



# FARM'INNOV

Connecting the fields of possibility

**FARM'INNOV  
ACCELERATION  
PROGRAMME CALL FOR  
APPLICATIONS**

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## [Background]

Until the COVID-19 pandemic, Kenya was one of the fastest growing economies in Africa, with an annual average growth of 5.9% between 2010 and 2018. With a GDP of \$95 billion, Kenya recently reached lower-middle income status, and has successfully established a diverse and dynamic economy.<sup>1</sup>

Kenya is East Africa's leading agricultural and food-processing power. The country has a wide range of agricultural sectors (milk, cereals, livestock, coffee, tea, etc.).

The agri-food sector produces a wide range of products (flour, juice, preserves, etc.) to meet the growing demand for processed products for the national market, with the growing emergence of the middle class due to rising incomes. Kenya is also considered to be the most dynamic start-up nation in East Africa, with some nuggets in AgTech and FoodTech.

However, food insecurity remains a global concern and a threat to Kenyans. In the 2023 Global Hunger Index scored Kenya of 22.0, a level of hunger that is serious. The Economic Review of Agriculture indicates that 51% of the Kenyan population lack access to adequate food. Food security is closely linked to poverty which is estimated at 46% nationally.

Kenya Vision 2030, introduced in 2008, formalizes the country's determination to definitively eradicate hunger and poverty. It has raised the growth rate from 3.7% in the 2000s to an average of 5.9% in 2010.

The strategy focuses on the agricultural and agri-food sectors, to fight both poverty and hunger, concentrated in rural areas. These sectors are fundamental to the Kenyan economy, accounting for around 33% of GDP and employing almost 75% of the population, according to Business France.

Government priority is given to local value chains. Various agricultural services are encouraged to transform small farms producing just enough to survive, into commercially profitable enterprises.

**« We must eliminate hunger by growing food locally».**

President William Ruto, during a speech at Naitiri Market in Tongaren, 2024

In fact, despite an unquestionable agricultural potential, with an environment favourable to diversified production, Kenyan productions are struggling to find a place on national markets and to be valorised through processing.

Processed materials are often imported due to a lack of connection between upstream and downstream sectors. It represents a loss of income for Kenya and a vulnerability for the economy and food sovereignty, while dependence on imports proved destabilizing for Kenyan food security during the covid 19 crisis and the conflicts in Ukraine.

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<sup>1</sup> U.S. Agency for International Development

# 1. Presentation of Farm’Innov project

## 1.1. Emergence of Farm’Innov Project

### 1.1.1. A project of cooperation between France and Kenya

As two agricultural and agri-food leaders in their respective region, agriculture and agrifood sectors have been identified as key sectors of cooperation between Kenya and France. This political willingness from both parties took concrete form with a memorandum of understanding.

An agreement was signed on 17 January 2024 in Nairobi between France and Kenya, represented by the French Ambassador to Kenya, the Principal Secretary of the Kenyan National Treasury and Economic Planning and the Deputy Director of French Agency of Development (AFD).

Along with other projects, Farm’Innov project is part of this MoU. It is funded up to one million euros by the AFD through the Fund for Technical Expertise and Experience Transfers (FEXTE).

The AFD has entrusted Valorial with the task of implementing Farm’Innov project for a period of two years, under a bipartite partnership agreement.

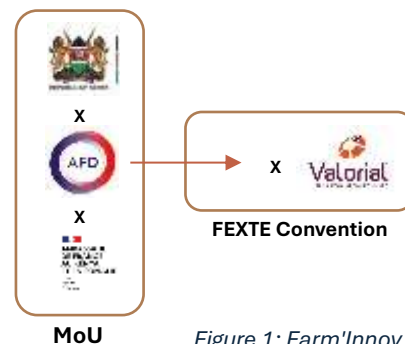


Figure 1: Farm’Innov Institutional building

### 1.1.2. Presentation of competitiveness cluster Valorial

Created in 2006 to enhance collaborative projects for companies, Valorial is the first agri-food competitiveness cluster for the greater west of France (Brittany, Pays de la Loire, Normandy). It represents 400 members (manufacturers, research centres and higher education establishments), more than 800 structures and a network of 5,000 innovators, around the theme of smarter food.

Valorial focuses on over six different thematic areas including:

- Preserving natural resources & adapting production to climate change,
- Develop agro-ecological methods of animal and plant production,
- Deploying technologies for operational excellence of farms and plants,
- Making the most of resources & co-products as part of the bioeconomy,
- Ensure safe, healthy safe, healthy & sustainable for better eating,
- Offering innovative & innovative food services.

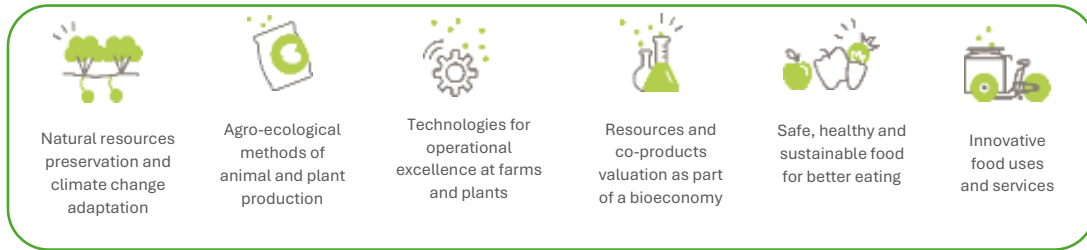


Figure 2 Valorial priority innovative thematics

It is financed by half by its 400 members innovation actors from SME, start-ups to large international companies, leaders of agriculture and food industry in Europe and internationally. Its team of 23 people gather diverse profiles such as former experiences in start-up support, company management, scientific experts, innovation consultants...

Strengthened by its experience in Burundi in 2023 with Pagronut project, aimed to promote the contribution of small and medium sized agri-food enterprises to the fight against malnutrition in Burundi, Valorial is today implementing Farm'Innov project in Kenya.

**1.1.3. Farm’Innov collaborative model**

Valorial was mobilized in line with the Kenyan government's priorities of fighting against hunger by developing local supply chains and the growing interest in innovation.

This interest was recalled in the statement by Kenya during the 47th International Fund for Agricultural Development (IFAD) about “Innovation for Food Secure Future” governing council in 2024, to provide solution to rural people grappling with climate change, conflict, poverty and other hardships.

Its expertise in agri-food innovation and its experience in collaborative networking is placed at the service of the Kenyan agro-industrial sector and Kenyan-French collaboration, in order to create a network of Franco-Kenyan players aimed to enhance agri-food innovation for Kenyan private sector and promote collaboration between Kenya and France.

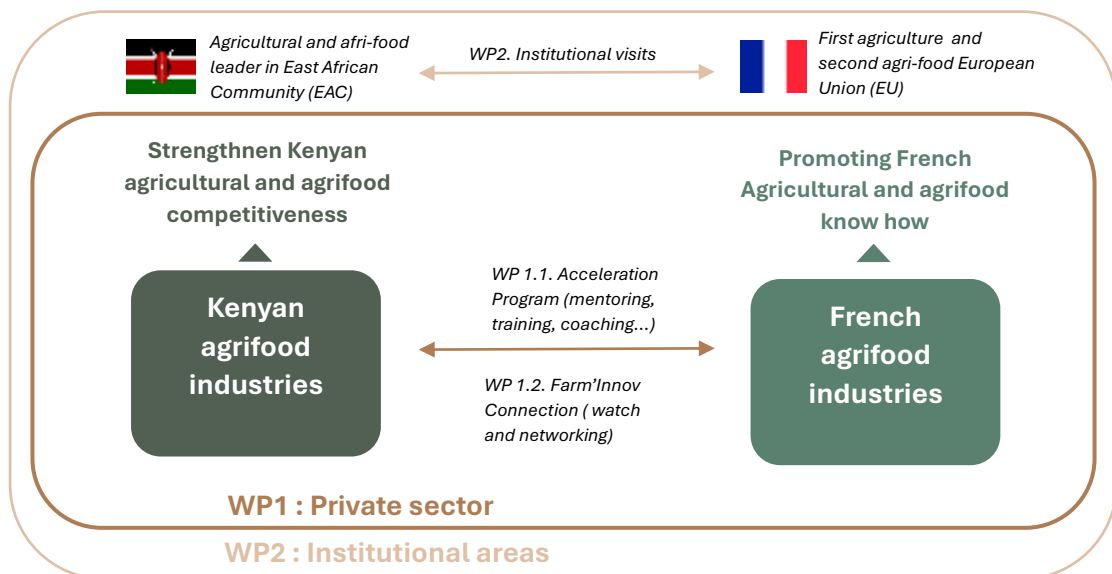


Figure 3: Farm'Innov collaborative model

## 1.2. Farm’Innov project objectives and private sector strategy

The institutional collaboration between Kenya and France is built on private sectors. The dynamism of Kenyan agro-industrial players in finding sustainable solutions for food security, Kenyan economic emergence and country's vulnerability to climate change are remarkable.

For its part, western French private sector (Britanny, Pays de la Loire, Normandy) will be contributing its know-how, particularly in the meat sector, which accounts for 60% of the country's meat production (pork, chicken, meat)<sup>2</sup>. Dairy, cereal (mainly for animal feed) and market-garden sectors are also highly developed.

These sectors are also very important in Kenya, making it one of the country's leading regions; livestock sector contributes approximately 12 per cent to the national Gross Domestic Product (GDP)<sup>3</sup> while Kenya is the leading milk producer in East Africa, contributing to 4% to overall GDP<sup>4</sup>.

Regarding these similarities, the sharing of experience between the two states makes great sense. As a cooperation and technical assistance project, Farm’Innov aims to support innovation and competitiveness of Kenyan agrifood sector in order to:

- Support the strengthening of food security in Kenya
- Build a sustainable partnership between Kenyan agri-food sector and agri-food businesses from in Western France from Valorial ecosystem.

## 1.3. Activities and work packages

The project is built up on three work packages. The first work package is related to private sector activities, while the second work package is related to institutional activities. The third work package on communication is transversal. The project is a two-year project (2024-2026).



Figure 4: Farm’Innov work packages

<sup>2</sup> National Institute of Statistics and Economic Studies of France (Insee)

<sup>3</sup> International Livestock Research Institute (ILRI)

<sup>4</sup> French agricultural research and international cooperation organization (Cirad)



Work package 1 dedicated to the private sector includes the acceleration programme, aims to provide a technical support to Kenyan private sector, and Farm'Innov connections. Farm'Innov Connections are networking events dealing with identified topic of interest, aiming at supporting sector watch and create a collaborative network between local Kenyan players and players based in France.

## 1.4. Geographical scope of intervention

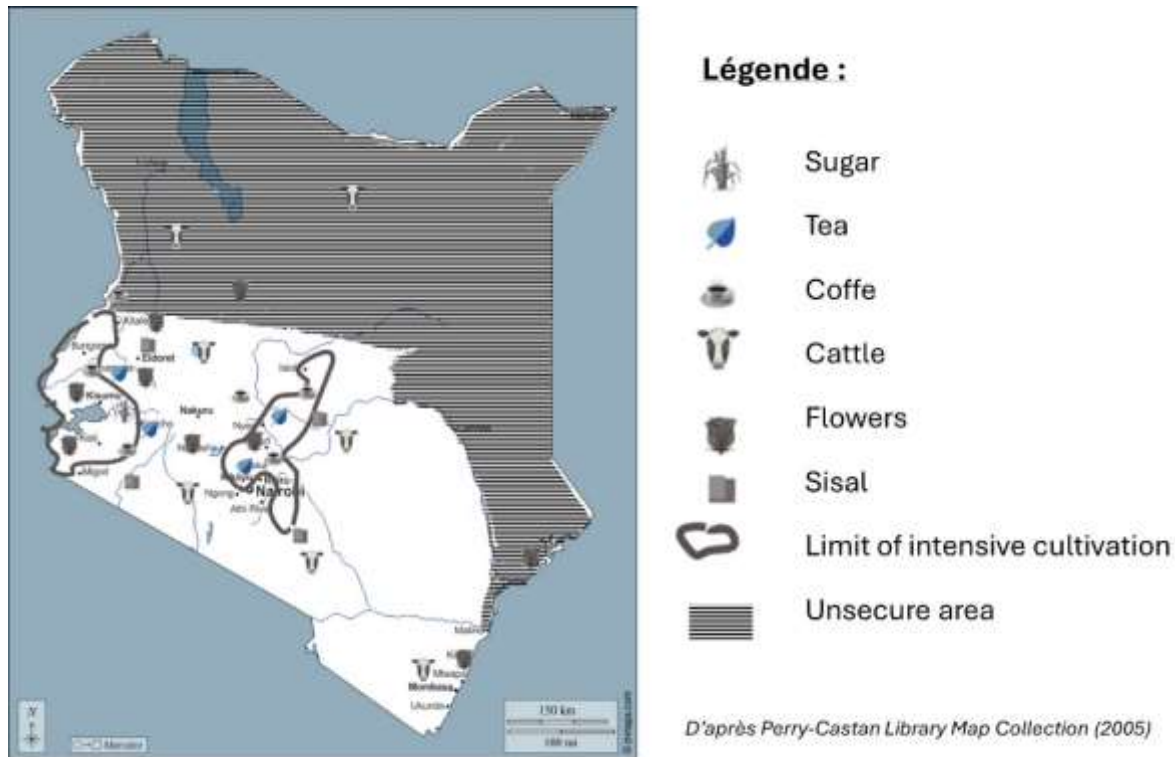


Figure 5 Farm'Innov geographical scope of intervention

Farm'Innov scope of intervention is geographically limited by security issues, as half of the country does not meet French government safety requirements. This excludes Turkana, Marsabit, Mandera, West Pokot, Samburu, Isiolo and Wajir counties.

This situation won't affect much the project since agricultural and agro-industrial activities are concentrated in the southern half of the countries; these activities include diverse sectors such as sugar, tea, coffee, cattle, flowers, and sisal. Camel breeding is an exception as it is concentrated in the half north of the country.

## 2. Method and data collection

### 2.1. Exploratory mission

In 2023, a Valorial delegation made up of Valorial director Jean-Luc PERROT and his innovation manager Elise BATAIS established initial contacts in Kenya as part of the Farm'Innov project.

Thanks to the support and involvement of Vincent ABT, the agriculture councillor of the French Embassy, meetings and exchanges with a variety of local players enabled us to collect data and begin to understand the Kenyan agro-industrial sector.

This first approach to the Kenyan agro-industrial sector then served as a framework for the detailed understanding of the Kenyan agro-industrial sectors needed to build the Farm'Innov acceleration programme.

The Farm'Innov acceleration program aims to provide technical support to the Kenyan private sector in agro-industrial innovation sectors. In-depth knowledge of the Kenyan agro-industrial fabric is therefore essential, in order to respond as precisely and appropriately as possible to the challenges facing players in the Kenyan agro-industrial sector.

**2.2. Documents of watch**

Following the signing of the agreement, a document watch was conducted from France. The main sources identified as reliable and of interest to the project were the following ones:

Governmental	International organizations	Media
<ul style="list-style-type: none"> <li>- Ministry of Agriculture and Livestock Development of Kenya</li> <li>- French Treasury</li> <li>- National Institute of Statistics and Economic Studies of France (Insee)</li> <li>- French Institute for Demographic Studies (Ined)</li> <li>- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</li> </ul>	<ul style="list-style-type: none"> <li>- United Nations (UN)</li> <li>- Food and Agriculture Organisation (FAO)</li> <li>- World Economic Forum (WEF)</li> <li>- World Trade Organisation (WTO)</li> <li>- International Fund for Agricultural Development (IFAD)</li> <li>- International Livestock Research Institute (ILRI)</li> <li>- French agricultural research and international cooperation organization (Cirad)</li> <li>- African Population and Health Research Center (APHRC)</li> <li>- Institut de Recherche pour le Développement (IRD)</li> </ul>	<ul style="list-style-type: none"> <li>- Le Monde Afrique</li> <li>- Food Business Africa</li> <li>- Jeune Afrique</li> <li>- Public Health Nutrition science</li> </ul>

Figure 6 Documents of watch

**2.3. Qualitative interviews**

In addition to an extensive literature review, 34 qualitative interviews were conducted with local players to precisely understand Kenyan agri-food ecosystem.



Figure 7: Framing interviews mapping

The sources were diversified with private players, public institutions, professional associations, trade unions and non-governmental organizations, both Kenyan and French, in order to precisely reflect the complexity of the Kenyan agro-industrial ecosystem:

### 3. Presentation of Kenyan agri-food market opportunity

#### 3.1. A 9 billion dollars domestic market

Kenya is among the first third of African countries to have begun its demographic transition. The Kenyan population is now entering a phase of strong growth over several decades. Estimations assess 63 million of people by 2030.<sup>5</sup> The Kenyan population is increasing significantly, and food requirements must keep pace with this growth if the country's food security is to be guaranteed.

Food is the biggest item of expenditure for Kenyan households, with almost half of their budgets devoted to food. Kenya's domestic market is currently estimated at 9 billion euros and could reach 11 billion by 2030 (Ined).

At the same time, the Kenya Vision 2030 identifies Tourism as one of the key sectors that will spur the envisaged economic growth rate of 10% per annum<sup>6</sup>. With 2 million tourists in Kenya in 2022, Kenya targets 10 million of tourists by 2030. The country has been visa-free since January 2024.



*Estimations according to average income of \$110/month, with 47% dedicated to food, household of 3,9 people. Estimations including 7 days touristic trip, 3 meals a day, 10\$ per meal*

Figure 8: Kenyan food domestic market estimations

#### 3.2. New habit and trends of consumption

##### 3.2.1. Factors of the evolution of demand

The potential of development of Kenyan domestic market is very strong, particularly with the rising purchasing power of the emerging middle class.

Data on food transitions (WEF) in emerging countries show that as purchasing power rises, consumers are turning more and more to proteins, particularly animal proteins. This development also requires the development of food supplies in Kenya.

The urbanization is associated to more active lifestyles and an increased demand for processed products. Globalization impacts food consumption and international foods are more consumed. There is also an emerging demand for protein and healthy products. A demand for national and African products is also noted.

<sup>5</sup> French Institute for Demographic Studies (Ined)  
<sup>6</sup> State Department for Economic Planning of Kenya



**EVOLUTION OF THE DOMESTIC DEMAND**

*Growing demand for processed products, animal protein, super food and Kenyan products*

Figure 9: Factors of evolution of the domestic demand

**3.2.2. Trends of consumption by sectors**

<b>Trends of consumption by sectors</b>
<b>Cereals</b>
<p>Cereals are a staple food in Kenyan diets. Ugali is a typical Kenyan dish. It's a thick corn flour that is cooked until it is thick, and once it has hardened, it is served in slices. The demand is high and growing for the mass market.</p> <p>With the internationalization of eating habits, wheat is increasingly consumed, notably in breads, pizzas, and pasta. Rice is also fairly widespread, especially on the coast, and is generally used as a substitute for maize or wheat in the event of shortages or price rises.</p> <p>Other cereals such as sorghum, soya and millet are also very popular. They are notably found in uji, the traditional Kenyan porridge. A resurgence of interest in more niche cereals such as amaranth have also been observed. These cereals are considered as a « super food » and highly interesting from a nutritional point of view.</p> <p>Cereals are mainly consumed in the form of flour. Despite substantial corn production, it is not sufficient to meet national demand. According to the Cereal Millers Association, Kenya produces 1/3 of the corn used in commercial flour.</p> <p>Finally, with the increase in animal protein consumption detailed below, animal feed consumption is also on the rise.</p>
<b>Livestock</b>
<p>« Nyama choma » ("grilled meat") is one of the Kenyan national dishes. Originally, it was simply pieces of meat barbecued and served with matoke, maize and plantains. Goat and mutton feature prominently in Swahili dishes. Beef is also widely consumed for Kenyans. Traditionally raised extensively, Masai beef is of high quality, highly appreciated and consumed, at least by the middle class.</p> <p>Chicken, already traditionally consumed, is facing a great increase of demand from the fast food chains such as chicken Inn or KFC. Kienyeji chicken is the local breed, locally preferred in traditional dishes, as it is considered tastier than other breeds. It's less meaty as other breeds and the demand is fastly growing for the meaty breeds demanded by fast foods.</p> <p>For egg sectors (laying hens), growing demand for processed products, like cookies or cakes, leads to an increase in demand for egg products. The egg products were observed to be underdeveloped locally, despite growing consumption.</p>

Kenya has one of the largest camel herd in the world, located in the half North of Kenya. For these pastoral populations, they are a strong symbol of wealth, even before being a source of food. However, the majority of livestock is located in regions classified as dangerous, and therefore outside the Farm'Innov scope (Geographical scope of intervention).

### ***Dairy products***

Kenya's milk consumption rates are among the highest in sub-Saharan Africa: between 50 and 150L / inhabitant / year. Cow milk is mostly consumed. Goat and camel milk are also consumed in some areas.

Mursik is a traditional fermented milk variant of the Kalenjin people of Kenya. It can be made from cow or goat milk and is fermented in a specially made calabash gourd locally known as a sotet.

The dairy industry is mainly carried out by a few large dairy groups (brookside, bio brown's). Mainly in the form of ice cream, cheese, and yoghurt. A growing demand for soft cheeses such as Mozzarella and Cheddar have been noted. These cheeses are used for international dishes. Stronger cheeses such as Brie or Bleu are not finding a market. This is linked to a lack of knowledge and understanding of the product on the part of consumers; "they think it's moldy".

Recent studies on the composition of camel milk have highlighted its many advantages (richer in vitamin C and iron than bovine milk, beneficial for sick people such as diabetics), and international demand is growing. In 2008, production exceeded 340 million liters. Laikipia county is the country's leading producer of camel milk for the trade. Transformation initiatives are promising, but not yet observed. A market for plant-based milks has been noted.

### ***Starches***

With the aforementioned internationalization of tastes and the rapid development of fast-food chains such as KFC, Chicken Inn, Gallitos, Pizza Inn... the demand for French fries is huge. Despite Kenya's large potato production, French fries are imported. It has been observed that local varieties are poorly adapted to the processing of French fries.

Similarly, the Kenyan dietary transition is characterized by a growing consumption of various snacks, in particular potato chips, produced from potato, but also from other starchy foods such as manioc, and even from fruit. Potatoes local varieties are very suitable for drying and potato crisps production.

As droughts sometimes lead to cereal shortages, starch flour alternatives such as cassava flour have been observed, these flours are very interesting on a nutritional perspective as they are gluten free.

### ***Fruits and vegetables***

Kenyan gastronomy is rich in vegetables. The mukimo is a dish cooked only with vegetables, consisting of a hash of sweet potatoes, corn, beans and bananas. A variant of mukimo is githeri, which consists solely of corn and beans; a dish originating from the Kikuyo tribe.

Ugali is not usually eaten on its own, and its ideal accompaniment is a dish of cooked or sautéed spinach, tomatoes and peppers called sukuma wiki. Tomatoes, onions, kales, spinach and squash are also widely consumed.

Particularly in rural areas, informal channels are commonplace, especially in rural areas and small towns. Very small-scale subsistence farming is widespread. Small vegetable garden and a few chickens at home are consumed.

Vegetables are generally bought as fresh and cooked at home, as well as fruits. Fruits can also be sold peeled and cut into pieces. It's also consumed as juices, that are widely consumed in Kenya. Some fruits, such as mango, are also processed into snacks. Other more alternative fruit transformations have been observed, such as banana flour or avocado oil.

Despite the importance of local fruit and vegetable production, market access is limited for these productions. Post-harvest losses are monumental, on the order of 40%. Quality problems are frequent, with cases of fruit and vegetables infected by certain toxins. Sanitary processes such as cleaning and blanching are not widely used or mastered.

**Oilseeds**

The most widely consumed oil is cooking oil. It is generally made from palm, imported from Indonesia and Malaysia. Palm oil, because of its low cost, is the most widely consumed in Kenya. It is imported raw, then refined, marketed, and distributed in Kenya.

Cooking oil is a generic name that gives no information on the exact composition of the products, highlighting a certain lack of traceability. It can also sometimes be mixed with sunflower and soy oils. In poorer areas such as the Kibera or Mathera slum, salad oil is sometimes used as a substitute for cooking oil for frying.

New alternative oils initiative has been observed, for niche markets. Despite their high added value, these products are expensive and not widely consumed on the national market. They are exported more to meet international demand in the food and cosmetics sectors. Solid animal oil used to be traditionally consumed and are still consumed in some areas. A new interest for tallow has been observed.

**3.3. Mass market staple foods**

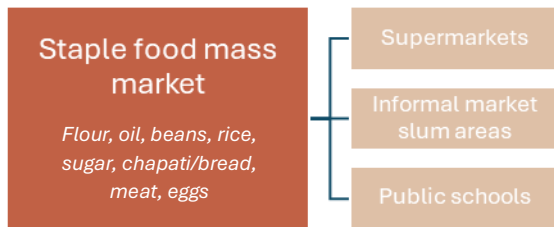


Figure 10: Staple food sub-markets

In supermarkets, staple food are loss leader products: oil, sugar, rice, flours, breads, milk, meats, eggs. Staple products are crucial for food security, mostly faced by the poorest sections of the population, located in rural areas and slum urban areas. The UN habitat estimates urban population represents 31,2% of the

population in 2019, while it estimates that 60% of Nairobi's population live in slums. Despite their low incomes, these urban slum and rural population, constitute a mass market.

In these areas, in addition to a limited access to food, the quality of these foods is a key issue. In Matharé shantytown, oils are usually excessively reused, to the point of becoming toxic, and then discharged into the environment, as in the river bordering Matharé.

As a staple food, these products are also served in public restaurants, especially elementary school. An APHRC study on nutrition in elementary school in Nairobi and Kiambu counties shows that meals are not very diversified, consisting of githeri, beans, rice and occasionally vegetables. Similarly, although this is a market with limited purchasing power, the market is huge.

## **4. Analysis of Kenyan agri-food sector competitiveness**

### **4.1. Priority markets and sectors of interest for Farm’Innov project**

#### **4.1.1. Livestock**

According to the Kenya Agricultural and Livestock Research Organization, the livestock sub-sector contributes over 30% of the farm gate value of agricultural commodities, about 10% of the national GDP and at least 50% of the agricultural GDP. The sector employs about 50% of the agricultural labour force.

Livestock sector has been identified as a key sector for sharing between Kenya and France (Farm’Innov project objectives and private sector strategy), and the expertise of French western regions and Valorial network can be made available to the Kenyan private sector as part of the Farm’Innov project.

As well as this, tallow also constitutes a substitute to oils, identified as a staple food. Support for the livestock sector is strategic for Kenyan economy and food security, and for the support of evolution of new food practices.

The increase in chicken consumption represents a tremendous development opportunity for Kenyan companies. Egg products, on the other hand, are probably under-consumed, despite the fact that they represent a product category with a number of advantages adapted to the Kenyan context (easy preservation, low price).

The demand for protein related to new habit and trends of consumption (3.2. New habit and trends of consumption) and Kenyan livestock sector needs to keep the pace not to depend on imports.

#### **4.1.2. Dairy**

According to the International Livestock Research Institute, Kenya’s cows produce over 3.5 billion litres of milk a year. Kenyans consume more milk than people in any other country in Africa, and the demand for dairy products is on the rise. By 2030, Kenya is likely to become a net dairy exporter.

#### **4.1.3. Staple food and innovative substitute**

Food security and sovereignty is a priority for the Kenyan government and Farm’Innov project, and as such, the mass markets presented above (3.3. Mass market staple foods) are strategic for Farm’Innov Project.

In addition to meat sector, staple food sectors such as cereals and dairy sectors, also identified as key sector for collaboration between Kenya and France (Farm’Innov project objectives and private sector strategy) are strategic sectors for food security and food sovereignty objectives.

Palm oil, sugar, maize and rice are among the most imported Kenyan product, underlining the dependency rate of these products for Kenya. According Map Trade, palm oil imports accounted for \$588 million in 2017, or 3.5% of the country's total imports. Cane sugar remained the third most imported product in 2017, amounting to \$575 million and accounting for 3.4% of total imports.

Like food security, education is a priority for the Kenyan government and studies conducted by APHRC and IRD show that improving food access and quality in schools have a positive impact on children enrolment. The same study also shows that the quality of offered meals is limited from

a nutritional point of view and don't cover the needs for a physical and emotional health of these population.

Although rural populations are more affected by undernutrition<sup>7</sup>, food unsafety is also very present in urban areas. Nutrition could be a focus for these sectors to improve food safety at a larger scale.

Further than staple-food, staple food substitutes are often innovative and very strategic sector for Farm'Innov Project. These products can enhance the value of local production and improve nutritional value of staple products.

In particular, starchy products, with substantial local production of potatoes (1,754,000 T, FAO 2022), cassava (775,000 T, FAO 2022) and sweet potatoes (650,000 T, FAO 2022), are a common substitute for cereal products. Cassava, sweet potatoes and even bananas (1,902,000 T, FAO 2022), also widely produced locally, can be processed into flour, paving the way for subsequent products (pasta, cakes...). It is perhaps from these products that valorial's expertise will have been most put to good use.

**4.1.4. Fruit and vegetables**

Some fruits and vegetables, such as tomatoes, onions and kales, which are widely used in Kenyan dishes, are essential to the safety of the local population. Horticultural sectors are the focus of many national and international projects, as they face numerous production challenges, including monumental post-harvest loss rates.

As mentioned, fruits and vegetables are usually brought as fresh and cooked at home (3.2.2. Trends of consumption by sectors). While processing can solve production issues such as post harvest losses, and add great value, these products are still few processed (jam, sauce, juice...).

These processed products, often imported, also represent a loss of earnings for the Kenyan economy. This approach is in line with the objective of reducing imports in favour of local products.

The trends with healthier consumption and the importance of fruits and vegetables for food safety make this sector strategic. Western French sectors will also be able to make available a great expertise in the frame of Farm'Innov project.

**4.2. Main strengths and weaknesses of Kenyan agri-food sector competitiveness**



<sup>7</sup>United Nations International Children's Emergency Fund (Unicef)

Figure 11: Kenyan agri-food sector SWOT



Kenya's soil and climate conditions are highly diversified, with varying altitudes and rainfall levels enabling extremely diversified agricultural production all along the year. The evolution of Kenyan food and agri-food demand represents a major opportunity for local production, at the gateway to these markets.

The trends of consumption (3.2.2. Trends of consumption by sectors) is moving towards products that are locally produced such as meat, dairy products, fruits and vegetables. In addition, Kenyan and even regional growing population is a huge market opportunity just a stone's throw from supply sites. Neighbouring countries like Tanzania or Uganda, in similar demographic situations, also open the prospect of a gigantic regional market.

Next to numerous informal distributors (Mama Mboga, Kibanda..), the downstream sectors are structured by restaurants and supermarkets, with a strong demand for lower-cost supplies, and consequently a strong interest for local productions. Supermarkets and private catering are a very fast-growing sector in Kenya. Fast-food outlets such as chicken Inn, Gallitos, ArtCaffe, Java House are expanding rapidly.

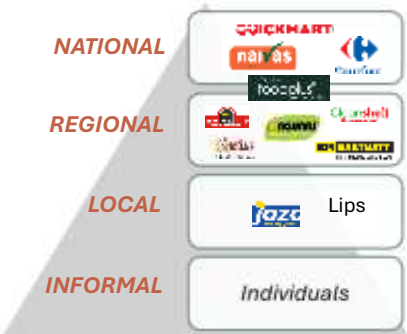


Figure 12: Kenyan supermarket distributors

However, as the main weakness of the Kenyan agro-industrial sector, the sectors are poorly structured, both from a logistical point of view and from a point of view of consistency between supply and demand. There are few intermediaries for local productions, including processors, and the lack of fluidity in the supply chains impacts the quality of the local products. It impacts competitiveness, notably in terms of quality and regularity of supply.

**4.3. Main identified competitiveness challenges of Kenyan agroindustries**

**4.3.1. Governance and management**

There is a lack of long-term business plans, probably due to the fact that information on target markets is difficult to access, making the development of a new product or business riskier.

In larger companies, company’s strategy is usually hold by the CEO, without documents of reference. A patriarchal work culture often remains strong, with one decision-maker and little work delegation and communication to the operational team. It hinders teamwork and reduce the efficiency of internal organization.

Company’s strategies can be enhanced in terms of clarity, with strategic shifts based on random market opportunities, and not always related to current activities. Activities are sometimes poorly mastered and little training is offered.

4.3.1. Governance and management, and companies often lack a clear market target. These activities represent an expense item that is not always prioritized in company strategy. Consequently, products are often unadapted to consumer demand and trends.

Although there are already established agribusiness players, particularly in the dairy sector, the ones who come out on top are often those who vertically integrate their activities, and control supply logistics, especially for aggregation.

#### **4.3.2. Finance**

Finance appears to be one of the main companies' limitations in Kenya. Access to credit is limited because of high borrowing rates, while investing is sometimes necessary to remain competitive, especially with imported products.

For small companies, the habit of some buyers of paying on a deferred basis or after several weeks create over-stretched cash flows and insufficient liquidity to buy new raw materials to keep activities going.

Despite the importance of financing, the lack of finance and investment is far from having been identified as the only limiting factor in the competitiveness of Kenyan agribusinesses. Cases of heavy investment in cutting-edge machinery, which has been abandoned due to a lack of skills have for instance been identified.

#### **4.3.3. Competitiveness and quality standards**

Although possibly cheaper, the quality of Kenyan products is a major obstacle to competitiveness; non-compliance with quality standards limits access for many products to local supermarkets, and even more so to export markets, since standards of quality for a company to sell in supermarket or to export are in effect. For supermarket retailers, consumer confidence in product quality is hard to win but is a definite competitive advantage.

It's noted that the growing marketing channels promote an increase in the quality of local sectors, quality being more limited in informal marketing channels, while a large majority of informal channels seem to level them down.

Product quality has been identified as a limiting factor not only during production processes, but also during storage and transport, particularly for fresh produce, where the cold chain is poorly controlled.

#### **4.3.4. Supply chain and logistics**

The supply chain approach is not widely accepted. The intermediate activities between the production of a basic commodity and the marketing of a processed product are often regarded as a "black hole"; we don't know what happens in between.

A lack of connection between upstream and downstream local supply chains has been raised. in terms of logistics, but also in terms of market information.

From a logistical perspective, or of correspondence between demand and supply, in terms of volume and quality, is the main challenge facing the Kenyan agri-food sector. Paradoxically, the supply of imported products is much more efficient and regular, in terms of volume and quality, than the supply of local products.

The fragmentation of local production, with a large majority of small-scale farmers and small businesses represents a challenge for the agri-food sectors. The weight of informality neither facilitate the logistical organization of supply chains.

The key role played by aggregators and intermediaries is huge in supply chains organizations. However, they often have disproportionate bargaining power and sometimes take advantage of

producers' dependence to market. A lack of contractualization between industry players has been identified.

Despite of many associations and professional organizations initiative to organize the sectors, many products are poorly integrated into markets, and agro-industrial companies tend to source their supplies from imports, due to the greater regularity of supply and quality.

#### **4.3.5. Employees skills and knowledge management**

Another limitation relates to a low level of skills.

Recruitment processes are not always well implemented and based on objective criteria, with no dedicated service.

Accountability is also an area that can be noted as limitation for Kenyan companies.

A lack of knowledge and skills in quality management has been noted. Employees are usually not familiar with quality issues and even don't consider it as a crucial point. Small companies often have a hard time to complete quality requirements. These documents and standards are also sometimes misunderstood by companies.

Another point is that processes are sometimes not sufficiently mastered by Kenyan employees to enable innovations that make a real difference on the market. Strengthening these skills would facilitate the development of innovations.

Knowledge Management is the process of identifying, organising, storing and disseminating information within a company. It is a knowledge management system that guarantees access to information for all of a company's teams. Although this information is invaluable for all employees, it is sometimes not sufficiently accessible to everyone in Kenyan companies.

#### **4.3.6. Competitive industrial facilities and Innovation**

One of the challenges identified is that Kenyan companies do not have access to the best available technologies for the production, processing and preservation of foodstuffs, which is detrimental to their competitiveness on the market.

R&D is reduced and represents a competitive disadvantage for Kenyan products. In a context of limited investment, these activities are often not prioritized within companies. They often prefer to play it safe and rely on the same products as those already on the market, rather than developing new products or processes. These similar products of inferior quality are not competitive, especially in a competitive market open to imported products.

National and international research centers have few links with the private sector, and despite research projects that are potentially very useful to the agro-industrial sector, this work is little used and put into practice.

#### **4.3.7. Commercial development and marketing of the offering**

Supply-side marketing is marketing that seeks to create demand not expressed by customers.

Kenyan companies seem to lack information about their target markets, which limits their access to these markets. They have little access to research, which would be an essential tool before embarking on the development of innovative new products. They also lack of feedback from their customers, especially if they market their products to consumers.

At this stage, they are generally more concerned with demand-side marketing, based on expectations identified in the market or by customers.

#### **4.3.8. Health safety management and risk control**

The responsibility of professionals with regard to their practices and their consequences is a fundamental element in ensuring the conformity of products placed on the market.

Kenyan food companies sometimes seem to lack of control over health risks. To improve control of these risks throughout the manufacturing process, they need to secure self-inspection of equipment, raw materials and finished products. As soon as they become aware of unfavourable results on these finished products, they are supposed to inform the public authorities and recall the foodstuffs.

## **5. Presentation of Farm’Innov acceleration programme**

### **5.1. Objectives**

France and Kenya being two agricultural and agri-food leaders in their respective regions, and Kenya needing development support, a project was built to strengthen mutual understanding and encourage the sharing of experience and expertise in the agri-food sector between the Kenyan and French actors.

As the East Africa's leading agricultural and food-processing power, Kenya has already a wide range of agricultural sectors (milk, cereals, livestock, coffee, tea, etc.). It is currently experiencing a growing demand for processed products for the national market, in particular with the urban development and the growing emergence of the middle class due to rising incomes.

In addition, Kenya is highly dependent on imports for certain products, and in consequence on fluctuating international prices. And last, but not least, the government wants to significantly boost the number of tourists coming to the country, leading to an increase in food requirements.

The below combination of factors has led to three major challenges regarding food issues in the country:

- Feeding a fast-growing population,
- Meeting national food needs in terms of quality and quantity,
- Expanding the food offer.

In addition to the difficulty of supplying its domestic market with agro-processed products, Kenya today faces the risks of climate change and other environmental hazards, notably pollution. The lack of financial resources to differentiate Kenyan products on the market, and to remain competitive with imported products, is certain.

These challenges are directly impacting Kenyan businesses who are seeking to meet them. The targets players in the agricultural and agri-food sectors, i.e. Kenyan companies, which are undergoing major changes and need support to adapt their new strategy to conquer new markets. It will serve the country's endogenous development and support the Kenyan agrifood companies, with the final goal to develop the Kenyan local food market.

By helping agrifood companies, the acceleration programme will focus on five main objectives to achieve:



Figure 13: objectives of of Farm'Innov acceleration programme

- **Objective 1: Strengthening food security and sovereignty.**

According to the FAO, food security exists when "all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life" (FAO, 2006). From this definition stem 4 pillars that ensure food safety: AVAILABILITY, ACCESSIBILITY, STABILITY, AND USE.

The profound changes experienced by the Kenyan population (strong growth, development of the purchasing power of part of the population, urbanisation, modernisation of towns) are amplifying the phenomenon of food insecurity at national level, with increased food requirements on the one hand, and the emergence of new food requirements as a result of the modernisation of the food supply on the other hand.

The Acceleration Programme is designed to support companies that present projects with the objective of improving food security, and capacity investments aimed at increasing the volume of food products produced in Kenya, to feed the local population in particular.

Examples of projects that could be supported:

- AVAILABILITY: capacity investments to increase production,
- ACCESSIBILITY: infrastructure to facilitate the availability of a larger volume of products, supply chain issues, organisation of supply chains,
- STABILITY: projects to ensure the supply and access of foodstuffs at all times, availability of intermediate consumption (energy, packaging, water),
- USE: industrial know-how, new R&D processes, etc.

- **Objective 2: Supporting the food transition to limit imports**

Kenya's fast-growing population is becoming increasingly urbanised, and its emerging middle class has more financial resources to buy fridges, which is leading to a shake-up in food consumption patterns.

More and more "globalised" out-of-home catering outlets are springing up in towns and cities, using raw materials that are either different from or insufficiently produced in Kenya. Supermarkets are expanding and need to be better supplied (in terms of quantity and quality).

Newly developing food markets sometimes rely on imports to cover the needs of new consumers.

The programme will support Kenyan food companies that plan to meet the new food needs of Kenyan consumers.

Examples of projects that could be supported:

- Proposing new food products that lead to a change in activity, including: a new strategy, new sources of supply, structuring new supply chains, ...etc.

- **Objective 3: Improving health quality and food safety**

Kenya's climate is highly favourable to certain crops, particularly fruits and vegetables, which are very popular with new consumers.

However, producers and distributors are currently encountering difficulties in guaranteeing the sanitary quality of their products, leading to high post-harvest losses and a lack of consumer confidence in this type of product.

The programme will be able to support the sectors in their organisation and processes to improve the health quality of their products.

Examples of projects that could be supported:

- Different agronomic practices that could be suggested by agroindustries via the introduction of specifications (projects proposing charters or labels such as Bleu Blanc Coeur in France),
- Improving the organisation of the supply chain to guarantee better quality from the supply of raw materials through to delivery to the final customer/consumer, ...etc.

- **Objective 4: Enhancing the sustainability of the Kenyan food system**

Kenya has not been spared by climate change, and for several years now has been experiencing more frequent and intense episodes of rising temperatures and drought. Local production is directly affected by these changes.

At the same time, the need to increase the country's production capacity in terms of volume could lead to the emergence of projects which, for example, give priority to achieving volumes produced as quickly as possible, to the detriment of the planet (intensive use of inputs) and its inhabitants (projects which do not take into account the capacity of future generations to satisfy their own food and nutritional needs).

The programme will be able to support projects aimed at adapting to climate change, while considering the sustainability of the project over time.

Examples of projects that could be supported:

- Development of production using raw materials produced locally and better adapted to climate change,
- Improving processing methods that require less energy and water, ...etc.

• **Objective 5: Creating local economic activities and local employment.**

- Creating value: giving businesses a greater “raison d'être” by developing supply chains to supply the local catering industry. Develop the value produced within Kenya itself (less reliance on imports).
- Creating jobs: the new markets created in Kenya will benefit the entire upstream agricultural sector and lead to greater demand, which in turn will improve the structure of local supply chains.

The programme will support local players and supply chains in developing their presence on the national market in order to meet national food needs.

By tackling new markets, new value chains will be created and structured thanks to the Kenyan companies involved, connecting the various links together from agriculture to distribution.

Examples of projects that could be supported:

- Project to develop new products specifically for the Kenyan market, with the contribution of local companies, from sourcing to marketing, ...etc.

**5.2. Timeline of the Acceleration Programme**

The acceleration programme is made up of three phases running from 1 January 2024 to 31 December 2025: design (documentary watch, interviews, call writing), call for applications (selection, audit), acceleration of companies (levers for acceleration identified, resources and services implemented).



Figure 14: Acceleration programme three phases

The Farm’Innov programme will accelerate companies from the 1<sup>st</sup> of January 2025 to the 31<sup>st</sup> of December 2025, providing them a whole year of support.

It will be punctuated by 3 networking events which will provide an opportunity to take stock of progress: a launching event in January 2025, an intermediate event in mid-2025, and a final event in December 2025.

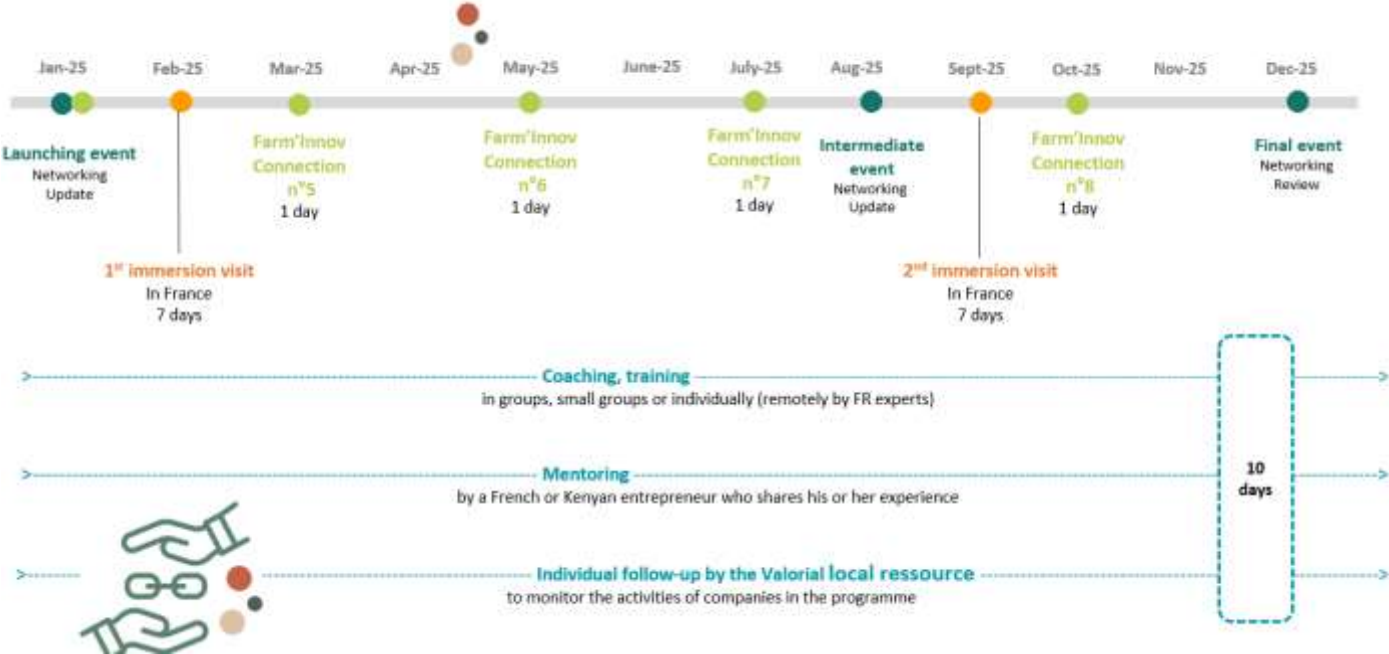


Figure 15 Acceleration Programme timeline: 12 months support

**5.3. Beneficiaries**

The acceleration programme will support the private sector by helping directly fifteen to twenty local agrifood companies in their growth and development towards innovative strategies, with the aim of developing adapted products or services for the Kenyan market, but also for the East African, the European and the International market.

These companies will in particular be involved in strengthening local food supply chains and supplying explosive Kenyan food demand, through sustainable and innovative agri-food activities. One of Farm’Innov acceleration programme’s objective is to strengthen food security and food sovereignty, and to create local economic activities.

Among other things, the chosen companies will benefit from the expertise and experience of French and Kenyan actors, supporting them in strengthening their partnerships.



Figure 16: Farm'Innov beneficiaries



Farm'Innov acceleration programme aims at improving Kenyan products competitiveness without entering into a losing race for funding, strengthening competitiveness through economy of scale. Different ways of helping the accelerated structures will be used, including consultancy, trainings, and knowledge management.

This programme is aimed primarily at senior executives or department managers.

#### **5.4. Technical support**

Farm'Innov is a cooperation and technical assistance project; the accelerator programme will therefore provide capacity building to accelerate companies on Innovation issues through the involvement of French and Kenyan experts but will not provide financial assistance to these companies.

The accelerated projects will be made more visible through their participation in the programme, enabling them to develop their network, particularly with investors who will be aware of their project, such as Equity Bank who is a partner of the project.

It will support between 15 and 20 Kenyan companies for 12 months, from the 1<sup>st</sup> of January to the 31<sup>st</sup> of December of 2025. It will provide two different kinds of support: Consultancy & trainings, and Immersion visits.

##### **5.4.1. Consultancy & trainings**

The accelerated companies will benefit from ten days of consultancy and trainings according to the needs identified during the evaluation and selection process, thanks to a 360° diagnosis by videoconference plus a company visit (see part 5.4 for more information about the selection process and applicant path).

According to the 360° diagnostics and company visits, Valorial will define 8 support topics based on the collective and individual needs identified. Each accelerated company will be designed a 10-day tailor-made programme that will include:

- 1- modules common to all companies
- 2- modules specific to a group of companies
- 3- modules tailored to its own needs.

The French and Kenyan ecosystems will be solicited to provide these modules, according to the topics selected and in coherence with their expertise.

Depending on the nature of the accelerated companies' needs, the support offered may take the form of:

- trainings or coaching, delivered in groups, small groups or individually, remote by French experts or face-to-face by Kenyan experts.
- mentoring by a French or Kenyan entrepreneur who shares his or her experience.

In addition to this, each accelerated company will also benefit from an Individual follow-up by Valorial dedicated resource in Kenya, who will ensure the progress, needs and commitment of the companies to the programme.

The tailor-made programme will be sent to each accelerated company after the company visit and will be formally validated (acceleration contract) by the companies before the 31<sup>st</sup> of December 2024. Valorial will organise an interview to explain it and prepare the next steps (logistical organisation of the acceleration).

#### **5.4.2. Immersion visits In France**

The immersion visits will allow the accelerated companies to gain an insight into how the French food industry works. It will be an eye-opening experience to other types of operation, and a source of inspiration to accelerate the winning projects. The Kenyan entrepreneurs will be asked to fill in a report on their visits throughout the week and to report back on the last day in France, each report being an inspiration for the other accelerated companies.

Two immersion visits will be organised during the lifetime of the acceleration programme: one in the first quarter 2025 and the other one in third quarter 2025. Each one will take place in Western France during seven days.

The accelerated companies will be offered the opportunity to take part to one of the two visits, on the basis of one participant per accelerated company; that is to say that about ten companies will take part to each immersion visit. The participating people to the visits will be directly employed by one of the accelerated companies, and engaged from in the acceleration Programme from its beginning.

The cost (flight, accommodation, catering costs, and transport during the week of immersion visits) will be financed by Farm’Innov.

The week’s planning will be built by Valorial team, on the basis of the 8 predefined support topics for the Acceleration programme.

The immersion visits may include:

- meetings with agri-food entrepreneurs from the Great West of France,
- visits to partner sites and companies based on acceleration topics, in line with the themes selected and the concerns of the companies,
- sharing and feedback workshop for Kenyan companies at the end of the mission.

In addition to this support, the accelerated companies will be invited to all the Farm’Innov Connection organised during the lifetime of Farm’Innov project; these are inspiring innovation and networking events that will deal with themes of interest to the Kenyan agri-business sector (see part 7 to know more about Farm’Innov Connection events).

ASNET and Equity Bank will play a particular role in the Farm’Innov Acceleration Programme: they will act as a sponsor. Indeed, by their perfect knowledge of the Kenyan agrifood ecosystem, they will help us to tailor it to the supported companies.

#### **5.5. Expected sustainable impacts**

Targeting private players is strategic, since they are the structuring force in the industry, and improving their capabilities has a positive socio-economic impact on the entire industry.

On a larger scale, strengthening local supply chains will improve the market access of Kenyan products and contribute to improving the incomes of Kenyan producers.

In the middle of the value chain, improving the capacity of players will help to boost local economies and to create jobs. Upstream, supplying the domestic market with Kenyan production will strengthen Kenya’s food sovereignty and autonomy.

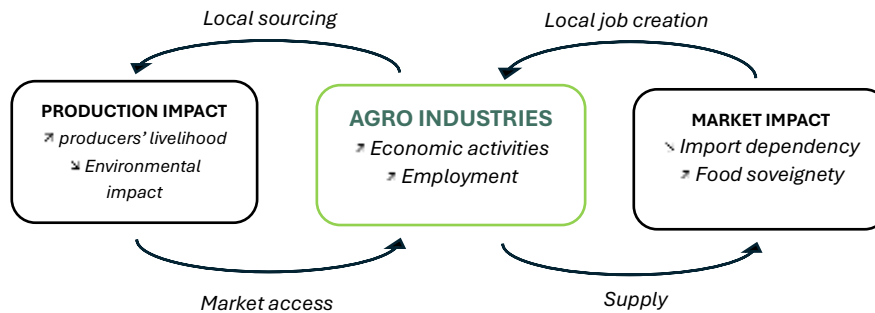


Figure 17: Expected impacts

## 6. Implementation of Farm’Innov acceleration programme

### 6.1. Provision of the Acceleration Programme

Valorial will lead the acceleration programme; it is a French competitiveness cluster located in Northwestern France with about 400 members (agrifood companies, technical centres, academics, institutional, consultants) all engaged in Food Innovation. Valorial is the 1<sup>st</sup> French network devoted to agrifood innovation through a collaborative approach, helping agrifood companies to better innovate thanks to the right connections and financial aids.

Valorial team will contribute to the successful development of the project, thanks to 8 people based in France and to 1 people dedicated to Farm’innov project at the French Chamber of Commerce in Kenya, Nairobi.

The acceleration services will be provided by French and Kenyan experts working on Innovation issues, whether in agrifood companies, technical centres, academic structure, institutions, or as consultants. The acceleration services will be tailor-made depending on the accelerated companies’ needs.

To deploy this project, Valorial will take advantage of its network in France and in Kenya as well (Asnet, Club Agro, AFD, CCFK, French Ministry of Agriculture, French Embassy in Kenya, private companies, ...etc).

The collaboration between will be particularly valuable in the sectors shared by both countries, namely the livestock, dairy, cereal and starch sectors.

### 6.2. Applications modalities

#### 6.2.1. Requirements

The call for Farm’Innov Acceleration Programme will be open from 1<sup>st</sup> July to 25th August 2024.

Applicant must meet the following criteria on the date of application (cumulative):

1. Having more than 25 full-time equivalent employees since January 1st 2023,
2. Processing, manufacturing, packaging or distributing agricultural raw materials or food products,
3. Generating an annual turnover between 60 million and 800 million Kenyan shillings each year, for the last 3 years
4. Being a company that has been in existence for at least 5 years

The Accelerated Companies Validation Committee will give priority to companies that meet the 4 criteria listed above but reserves the right to select companies that do not meet all the criteria, depending on the number, quality and impact of the projects submitted.

Apart from these 4 criteria, this programme is aimed primarily at senior executives or department managers.

A company may apply only once to the Farm'Innov Acceleration Programme.

### **6.2.2. Applicant's innovative project**

In addition to this, the applicants will have to present their project to accelerate in a suggested template. Substantiated answers will be expected from applicants. A limit on the number of characters in the answers will be imposed to give every applicant an equal chance.

Four different parts will have to be filled in:

#### **1. PRESENTATION OF THE COMPANY**

The applicant will describe: its business sector, its current activities, its organisation chart, its development strategy over the next 3-5 years, its products/services, its markets (national, export), its target customers.

#### **2. PRESENTATION OF ITS PROJECT IN RELATION TO FARM'INNOV**

The company should present its project, its scope/link with Farm'Innov project (compatibility of objectives), its innovative nature, the resources and partners required (companies, technical centres, academics, etc.), the methodology with stages, the risk assessment, its compatibility with CSR (social, environmental, and societal pillars), and the expected impacts (economic, environmental, social and societal).

#### **3. CHALLENGES ENCOUNTERED AND SUPPORT NEEDS**

The applicant will clearly explain its major challenges here. He should tick the areas in which it feels it needs support, from among: Governance/strategy, HR/management, Finance, Supply/purchasing, Production and quality, R&D, Logistics/distribution, Sales/marketing, IT/digital tools.

The applicant should explain how they think the programme can help them in their project.

#### **4. PRESENTATION OF THE PEOPLE APPLYING TO BENEFIT DIRECTLY FROM THE ACCELERATION**

The applicant must submit a CV, along with details about the professional project. Additionally, they should provide a motivational statement for up to two individuals directly involved with the company and the project who wish to participate in the Farm'Innov Acceleration Programme.

The requirements for a company to apply will have been previously approved together with Valorial, the AFD, The French Ministry of Agriculture, Equity Bank and ASNET, in the objective to build an efficient Acceleration Programme and to be as relevant as possible regarding the Kenyan Agrofood sector context.

### **6.3. Application submission modalities**

The applicants will have to apply between 1<sup>st</sup> July and 25th August 2024. The applying company should share its company and project presentations using the template available at this link: [www.farminnov.org/](http://www.farminnov.org/).

The application must be submitted digitally, via the Farm'Innov project website and only via this channel. The applicant will receive an acknowledgement of receipt once the application has been submitted.

#### **6.4. Selection process and applicant path**

The evaluation process will take place from the 26<sup>th</sup> of August to the 30<sup>th</sup> of November 2024.

- **STEP 1: APPLICATION**

First, Valorial will be in charge of checking the compliance of the eligible conditions of each applying company, and analysing the projects presented by the applicants.

Then, for the preselected companies, Valorial will organise direct exchanges in two steps in order to better understand the pre-selected projects: 360° Diagnosis and Company visits in Kenya.

- **STEP 2: 360° DIAGNOSIS BY VIDEOCONFERENCE WITH 20 TO 30 PRE-SELECTED COMPANIES**

Valorial will have a 1h30 interview with pre-selected applicants, before the 15<sup>th</sup> of October 2024.

The two applying people for each company will be asked to contribute to this interview.

Questions on nine aspects of the company will be addressed to have an overall idea of its situation: Governance/strategy, HR/management, Finance, Supply/purchasing, R&D, Production and quality, Logistics/distribution, Sales/marketing, Computerisation.

Following this interview, a number of points out of 100 will be allocated to each pre-selected company, allowing to rank and classify the applicants.

A Validation Committee chaired by ASNET and Equity Bank will be organised at this stage for Valorial to present the companies shortlisted for acceleration. The committee will give its opinion based on the knowledge of these companies and their applications.

At the end of this 360° Diagnosis phase, 15 to 20 companies will still be in the running.

- **STEP 3: COMPANY VISITS TO THE 15-20 COMPANIES SELECTED**

Valorial employees, together with French agrifood experts, will realise on site visits in the 15 to 20 selected companies in November 2024 with the following objectives:

- giving feedback on the 360° diagnosis,
- visiting the company and factory,
- validating the areas for acceleration in the light of the analysis carried out to date,
- confirming the company's interest in being accelerated under the proposed conditions, as part of the Farm'Innov acceleration programme,
- confirming the participants who will take part to it.

Depending on the results of this company visits phase, the list of accelerated companies will be defined, and the chosen companies will be proposed a personalised scheme.

- **STEP 4: ACCELERATION CONTRACT SIGNATURE**

The final laureates will have to sign a contract including their personalised programmes and their engagement in it before the 31st of December 2024.

As mentioned before, it will take place all along 2025, from January the 1<sup>st</sup> to December the 31st.

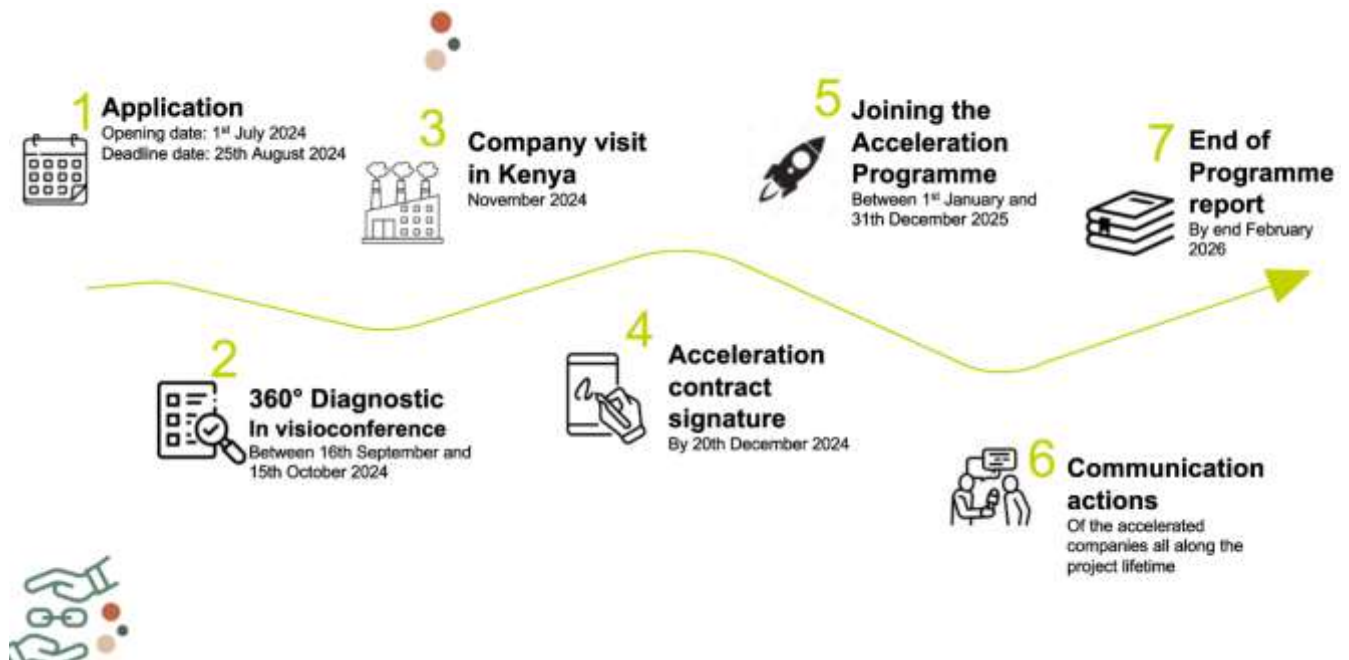


Figure 18: Applicant path

## 6.5. Monitoring and reporting

Each accelerated company will have to report its progress regularly, through two different ways:

1. **REPORTING**: the accelerated companies will have to fill-in a report on the basis of a template proposed by Valorial in the objective to report on the progress and contribution of the Acceleration Programme throughout the year. A Mid-term report will have to be provided in the month following the Acceleration Program mid-term, i.e before July 31st 2025. At the end of the year, the Final report will have to be delivered to Valorial before February 28<sup>th</sup> 2026.
2. **INDIVIDUAL FOLLOW-UP PROVIDED BY THE VALORIAL LOCAL RESOURCE**, as well as a monitoring by the Valorial team in France, will follow the engagement and efficiency of the Programme. The mid-term report will be the subject of a mid-term interview to ensure that the company is being engaged and that the programme is in line with the needs of the accelerated company.

## 7. Dissemination and communication of the acceleration programme

### 7.1. Dissemination on Farm'Innov website

In the first months of the project, Valorial has identified various means of disseminating the Farm'Innov Acceleration Programme call for applications:

- 1- French and international relays: among them Business France, the French Chamber of Commerce in Kenya, the French Ministry of Economy and Finance, the AFD, The French Embassy in Kenya, ...etc

- 2- Kenyan relays: including Equity, and ASNET,
- 3- direct approach to Kenyan companies made by Valorial or suggested by Valorial network and partners in Kenya.

In addition, different actions will be deployed to support the dissemination strategy:

- Organised events will also facilitate the dissemination: Valorial will organise three dedicated events during the programme lifetime: a launching event at the beginning of July 2024 in Nairobi, an intermediate event at mid-term, and a final event at the end of the year, The participation of Valorial to external events will also facilitate the dissemination.
- A dissemination kit including a template email will be developed by Valorial communication department and could be used by Valorial team herself or by the different relays through their respective networks,
- A press release will also be published for dissemination through Valorial network in France and in Kenya,
- Media partners and social networks will also be actively involved in communicating the call for applications,
- An applicant path scheme is provided in figure 6 to provide an overview of the various stages to be followed by the applicant. This scheme will make the exchanges easier with the interested companies.

## **7.2. Communication Farm'innov website**

- 1- The call for applications of the Farm'Innov Acceleration Programme will be hosted on Farm'Innov website following this link [www.farminnov.org](http://www.farminnov.org). Every application should be registered by this way, and only this one, from the 3<sup>rd</sup> of June to the 16<sup>th</sup> of August 2024.
- 2- The laureates list will be published on the Farm'Innov website by the 31<sup>st</sup> of December 2024 and also through a press release available at the same date.
- 3- The companies supported will have to agree to communicate on the acceleration actions from which they will benefit. They should sign a communication agreement to this effect in their acceleration contract.
- 4- Two other press releases will be published at mid-point and at the end of the project to communicate on the advancements and services provided.

## **Archiving, Confidentiality, and GDPR Compliance**

Archiving, confidentiality, and compliance with the General Data Protection Regulation (GDPR) are crucial aspects to consider when managing mission documents, where sensitive or personal data may be involved.

It is the responsibility of the Valorial team to securely store all types of mission documents mentioned in the present document and to maintain the confidentiality of the data contained within these documents.

## **Contacts for more information**

For more information about this project, please contact:

(In Kenya) [Adele.guerin@pole-valorial.fr](mailto:Adele.guerin@pole-valorial.fr)

(In France) [blandine.fortin@pole-valorial.fr](mailto:blandine.fortin@pole-valorial.fr)