthy.
3. Empower consumers and market actors to demand for safe and nutritious foods (Engagement in Consumer Protection Policy development to amplify consumer rights to information).
4. Leverage on food culture and norms to shift society wide preferences for nutritious and safe foods, including neglected and underutilised foods.
5. Enhance mainstreaming of food safety across GAIN programmes and projects.



Strategic area 3: Strengthening industrial food fortification and biofortification



Strategic objective 3: To advance fortification agenda through scaling up industrial food fortification and biofortification across national and county levels

While Kenya has made substantive progress in addressing malnutrition, the levels of micronutrient deficiency still remain stubbornly high. The recent Kenya Demographic and Health Survey (KDHS, 2022) showed that one in every five children under five years are still stunted. Further, three in five pre-school children have low vitamin A status and a third are iron deficient, significantly increasing the risk of morbidity and mortality. About 36 percent of pregnant women are iron deficient, putting them at risk of haemorrhage, sepsis, maternal mortality, perinatal mortality, and low birth weight. Zinc deficiency is high across all population. The evolving face of malnutrition demands a multi-faceted response that supports nutritious and healthy diets across all the stages of the food system.

GAIN Kenya will continue to provide strategic support to the on-going fortification initiatives and encourage biofortification as indicated in the strategies below.

Strategies for industrial food fortification

1. Influence policymakers at national and sub-national levels to enforce and monitor the implementation of industrial food fortification policies.
2. Support the institutionalisation of food fortification into county structures and plans.
3. Increase capacity at the county level to collect, analyse, synthesise, and document large scale food fortification data and programmatic experience.
4. Support diversification of food fortification vehicles including rice and double salt and milk fortification.

Strategies for biofortification

1. Provision of evidence/data of the nutritional benefits of biofortified crops.
2. Scaling up efforts for increased production and marketing of biofortified crops



Strategic area 4: Stronger SMEs supplying safe, nutritious and healthy diets



Strategic objective 4: Strengthen supply chains for nutritious foods

Efficient food supply chains can influence the availability, affordability, sustainability, quality and safety of food. Small and medium enterprises (SMEs) in the midstream of agri-food value chains, aggregators, transporters, wholesalers, and processors, can deliver nutritious food for all. Their growth is fuelled by rapid rates of urbanisation, income growth, and market deregulation. SMEs are an anchor for affordable and available food. They also support employment and incomes of many people in the economy.

Role of SMEs in supporting food systems



Going forward we seek to forge stronger and well-coordinated partnerships on the supply side to ensure SMEs deliver the right food to consumers. To achieve this, we will employ the strategies below.

Strategies for thriving supply chains

1. Provide business development, technical and financial support to SMEs to scale up reach of nutritious foods.
2. Develop and promote food aggregation and distribution models for delivering affordable, safe and nutritious foods for all.
3. Support improvement in market infrastructure development, hygiene, and safety.
4. Promote digitalisation of business operations among food SMEs.
5. Upscale innovative and sustainable financing mechanisms and technical assistance for agri-food SMEs.
6. Strengthen climate resilient food supply chains (production, processing and distribution, and marketing).
7. Identify and implement models to enhance sustainability of financial and technical support for agrifood SMEs.

Strategic area 5: Social inclusion, gender equity and empowerment



Strategic objective 5: To strengthen social inclusion, gender equity and empowerment for advancing nutrition among the vulnerable groups

Poverty, gender inequalities and other forms of marginalisation affect people's access to healthy and nutritious diets⁶. Consequently, our efforts in advocating for transformation of food systems will pay specific attention to the wellbeing of vulnerable members of society by supporting their ability to adapt and thrive, access to resources and their rights to sustainable equitable food systems.

While our top line goal is to improve the consumption of healthy and nutritious diets, we shall invest in programmes that enhance nutrition, while attempting to improve other outcomes that are also important in their own right. These will include projects that generate livelihoods for those at the base of the pyramid, promoting women's empowerment, strengthening inclusion for PWDs and enhancing climate resilience. Some key interventions to strengthen social inclusion in the food system are listed below.

Strategies for social inclusion, gender equity and empowerment

1. Enhance social protection programmes for improved nutrition among the vulnerable groups including women, youth and people living disabilities.
2. Enhance mechanisms of mainstreaming gender and social equity into all aspects of programmes and projects for improved nutrition of the vulnerable groups.
3. To strengthen workforce nutrition programmes including improvements in the diets of vulnerable workers, farmers, and their families in Kenya through various demand and access strategies.

⁶ Republic of Kenya (2018) Kenya Social and Economic Inclusion Project (KSEIP) <https://www.socialprotection.or.ke/images/downloads/social-assessment-report-kenya-social-and-economic-inclusion-project-kseip.pdf>





#HealthierDiets4All

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