



**Empowering the communities**

**THE GROW BIOINTENSIVE AGRICULTURE CENTRE OF KENYA  
(G-BIACK)**

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**Organizations strategic plan 2013 – 2017**

## **1.0. SUMMARY OF GBIACK'S STRATEGIC WAY FORWARD**

GBIACK began operating in 2009 and has grown quickly. It has been very actively pursuing demand with the main emphasis on training farmers in Grow Bio Intensive Agriculture (GBIA) practices. During this time it has also managed to establish a training centre in Gatuanyaga where it has had a successful women and youth programme that is giving young people, women in particular, the opportunity for meaningful employment or self-employment.

During 2012, its fourth year in existence, GBIACK decided to take stock of itself and its work and to think ahead strategically. This document gives an overview of the strategic way forward GBIACK has chosen, growing out of its experience to date and relating to the changing context.

GBIACK's main work will continue to be training farmers in the central part of Kenya in GBIA methods. However, in this next phase, GBIACK will put more emphasis on reaching out to communities with these practices. The organization will plan with its contact farmers/groups in order to find ways for the practices to spread without being dependant on GBIACK i.e. a stronger farmer to farmer focus. Part of this will include doing more with media production, for example the production of community newsletters.

GBIACK will develop its seed work by speeding up the establishment of community seed banks. GBIACK will continue trying to tackle the GMO issue by working with communities to establish GMO free zones.

GBIACK's environmental conservation work will aim to be more holistic in the next phase. A key part of this will be working with communities to produce historical, present and future eco-maps of the area. Tree planting and other such activities will then take place within this understanding and framework.

GBIACK will consolidate its women and youth programme in Gatuanyaga and document it more closely with the idea that it will then take this programme to other areas in which GBIACK works.

GBIACK will turn its establishing centre into an economically viable unit by 2017 with a business plan and that is an excellent demonstration of GBIA practices. It will also continue doing various trials but in a more systematic way.

GBIACK now feels ready, after four years of operating, to reach out to other organizations much more and so will put more emphasis on networking. This will include actively looking for opportunities to collaborate on joint programmes with other organizations.

All of the above will need GBIACK to pay special attention to its organizational development. It will need to put more systems and policies into place and recognizes the need for a strong board. Building a motivated staff team will also be a strong focus for GBIACK. Fundraising will of course remain a key part of GBIACK's efforts.

For G-BIACK to do this, it will mean focusing on the following:

- a) Resource mobilization strategies
- b) Keeping up its high standards in financial management
- c) Develop its human resources
- d) Strengthen its networking and collaboration strategies
- e) Set up a vibrant and an effective monitoring, learning and evaluation tool

Below is a summary of the internal and external environment of G-BIACK

## 2.0 SUMMARY OF SWOT ANALYSIS

<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. A well established training centre with facilities</li> <li>2. Well qualified staff especially in ecological agriculture.</li> <li>3. Existence of satellite centres in key places that allow G-BIACK to work in a more decentralized way</li> <li>4. G-BIACK is using IT to disseminated technology</li> <li>5. Willingness to collaborate and network with other partners. E.g. PELUM, ABN, GEN-Africa</li> <li>6. Ability to identify suitable groups to work with.</li> <li>7. Putting emphasis on family planning.</li> <li>8. Integrating climate change in its trainings</li> <li>9. G-BIACK recognition e.g. the awards (NGO of the year award 2010, Food sovereignty prize 2011, Katerva award nomination 2012).</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Lack of a well documented data on GROW BIOINTENSIVE</li> <li>2. facilitation of communities to mobilize their own resources</li> <li>3. Ways of reaching out across communities not dependent on G-BIACK</li> <li>4. Ability to raise enough resources and dependency on one person. There is no enough staff</li> <li>5. understanding and application of alternative areas of success- bringing in, using and spreading new successful practices</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Farmers needing production methods that are appropriate in the face of the threat of climate change</li> <li>2. Willingness of the farmers to be trained in GROW BIOINTENSIVE as a way of improving their lives</li> <li>3. Difficult environments to work in where other NGOs don't work</li> <li>4. Growing youth unemployment</li> <li>5. The growing collaboration between NGOs</li> </ol>	<p><b>Barriers/threats</b></p> <ol style="list-style-type: none"> <li>1. Unfair government policies towards small scale farmers e.g. in areas of seed saving, others paying the youths to plant trees</li> <li>2. Young people immigrating to urban areas</li> <li>3. Negative attitude to agriculture in schools</li> <li>4. Increasing climate variability. (more drought, more floods)</li> <li>5. The introduction of GMOs</li> </ol>

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|  | <ol style="list-style-type: none"> <li>6. Debilitating effects of HIV/AIDs on individuals in the communities</li> <li>7. The attitude by farmers/communities that expect hand outs from organizations</li> <li>8. Farmers being easily seduced by attraction of cash crops that utilize lots of inputs e.g. chemicals</li> </ol> |
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### **3.0 THE STRATEGIC PLANNING PROCESS**

The purpose of the current process is to build on what went well during the 2009 – 2012 period, take corrective measures on what should have been done better and to replicate them in new project areas.

The process allows the organization to assess the new opportunities, challenges and threats that signal within the external environment now and in the foreseeable future. It will help G-BIACK to stop and re evaluate herself on what went well, what went wrong and how best to forge forward.

The major outcome of the process is a 5-year stance, 2013 - 2017 which spells out the strategic direction that has to be undertaken in order to work successfully effectively and efficiently. The process is also an opportunity to build the internal capacity for strategic evaluation and choice making amongst the staff that are considered the key resource and strength of the organization.

The strategic planning exercise which was facilitated by Mr. John Wilson who is the Tudor Trust Consultant was undertaken from May 28<sup>th</sup> to 31<sup>st</sup> 2012 and was attended by the following people:

- a. Samuel Nderitu - G-BIACK director
- b. Eunice Mbugua - the divisional agricultural officer from the ministry of agriculture Thika region,
- c. Asbeta Wanja, the programme officer with Organic Agriculture Centre of Kenya OACK
- d. Robert Mwangi and Margaret Muthoni- G-BIACK farmers
- e. Six G-BIACK field officers
- f. Two G-BIACK women programme trainers

The GROW BIOINTENSIVE agriculture centre of Kenya wishes to appreciate the dauntless efforts that have been made by members of the Board of Trustees to have this plan prepared. More gratitude goes to G-BIACKs farmer collaborators' that have been the stake of the lessons learnt.

Special thanks go to the staff that actively and generously put their thoughts, skills and experiences into the entire process.

We also wish to thank our partners especially the Tudor Trust (UK), Kilili Self Help Project (USA), Ecology Action (USA), the Planet Wheeler (Australia), and Amistad International (USA) for the continued financial support that has made it possible for this

organization to train thousands of farmers. We hope that this partnership will continue for many years to come and we shall realize our purposes together.

Special thanks go to Mr. John Wilson who provided inestimable consultation and facilitation services.

#### **4.0. OUR TARGET GROUPS**

Our target groups are categorized into two major groups as follows:

**4.1. The primary stakeholders include:** Farmer groups, Students/orphans, Internships and Institutions

**4.2. Secondary stake holders include:** Collaborators like, Ministry of Agriculture and other NGOs, Regional networks PELUM, KOAN, ReSCOPE international networks like GEN Africa/Europe IFOAM, and Funding partners

#### **5.0. G-BIACK PURPOSE, OBJECTIVES AND FUNDAMENTAL BELIEFS AND STRATEGIC DIRECTION**

##### **5.1. G-BIACK (statements) *statement of purpose***

To seed a sense of empowerment and self reliance in communities that leads to improved food sovereignty and livelihoods and a healthier (improving) environment.

##### **5.2. Strategic objectives**

5.2.1. **Strategic objective 1. Food sovereignty:** to have increased production, using ecological agriculture practices, spreading within the communities that G-BIACK is working in or has worked in.

5.2.2. **Strategic objective 2. Seed sovereignty:** to have active exchange of a diversity of indigenous seeds as part of the movement towards seeds sovereignty in all the communities G-BIACK works with

5.2.3. **Strategic objective 3. Environmental conservation:** to strengthen respect for the environment in the target communities so that they are increasingly adapting and spreading environmental conservation methods

5.2.4. **Strategic objective 4. Women and youth programmes:** To strengthen the programmes in Gatuanyaga community giving women and youth groups practical skills and hope and to design a program to take this experience to other communities

5.2.5. **Strategic objective 5. Centre Development:** to have a viable educational centre that inspires, equips and transforms farmers and other visitors to implement and scale up ecological agriculture in Kenya and to contribute to the well being of Gatuanyaga community.

5.2.6. **Strategic objective 6. Collaboration and networking:** to increase G-BIACK's impact through collaboration and networking

5.2.7. **Strategic objective 7. Organizational development:** To have an empowered organization that is able to drive itself in a more sustainable way and to have a diversity of income sources

## **6.0. G-BIACK'S FUNDAMENTAL BELIEFS**

### **6.1. The kind of organization we aspire to be**

We at G-BIACK want an organization that is dynamic and has a clear direction and is focused. We want to really have impact and to grow organically, step by step. We are also seeking for an organization that creatively mobilizes resources and uses these resources responsibly and carefully. As well, we want people in G-BIACK to be passionate dedicated and self motivated and who keep growing. There should be a strong sense of teamwork where people feel free to express themselves and where good work is recognized and acknowledged by the organization. We see a big potential in taking advantage of information technology opportunities and therefore the organization should fully embrace the modern information technology.

### **6.2. Our beliefs in working with communities**

We believe that farmers in Kenya have a spirit of cooperation. They also have an abundance of locally available resources they could take more advantage of. Combining these factors can lead to effective implementation of ecological farming practices. Furthermore, cohesive communities can resist practices and activities they feel are not to their benefit. We believe that there is useful indigenous knowledge sometimes hidden in communities and that community members learn best from each other. At the same time we believe that we can benefit communities with knowledge for self reliance and that our interventions can and should change people's lives for the better.

### **6.3. Our beliefs in working with other stakeholders**

We believe that we can significantly increase our impact in a number of ways through networking and collaboration. This can and should benefit the communities we work with. Furthermore we can build our own capacities through networking. In this regard, we should constantly seek out useful feedback from partners and other stakeholders. However we should select carefully who we work with and we should always be clear about our interventions when working with others. We believe that we should work towards building strong civil societies in Kenya.

## **7.0. THE STRATEGIC DIRECTIONS: STORIES FOR EACH KEY RESULT AREA**

G-BIACK has to address the following strategic directions for it to remain efficient, effective and to be able to realize the set goals and objectives: The organization has to come up with sustainable approaches that will help farmers to disseminate this knowledge without G-BIACK even in many years to come.

### **7.1. FOOD SOVEREIGNTY:**

***Objective: To have increased production, using ecological agriculture practices, spreading within the communities that G-BIACK is working in or has worked in.***  
**Where are we from?**

Training farmers in food sovereignty started in late 2009 when the organization was initiated. The reason for this was to fight hunger and malnutrition and to reduce extreme

poverty within G-BLACK's project regions. Due to thirst of knowledge, many farmers were interested in the project and they attended the trainings en mass. Hundreds of farmers implemented the newly acquired technologies and their living standards have started changing. According to the evaluation exercise that G-BLACK carried out in December 2011, it was observed that there has been a drastic change of events in these regions and farmers are now producing subsistence food for their families and a little extra for income generation.

### **Where we are now**

More than 7, 000 farmers have been trained since 2009. Out of these farmers, at least 30% have turned around their living standards and they are now enjoying low cost farming practices. They are earning sufficient incomes and majority can now afford to pay school fees for their children.

Relief food which was a common phenomenon is now a thing of the past. This is a remarkable achievement which has also been noticed by the government of Kenya. In October 2010, G-BLACK was honored as the best NGO of the year in the region due to the good work they did in the region. Many families have been able to create gardens and many have stopped going to the markets to buy vegetables

### **Where to?**

During the next phase, we want to continue offering the GROW BIOINTENSIVE trainings to as many farmers as possible. We shall use the farmer to farmer approach which will influence the multiplier effect. Already, the organization is using the Community Resource Person's CRPs approach; where two or three farmers from each community are given an in-depth training in GROW BIOINTENSIVE and other community development initiatives and they are expected to become community teachers even after the project phase out. The organization will emphasize on joint planning with the farmers, a move that is expected to bring smooth implementation of the activities and the possible adoption.

Use of media to scale up our technologies will be considered. This is one way of reaching out to many people at ago and more effectively.

The organization will plan to hold food fairs and to strengthen monitoring so as to see impact of the spread overtime and to learn how the spread happens.

We shall publish Community newsletters and carry out Case studies development because it is a good way of monitoring the laid down activities.

### **Measures of success**

Success will be measured by the number of farmers using and benefiting from GBIA practices i.e.

- a. Farmers trained by G-BLACK who are implementing the GROW BIOINTENSIVE technologies
- b. Farmers not trained by G-BLACK who are implementing the GROW BIOINTENSIVE technologies

## **7.2. SEED SOVEREIGNTY**

***Objective: To have active exchange of diversity of indigenous seeds as part of the movement towards seeds sovereignty in all the communities G-BLACK works with.***

### **Where are we from?**

The seed work begun in September 2010 after G-BLACK realized that lack of seeds and seed knowledge was affecting the agricultural production. Lack of seed was also identified as challenge number 2 among the farmers, second after soil fertility. It was noted that farmers always do not have sufficient seeds during planting seasons resulting in low and poor agricultural production. G-BLACK then started by offering trainings to the farmers on indigenous seed production and saving, as well as helping them to initiate community seed banks.

During the last phase, G-BLACK has acquired a lot of knowledge in seed production and saving and support from different partners.

### **Where we are now**

More than 3, 000 farmers have received the seed production and saving knowledge and they are now expected to start saving their own indigenous seeds. G-BLACK has been able to establish its own seed bank and several different varieties of seeds are now being bulked and saved. Three communities have also established their own seed banks after receiving training. Farmers have understood the importance of seed saving as means to food sovereignty.

We have learnt that the indigenous farmers' seeds are much better than the modern hybridized seeds in terms of production and storage. However, our farmers have been brain washed and they now believe that their seeds are useless and that's why they are neglecting them. A few farmers have however realized that their seeds are the best and that's why they have started reverting back to them. Some farmer groups have come together and formed seed banks where they are now saving seeds communally.

### **Where to?**

G-BLACK will continue emphasis on seed production and saving and to assist the farmers speed up establishment of seed banks as a critical cornerstone to this objective. The seed banks will be owned by the communities and will be run and managed by the community members. The G-BLACK seed bank will only offer small amounts of new seeds to the community seed banks and will also be used as a dissemination point of knowledge. The organization will continue awareness (causing) *raising* on seed issues in general and add understanding of GMO's towards possible GMO free zones. We shall envisage having more emphasis on paper record keeping in seed banks, develop seed manual, and carry out case study development and finally facilitate communities to plan and run their own seed shows.

### **Measures of success**

- a. Success will be measured by the number of vibrantly functional seed banks where farmers are saving seeds and distributing to other farmers.
- b. The number of farmers shifting from hybrid to OPV's and understanding clearly, why will be an important measure.
- c. The number of seed exchange activities i.e. seed fairs and community seed barazas will also measure the success.

### **7.3. ENVIRONMENTAL CONSERVATION**

***Objective: To strengthen respect for the environment in the target communities so that they are increasingly adapting and spreading environmental conservation methods***

#### **Where are we from?**

The environmental conservation program was initiated in order to improve the environment. The environment has been deteriorating day by day, year after year because people have cut down trees; they have encroached into the existing forest cutting down trees and shrubs in search of land for cultivation. The weather patterns, and rain seasons have been altered. This has resulted into very low agricultural production and hence increased hunger and malnutrition rates in the region.

G-BLACK realized that the root cause of hunger in the region is twofold; Environmental degradation which has brought about poor soils and insufficient rains and lack of seeds. G-BLACK has therefore trained the participating farmers on sustainable methods of conserving the environment viz-a-viz Contouring, tree nursery establishment, tree planting and the use of organic fertilizers.

#### **Where we are now**

The GROW BIOINTENSIVE Agriculture Centre of Kenya is currently emphasizing on community tree nursery establishments and tree planting exercises in all its target communities. 6 community tree nurseries have so far been established in Gatumbo, Muruka, Kilimambogo, Gatuanyaga, Kabati and Thika River communities.

The organization has assisted several communities and institutions to plant trees. Some of these institutions are Munyu girls' secondary school, Maria Magdalene special school and Caritas Mariana children.

#### **Where to?**

During the next planning phase, G-BLACK will emphasize more on tree planting in the communities, establishment of community seed banks and help facilitate communities to plan and run environment related activities e.g. Tree planting days

G-BLACK will collaborate with the African Biodiversity Network ABN and will seek their expertise to carry out community mapping. This will highly involve the community members who will be required to give information on the same.

The organization shall Source specific environment conservation funds that will enable efficient dissemination of the environmental conservation knowledge among the farmers. Workshops that mainly deal with environmental issues and awareness creation on environmental conservation as well as on proper disposal of waste products will be organized. We shall seek to collect, source and save a variety of indigenous tree seeds for regeneration.

#### **Measures of success**

- a. Number of tree nurseries with a diversity of species
- b. Number of people adapting environmental conservation methods
- c. Number of trees planted by communities and institutions

#### **7.4. WOMEN AND YOUTH PROGRAMMES**

***Objective: To strengthen the programmes in Gatuanyaga community giving women and youth groups practical skills and hope and to design a program to take this experience to other communities***

##### **Where are we from?**

Gatuanyaga community has been considered as the poorest community in central province. G-BLACK was established here with the intension of reversing this scenario of poverty. When G-BLACK started working in Gatuanyaga, many people thought that no change would be realized because there have been many big organizations that had worked here before. Examples of these organizations are Plan International and Care Kenya. However even after these organizations giving out lots of resources to these communities for free, no impact was realized. The approach of giving free resources and incentives did not change the living conditions of these communities. Free water tanks and irrigation kits were donated for free, seeds and fertilizers and many other things.

G-BLACK started working in these communities when relief food was the order of the day. Although the organization's approach is to offer knowledge and to empower the communities to use their own available resources, it is evident that there has been a great improvement in terms of poverty reduction and agricultural productivity.

G-BLACK has been targeting the women and the youth because they are always available. More than 80% of agricultural labor is provided by women. They are actually the main food producers in Kenya. However, they have very limited agricultural knowledge. The influx of the youths from Gatuanyaga to the cities has been so high. The HIV/AIDS prevalence among the youths was also increasing because the youths would trade their bodies with money in order to earn a living. The organization then initiated the women and the youths programmes that would give them hands on practical skills viz; tailoring, dressmaking, beadwork, basketry and gardening. This has really improved the lives of the women and the youths.

##### **Where we are now**

During the first 2 years after G-BLACK started working in Gatuanyaga community, there were so many problems that were encountered. One of them was that farmers were asking for incentives like seeds, fertilizers etc, while our focus was to offer knowledge. We however managed to train 580 farmers but to date, we have reached a total of 1, 354 farmers, of which 1, 189 are women.

250 boys and girls have been trained in hands on skills. Out of these, 162 have either started their own micro businesses or have been employed in the same industry. Majority of the trained women are now able to produce sufficient food and they have stepped up their house hold incomes.

##### **Where to?**

During the next phase, G-BLACK will seek to consolidate the existing projects with the women and the youths. Since the demand of this work is increasing, the organization will seek to scale up the same in the other target communities, neighboring communities as well as in other counties. We will carry out workshops and training, engage the youths in more productive projects and activities, strengthen collaboration and

networking strategies with other organizations and government ministries in the region e.g. Ministry of health and ministry of gender and finally carry out detailed documentation in all its areas of work to show impact.

In order to attract many beneficiaries, G-BLACK intends to construct a dormitory that will house people from outside the district and from all over the country.

#### **Measures of success**

- a. Functional support groups
- b. Functional and active youth clubs
- c. Reduction in number of crimes
- d. Skilled women and youth
- e. Reduced number of malnutrition cases
- f. Family sizes

### **7.5. CENTRE DEVELOPEMENT**

*Objective: To have a viable educational centre that inspires, equips and transforms farmers and other visitors to implement and scale up ecological agriculture in Kenya and to contribute to the well being of Gatuanyaga community.*

#### **Where are we from?**

The G-BLACK centre started as a small demonstration plot with a few GROW BIOINTENSIVE beds and a few crops. There was a small office, a training hall and a library. The organization had only 1 acre of land and there was no person (centre manager) to take care of it. Many visitors came to see what we were doing and some of them developed interest of assisting the development of the centre.

#### **Where we are now**

The women centre which consists of a tailoring/dressmaking/bead work classroom has been built. The women and the youths therefore have their own block. G-BLACK has also been able to construct a nutrition classroom, where women are taught how to cook and how to eat healthy food.

There is an additional conference hall, a seed bank, a staff room and store.

The organization has purchased one more acre of land, bringing the total to 2 acres, and over 200 double dug beds have been made.

There are pigs, goats, rabbits, indigenous poultry and a fish pond.

We have been able to train more than 2000 farmers at the centre, and many visitors are coming.

The centre has employed a manager and three gardeners and it is hosting at least two interns from different agricultural colleges locally and internationally each month.

The G-BLACK learning centre has served as a place where visitors come to see and learn good agricultural practices. When people see, they believe and therefore implementation and adoption is faster. The organization has also acquired many friends after they visited the centre, and small and big relationships have been developed.

In addition, the G-BLACK staff has acquired a lot of experience through experimentation of different organic agriculture methods, and therefore they teach farmers on practices that work.

## **Where to?**

The organization intends to consolidate the work that has already been started (seed bank, tailoring and learning centre). It will be very important if a business plan is developed. This will help us to run the centre as a business. During the next phase, more emphasis will be put on training more farmers and to have a tighter documentation programme.

Management of flooding water will be emphasized. We envisage constructing water dams and reservoirs in order to harvest the rain water for future use.

G-BIACK proposes to set up a farmer's campus that will target to offer certificate courses to local and international farmers. NGO staff will also attend refresher courses in ecological agriculture at the campus.

The organization will also seek to get certification from the government to offer tailoring and dressmaking courses.

G-BIACK centre will also be striving to become a soil testing centre and it will therefore seek to purchase soil testing facilities.

The centre will have to be viable and break even by year 2017

### **Measures of success**

- a. Number of farmers transformed
- b. Number of visitors inspired
- c. Viability /profitability
- d. New linkages
- e. Number of well documented trials
- f. Diversity and production on Gatuanyaga farms
- g. Number of local women and youth trained and gainfully exposed

## **7.6. COLLABORATION AND NETWORKING**

*Objective: To increase G-BIACK's impact through collaboration and networking*

### **Where are we from?**

Collaboration and networking is one of the very important aspects of development. However it has been taken up very slowly by the organization. G-BIACK has been collaborating with PELUM –Kenya and a few other organizations in the country.

There has not been a conscious effort to network, though there has been a little improvement in the last one year.

### **Where we are now**

G-BIACK has developed a website which is meant to reach out to as many people as possible. Through the website, many organizations have written to us wanting to receive the GROW BIOINTENSIVE training from us. Many visitors have also visited. The organization staffs have also had opportunities of travelling to other countries to offer trainings and to be trained in GROW BIOINTENSIVE agriculture.

## **Where to?**

G-BLACK intends to step up links with appropriate media e.g. face book, twitter and blogs. This will help to reach out to thousands of people and help in disseminating the G-BLACK technologies.

The organization will collaborate with like minded organizations that are willing to improve the lives of the Kenyan population. It will also explore and identify collaboration for specific joint programmes and are sustainable and those that benefit the beneficiaries.

Documentation of organization programmes will be strengthened. The organization intends to document all the successful practices in the field and those that benefit farmers most. Proper data will be collected shared among the collaborators.

## **Measures of success**

- a. Number of farmers using technology from other organizations
- b. Number of joints programmes with other stakeholders
- c. Number of case studies shared widely
- d. Number of benefits from networking
- e. More emphasis on using Information Technology

## **7.7. ORGANIZATIONAL DEVELOPMENT**

***Objective: To have an empowered organization that is able to drive itself in a more sustainable way and to have a diversity of income sources***

### **Where are we from?**

The GROW BIOINTENSIVE Agriculture Centre of Kenya was set up in 2009 with the aim of empowering the communities to transform their lives. It started as a self help project and later grew to a Community Based Organization. The development of the organization has been gradual from the staff development to infrastructure development. The organization started with only two staff members and without an office. All communications were done from Thika town and this was very hectic.

The first breakthrough funding came from the May and Stanley Smith foundation in early 2010 to construct an office and a training hall, followed by another one from the Foundation for Global Community Fund to construct a tailoring classroom.

G-BLACK also started receiving support from individual donors who started giving funds for particular projects, i.e. projects that assist people living with HIV/AIDs.

G-BLACK developed a two years project to scale up and to consolidate its two years work, which was submitted to the Tudor Trust and GBP 20, 000 was awarded, which enabled the organization to employ 4 staffs. In 2012, Tudor Trust gave more funding that that enabled the construction of a bigger training hall, a seed bank and a staff room.

### **Where we now:**

G-BIACK has had a rapid growth in the last year and it is now mature to register as an NGO. The rapid growth has put a lot of strain on the organization. The organizational growth versus the available resources are not the same. For example the organization has trained more than 6, 500 farmers and there are only 6 field staffs who are supposed to visit them in their farms. G-BIACK requires professional staff that have drive, passion and enthusiastic in their work. G-BIACK has grown so much in that its services are demanded by many farmers in other parts of the country, thus the need for more resources.

Due to its dedication and good work, G-BIACK has been awarded twice, both locally and internationally. In 2010 the Food and Agriculture Organization FAO through the ministry of agriculture awarded G-BIACK as the best NGO of the year in the district. This was because of the work that the organization has done in the region. In 2011, G-BIACK was also awarded the food sovereignty honorable mention prize by the Food Security Coalition of California due to the remarkable contribution made by the organization in empowering the communities towards food sovereignty. In 2012, G-BIACK was also nominated for the Katerva award of the UK for working with the poor communities in rural Kenya

### **Where to?**

G-BIACK intends to grow without growing so big. This will be possible by consolidating itself in the next phase. This consolidation will look at the following areas:

**Better mobilization of funds:** This has been and will continue being one of the organizations strengths. The organization has a strict funds policy that governs the organization funding. This is where the funds are used only for the purposes that it was meant for, and not diverted in unplanned projects. The organization has acquired a book keeper who will be liaising with the external auditors in managing the funds.

**Active functioning board:** The organization has 5 board members who are committed to taking G-BIACK an extra mile. 4 out of 5 are career professionals while one is a renowned farmer. This board is intended to work hand in hand with the executive director who is the secretary of the board.

**Improved organizational policies:** The organization will have clear policy formulation strategies that will be understood by all the staff. .

**Emphasis on strengthening capacity of staff:** *G-BIACK* will develop the capacities of its existing staff and will use all ways and means to improve their worthiness. There will be short courses, workshops and conferences that will improve their capacities. In order to improve the staff services, the organization staff will be sitting to plan for the years activities each January of each year. As well, the organization plans to build the

capacities of its staff in different areas. There will be quarterly programmes where external trainers will be invited to train the staff in different areas.

**Improved reporting and documentation:** Reporting of the organization's activities has been up to date. However, documentation has not been so good. This area needs improvement and its set to be among the areas that needs keen focus.

**Better communication systems:** G-BLACK will use all systems at its disposal to communicate with the world. It will use all manner of media to communicate.

**Better monitoring and evaluation systems structures:** *An effective monitoring and evaluation (M and E) will be set up* in the next phase. The organization will implement a clearer and more regular practice of M and E. There will be monthly meetings that will inform the organization what is happen within the communities. The organization also intends to have a quarterly newsletter which will keep everyone informed on what is happening in different parts of the organization.

**Ongoing emphasis on teamwork:** This will be key to organizational development in the next phase. The staff will be empowered to work together as a team and to give ideas that will improve the well of the organization

**Measures of success**

- a. Skilled staffs who are dedicated and focused
- b. Number of successfully accomplished projects
- c. Resources mobilized