

# A Stakeholder Map for Climate Change Adaptation in Kenya's Agriculture Sector

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## Acronyms

ACCI	Adaptation to Climate Change and Insurance
ADRA	Adventist Development and Relief Agency
AFC	Agricultural Finance Corporation
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
BMZ	German Federal Ministry for Economic Cooperation and Development
CBOs	Community-based organizations
CDF	Constituency Development Fund
CIFA	Community Initiative and Facilitation Assistance
CREADIS	Community Research on Environment and Development Initiatives
FAO	Food and Agriculture Organization
ICRAF	World Agro forestry Centre
ICRISAT	International crops research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
KARI	Kenya Agricultural Research Institute
KFAP	Kenya Federation of Agricultural Producers
KFSSG	Kenya Food Security Steering Group
KMD	Kenya Meteorological Department
NCCK	National Council of Churches of Kenya
NGOs	Non-governmental organizations
NRM	Natural resources management
PISP	Pastoralist Integrated Support Program
SIDA	Swedish International Development Cooperation Agency
SNA	Social Network Analysis
UN	United Nations organizations
UNDP	United Nations Development Programme
WB	World Bank
WFP	World Food program
WRMA	Water Resources Management Authority

## Acknowledgement

This report is based on a workshop held at the Kenya Agricultural Research Institute (KARI), Waiyaki way on 16<sup>th</sup> August 2011. The project team would like to express heartfelt thanks to the participants of the stakeholder workshop. Logistical support by Centre Director of KARI-Kabete is also gratefully acknowledged. This work is supported by the German Federal Ministry for Economic Cooperation and Development, Germany (BMZ). This new research project, “Enhancing Women’s Assets to Manage Risk under Climate Change,” for which this Net-Map exercise was carried out, is going to be implemented in Kenya by KARI.

## 1. Background

It has now been widely accepted that climate change is one of the biggest challenges facing agriculture in the 21<sup>st</sup> century. Among those who are most affected are poor agricultural households in the developing world, even though these are the ones who have contributed least to climate change. Climate change is expected to increase both temperatures and extreme events (floods and droughts) in Kenya while there is less certainty regarding rainfall changes.

There is an increasing body of research focusing on the question of how agricultural households will be affected by climate change, and how they perceive climate change (Nelson et al. 2010; Deressa et al. 2009). In view of these predicted effects on poor agricultural households, there is an urgent need to identify the strategies that are best suited to support these households to adapt to climate change. Against this background, the International Food Policy Research Institute (IFPRI) and partner organizations in Ethiopia, Kenya, Mali and Bangladesh have recently started a new research project that focuses on this topic. The project is entitled “Enhancing Women’s Assets to Manage Risk under Climate Change” (in short referred to hereafter as “Enhancing Assets Project”) and is supported by the German Federal Ministry of Economic Cooperation and Development. The project aims to create knowledge that will help policy-makers and development agencies to strengthen the capacity of male and female smallholder farmers and livestock keepers to manage climate-related risks.

### 1.1 Objective of this report

This report presents the results of a stakeholder analysis, which had the following objectives:

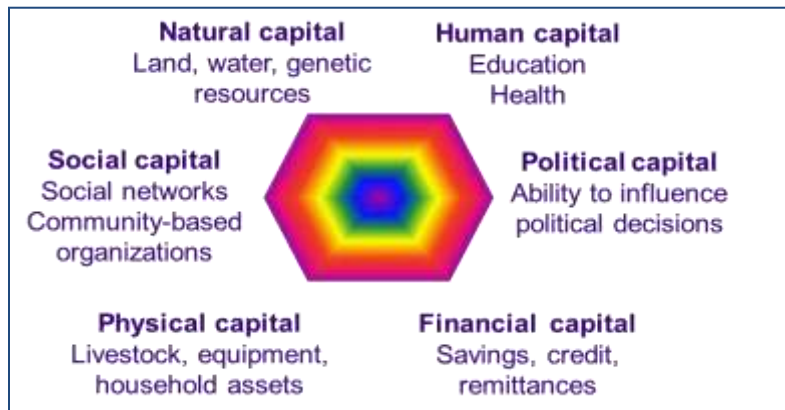
- to identify potential partners in the research process,
- to find out which organizations could make use of the research findings in their activities, and
- to derive implications for the communication and outreach strategy of the research project.

In addition to a review of documents and individual interviews, a stakeholder analysis workshop was conducted in Kenya on August 16, 2011. A participatory mapping tool referred to as Net-Map was used to conduct the stakeholder analysis. The results of the stakeholder analysis are expected to be useful not only for the “Enhancing Assets” project, but also for other organizations and projects that work in this policy field.

### 1.2 The “Enhancing Assets” research project

The “Enhancing Assets” project draws on the findings from earlier studies, which have highlighted the role of assets in reducing vulnerability and helping households to move out of poverty. Following the Sustainable Livelihoods Framework (DfID 2001) and IFPRI’s Gender and Assets (GAAP) framework (Meinzen-Dick et al. 2010), the project defines assets in a broad sense, including natural capital (access to land, water and genetic resources), social and human capital, as well as physical and financial capital. “Political capital”, that is, the ability to influence political decisions at the local or at higher levels is also considered to be an asset.

**Figure 1: Types of Assets**



Source: Adapted by authors from Livelihoods Framework  
(source)

In the context of climate change, assets are particularly important because they are essential for the ability of households to adapt to increasing variability of production caused by climate change. However, climate-related shocks, such as droughts and floods, can also deplete the assets that people have accumulated, either by destroying them directly (e.g., loss of livestock during droughts), or because people are forced to sell their assets to cope with these shocks. IFPRI research has shown that shocks affect men's and women's assets in different ways (Quisumbing 2009). In particular, women's assets are often the first to be disposed of during shocks that affect the poor, including those caused by climate events. Moreover, as research in Ethiopia has shown, droughts have a more severe effect on female-headed and poorer households (Dercon et al. 2005). Against this background, the Enhancing Assets project places a particular focus on women's assets.

The research project will entail the following activities:

- Review of existing experience with innovative risk management approaches worldwide
- Econometric analysis of existing data sets to understand how risks affects men's and women's assets and their ability to deal with climate-related risks.
- Experiments to assess innovative approaches to climate risk management, such as insurance schemes;
- Qualitative and participatory approaches to understand the governance challenges of projects aiming build households' assets.

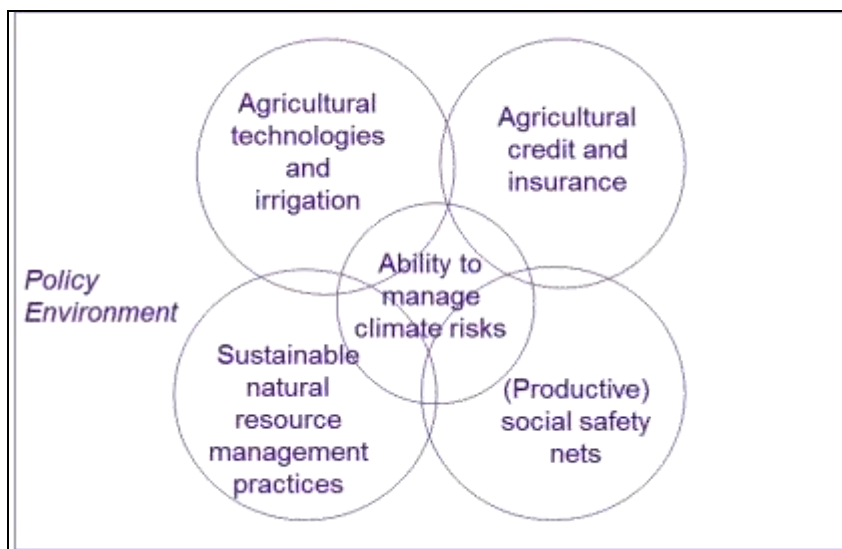
For more information visit: <http://womenandclimate.ifpri.info/Policy> instruments and areas of intervention to enhance assets.

To identify the stakeholders that could use the findings from the research project, it is important to identify the policy instruments through which governments, non-government organizations and development agencies can assist male and female household members

- to improve their access to and control over assets,
- to increase the return to their assets, and
- to use their assets effectively to adapt to risks caused by climate change.

Figure 2 displays the overlapping policy fields and areas of intervention that are related to these tasks. Agricultural technologies, such as improved varieties that are better adapted to climate risk help reduce the yield risks caused by climate change. Improved access to irrigation can also serve this goal. The adoption of sustainable natural resource management practices, such as erosion and flood control measures, is another important strategy to maintain the value of the households' land assets in view of climate-related risks. These strategies, which are displayed on the left-hand side of Figure 2 can be seen as technology-focused approaches.

**Figure 2: Policy fields related to agricultural climate change adaptation**



Source: Authors

The right-hand side of the figure shows the approaches that focus on the development of institutions, such as agricultural credit and insurance schemes, and the establishment of safety nets, which may at the same time, also enhance production goals (productive safety nets). The “Enhancing Assets” project is expected to generate policy-relevant knowledge on these different areas of intervention, since the existing data sets to be analyzed and the primary data to be collected address these issues. The project will not cover all intervention areas in all countries, but it is expected that the findings will, to some extent, be relevant across countries.

A review of development activities indicates that organizations working in the policy fields indicated in Figure 2 use, to a large extent, group-based approaches. Examples include agricultural extension groups, water user associations in irrigation schemes, groups practicing community-based natural resource management, micro-credit groups, groups that are formed for weather-based insurance schemes, and groups that receive assistance through social safety nets. Research has shown that group-based approaches can be particularly effective in building households assets of the poor (Kumar and Quisumbing 2010). However, group-based approaches may also face the challenge of elite capture and

exclusion of poor households and of female household members (Eriksen and Lind 2009). Against this background, the “Enhancing Assets” project places particular emphasis on group-based approaches, and includes an assessment of the governance challenges involved in implementing those approaches with a view to strengthening the asset base of poor households.

Since the policy instruments and intervention areas that can help agricultural households to better use their assets for risk management cover a wide range of activities, one can expect that the number of organizations and agencies that can potentially make use of the research results of this project are rather diverse. Therefore, a stakeholder analysis was conducted at the beginning of the project in each of the four study countries. As mentioned above, this report presents the results of the stakeholder analysis in Kenya. The report is structured as follows: Section 2 describes the methodology for the stakeholder analysis. Section 3 gives an overview of the “stakeholder landscape” identified in the process. Section 4 draws implications for the communication and outreach strategy of the “Enhancing Assets” project. Section 5 presents some conclusions.

## 2. Methodology for the Stakeholder Analysis

The interview method used for the stakeholder analysis was the Net-Map method. Net-Map (Schiffer 2008) is a participatory interview technique that combines social network analysis (Wasserman and Faust 1994), stakeholder mapping, and power mapping (Schiffer 2007). Net-Map helps people understand, visualize, discuss, and improve situations in which many different actors influence outcomes. By creating maps, individuals and groups can clarify their own view of a situation, foster discussion, and develop a strategic approach to their networking activities. It can also help outsiders understand and monitor complex multi stakeholder situations.

In particular, Net-Map allows stakeholders to examine not only the formal interactions in the network, but also the informal interactions that cannot be understood by merely studying documents concerning the formal policy-making procedures. Actors meet to exchange information and lobby for certain policy goals; local and international initiatives contribute by adding funds or research; and all of these interactions contribute to shaping the content and process of policy making. To get a realistic understanding of these formal and informal links and how the actors use them to influence the policy process, empirical field work is crucial (as only the formal links can be deduced from government documents). To understand how the actors interact with each other in the process, social network analysis (SNA) approaches are especially suitable, as they allow for a complex representation of a system, putting the actions of individuals and organizations into a greater perspective. SNA (Hanneman 2005) explains the achievements of actors and the developments within groups of actors by looking at the structure of the linkages between these actors. Thus, while traditional survey based approaches collect data about attributes of actors, network analysis focuses on gathering information about the network through which these actors connect.

More specifically, in this Net-Map exercise respondents were asked:

- What actors are involved in climate change adaptation in Kenya?



- What are the primary activities of these actors?
- How much influence does each actor have over improving the ability of farmers and pastoralists to adapt to climate impacts?

The answers to these questions were arrived at by group consensus. The actors' names were written on small note cards and spread across a large piece of paper. Upon nominating an actor to be included, respondents would explain why that actor was important to add and what their primary activities are in this field. Advice flows were drawn among the actors. And then influence towers were added to each actor card. The results of this exercise were a visual depiction of the stakeholder network for climate change adaptation in Kenya, and notes from the in-depth discussion during the process. The network data was entered into a social network analysis program in order to better assess the network structure. The influence scores attributed by the respondents were inputted as well, so that the nodes (the representations of each stakeholder in the network) can be sized according to its perceived influence over improving climate change adaptation for farmers and pastoralists.

The visual depictions of this network, and the key lessons we learned from the network and, in particular, from the stories of the respondents, are described in the next chapter.

### **3. Lessons Learned**

The Net-Map workshop in Kenya focused on identifying the organizations that are currently active in the field of climate change adaptation and what their core activities are. Because this information came from a small group of stakeholders, relative to the complete network, we do not consider this to be the decisive, complete policy network, but rather a snapshot of the landscape to provide guidance and insights on the policy process to the project. In this section we will describe the highlights learned in the mapping process, including the key actors and groups of actors, and possible targets for research results, project communications, and outreach.

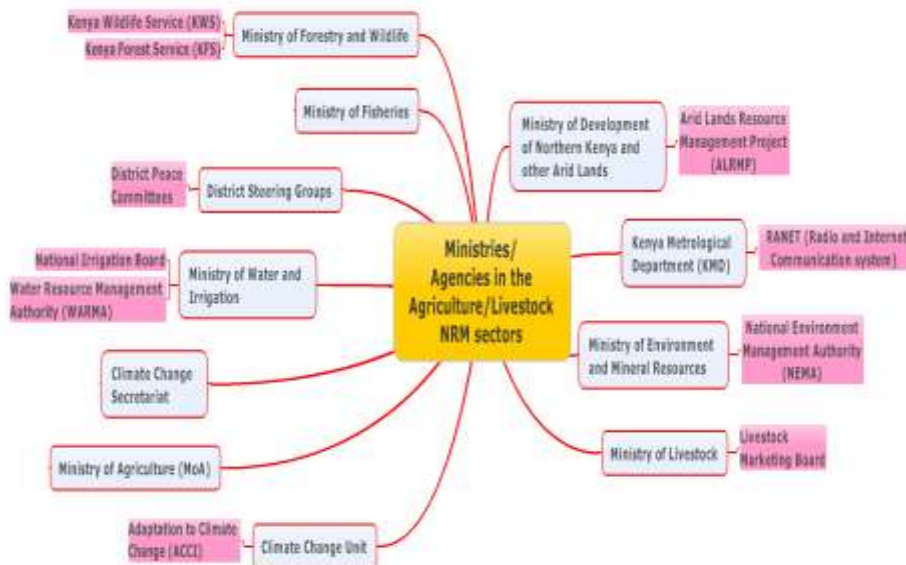
#### **3.1 Categorization of organizations dealing with climate change adaptation in Kenya**

Participants in the Net-Map workshop identified a large number of organizations working in the area of climate change adaptation. Given the large number of organizations that were identified (compared to the other case study countries) the workshop focused on categorizing these organizations and identifying the main areas of activity, rather than mapping the linkages between organizations. The following sub-sections describe the organizations and their respective activities within each of the categories identified: government ministries related to agriculture, livestock and natural resources management (NRM); key African networks; United Nations (UN) organizations, bilateral development agencies; international and regional non-governmental organizations (NGOs); national development NGOs; private sector organizations; and religious organizations.

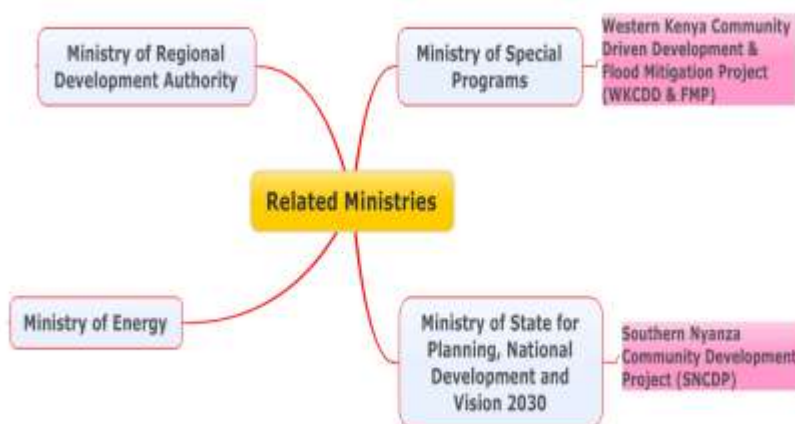
### 3.1.1 Key ministries in agriculture/livestock and NRM sector

The Ministry of Agriculture is quite visible in its efforts to promote climate change adaptation as well as food security. Through training for technology transfer and farmer to farmer extension, the Ministry provides technical support in agronomy or climate change adaptation to the rural communities. The Ministry of Livestock Development provides veterinary services and also strives to improve pastoral livestock production within limits of intermittent pastures due to frequent droughts. The Ministry of Water and Irrigation is involved in the expansion of water supply infrastructure, with particular emphasis on sinking boreholes. They also provide technical expertise to other organizations involved in water supply infrastructure.

The Ministry of Development of Northern Kenya and Arid Lands—the Arid Land Resources Management Project focuses on mitigating the effects of drought in vulnerable areas in 28 districts in Kenya. A joint effort of the World Bank and the Government of Kenya, the project is divided into three areas: drought, community-driven development, and support for local development. The objective of the project is to support livelihoods, carry out early warning systems, and disseminate climate-related information through monthly bulletins, websites and office posters. They coordinate planning between government agencies and development organizations working in the areas of rural development, human health, and conflict resolution such as the ministries of water and health, UN organizations, Provincial Administrations, and the District Peace Committee. They also work with community steering groups, NGOs, community-based organizations (CBOs), and district-level governments. Other ministries involved with facilitating smallholder farmers’ adaptation to climate change are shown in the figure below.



## Other related ministries



The Western Kenya Community-Driven Development and Flood Mitigation Project (funded by World Bank and under the Ministry of Special Programs) aims to empower communities to manage natural resources. They work with the Kenya Meteorological Department (KMD) to provide weather information such as weather patterns and with the Ministry of Environment and Mineral Resources, and the Ministry of Agriculture. They focus on empowering communities to identify their needs for adaptation and flood mitigation. The project has identified an increase in the occurrence of flood in vulnerable areas mainly because of land use changes. The project works with the Water Resources Management Authority (WRMA) to form small water user groups to aid water use efficiency.

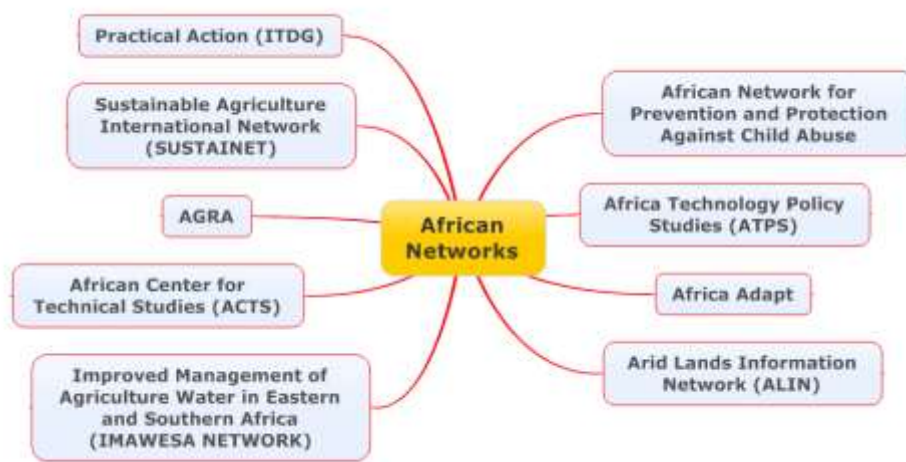
The Southern Nyanza Community Development Project, under Ministry of State for Planning and Vision 2030, is a joint project with the Government of Kenya and IFAD. The components of the project are water provision, primary health care, livestock, agriculture and rural development. The project also works with the Ministry of Gender, the Ministry of Health and Public Health and Sanitation. Under the livestock and agriculture component, the project is promoting drought resistant crops, such as sweet potatoes, and supporting the raising of small animals and bee keeping. Through the Ministry of Water, the project promotes irrigation schemes in Nyanza province. Through a partnership with Heifer International the project promotes poultry and goat rearing. It also links farmers with markets through in Incas Health International Ltd. and East African breweries to promote production of white sorghum. It partners with K-REP bank to provide communities with additional financing opportunities. The project also promotes planting trees including through a school greening program. It also partners with the Kenya Federation of Agricultural Producers (KFAP) and farmer organizations in order to educate farmers and help them link to sourcing markets, especially for honey.

During periods of drought, the government, through the provincial administration, and the World Food Programme through Action Aid-Kenya, provide food relief to local communities in pastoral areas. The “food for assets” programme by Action Aid-Kenya is an additional form of food relief, distributed to local households following drought episodes. It is intended to encourage individuals to construct soil and

water conservation structures so that households can increase farm production. Labor is also provided for digging communal water points, meant to shorten distances to sources of water.

### 3.1.2 African Networks

African networks were also mentioned by stakeholders as a key player in climate change adaptation. African networks are very active in influencing policies related to agricultural and climate change. They also attract funding to support sustainable agriculture to improve well-being. For instance, Alliance for a Green Revolution in Africa (AGRA) is working across the African continent to help millions of small-scale farmers and their families lift themselves out of poverty and hunger. AGRA programmes develop practical solutions to significantly boost farm productivity and incomes for the poor while safeguarding the environment. On the other hand, Africa Adapt aims to facilitate the flow of climate change adaptation knowledge for sustainable livelihoods between researchers, policy makers, civil society organizations and communities vulnerable to climate variability and change across the continent. These networks are illustrated in the figure below



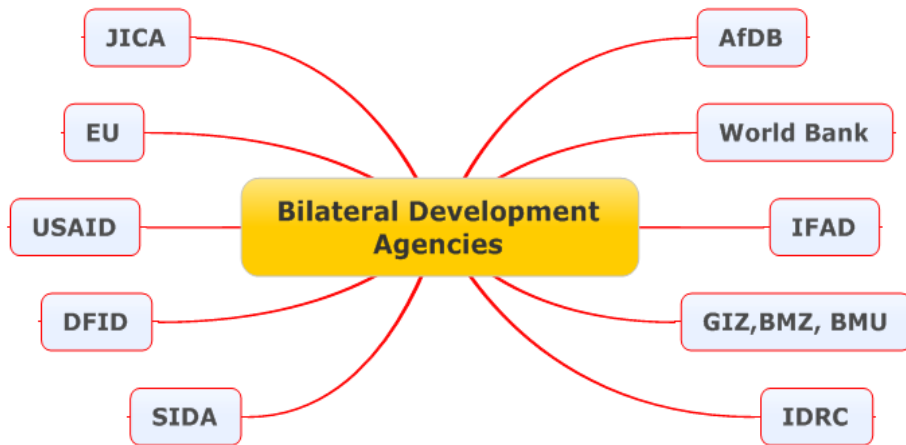
### 3.1.3 United Nation Organizations

UN organizations are also involved in smallholder adaptation strategies, in particular by funding projects to promote adaptation to climate change among smallholder farmers in Kenya and in the continent. These organizations are also involved in research on food security and sustainable natural resource management for sustainable livelihoods. They also fund research and projects aimed at facilitating climate change adaptation among smallholders and pastoralists. These organizations are shown in the figure below.



### 3.1.4 Bilateral Development Agencies

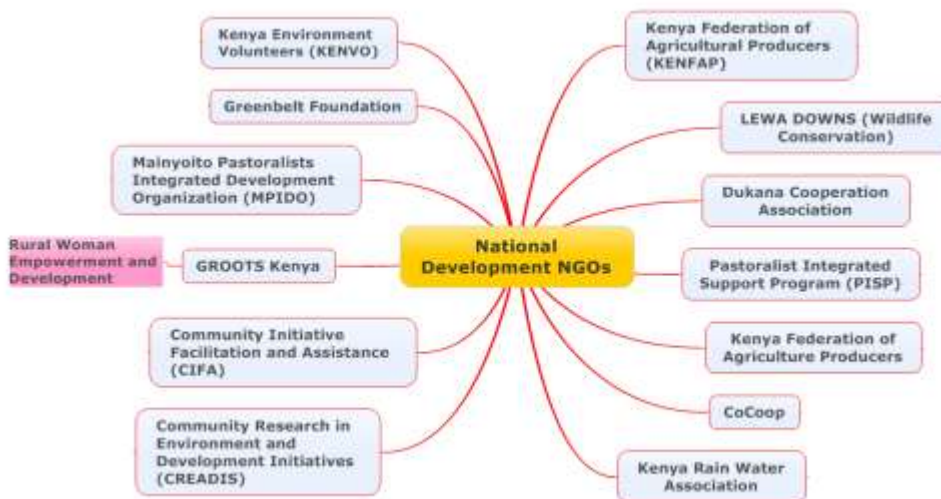
Bilateral development agencies are mainly involved in funding projects or the government in order to help smallholder farmers and pastoralists adapt to climate-related shocks and climate change.



### 3.1.5 International and regional NGOs



### 3.1.6 National development NGOs



National development NGOs offer extension services and training on agriculture and farming practices. They also help farmers develop group-based approaches to risk management and fund projects aimed at improving rural livelihoods. For instance, Community Research on Environment and Development Initiatives (CREADIS) works in four thematic areas: agriculture and environment, gender and governance, HIV risk management and community health and nutrition. In particular it provides training and seeds to smallholder farmers through funding from Alliance for a Green Revolution in Africa (AGRA).

With funding from Food and Agriculture Organization (FAO) and Swedish International Development Cooperation Agency (SIDA), CREADIS also aims to strengthening rural capacity to adapt to climate change, with emphasis on improving soil and water management.

GROOTS Kenya (Grassroots Organization Operating Together in Sisterhood) engages women in issues related to climate change, agriculture, and governance of Constituency Development Fund (CDF) and other devolved funds, including agenda-setting and funds distribution. On climate change, GROOTS established a network called “community resilience to disaster and climate change” to deal with issues related to access and control over assets and land. They work in vulnerable areas, like Kakamega, where many vulnerable households are headed by grandmothers or women affected by HIV; and support adoption of drought resistance crops, such as sweet potatoes and cassava. For pastoralists, they have introduced napier grass and other grasses to cope with climate change risks.

Many other NGOs support livestock producers. Community Initiative and Facilitation Assistance (CIFA), developed a warning system to communicate climate information to pastoralists. When drought conditions persist, CIFA negotiates with the Ethiopia government to allow pastoralists to feed and water their livestock beyond the border of Ethiopia. They also provide finance for water tracking in Ethiopia. Pastoralist Integrated Support Program (PISP) carries out livestock off-take during times of drought. The Dukana Co-operative Society also slaughters livestock for meat, skin, and hides. They also promote fodder production in arid areas and do water tracking.

Food for the Hungry supports climate change adaptation activities through the promotion of orphan crops and irrigation. The Kenya Food Security Steering Group (KFSSG) project has a drought management component funded by the European Union and Government of Kenya. It helps communities manage disasters and climate change shocks, including through food for assets programs, safety nets and promotion of water harvesting. The project also focuses on infrastructure development, especially feeder roads to facilitate access to markets. The project collaborates with the Kenyan Red Cross, World Vision, Child Funds, CARITAS Kenya (Development and Social Services Commission of Kenya Catholic Bishops’ Conference) and local NGOS –COCOOPS, Action Aids, the World Agroforestry Centre (ICRAF), the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), the United Nations Development Programme (UNDP), National Agriculture and Livestock Extension Programme (NALEP –MOA) and KARI.

### 3.1.7 Private Sector: National banks and insurance and communication companies



Private sector organizations, which help in farmers with risk management, include insurance companies like UAP Insurance, Jubilee and the Syngenta Foundation and financial institutions such as Agricultural Finance Corporation (AFC), African Development Bank (AfDB). Insurance and banking institutions work with the local communication and information sector, including such companies as Safaricom Limited, to facilitate information dissemination and wildlife monitoring by providing database connectivity where farmers can consult on issue of weather directly. Adaptation to Climate Change and Insurance (ACCI) promotes adaptation to climate change through good agriculture practices for managing agricultural risk, and insurance through weather-based index products. ACCI works with the climate change units under the Ministry of Agriculture and the Ministry of Environment. ACCI also promotes private sector involvement in agriculture, particularly in value chains for tea and coffee.

### 3.1.8 Religious organizations

Lutheran International is a faith-based foundation that works in Eastern and Western Kenya. They have a program on natural resources conservation, livestock and crop production and marketing through value chain analysis. They help the community to cope with climate disasters through promotion of irrigation of high value crops and drought resistant crops in drought prone areas. At Mt. Elgon, an area prone to flooding, they deal with watershed management to control floods. They also develop infrastructure, help the community to form marketing associations to sell products while reducing exploitation by middlemen, and facilitate access credit to develop small scale processing for value addition. To cope with drought they also provide “cash for work” to increase household and community resilience. Lutheran International works with many other organizations including microfinance organizations such as Kenya Commercial Banks (KCB) and K-REP, and with government agencies such as the Ministry of Agriculture, the Ministry of Water, and the Ministry of Forestry. They are also part of the ACT alliance (Action by Churches Together) consisting of church Aid, Anglican Church of Kenya (ACK), Caritas Kenya, National Council of Churches of Kenya (NCCK) which helps communities recover from climate shocks. Caritas Kenya has, for instance, a programme that focuses on broad areas of disaster preparedness and response. Some of the areas include emergency food distribution during droughts and floods as well as to people affected by conflict. The emergency and early warning programme provides



up-to date information to the communities on early warning, disaster preparedness, mitigation and response.

The Adventist Development and Relief Agency (ADRA) and World Vision are implementing a water improvement programme aimed at increasing access to clean water. They support construction of boreholes, sand dams and the installation of water storage tanks in public institutions such as schools as well as communal cattle water troughs. Local communities are mobilized to form management committees that oversee the location and management of the installed water facilities.

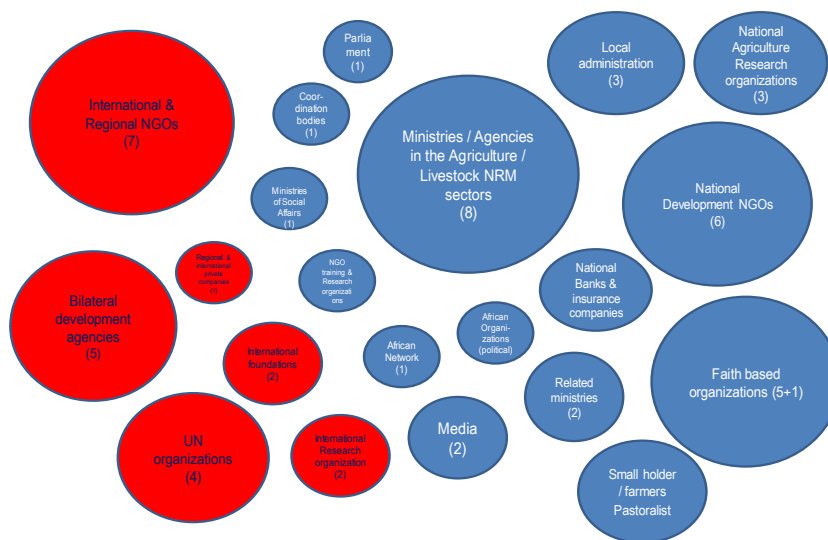
### 3.2 Attribute of Influence

Participants were requested to rank the level of influence of the actors described above on a scale from 0 to 8 with regard to their ability to ensuring that smallholder farmers and pastoralists are able to successfully adapt to climate change impacts. The level of influence may be based on the degree of formal supervision, funding, technical information, advice, advocacy and pressure, as well as informal characteristics such as level of respect. Organizations were grouped by their categories and an overall ranking score was given due to the large number of organizations identified.

Classification of organization dealing with climate change	Score assigned (0 to 8)	Why this score?
Key ministries & Departments (Ministry of Agriculture, Ministry of Water, KMD, Kenya forest Service, Ministry of Fisheries, Ministry of Livestock). These are under agricultural sector and grouped together because is difficult to separate them.	8	Involved in technologies and information dissemination. Involved in capacity building through extension. They have well laid structure on the ground with trained staff/technical capacity. They have infrastructural from top to bottom. They are country wide. They have necessary resources such as staff. NGOs most use the government staff thus has the highest score because they have service provider.
International & regional NGOs (Oxfarm, Farm Africa, PLAN, VSF, V-Agroforestry)	7	They derive their services through local/national NGOs and through themselves. They also work with ministries and major player in funding developmental projects.
National Development NGOs (KENVO, KFAP, KRA, GROOTS Kenya etc)	6	Their coverage is wider. Faith-based organization may fund NGOs, but participants stated there are synergies between NGOs and faith-based organizations
Religious-based organization	5 or 6	While their original mandate is religious they also help communities with disaster management. Their coverage is narrower. However, they are very active in pastoral communities.
Bilateral Development agencies (JICA, SIDA, AGRA) or international financial organization.	5	These organizations fund projects directly especially natural resource programmes.
UN Organizations (WB, FAO, UNDP, WFP)	4	They directly fund most climate change projects. They are “money bags”

National agricultural research organization (KARI, FEPRI, or University-Egerton, Kenyatta, Nairobi universities.	3	Influence is more academic. They do field trials/experiments and leave the dissemination of technologies to ministries such as MoA. They do more research with less extension.
Local administration (elders, local government structures etc.)	3	They mobilize communities and pass along development and climate information to farmers, including downscaled weather forecasts. The level of entry is good and information trickle to the people. While some are rigid to change or negative at times, stakeholders admitted they can't do without them because they are in touch with community and act as the voice of community members.
African Network (AGRA, Africa Adapt, AFPS)	2	They focus on regional/continental strategy formulation and capacity building of policy makers and implementers. For instance AGRA is very active in influencing policies related to agriculture and climate change. They are also spearheading sourcing of funds and providing grants to implement activities that would improve climate change resilience.
International research organization (ILRI, ICRAF, CIAT, CIP	2	They conduct research in collaboration with national research organizations, e.g. KARI. They have more funding.
Ministries of Social affairs (Ministry of Health, Gender, Education, Medical services)	2	They have indirect influence and support key ministries. They offer services which benefit all such as health services.
International organization (Bill gates, Rockefeller	2	They provide financial support to NGOs and government.
Media (local/ international	2	They are raising awareness of climate change adaptation.
Related ministries (ministries of planning, energy, special program, regional development)	2	They support Kenya ministry in their services
Parliament	1	Mandate is policy formulation. Not active on climate change, apart from political messages during times of disaster. However, could be a very powerful institution if well engaged.
Coordinating bodies (CCCU, climate change coordinating group)	1	They formulate policy and coordinate climate change activities but their influence is very low.
International private companies (coco cola, sygenta)	1	No direct contact with the farmers.
Africa Organization (IFAD, NEPAD, COMESA, EA)	1	They take time to develop policy and influence it with very minimal efforts aimed at implementation. They do "more talking." However they are funding projects on climate change adaptation.
Training and research organizations (Cetrad, KIOF, Kenya networks)	1	They don't go out to look for clients directly
National banks and insurance companies e.g. Equity bank, K-REP, UAP, Jubilee	1	They are business oriented and focus on making profit, but they have potential
Office of Prime minister (Climate Change Coordination Unit)	0	Scored very low because of many intermediaries. For instance a policy may be passed today and take three or more years to reach the ground.

### 3.4 Mind map of the stakeholder's scores of influence on small-holders farmers and pastoralists



## 4. Conclusions

The net-mapping exercise shows that there are many stakeholders and organizations involved in climate change adaptation in Kenya. However the level of involvement and influence of the different organizations varies. Government ministries and departments were highly ranked as key players in targeting communities in implementation of relevant policies. This was mainly because they have well-developed infrastructure with respect to technologies and information dissemination outlets and well-equipped staff. International and regional NGOs also play significant role in climate change adaptation by providing significant funding to relevant community and ministry-based projects. Religious organizations—besides their spiritual goals—also help the communities with disaster preparedness and building resilience to climate change. Bilateral Development agencies or international financial organization and UN Organizations, though rated low in terms of influence in the community, are recognized for providing the main source of funding and for facilitating network building among ministries in addition to promoting policy transformation. The national agricultural research organizations, local government organizations and the parliament play a critical role in policy design and implementation. However, their influence on target community beneficiaries is indirect, given their position high up in the government command system. Overall, all organizations need to focus more on issues of climate change risk management if the goal of building resilience is to be realized. The role of the development partners in supporting the key government ministries, especially those within the agricultural sector, need to be enhanced if adaptation to climate change among smallholders and pastoralists will be successful.

## 5. References

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## **Appendix 1: List of Participating Organizations**

Community Research on Environment and Development Initiatives (CREADIS)-Bungoma  
Lutheran World Relief- East African Regional Office  
Southern Nyanza Community Development Project (SNCDP)  
Grassroots Organization Operating Together in Sisterhood (GROOIS) KENYA  
Ministry of Agriculture-CCU  
Kenya Agricultural Research Institute-IFPRI  
University of Hohenheim  
Arid Lands Resources Management Project-Headquarters  
Western Kenya Community Driven Development (WKCDD), Flood Mitigation Project-Busia  
Rural Women Empowerment and Development Organization (RUWEDO)  
Ministry of Agriculture -GIZ ACCI  
Climate Change Agriculture and Food Security-World Agroforestry Center (ICRAF)  
Kenya Agriculture Research Institute (KARI)-Headquarters  
KARI-CCU  
KARI-Kabete  
KARI-MARSABIT

## Appendix 1: Workshop agenda

**Stakeholder Workshop on  
Improving Climate Risk Management in Kenya  
KARI, Nairobi, Kenya  
August 16<sup>th</sup>, 2011**

Workshop Objectives: To bring together the key players in Kenya working on climate change risk management issues and to understand the scope of activities and practices currently undertaken among them. This will support IFPRI and KARI in their intention to implement research and awareness-raising activities that make a real difference for both the organizations involved in climate risk management as well as the rural poor.

<b>Time</b>	<b>Activity</b>	<b>Facilitator</b>
<b>8:45am</b>	Registration	Mercy Gichuhi
<b>9:00am</b>	Welcome and Introductions	(Dr. P. Gicheru)
<b>9:15am</b>	Past findings on Climate change Adaptation studies in Kenya	(Dr. Barrack Okoba)
<b>9:30am</b>	Workshop Overview and Objectives	(Dr. Regina Birner)
<b>9:35am</b>	Climate change Adaptation : Insights from Kenya	Marther Ngigi
<b>10:00am</b>	Coffee break	
<b>10:30am</b>	Net-Map: Group Exercise	(Dr. Regina Birner)
<b>1:00pm</b>	Lunch Break	
<b>2:00pm</b>	Group discussion: Gender and Group-based approaches to Climate Change Adaptation	Marther Ngigi
<b>3:00pm</b>	Lessons Learned and Ways Forward	(Dr. Regina Birner)
<b>3:20pm</b>	Capacity survey and Closing Remarks	(Dr. Barrack Okoba)
<b>3:45pm</b>	Tea and departure	