



Celebrating FtMA MILESTONES 2017-2026.



Word from FtMA Country Coordinator Kenya

As the Farm to Market Alliance (FtMA) transitions its network of Farmer Service Centres (FSCs) to public- and private-sector partners, we mark an important milestone in our shared commitment to stronger, more inclusive, and sustainable agricultural value chains in Kenya.

Over the course of this initiative, FtMA has supported the establishment of a network of more than 100 organizations working together to deliver a diverse range of products and services to smallholder farmers through rural agri-entrepreneurs. At the heart of this network are the FSCs—trusted local enterprises that connect farmers to quality inputs, finance, markets, information, and other essential services.

This transition reflects both the progress achieved and our confidence in the FSC model. By placing the next phase of growth in the hands of capable public and private partners, we are creating opportunities to expand services, deepen market linkages, and strengthen long-term commercial sustainability. We believe these partnerships will enable FSCs to respond more effectively to farmers' evolving needs while continuing to foster trust, transparency, and shared value across the agricultural ecosystem.

For the FSCs, this moment is not an end, but the beginning of a new chapter. The knowledge, relationships and entrepreneurial capabilities developed through FtMA provide a solid foundation from which to innovate, grow and serve farming communities with even greater impact. We encourage every FSC to embrace this opportunity with confidence, professionalism, and an unwavering commitment to smallholder farmers.

We extend our sincere appreciation to the farmers, FSCs, implementing partners, government institutions, and private-sector organizations whose dedication has made this journey possible. Your collaboration has demonstrated what can be achieved when diverse actors unite around a common purpose.

As FtMA entrusts the FSC network to its partners, we do so with optimism and pride. We look forward to seeing these centres continue to thrive as engines of rural enterprise, agricultural productivity, and food security in Kenya.

Congratulations to all Farmer Service Centres on reaching this important milestone.

George Njoroge,

FtMA Kenya Country Coordinator.



Word from the CEO, Cereal Growers Association-Kenya

Cereal Growers Association (CGA, www.cga.co.ke), the implementing partner of the Farm to Market Alliance (FtMA) Programme in Kenya, is honored to have been part of this amazing nine years of progress and the significant achievements achieved by working with a broad coalition of partners.

FtMA has improved smallholder farmers' livelihoods through increased productivity and expanded access to quality inputs, introduction to structured markets, finance access, and digital solutions. These results have to the most part been delivered through the self-sustaining Farmer Service Centres (FSCs), who connect small-holder farmers with relevant partners, including private sector players for a sustainable agri food system transformation. Technical with mobilization skills, technical and business skills, FSCs will remain critical in using their established farmer and partnerships networks to drive this mission forward. They will continue to disseminate essential agricultural technologies and provide last-mile services, including mechanization, logistics, inputs linkages, and access to output markets.

I sincerely thank our valued partners - from both the public and private sector - for working with the FtMA program to guide, mentor, and provide relevant services to FSCs and smallholder farmers, helping us reach the milestones we celebrate today. This transition marks the start of a new journey where we working together, we shall sustain the past gains and exploit emerging opportunities.

CGA remains committed to collaborating with partners as we pursue innovative ways to continue serving farmers and other stakeholders who are essential to the CGA mandate within the agriculture sector. I look forward to us celebrating many more milestones in the coming days as we work towards a transformed agri-food system in Kenya and beyond.

Anthony Kioko,

Chief Executive Officer.



Word from the Project Manager-FtMA Kenya

Over nine years, FtMA has delivered significant results by testing new ideas, learning from experience, and adapting its approaches. The program has improved the lives of more than 400,000 smallholder farmers across 13 Kenyan counties by promoting climate-resilient farming, expanding access to inputs and markets, and advancing both financial inclusion and digital solutions.

The Farmer Service Centre, the agri-preneur model, remains the program's foremost innovation for sustainably providing high-quality services to smallholder farmers. Its success reflects investments in capacity building, mentorship, coaching, and strategic public-private partnerships.

As FtMA transitions, about 2,000 Farmer Service Centres (agri-preneurs) are moving from programming support to operating as independent businesses. This milestone reflects FtMA's shift from mentorship to sustainability, helping these enterprises remain rooted in their communities over the long term.

We sincerely thank our valued partners for sharing this journey with us. FSCs are critical to transforming and strengthening the nation's agrifood system, and we encourage their continued integration as last-mile service providers so they can keep improving smallholder farmers' livelihoods.

Finally, a message to the project implementation team, I congratulate you for coordinating activities and partnerships, mentoring FSCs, and creating opportunities for the FSCs and smallholder farmers at the grassroots level. Your efforts have made these milestones possible!

Calvince Onyuka,

FtMA Project Manager.

Kenya Agricultural Country Context



Elda Mariam Omurai FSC from Township Ward, Nambale Sub County, Busia County. Tends her maize crop. Agriculture contributes 23.2% of Kenya's GDP and about 40% of all jobs.



23.2%
of GDP from
agriculture, forestry
and fishing (2025)



40%
of all jobs
in agriculture



70%
of the rural
workforce farms



~8.6
million
smallholder
farmers

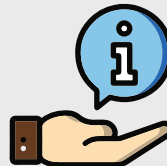
Source: KNBS Economic Survey 2026 (as reported by Serrari Group); Strathmore SAFIC Kenya Agri Atlas (KNBS Labour Force Survey, MoALD).

The gaps FtMA set out to close



Fragmented markets

Farmers sell small volumes on their own, at low prices and with no market information.



Last-mile service gaps

Quality inputs, advice, mechanization and finance rarely reach the village.



Climate shocks

Erratic rainfall and degraded soils cut yields and raise risk.



An ageing farm workforce

The average farmer is about 60 while most Kenyans are about 20, so youth are central to the future of farming.

FtMA responds by putting a trained, commission-earning agri-entrepreneur — the Farmer Service Centre — in each community, linked to input suppliers, buyers, financiers, government and digital services.

About FtMA, Focus areas and its Innovations.

The Farm to Market Alliance (FtMA) www.FtMA.org is a multi-stakeholder platform consisting of both the private and public sector, who share a common mission and vision to strengthen the resilience of smallholder farmers by increasing their access to productivity-enhancing services and structuring their access to offtake markets.

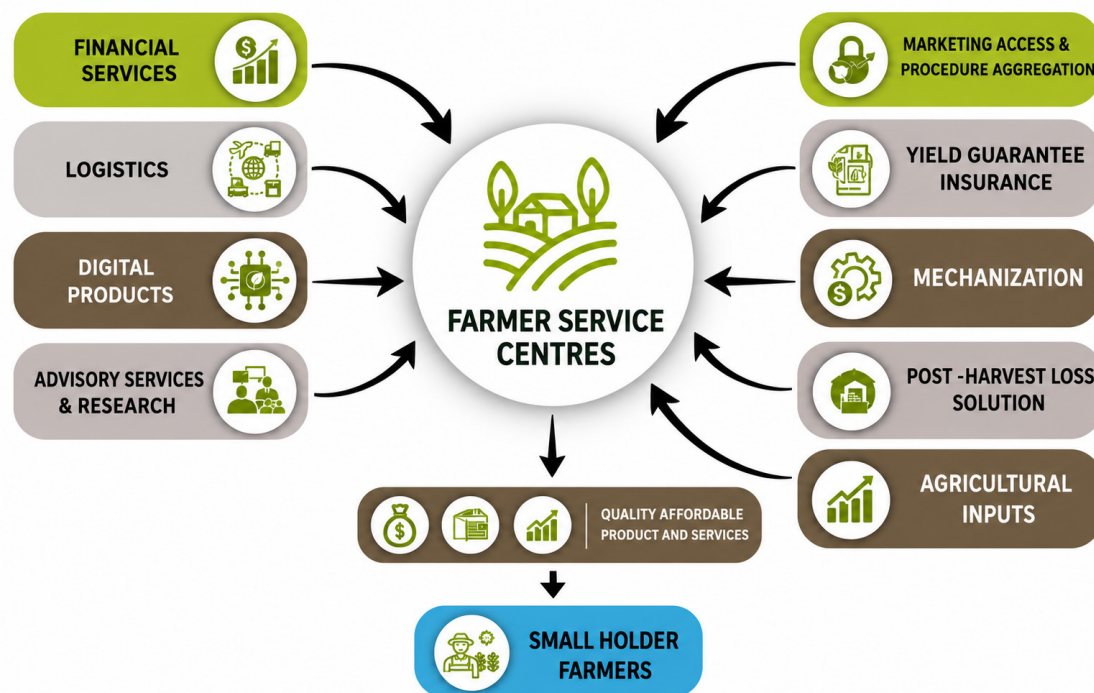
Currently, the Alliance collaborates with over 965 local, national, and regional partners, ranging from service providers to governments, think tanks, institutions, NGOs, aggregators, off-takers, and other relevant agriculture stakeholders. In Kenya, the Cereal Growers Association (CGA), www.cga.co.ke, has implemented the programme since its inception in 2017.

WFP aims to achieve Zero Hunger globally by addressing the immediate needs of those affected by food security while also working towards long-term solutions with communities and governments. FtMA contributes to food systems transformation by empowering farmers through strengthened market access, improved yields, and higher incomes, ultimately enhancing food security and resilience.

1		FSC network building	Recruit, train, coach and organize FSCs into clusters and hubs.
2		Productivity and climate resilience	Sustainable production practices through Sustainable Production Villages (SPVs), Centres of Learning (CoLs) and service providers.
3		Inclusive markets, Post Harvest Management, and logistics	Structured aggregation, Sustainable Aggregation Journey (SAJ) Business to Business (B2B) linkages, Smallholder Empowerment Program (SHEP), and post-harvest management.
4		FSC and farmer digitalization	Digital advisory, payments, marketing, and records for FSCs and farmers.
+		Cross-cutting	Youth in Work, Gender and PWD inclusion, service provision.

	PILOT 2017	PHASE 1 2017–2021	PHASE 2 2022–2025	PHASE 3 2025–2026
Focus	Evaluate the PATH model (P)redictable Market, (A)ffordable finance, (T)echnologies and quality Inputs and (H)andling and Storage solution. (launched July 2017)	Build FSC networks for last-mile services	Four pillars: FSC networks, productivity, markets, digitalization	System transformation, full digitalization, innovation pilots, Youth in Work
Counties	2 — Meru, Migori	12 + 1	13	13
Value chains	White sorghum, soya beans	Sorghum, soya, maize, rice, Irish potato, HIB, finger millet	+ groundnuts	+ green grams, African leafy vegetables
Delivery model	Farmer groups	Group leaders → agribusiness advisors → FSCs (from 2019)	FSCs, FSCS clusters, SPVs, CoLs, hubs	FSC networks led by hubs; graduation and transition
Result	PATH evaluated	PATH implemented	Impact at farmer level	Impact and consolidation

FtMA Innovations



Farmer Service Centre (FSC) Model

The Farmer Service Centre (FSC) model is a market systems platform that connects smallholder farmers to essential agribusiness services and market opportunities. FSCs address last-mile constraints by providing integrated access to inputs, advisory services, mechanization, aggregation, financial services, post-harvest management, and market linkages.

FtMA currently works with approximately 2,000 FSCs across 13 counties, creating one of Kenya's largest privately led rural agribusiness service networks. Notably, about 50% of FSC operators are youth agripreneurs, making the model an important pathway for enterprise development, employment creation, and local economic growth.



Members of Ikinga Maize Value Chain Village Savings and Loans Association (VSLA) in Kakamega County poses for a photo after a meeting about sharing of shares

FSCs Clustering

FSC clustering was introduced in April 2021 to provide a structured, cost-effective, and locally responsive way of coordinating the growing network of Farmer Service Centres located within the same wards or neighbouring areas. The approach brings nearby FSCs into smaller groups to improve communication, planning, oversight, peer learning, collective problem-solving, and collaboration while reducing field implementation costs. Clusters are led by six elected officials under the supervision of Agribusiness Coordinators and meet bi-weekly or monthly to plan activities, monitor progress, share lessons, and address service-delivery challenges. The model has strengthened grassroots governance, leadership, accountability, partner engagement, and coordinated support to farmers.

The Hub Model

Over the past five years, FtMA has implemented the FSC model and observed that individual FSCs may lack the capacity to provide all services required by SHFs when working independently. Their effectiveness may also be reduced when they are overstretched. Although some FSCs offering complementary services already collaborate to improve delivery service, these arrangements are often informal. FtMA therefore proposed the Hub Approach, which formalizes structured collaboration among FSCs. The approach brings together a network of FSCs to strengthen cooperation and improve the efficiency and effectiveness of sustainable service delivery to SHFs.

The model is designed to provide end-to-end services within defined geographic areas by leveraging FSC specialization, strengthening collaboration, and diversifying income streams.

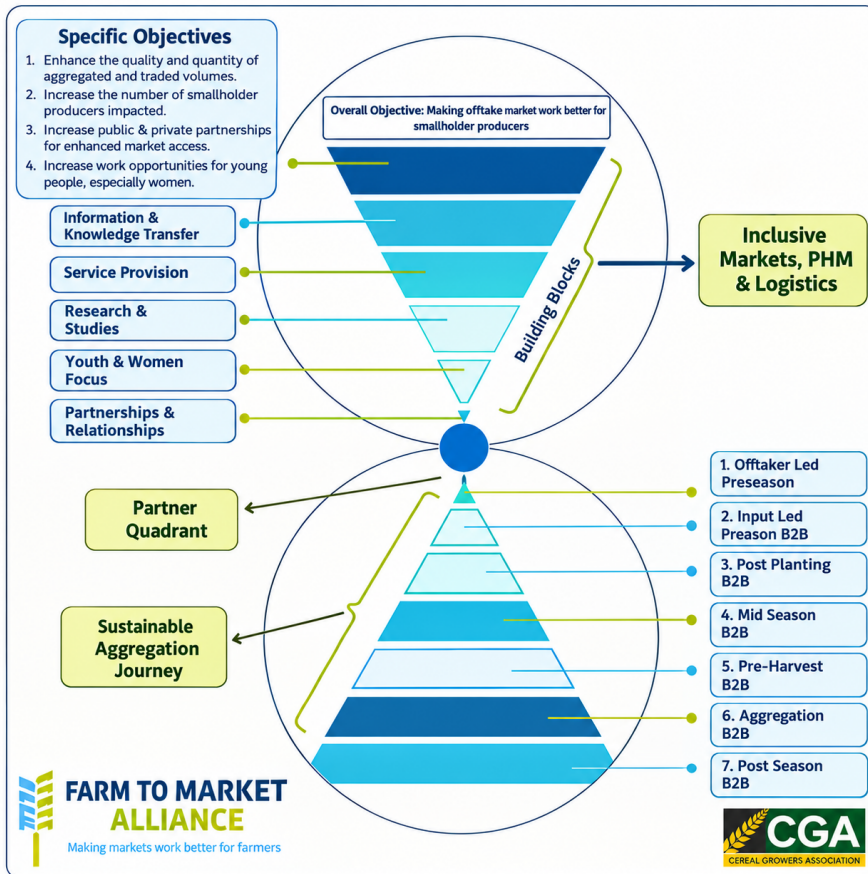
Sustainable Production Practices Villages (SPVs)

	LR2024	SR2024	LR+SR2025	LR+SR2026
SPV champions	1	1	5	10
Target Min till adopters per SPV	10	100 (10x10)	500 (100x5)	1000 (500x2)
Sustainable practices promoted for adoption	Minimum tillage	Minimum tillage Crop rotation Crop residue retention	Minimum tillage Crop rotation Crop residue retention +Others	Minimum tillage Crop rotation Crop residue retention +Others
Market development		Initiate value chain Commercialization via SAJ	Scale value chain Commercialization via SAJ	Strengthen market structures Initiate Hub Development - SAJ+FSC network effect
Total No. of SPVS	33	33	32	32
Target min till adopters	330	3300	16000	32000
Min till adopters achieved	369	2254	4457	

Refer to specialized, localized geographical areas where coordinated sustainable production practices are implemented to support smallholder farmers in improving productivity and incomes in a sustainable manner, while enhancing resilience to climate change. The GOAL of SPV is increasing sustainable productivity, incomes, and resilience of smallholder farmers through the adoption of sustainable production practices in a community-led peer-to-peer knowledge transfer (RIPPLE EFFECT) and partnerships (public and private sectors).

Key sustainable practices promoted in SPVs includes 1) Conservation agriculture – Minimum tillage, Crop rotation, Crop residue retention, 2) Agroforestry, 3) Integrated Soil Fertility management, 4) Integrated Pest Management, 5) Clean Energy - Biogas, 6) Water harvesting and solar irrigation, 7) Enterprise diversification.

Sustainable Aggregation Journey (SAJ)



FSCs in a hub pool their services, from inputs and mechanization to aggregation, to serve small holder farmers end to end.

SAJ is a structured market coordination and commercialization approach designed to strengthen linkages among producers, aggregators, off-takers, service providers, and other value chain actors. It facilitates the engagement of stakeholders throughout the entire production cycle, including the pre-season, production, aggregation, and post-season phases.

The purpose of SAJ is to improve market visibility by providing stakeholders with timely information on market requirements, production expectations, projected harvest volumes, and changing market dynamics. Continuous information sharing and feedback among actors are central to the approach, enabling better decision-making and coordination across the value chain.

SAJ is implemented through a seven-step process consisting of a series of Business-to-Business

(B2B) engagement forums that bring together farmers, FSCs, aggregators, off-takers, input suppliers, financial institutions, mechanization providers, logistics actors, and other ecosystem partners. Through these structured engagements, market actors jointly plan production, share market intelligence, coordinate aggregation activities, monitor crop performance, prepare for harvest, and review market outcomes to improve performance and strengthen future production seasons.

Centres of Learning (CoLs)



The Centres of Learning are working commercial farms sited within Sustainable Production Villages and owned by local host farmers rather than the project, functioning simultaneously as living laboratories, product, and technology launchpads, and business hubs where farmers learn and benchmark sustainable agriculture practices in action.

CoLs succeed where host farmers operate them as diversified commercial businesses offering an end-to-end service bundle—training, land preparation, spray services, and farm inputs—instead of depending on project funding.

Host FSC Harrison Thuku from Ex-Lewa, Meru, demonstrates sustainable practices in action at his Centre of Learning.

The model addresses the short lifespan of conventional demonstration plots and field days by providing a permanent, local benchmark for long-term crop performance observation and year-round private-sector product display; without such benchmarking sites, farmers adopting new practices and technologies are prone to de-adoption.

Harvesting Service Providers (HSP) Concept



A trained harvesting squad managed by FSC Lily Chepkwony lifts Irish potatoes with fewer losses, creating rural jobs.

FtMA Kenya adopted a hybrid model focusing on mechanization suited for small holder producers (particularly handheld potato harvesters) as well as a coordinated and efficient manual harvesting. The coordinated manual harvesting model involves attaching a team of individuals to a farmer service centre (FSC) who are carefully selected and trained to offer harvesting service to SHFs. The harvest service provider (HSP) team popularly referred to as 'harvesting gang/squad' is managed by the FSCs and earn commissions for the service rendered. This service provision presents a good opportunity for creating jobs in the rural communities. The value add for the HSPs on SHFs is to reduce the losses producers incur during harvesting, meaning more volumes that can be used for home consumption or sold to off-takers thus generating extra income. The HSPs ensure that the quality produce is harvested and available for the off-takers saving.

NextGen Agribizz Talks

NextGen AgribizzTalks is a monthly knowledge-sharing and mentorship platform under the Youth in Work (YiW) programme that inspires, connects, and equips the next generation of agripreneurs. Through fireside conversations, expert presentations, youth success stories, panel discussions and podcasts, young people engage directly with entrepreneurs, technical experts, market actors, and development partners shaping Kenya's agricultural sector. Sessions are themed around entrepreneurship, climate-smart agriculture, mechanization, digital agriculture, financial inclusion, value addition, and market access. Emphasizing peer learning, storytelling, and dialogue rather than classroom training, the platform gives youth a space to share their own agribusiness journeys, build networks and access opportunities.

FtMA 9 years Impact and Achievements



FSC Josephine Arisat Okolodi (right), and her farmer from Ososinet Village, Chakol North Ward, Teso South Sub-County, Busia County, weighs and records the farmers' produce at her aggregation point. Over nine years, 664,009 MT was sold through FSCs

FARM TO MARKET ALLIANCE KENYA • CEREAL GROWERS ASSOCIATION

Nine years of the Farmer Service Centre model

Impact summary: Farmer Service Centres (FSCs) link smallholders in 13 counties to inputs, advice, finance, and markets.

2,126

FSCs in the network, up from 82 in 2019 (24x); 1,015 are youth-run.

1,901 (89%) FSCs are actively transacting in Agribusiness.



25%

Farmers consistently sell 70,000+ MT a year through FSCs, worth KES 3.28B.

664,009 MT Total Volume sold through FSCs across multiple value chains over 9 Years.



401,955

farmers reached through the FSC model



KES 23,124

average FSC agribusiness income per month



1. Climate-smart agriculture: training and adoption



232,490

Farmers trained on CSA in 2024, up 23% from 43,128 in 2022

135,073

Farmers adopted sustainable practices, 58% of those trained

22,458

minimum-tillage adopters, 16.6% of the CSA adopters

10,122

adopted practices in 32 Sustainable Production Villages

2. Impact on productivity



A damliner water pan harvests rainwater on a farm, giving farmers water for irrigation through dry spells and helping protect yields.



+85%

maize yield, 13 to 24 bags per acre average)

+69%

yield on soil-liming demos: 845 to 1,368 kg per acre (9 to 15 bags)

**+13% /
+20%**

sorghum (8 to 9 bags) and beans (5 to 6 bags)

+25%

potato yield, 58 to 67 bags per acre



Everlyne Naisiae Liara from Narok with a handful of her potato harvest. Average potato yields rose 25%, from 58 to 67 bags per acre.

3. Value of farmer finance



KES 1.623B

financing to 19,915 farmers (on average KES 81,483 each)

KES 50.2M

financing to 4,135 farmers in 2025 (KES 12,160 each); down 60%

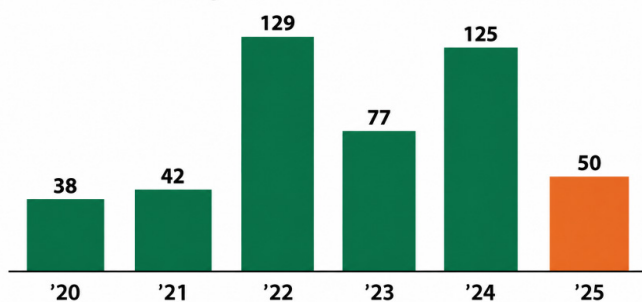
KES 60M

loans accessed by 37,335 farmers trained in financial inclusion (2025)

KES 310M

financing 444 FSCs in 2025, up from KES 250M to 320 FSCs

Farmer financing, KES million



Financing is a priority for funding agricultural activity. Farmer financing from 2020 to 2026 totals about KES 1.623B.

Sources: VSLAs, SACCOs, NCBA Loop, Equity, Vision Fund, and KCB.

Demand is high: FSD Kenya found 94% of FSCs say they need a loan to grow, with a median need of KES 200,000.

4. Top 10 value chains, in priority order

Over nine years FtMA worked across 56 value chains with top value chains visualized below.



Staples and food security: maize, beans and Irish potatoes feed households and anchor farmer incomes.

Enterprises for young people: poultry and honey need modest start-up capital and give youth a route into agribusiness.

Crops with strong buyers: soybeans, sorghum, groundnuts, and sunflower are backed by processors, brewers, and millers who commit to buying, making farming a reliable business.

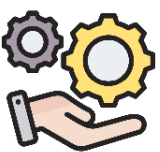
Fresh, market-facing produce: African leafy vegetables connect smallholders to supermarkets and digital record-keeping.

Maize and beans carry the widest reach, potatoes lead on productivity, and sorghum and soybeans show where buyer demand is still not fully met.

Transition: Who carries it forward

“FtMA is transitioning to a public- and private-sector-led model. The FSCs, the champions and the service providers stay — and CGA stays with them.”

FOUR AUDIENCES, FOUR ASKS

County government	Private sector	FSCs and service providers	Development partners
			
INSTITUTIONALISE THE MODEL	TRADE THROUGH THE LAST MILE	OWN THE BUSINESS	BUILD ON WHAT EXISTS
Embed FSCs in county extension as the recognized last-mile channel, mirroring the Community Health Promoter model.	Use FSCs and hubs as commission-based promoters, as a distribution network, and as a launch pad for products and campaigns.	Take full ownership of growth. Coaching visits reduce; the farmer-customer does not.	Deliver new programmes through the FSC network, hubs, clusters and SPVs instead of building new structures.

County Forum Program

Tentative program

Time	Session	Lead
7:30 – 8:30	Arrival, registration	Acs
7:30 – 8:30	Exhibition booths open, partners set up and receive early guests	Exhibitors
8:30 – 8:40	Opening prayer, national anthem, introductions	MC
8:40 – 8:50	Purpose of the forum and housekeeping	RAC
8:50 – 9:00	Welcome remarks	County Director of Agriculture
9:00 – 9:20	Guided exhibition tour for guests of honor and partners	Exhibitors
9:20 – 9:35	FSC testimonial: from farmer group to business	1–5 FSC representatives
9:35 – 9:55	The FtMA journey: nine years Journey	RAC
9:55 – 10:20	Panel: Who carries this forward? Sustaining the FSC model after FtMA	Moderator + 5 panelists
10:20 – 10:50	Partner commitments session. 3-minute pitches: inputs, offtake/market, finance, mechanization, digital	Private sector partners
10:50 – 11:05	Open plenary, questions from FSCs and farmers	MC
11:05 – 11:40	FSC graduation ceremony. certificates and gifts handover to transacting FSCs	Chief Officer
11:40 – 12:00	Official closing remarks	CECM Agriculture / County Guest of Honour
12:00 – 12:10	Vote of thanks and next steps for FSCs	FtMA
12:10 – 13:00	Refreshments/light lunch, exhibition browsing, one-on-one linkage meetings at booths	All
13:00	Departures	ACs

Distribution of Transacting FSCs across the 13 FtMA Counties

Summaries

County	Youth (18-35)		Non-Youth Above 35		Grand Total
	Female	Male	Female	Male	
Bungoma	29	27	38	29	123
Busia	31	15	51	28	125
Elgeyo Marakwet	44	27	13	20	104
Homa bay	31	32	24	29	116
Kakamega	34	14	47	31	126
Kisumu	35	35	44	33	147
Meru	38	19	66	35	158
Migori	39	37	15	38	129
Nakuru	39	59	37	51	186
Narok	44	69	29	89	231
Nyandarua	30	21	49	47	147
Siaya	25	25	45	36	131
Tharaka Nithi	57	36	47	38	178
Grand Total	476	416	505	504	1901

Our Partners



**FARM TO MARKET
ALLIANCE**

Making markets work better for farmers

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