



AGRICULTURE AND FOOD AUTHORITY (AFA) STRATEGIC PLAN

2023 – 2027



Mimea Yetu, Utajiri Wetu

I(enya (i)
VISION 2030



AGRICULTURE AND FOOD AUTHORITY (AFA)

STRATEGIC PLAN 2023 – 2027

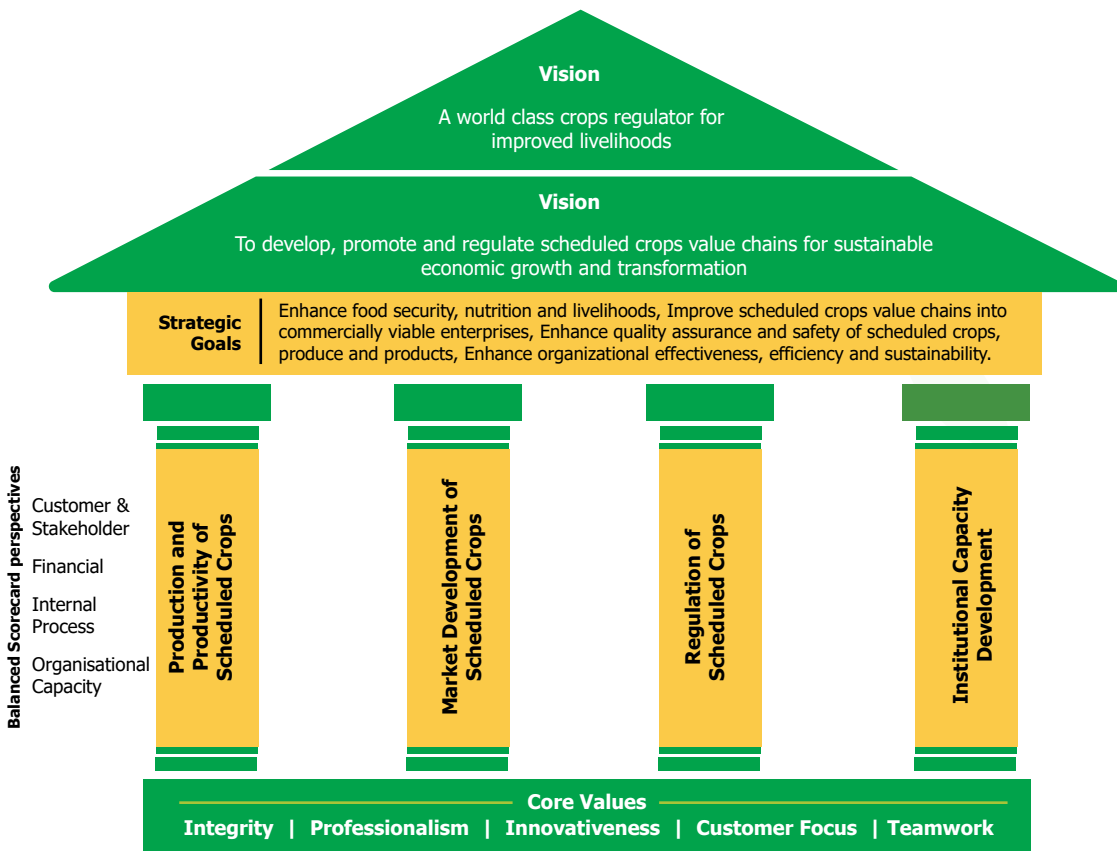
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Our Crops, Our Wealth

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AFA STRATEGIC FRAMEWORK



Foreword



Agriculture continues to be the bedrock of the development of our nation and key to creating equitable and sustainable growth for our people. It also creates jobs for our rural communities and is essential to satisfying the nutritional needs of all our people.

The agriculture sector contributes 21.2% of Kenya's Gross Domestic Product (GDP) with the largest contribution coming from crop production. Achieving the country's potential in agriculture will grow the

economy, enhance food security, improve farmer incomes, lower the cost of food, alleviate poverty and increase employment.

The Fourth Medium Term Plan of Vision 2030 (MTP IV 2023-2027) seeks to increase agricultural productivity to spur economic growth, employment creation and support agro-processing. The Strategic Plan focuses on increasing production and productivity in the scheduled crops value chains, increasing market access for produce and products of scheduled crops, creating an enabling legal and regulatory framework for scheduled crops and achieving operational efficiency and sustainability.

This Strategic Plan provides strategic direction for the Agriculture and Food Authority (AFA) for the period 2023-2027. The plan coincides with the implementation of MTP IV which incorporates the Bottom up Economic Transformation Agenda (BETA). AFA takes cognizance that agriculture is one of the pillars of BETA and underscores its contribution in the agriculture sector. This plan has thus developed strategic interventions aligned to Governments priorities in MTP IV and BETA.

The Board of Directors pledge their commitment to the realization of the goals and objectives set out in this plan. I look forward to continued collaboration from all our stakeholders and partners in order to realize our Vision of being "A world class crops regulator for improved livelihoods."

On behalf of the AFA Board of Directors and Management, I am pleased to present the 2023 – 2027 Strategic Plan.

Hon. Cornelly Serem
Chairperson, Board of Directors

Preface & Acknowledgement



The 2023 -2027 Strategic Plan for the Authority provides a road map that is anchored on its mandate as stipulated in the Agriculture and Food Authority Act No. 13 of 2013. The Plan is aligned to the Government’s development priorities as reflected in MTP IV and the Bottom up Economic Transformation Agenda (BETA) as well as other regional and global frameworks.

The Plan is organized into eight chapters. Chapter one provides the importance of strategic planning for the Authority, its role in National

development priorities, regional and international frameworks, history of AFA and the methodology of developing the strategic plan. Chapter two provides the strategic direction that includes the mandate, vision, mission, strategic goals, core values and quality policy statement.

Chapter three presents the situational and stakeholder analyses that includes analysis of macro and micro factors affecting the Authority, key achievements, challenges and lessons learnt. Chapter four presents the strategic issues, strategic goals and key result areas.

Chapter five provides strategic objectives and strategies. Chapter six provides the implementation and coordination framework. Chapter seven provides resource requirements and mobilization strategies while chapter eight provides the monitoring, evaluation and reporting framework.

Over the course of the next five years, the Authority will focus on four key result areas with corresponding strategic objectives, strategies and activities to drive its implementation. By focusing on these areas, I am confident that we will achieve our mission of developing, promoting and regulating scheduled crops value chains for sustainable economic growth and transformation.

The development of this strategic plan involved a participatory, consultative and interactive process that involved both internal and external stakeholders. A strategic planning technical committee drawn from the Authority was constituted to spearhead the development of the strategic plan. The draft strategic plan was shared with internal and external stakeholders for validation and feedback.

I wish to thank the Board of Directors for providing policy direction and oversight in development of the strategic plan. Further, I wish to recognize and appreciate the AFA Management and staff for their invaluable contributions during the entire process.

In addition, I convey my gratitude and appreciation to the technical committee led by the Head of Research, Planning & Strategy for providing requisite technical expertise. Finally, I salute the consultants from the Kenya School of Government for facilitating the strategy formulation process.

Dr. Bruno Linyiru
Director General

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Concepts & Terminologies

Adaptation trials for scheduled crops	Experimental tests and assessments conducted to determine the suitability and performance of specific crops in a given region or environment, considering factors such as climate, soil conditions, and pest resistance, to aid in making informed decisions about crop selection and cultivation practices.
Aggregation Centres	Centralized facilities or locations where harvested crops or produce from multiple farmers or sources are collected and prepared for further processing, distribution, or marketing, improving efficiency and market access for farmers.
Aggregation of products	The process of collecting, combining, and consolidating agricultural commodities or products from multiple sources, such as farms or producers, to create larger quantities that are more economically viable for storage, transportation, and marketing purposes.
Agricultural business ecosystem	The interconnected network of diverse stakeholders, including farmers, suppliers, distributors, processors, retailers, and support services, that collaborate and interact within the agricultural sector, facilitating the flow of resources, knowledge, and value throughout the agricultural value chain.
Agricultural risk management	The proactive identification, assessment, and implementation of strategies and measures to mitigate and address potential risks and uncertainties that can impact agricultural production, such as weather events, price fluctuations, pests, and diseases, to safeguard farm operations, income, and food security.

Agro-processing	The conversion of raw agricultural products into value-added processed goods through various techniques such as cleaning, sorting, grading, drying, milling, preserving, or packaging, adding economic value, extending shelf life, and enhancing marketability of agricultural produce.
Alternative enterprises	Non-traditional or diversified activities undertaken alongside or instead of conventional agricultural practices, such as agro-tourism, organic farming, renewable energy production, or niche market ventures, offering additional income sources and expanding economic opportunities for farmers.
Back and forward linkages	The interconnected relationships and interactions between different stages of the agricultural value chain. Backward linkages involve the connection between farmers and input suppliers, while forward linkages refer to the connection between farmers and buyers, processors, or retailers, facilitating the flow of goods, services, and information throughout the supply chain.
Best environmental practices	Guidelines, techniques, and approaches that promote sustainable and responsible farming methods, minimizing negative environmental impacts, conserving natural resources, preserving biodiversity, and maintaining ecosystem health.
Business continuity management	The proactive planning, strategies, and measures implemented to ensure the uninterrupted operation and resilience of agricultural businesses in the face of disruptions, emergencies, or unforeseen events, safeguarding production, supply chains, and critical functions.
Climate change adaptation	The proactive measures and practices implemented to adjust farming methods, systems, and technologies to cope with the impacts of climate change, including extreme weather events, shifting growing seasons, and changing precipitation patterns to ensure agricultural resilience and sustainability.

Climate smart technologies	Innovative tools, practices, and technologies that help mitigate and adapt to the impacts of climate change, enhancing resource efficiency, reducing greenhouse gas emissions, and increasing the resilience of agricultural systems while promoting sustainable production and food security.
Collection centres	Designated locations or facilities where farmers or producers bring their harvested crops or agricultural products for aggregation, sorting, and temporary storage before further processing, distribution or sale, facilitating efficient handling and market access.
Common user facilities	Shared infrastructure or resources, such as storage facilities, processing units, or transportation services that are collectively used by multiple farmers or agricultural enterprises, promoting cost-effectiveness, resource optimization, and improved market access.
Consumer driven standards	Quality and safety criteria established based on consumer preferences and demands, ensuring that agricultural products meet specific requirements related to health, sustainability, ethical practices, or other factors, to enhance consumer trust, satisfaction, and market competitiveness.
Cottage industries	Small manufacturing units producing goods and services using conventional and low technology methods characterized by accessibility to raw materials, low cost of operation and proximity to markets.
Crop cluster	A collection of scheduled crops grouped as: Horticultural Crops, Fibre Crops, Nuts and Oil Crops, Food Crops, Sugar Crops and Miraa, Pyrethrum and other Industrial Crops. Where the clusters are not applicable reference is made to individual crops such as Coffee.

Crop development levies	Mandatory fees or charges imposed on growers or producers to fund research, development, and promotion activities aimed at improving crop varieties, productivity, marketability, and industry growth, contributing to the overall advancement of the crop sector.
Crop diversification	The practice of cultivating a variety of different crops within a farming system or region, aiming to reduce risks, enhance resilience to pests and diseases, improve soil health, optimize resource utilization, and expand market opportunities, promoting sustainable and balanced agricultural production.
Crop insurance	A risk management tool that provides financial protection to farmers against crop losses caused by natural disasters, adverse weather conditions, pests, or diseases, offering compensation or indemnity to help mitigate the financial impact and stabilize farm incomes.
Demonstration plots	Small-scale agricultural fields or areas where new farming techniques, practices, technologies, or crop varieties are showcased and tested to provide practical examples and education for farmers, facilitating knowledge transfer, capacity building, and adoption of innovative approaches.
Drought resistant crops	Plant varieties specifically bred or selected for their ability to tolerate and thrive in dry or water-deficient conditions, assisting farmers mitigate the impact of droughts and ensuring more reliable crop yields in arid or drought-prone regions.
Enterprise diversification	The strategy of expanding or adding new income-generating activities or enterprises alongside traditional agricultural practices, aiming to reduce risk, increase profitability, and explore alternative sources of revenue, thereby enhancing the overall economic resilience of farmers.

Erratic weather patterns	Unpredictable and irregular variations in weather conditions, such as unexpected changes in temperature and rainfall which can pose challenges to crop growth and overall agricultural productivity.
Extension services	Support systems that provide farmers with knowledge, information, and training on modern agricultural practices, technologies, market trends, and management strategies to enhance productivity, sustainability, and overall farm performance.
Fabricating value addition machinery	The manufacturing or construction of specialized equipment and machinery that facilitate the processing, refining, or transformation of agricultural products into value-added goods, enabling farmers and processors to enhance the quality, shelf life, and market value of their agricultural produce.
Fibre Crops	Plants cultivated specifically for the production of fibres used in various industries, such as textiles, paper, and construction materials, offering renewable and sustainable alternatives to synthetic fibres and supporting diverse applications in the manufacturing sector.
Food processing hubs	Centralized facilities or locations where raw agricultural products are received, processed, transformed, and packaged into value-added food products, promoting efficiency, quality control, and marketability, and supporting the growth of the food processing industry.
Food resilience	The ability of a system to withstand and recover from shocks, disruptions, or challenges, ensuring stable and sustainable access to nutritious food and encompassing aspects such as production diversity, supply chain robustness, and adaptive capacity.
Food security	The state where all people at all times have physical, social, and economic access to sufficient, safe and nutritious food that meets their food preferences and dietary needs for an active and healthy life.

Genetically modified plant species	Plants that have been genetically engineered to possess desired traits or characteristics, such as increased resistance to pests or improved nutritional content.
Green growth economy	An economic model that promotes sustainable agricultural development by achieving environmental objectives, emphasizing resource efficiency, renewable energy and environmental stewardship for economic growth.
Greenhouse technology	A controlled environment system that utilizes structures such as glass or plastic to create an optimal growing environment for crops, enhancing productivity and extending the growing season.
Market linkages	The connections and relationships established between farmers, producers, and buyers to facilitate efficient and effective exchange of agricultural products, ensuring access to markets and fair prices for farmers.
Mechanization in production	The adoption and utilization of machinery and equipment to automate and streamline farming tasks, increasing efficiency, productivity, and scalability.
Meristematic Tissue Culture	The propagation of plant cells or tissues in a controlled laboratory environment to produce large numbers of genetically identical plants, facilitating rapid and precise multiplication of desired clones.
Natural ecosystems	Diverse and self-sustaining ecological systems that encompass elements such as forests, wetlands, and grasslands, which provide essential ecosystem services, including pollination, soil fertility, and pest regulation, contributing to sustainable and resilient farming practices.
Non-traditional agricultural commodities	Unconventional or alternative products that diverge from traditional crop, encompassing items such as exotic fruits, specialty herbs, or niche market goods, often associated with unique characteristics, high value, or specific consumer demands.

Nursery operators	Individuals or businesses engaged in the cultivation and production of young plants, including seedlings, saplings, and cuttings, for subsequent transplantation and use in various agricultural activities.
Phytosanitary certification	The issuance of official documents that verify compliance with international plant health standards, ensuring that agricultural products, such as plants, seeds, or plant-based commodities, are free from pests and diseases, facilitating their safe trade and movement across borders.
Plant variety protection	A system that grants intellectual property rights to plant breeders for their novel and distinct plant varieties, encouraging innovation, investment, and fair competition in the development and commercialization of new plant cultivars.
Planting materials multiplication sites	Locations or facilities where selected plants or crops are propagated and multiplied through various methods, such as seeds, cuttings, or tissue culture, to produce a sufficient and consistent supply of quality planting materials for distribution to farmers and growers.
Post-harvest losses	Reduction in quantity or quality of harvested crops, produce and products that occur during storage, transportation, processing, and marketing stages, resulting in economic and nutritional waste.
Post-harvest handling	A series of activities and practices undertaken after harvesting crops, including sorting, cleaning, packaging, cooling, and storage, to maintain product quality, maximize shelf life, and reduce losses during transportation, storage and marketing.
Price stabilization	Measures or interventions implemented to mitigate extreme price fluctuations and maintain a more consistent and balanced pricing environment for agricultural commodities, ensuring stability and income security for farmers and consumers.
Production	The total amount of scheduled crop produce obtained or harvested in a specific period of time

Productivity	Scheduled crop yield per unit area
Pro-poor value chain	A system that aims to create inclusive economic opportunities for low-income farmers and producers by integrating them into value chain activities, providing access to markets, technology, and resources, and promoting equitable distribution of benefits along the chain.
Quarantine control	A set of measures and regulations implemented to prevent the introduction and spread of pests, diseases, and invasive species that may harm plants, animals, or ecosystems, ensuring biosecurity and safeguarding agricultural production and trade.
Rising ocean levels and water tables	Increase in sea levels and groundwater levels, respectively, which can lead to inundation of coastal areas, saltwater intrusion into freshwater resources, and adverse impacts on farmland, posing challenges to crop production, water availability, and agricultural sustainability.
Scheduled crops	Crops that are regulated and designated by the Authority for specific purposes, such as government support, research, marketing, or policy considerations, often involving incentives, subsidies, or targeted interventions to promote their cultivation, development, or commercialization.
Self-regulation	Voluntary measures and practices adopted by industry stakeholders to ensure compliance with standards, guidelines, and ethical principles, complementing external regulatory enforcement, promoting responsible behaviour, sustainability, and accountability within the sector.
SharePoint module	A component or feature within a platform that is customized or designed specifically to address the needs and requirements of the Authority, facilitating document management, collaboration, data sharing, and communication within the Authority.

Single eye bud technology	A propagation technique where only a single bud or eye of a plant is used for vegetative reproduction, enabling the production of genetically identical plants with desirable traits, promoting efficient and consistent plant multiplication and crop improvement.
Soil fertility	The ability of soil to provide essential nutrients, minerals, and other favourable conditions necessary for healthy plant growth and crop production, ensuring optimal yields and sustainable agricultural practices.
Strategic food reserve	A stockpile of food commodities maintained by governments or organizations to ensure food security during times of emergencies, crises, or supply disruptions, serving as a buffer to stabilize prices, meet nutritional needs, and support vulnerable populations.
Suitability maps	Graphical representations or data-based tools that assess and indicate suitability or appropriateness of specific areas or regions for growing particular crops or engaging in agricultural activities, aiding farmers and planners in making informed decisions regarding land use, crop selection, and resource allocation.
Traceability system	A record-keeping and tracking mechanism that enables identification and documentation of the origin, production processes, and distribution of agricultural products, allowing for enhanced transparency, quality control, and safety assurance throughout the supply chain.
Value addition	Process of enhancing economic worth, quality, desirability, or marketability of agricultural products through various means such as processing, packaging, branding, or incorporating additional features or attributes, resulting in increased value, profitability, and competitiveness.

Value addition machinery	Specialized equipment designed for processing, refining, or transforming agricultural produce and products into value-added goods, such as food processing machines, packaging machinery, or equipment for extracting essential oils, contributing to improved product quality, efficiency, and marketability.
Value chain players	Individuals, businesses, or organizations involved in various stages of production, processing, distribution, and marketing of agricultural products, including farmers, suppliers, processors, distributors, retailers, and consumers, collectively contributing to the creation and delivery of value-added agricultural goods to the market.
Value chains	A series of interrelated activities and processes involved in production, processing, distribution, and marketing of agricultural produce and products, from farm to consumer, aiming to create value at each stage and ensure the efficient flow of goods, services, and information while maximizing the economic benefits for all stakeholders involved.
Variety testing	A systematic evaluation and assessment process conducted to determine the performance, adaptability, and suitability of different crop varieties or cultivars under specific environmental conditions, helping farmers and researchers make informed decisions about the selection and adoption of the most suitable varieties for improved productivity and profitability.

Acronyms & Abbreviations

ACCA	Association of Chartered Certified Accountants
AFA	Agriculture and Food Authority
AfCFTA	African Continental Free Trade Area
AGOA	African Growth and Opportunity Act
AGPO	Access to Government Procurement Opportunities
ASTGS	Agricultural Sector Transformation and Growth Strategy
BAGC	Board and Governance Committee
BEPs	Best Environmental Practices
BeTA	Bottom-Up Economic Transformation Agenda
BPR	Business Process Re-engineering
CAC	Codex Alimentarius Commission
DDCC	Deputy Director, Corporate Communications
CFA	Chartered Financial Analyst
CGIAR	Consultative Group of International Agricultural Research
CHRP K	Certified Human Resource Professional - Kenya
CIA	Certified Internal Auditor
CICS	Constituency Industrial Development Centres
CIDP	County Integrated Development Programmes
CISA	Certified Information Systems Auditor
COMESA	Common Market for Eastern and Southern Africa
Covid 19	Coronavirus Disease 2019
CPA	Certified Public Accountants
CS	Corporate Services Department
CSR	Corporate Social Responsibility
DDPE&CP	Deputy Director, Public Education and Commodity Promotion
DRP	Disaster Recovery Plan
EAC	East African Community
EAC-EU	East African Community/European Union Economic Partnership Agreements
EPA	Economic Partnership Agreement
ERM	Enterprise Risk Management

EU	European Union
FiC	Fibre Crops
FoC	Food Crops
GAPS	Good Agricultural Practices
GATT 1994	General Agreement on Tariffs and Trade 1994
GDP	Gross Domestic Product
GIS	Geographic Information System
HC	Horticulture Crops
IA&RA	Internal Audit and Risk Assurance Department
ICA	International Coffee Agreement
ICT	Information and Communication Technologies
IFAD	International Fund for Agricultural Development
IMIS	Integrated Management Information System
IPPC	International Plant Protection Convention
ISA	International Sugar Agreement
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
KALRO	Kenya Agriculture and Livestock Research Organization
KEBS	Kenya Bureau of Standards
KENAS	Kenya Accreditation Service
KEPHIS	Kenya Plant Health Inspectorate Services
KEPROBA	Kenya Export Promotion & Branding Agency
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KIRDI	Kenya Industrial Research and Development Institute
KNBS	Kenya National Bureau of Statistics
KRAs	Key Result Areas
L&C	Licensing and Certification
LS	Legal Services Department
M&E	Monitoring and Evaluation
MPIC	Miraa Pyrethrum and Industrial Crops
MSK	Marketing Society of Kenya
MSMEs	Micro, Small and Medium Enterprise
MTP IV	Fourth Medium Term Plan
NAMS	National Agricultural Marketing Strategy
NCPB	National Cereals and Produce Board

NG	National Government
NIA	National Irrigation Authority
NOC	Nuts and Oil Crops
OECD	Organization for Economic Cooperation and Development
OIE	Office International des Epizootics
OSH Act	Occupational Safety and Health Act 2007
PC	Performance Contracts
PE&A	Public Education and Awareness Department
PESTELE	Political, Economic, Social, Technological, Environmental, Legal and Ethical
PFM Act	Public Finance Management Act, 2012
PMOs	Producer Marketing Organizations
PMS	Performance Management System
PPAD Act	Public Procurement and Asset Disposal Act 2016
PPP	Public-Private-Partnership
PSC	Public Service Commission
PWD	Persons with Disabilities
QAIP	Quality Assurance and Improvement program
QMS	Quality Management Systems
R&L	Registration and Licensing Department
RP&S	Research Planning & Strategy
RWE	Rural and Women Entrepreneurship
S&C	Surveillance and Compliance Department
S&C	Surveillance and Compliance Department
S&TA	Standards and Trade Advisory Department
SCM	Supply Chain Management Division
SDGs	Sustainable Developments Goals
SFR	Strategic Food Reserve
SGS	Société Générale de Surveillance (General Society of Surveillance)
SOPs	Standard Operation Procedures
SPSS	Statistical Package for the Social Sciences
SWOT	Strengths, Weaknesses, Opportunities and Threats
T&A	Trade and Advisory Department
TFA	Trade Facilitation Agreement

TIA	Training Impact Assessment
TMA	Trademark Africa
ToTs	Training of Trainers
WIBA	Work Injury Benefit Act
WRSC	Warehouse Receipt System Council
WTO	World Trade Organization
WTO/ TBT	World Trade Organization Technical Barriers to Trade Agreement

Executive Summary

The Strategic Plan for the Agriculture and Food Authority (AFA) has been developed in cognizance of its mandate pursuant to Agriculture and Food Authority Act No. 13 of 2013. It provides direction for AFA and defines priorities for the plan period 2023-2027. The Plan is aligned with the national, regional, international and other development priorities.

The Strategic Plan provides the vision, mission, background, mandate and functions of AFA. The Authority has presented its role in the national development priorities, regional and international development frameworks. It also takes cognizance of the importance of linkages and collaborations in achievement of the set strategic objectives.

An evaluation of the 2017-2022 strategic plan was undertaken and key achievements, challenges and lessons learnt identified. An environmental scan focusing on internal and external factors was undertaken, key stakeholders identified and their expectations analysed.

The vision of the Authority of being, **“A world class crops regulator for improved livelihoods”** will be realized through its mission, **“To develop, promote and regulate scheduled crops value chains for sustainable economic growth and transformation.”** The Authority will be guided by the core values of **Integrity, Professionalism, Innovativeness, Customer Focus and Teamwork.**

The strategic framework for the Authority’s Strategic Plan 2023 – 2027 outlines four Key Result Areas (KRAs) that the Authority will focus on during the strategic plan period. These are: Production and productivity of Scheduled Crops; Market Development; Regulation of Scheduled Crops; and Institutional Capacity.

The KRAs will be realized through four (4) strategic objectives as follows:

- a) To promote production and productivity in the scheduled crops value chains.
- b) To increase market access for produce and products of scheduled crops.
- c) To create an enabling legal and regulatory framework for scheduled crops.
- d) To strengthen the Authority’s institutional capacity.

An appropriate implementation and coordination framework has been developed which describes how the strategic plan will be operationalized. A detailed implementation action plan that provides the operational framework to allow for effective implementation of the Strategic Plan is provided in **Appendix I**. An annual work plan for 2023/24 has been developed to guide the first year of the plan.

A summary of key risks that may arise during the plan implementation have been highlighted and appropriate mitigation strategies recommended. Projected financial resource requirements for implementation of the strategic plan over the plan period have been provided.

The Plan puts in place a monitoring, evaluation and reporting framework to track implementation of the Plan and provide feedback for timely corrective action towards attainment of the strategic goals. An outcome performance matrix has been developed to guide monitoring and evaluation at the end of the plan period.



Chapter **ONE**

Introduction

1.0 Overview

This chapter describes the centrality of the strategic plan in achieving organizational success for the Authority. It also provides the context of strategic planning in consideration of national development priorities, regional and international frameworks. Further, it provides the history of AFA as well as the methodology of developing the strategic plan.

1.1 Strategy as an Imperative for Organizational Success

Strategy provides a clear direction and purpose, guiding the decisions and actions of an organization. The 2023 – 2027 strategic plan provides a roadmap of how the Authority intends to move from where it is towards its vision in accordance with its mission and values. In so doing, it plans to use its strengths to take advantage of opportunities, remedy its weaknesses and avoid or mitigate threats. The plan also establishes how the Authority will measure progress in meeting its objectives and evaluate the results.

An understanding of AFA's external and internal environment is paramount in establishing the strategic issues directly related to its vision and mission and which have an impact on performance and decision making. The strategic issues form the foundation of developing the strategic goals which are the desired outcomes. It is these issues that the Authority will seek to address in order to achieve its mission and realize its vision. Linked to the attainment of strategic goals, are key result areas that form outcomes which will be the Authority's responsibility.

The Authority has set strategic objectives and strategies aligned to the strategic goals and key result areas. The development of these strategies has focused on ensuring a clear line of sight with the Authority's vision, mission, strategic issues and goals. The identification of the most appropriate strategies has taken into consideration the external and internal environments within which the Authority operates while ensuring that it optimizes the use of its resources.

The establishment of the Agriculture and Food Authority (AFA) to develop, promote and regulate scheduled crops as per the Crops Act, 2013 was a culmination of the Agriculture Sector Reforms that began in the year 2003. The purpose of the reforms was to consolidate numerous pieces of legislations within the agriculture sector to address the overlap of functions, obsolete legislations and to benefit from economies of scale.

Since its establishment, the Authority has recorded milestones as reflected in the performance evaluation report of the 2017 – 2022 strategic plan. The development of the 2023 – 2027 strategic plan has taken cognizance of these achievements, challenges and lessons learned.

It is expected that the implementation of the strategies identified in the 2023 – 2027 strategic plan will not only improve the performance of the Authority but also enhance sustainable economic growth and transformation.

1.2 The Context of Strategic Planning

The Strategic Plan has been developed in consideration of international, regional and national development frameworks and priorities.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet. The Government of Kenya is committed to the attainment of the United Nations Sustainable Developments Goals (SDGs) as adopted by the United Nations General Assembly.

SDGs address the economic, social and environmental dimensions of development in a comprehensive and integrated manner. The development of this strategic plan has outlined the Authority's commitment to the attainment of the following goals which are mainstreamed in the scheduled crops value chains:



Goal 1: No poverty

Alleviation of poverty by promoting production of scheduled crops which is a source of livelihood to the majority of Kenyans. The role of the Authority will be to enhance production of scheduled crops for income and source of livelihood. Champion adoption of pro-poor enterprises and technologies in the scheduled crops, and promote scheduled crops in non-traditional areas to enhance income.



Goal 2: Zero hunger by 2030

The Authority will contribute towards achievement of this goal by enhancing production of scheduled food crops in the country, promoting Good Agricultural Practices (GAPs) for sustainable agriculture; and scaling up adoption of innovations and technologies on scheduled crops to increase production and alleviate hunger.



Goal 3: Good health and well-being: A healthy population translates to a productive workforce and thriving agricultural sector. To contribute towards attainment of this goal, the Authority will promote cultivation and consumption of diverse, nutrient-rich crops to combat malnutrition and diet-related diseases.

In addition, the Authority will strengthen food safety systems by implementing rigorous quality control measures throughout the scheduled crops value chains to prevent foodborne illnesses and ensure consumer health. AFA will also prioritize in collaboration with relevant stakeholder's measures that reduce the use of harmful pesticides, promote organic farming, and ensure the safety of food products. Incorporating health-centric practices will contribute to improvement of the overall well-being of both farmers and consumers.



Goal 5: Gender equality

The Authority will mainstream gender in its programs and projects; and ensure compliance with policies and regulations on gender equality.



Goal 12: Responsible consumption and production:

The Authority will contribute to this goal by promoting sustainable agricultural practices for protecting biodiversity and preserving natural ecosystems; and also promote data driven decision making in scheduled crops value chain.



Goal 13: Climate Action to mitigate effect of Climate Change

The Authority will contribute towards this goal by promoting adoption of drought tolerant and climate resilient technologies in scheduled crops value chains and promote best environmental practices and technologies.



Goal 15: Life on land

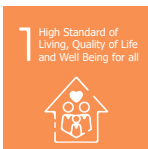
The Authority will promote sustainable agricultural practices for protecting biodiversity and preserving natural ecosystems;

Promote development of different crop varieties to suit different ecological systems; Promote adherence to international acceptable labour practices along the scheduled crops value chains; and Promote acceptable welfare standards among value chain actors within the scheduled crops.

1.2.2 African Union Agenda 2063

The Agenda 2063 is a collective vision and roadmap for social economic transformation of the continent that is anchored on seven aspirations under which twenty goals have been identified. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. AFA's role in Africa Agenda 2063 is reflected in aspirations 1 and 3 as follows:

Aspiration 1



Goal 5: Modern agriculture for increased production, productivity and value addition that contributes to farmer, national prosperity and Africa's collective food security.

The Authority will enhance production and productivity of scheduled crops for economic growth and transformation.

Aspiration 3



An Africa of good governance, democracy, respect for human rights, justice and the rule of law. The Authority will contribute in furthering good governance and the rule of law by developing and implementing regulations in a manner that promotes justice and fairness to all.

1.2.3 East Africa Community (EAC) Vision 2050

The rationale for EAC Vision 2050 is to provide a catalyst for the region to enhance transformation, growth and development to propel the community to a higher income cohort and subsequently achieve an upper middle-income status.

The Vision is anchored on six (6) pillars namely;

Infrastructure Development; Agriculture, Food Security and Rural Development; Industrialization; Natural Resources and Environment Management; Tourism, Trade and Services Development; and Human Capital Development.

AFA will play a role towards the agriculture and rural development pillar of Vision 2050 that is based on improved agricultural practices including mechanization, irrigation, improved seeds and use of fertilizers among others. In order to ensure increased productivity for food security as well as economic prosperity, the Authority will enhance production and productivity, promote value addition of scheduled crops products and enhance human capital for institutional efficiency.

1.2.4 Constitution of Kenya

The 2023 – 2027 Strategic Plan for the Agriculture and Food Authority (AFA) is anchored on the Constitution. The Constitution under Article 43 (c) includes a comprehensive Bill of Rights that provides for the right to be free from hunger, and to have adequate food of acceptable quality. The Authority will contribute towards increasing food nutrition and security through capacity building of agricultural extension service providers, improving market access and ensuring food safety.

In addition, the Fourth Schedule provides for distribution of functions between National and the County Governments. The schedule allocates the National government the following functions; capacity building and technical assistance to the counties, policy formulation, development of regulations and collection and management of agricultural information. AFA will be the lead agency in implementing these functions.

1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan

The Kenya Vision 2030 articulates the national development agenda for the country and outlines the process of transforming Kenya into a newly-industrializing middle-income country by providing a high quality of life to all its citizens in a clean and secure environment by the year 2030. The Vision comprise of three pillars namely; Economic, Social and Political. The three pillars are anchored on foundations for social economic transformation. The Vision is implemented through successive five-year Medium-Term Plans (MTPs). The first, second and third MTPs were implemented in the period 2008-2012, 2013-2017 and 2018-2022 respectively.

The Fourth Medium Term Plan focuses on implementation of strategic interventions aimed at driving Kenya's economy towards a sustainable growth path. The Plan has adopted the theme 'Accelerating socio-economic transformation to a more competitive, inclusive and resilient economy', and is anchored on the Kenya Kwanza's government five core pillars that are

expected to have the highest impact at the bottom of the economy.

These are: Agricultural Transformation and Inclusive Growth; transforming the Micro, Small and Medium Enterprise (MSMEs) Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy.

The MTP IV will implement the Kenya Kwanza Bottom-Up Economic Transformation Agenda (BETA) that will drive the economic turnaround and inclusive development for Kenya.

1.2.6 Role of AFA in the Bottom-up Economic Transformation Agenda (BETA)

The Bottom-up Economic Transformation Plan, 2022 – 2027, is the manifesto of the Kenya Kwanza administration that will be implemented over the next five years. The plan is cognizant of the prevailing domestic challenges as well as external factors such as rising global inflation and interest rates. The priorities of the bottom -up plan are anchored on five key pillars key among them being agricultural transformation. AFA is mandated to improve the prioritized crops in the three main agriculture related pillars of food-security crops, reduced imports and increased exports. AFA's mandate will align and focus on the following issues as addressed in BETA:

- a)** Raising the productivity of key food value chains (maize, irish potatoes, sweet potatoes, pulses and bananas);
- b)** Revamping underperforming and collapsed export crops while expanding emerging ones (coffee, cashew nuts, avocado, macadamia nuts, miraa, fruits, vegetables, cotton and pyrethrum); and
- c)** Reducing dependence on basic food imports (rice, wheat, edible oils, sugar, and sorghum).

The specific issues of interest to AFA in the Bottom-Up Transformation Agenda (BETA) 2022-2027 pillars are as highlighted below:

Pillar 1: Agriculture - Agricultural Transformation and Inclusive Growth

a) Food Security and Crop Diversification

AFA will play a role in organizing farmers and other key stakeholders into cooperatives through technical assistance & business development to support crop industry revitalization. AFA will contribute towards increased production and productivity at competitive costs through:

Support provision of inputs, farmer empowerment, develop collaboration frameworks with County Governments and supporting counties to facilitate farmers in production of scheduled crops;

Reduce dependence on basic food imports by supporting local production & revitalization of export crops;

Bring on board value chains not scheduled for ease of diversification and provide necessary instruments for regulation; and

Contribute towards increased value addition by providing technical training to producer organizations.

b) Crops Industry Revitalization:

AFA will contribute to industry revitalization by:

Providing marketing access support and linking farmers to the markets and service providers in the value chain for production and market efficiency in addition to streamlining market linkages;

Creating an enabling legal and regulatory framework for scheduled crops by establishing and enforcing Standards and Codes of Practice.

Pillar 2: Micro Small and Medium Enterprise Economy

Through this pillar AFA's contribution will be towards enhancing market access of MSMEs goods, creating jobs and elevating agriculture as a business to create jobs, supply of raw materials for manufacturing and youth empowerment.

1.2.7 Role of AFA in Kenya Vision 2030 and MTP IV

The commercialization of agricultural products has become important in Kenya due to the exceptional role the crops are expected to play in increasing farmer incomes and improving livelihoods across the country. This role is in line with the country's Vision 2030 and the fourth Medium Term Plan (2023-2027). AFA will contribute significantly towards the following agriculture sector Priorities and Interventions:

a) Agro-processing: The programme aims to improve food security and enhance incomes of small-holder farmers providing markets for horticultural and fruit produce. AFA will promote construction of fruit and vegetable processing plants and establish collection centres. The plants will be constructed to facilitate processing, cooling and storage of potatoes, tomatoes, fruits and vegetables. It is envisioned that agro

processing will contribute towards the realization of the country's industrialization agenda, to increased job creation, especially for the youth, to higher rural incomes and greater food security, and to the creation of a vibrant agro-processing sector and diversification of exports

b) Edible oils value chain interventions: The project aims at reducing the country's overreliance on imported edible oil. AFA will be the lead agency in implementing the edible oil crops promotion project to enhance local production and processing of edible oils. This will entail supporting farmers to access seeds and seedlings for canola, sunflower and soya bean in addition to provision of subsidized fertilizers. To enhance value addition, cottage industries will be promoted and small industries provided with processing machinery for small industries.

c) Textile and apparel value chain interventions: AFA will play a lead role in increasing production of raw materials by enhancing local production of cotton. This will entail distribution of certified cotton seeds (Bt cotton and hybrid) to farmers through existing and established cooperatives. Sensitization and mobilization of MSMEs within cotton catchment areas and establishing aggregation centres.

To enhance value addition, the sub sector will establish modern ginneries and modernization of existing ginneries; tailoring facilities in Constituency Industrial Development Centres (CIDC).

d) Rice value chain interventions: Kenya is currently a net importer of rice due to minimal domestic production of the commodity. Promotional activities to increase yields and acreage are therefore crucial to reduce imports. As the regulator and a key player in the agriculture sector, AFA will be involved in strengthening farmer organizations including cooperatives. The Authority will also play a key role in enhancing market access through identification of promoters and linking individual farmers and farmer organizations to off takers.

e) Coffee revitalization programme: AFA will work with other industry players in the revitalization of the coffee industry to support farmers boost production in addition to modernization of the coffee cooperative factories.

f) Miraa industry revitalization project: Through this project, AFA will provide leadership to implement strategies and interventions that support the development of the Miraa Industry and improve the livelihoods of value chain players.

1.2.8 Sector Policies and Laws

The following sector laws and policies are relevant for the delivery of the Authority's mandate:

a) Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019-2029

The ASTGS prioritizes three anchors to drive the ten-year transformation with specific targets set for the first 5 years as follows:

ANCHOR 1 Increase small - scale farmer, pastoralist and fisher folk incomes

ANCHOR 2 Increase agricultural output and value addition

ANCHOR 3 Increase household food resilience

The Authority will pursue strategies that will be geared towards realization of the three anchors. Some of the strategies include:

- [i] Capacity building of value chain players on Good Agricultural Practices (GAPs);
- [ii] Scaling up adoption of innovations and technologies on scheduled crops;
- [iii] Enhancing research for scheduled crops;
- [iv] Enhancing access to quality farm inputs;
- [v] Promoting enterprise diversification into non-traditional areas;
- [vi] Promoting value addition for scheduled crops;
- [vii] Promoting market research and intelligence; and
- [viii] Streamlining climate adaptation and mitigation measures along scheduled crops value chains.

b) Agriculture Policy, 2021

The policy is designed to support the implementation of the ASTGS. It focuses on providing an enabling environment for agricultural development, addressing challenges in the sector, and enhancing agricultural productivity, profitability, and competitiveness. The policy also aims to promote private sector participation and investment in agriculture.

Through the interventions proposed in this plan, AFA will spearhead the development of sector regulations and standards which will support the development of scheduled crops value chains as provided for in this policy.

In addition, the Authority will play a key role in promoting market access, production and productivity of scheduled crops through capacity building of value chain players.

c) National Irrigation Policy, 2017

Given Kenya's reliance on rain-fed agriculture and the vulnerability to climate variability, the National Irrigation Policy seeks to expand and modernize irrigation systems. This policy aims to reduce dependence on rainfall, enhance agricultural productivity, and improve resilience to climate change. The Authority will sensitize scheduled crops value chain players on adoption of appropriate irrigation technologies geared towards increasing production and productivity.

d) Land Policy, 2019

While not exclusively focused on agriculture, the Land Policy is essential for the agricultural sector, as it addresses issues related to land tenure, land use planning, and access to land for agricultural purposes. In line with the Crops Act 2013, the Authority will from time to time provide policy advice to the Cabinet Secretary responsible for Agriculture on land use effects on production of scheduled crops.

e) National Agricultural Marketing Strategy 2021-2030

The strategy has identified several constraints along the marketing chain of agricultural produce and products that can positively change the landscape of agricultural marketing in the country if well addressed which include inadequate market infrastructure and associated facilities, noncompliance with standards, inadequate supply of produce and products, high post-harvest losses, limited value-addition, underdeveloped marketing channels and poor access roads to physical markets among others.

To support market access, the Authority will capacity build scheduled crops value chain players to improve the quality of produce and products to meet different market segment requirements while at the same time training them on value addition for product and market diversification.

f) Kenya Climate Smart Agriculture Strategy 2017-2026

The strategy aims to enhance food security, increase farmers' income, and strengthen the capacity of agricultural systems to adapt to and mitigate the impacts of climate change. The key components of Kenya's Climate Smart Agriculture Strategy include; climate adaptation, mitigation of greenhouse gas emissions, sustainable land use, capacity building, research and development, policy support and financial support.

AFA will spearhead adoption of practices and technologies that enable farmers to adapt to changing climate conditions, such as promotion of drought-tolerant crops, water harvesting and management, and climate-resilient farming techniques.

g) National Phytosanitary Policy, 2022

The National Phytosanitary Policy outlines the interventions to be implemented to create an enabling environment for plant health in agricultural production and safe trade in plants and plant products. This will provide mechanisms for prevention of introduction, spread and establishment of foreign injurious pests and noxious weeds as well as providing a Phytosanitary assurance system for plants and plant products exported from Kenya thereby meeting international market requirements.

AFA in collaboration with relevant stakeholders will identify issues that hinder the development of an efficient and effective plant health system and provide guidance for the revision of the existing legal framework to enhance food safety.

h) The Kenya National Adaptation Plan 2015-2030

The National Adaption Plan (NAP) addresses the country's vulnerability and resilience to climate change. The vision of NAP is "enhanced climate resilience towards the attainment of Vision 2030". AFA will promote climate change adaptation strategies through sensitization of scheduled crops value chain players on climate resilient crop varieties, new technologies, embracing innovations and provision of capacity building to the agricultural extension service providers to minimise negative climate change impacts.

i) Other Regional and International Obligations and Conventions

The Authority is cognizant of the regional and international obligations to which Kenya is committed. This Plan has thus taken into account the various regional, international obligations and conventions which are embedded in its operations. These are summarized in Table 1.1.

Table 1.1: Regional and International Obligations and Conventions

Convention	Obligation	Role of AFA
Africa Continental Free Trade Area	<ul style="list-style-type: none"> • Progressively eliminate tariffs and non-tariff barriers to trade in goods and liberalize trade in services • Cooperate on investment, intellectual property rights and competition policy • Cooperate on custom matters and the implementation of trade facilitation measures 	<ul style="list-style-type: none"> • Organize stakeholders to lobby governments for tariff and taxes review • Advise the Government on the impact of various tariffs and inform review • Engage and capacity build stakeholders to comply with non-tariff barriers or/and seek review if they are unfair • Identify recipes for trade disputes, resolve and settle • Disseminate trade blocs' trading rules and regulations and investment regulations
East African Community	<ul style="list-style-type: none"> • Coordinate implementation of the EAC-EU EPA. (EAC)/European Union (EU) Economic Partnership Agreements (EPAs) 	<ul style="list-style-type: none"> • Promote acceptable trade agreements and contracts among value chain players in the scheduled crops. • Ensure compliance to EAC-EU EPA implementation through the development of regulations
World Trade Organization Trade Facilitation Agreement (TFA)	<ul style="list-style-type: none"> • Improve market access for goods (agricultural and industrial products) and services; improve trade in environmental goods and services. • Simplify and improve WTO rules on trade and ensure that the country has policy space to address its developmental concerns including Vision 2030 	<ul style="list-style-type: none"> • Develop regulations in the scheduled crops value chains • Adopt trading standards to comply with international rules and regulations on trade.
The Kyoto Protocol to the United Nations Framework Convention on Climate Change	<ul style="list-style-type: none"> • Reduce greenhouse gas concentrations in the atmosphere to a level that will prevent dangerous anthropogenic interference with the climate system. 	<ul style="list-style-type: none"> • Promote climate smart technologies and Environmental Best Practices to reduce and minimize greenhouse gas emission
International Sugar Agreement 1969 (ISA)	<ul style="list-style-type: none"> • Promote trade in and consumption of sugar by gathering and publishing information on the sugar market, research into new 	<ul style="list-style-type: none"> • Provide data information on sugar production, consumption and trade • Provide policy advisories on the sugar sector

Convention	Obligation	Role of AFA
	uses for sugar and related products and as a forum for inter-Governmental discussions on sugar.	
International Coffee Agreement (ICA)	<ul style="list-style-type: none"> • Recognize Certificates of Origin and conduct trade policy with a view to long term price stability 	<ul style="list-style-type: none"> • Promote quality mark of origin for coffee destined for export markets
International Treaty On Plant Genetic Resources For Food And agriculture (ITPGRFA)	<ul style="list-style-type: none"> • Guarantee food security through the conservation, exchange and sustainable use of the world's plant genetic resources for food and agriculture 	<ul style="list-style-type: none"> • Promote production through acceptable practices to ensure food security and sustainable conservation
Africa Climate Summit (Nairobi Declaration)	<ul style="list-style-type: none"> • Declaration No. 15: De-carbonization of the global economy • Declaration No. 38: Promote green economy transition 	<ul style="list-style-type: none"> • Mainstream climate adaptation and mitigation measures along scheduled crop value chains

1.3 History of AFA

Agriculture and Food Authority (AFA) was established by the AFA Act No. 13 of 2013 formulated as a culmination of the Agriculture Sector Reforms that began in the year 2003. The purpose of the reforms was to consolidate numerous pieces of legislations within the agriculture sector to address the overlap of functions, obsolete legislations and to benefit from economies of scale.

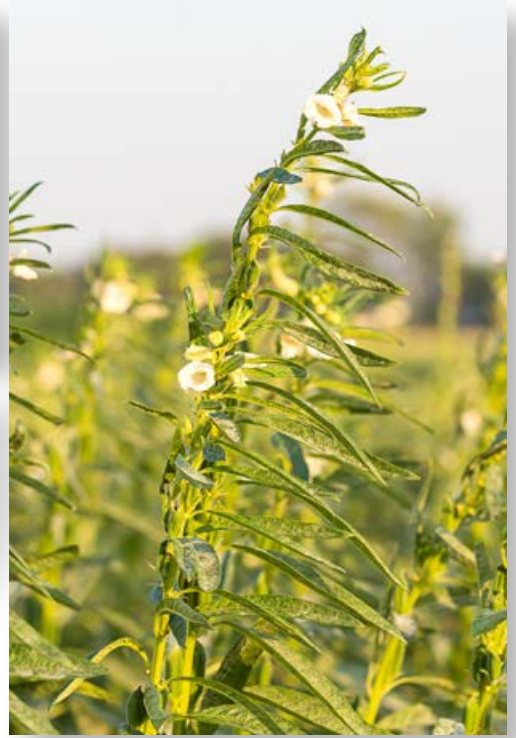
The Authority is the successor of the former institutions established by the Acts repealed under section 41 of the Act. Following the reorganization of functions of Government through an Executive Order No. 2 of 2023, AFA is placed under the State Department for Crop Development in the Ministry of Agriculture and Livestock Development.

1.4 Methodology of Developing the Strategic Plan

The 2023-2027 strategic plan for the Authority was developed through a consultative and participatory process which involved the Board, management, staff and external stakeholders. The process commenced with a detailed performance evaluation of the 2017-2022 Strategic Plan to determine key achievements, challenges, lessons learnt and identified gaps that have been addressed in the current plan period.

A comprehensive desk review of relevant documents, reports and data was undertaken by the consultant to gain more insights about AFA and facilitate the development of data collection tools. Primary data was collected through a structured questionnaire from AFA management and staff. Data collected from the questionnaires facilitated the development of a zero draft. An in-depth internal and external analysis was undertaken using SWOT and PESTLE tools to establish the strategic focus and identify suitable strategic interventions for 2023-2027 plan period.

A total of ten strategic sessions were conducted with the internal and external stakeholders. The Strategic Planning workshops were an important opportunity to bring the key stakeholders together and engage in dialogue that culminated into outcomes that constitute the 2023 -2027 Strategic Plan.



Chapter **TWO**

Strategic Direction

2.0 Overview

This chapter presents the strategic direction for AFA for the 2023-2027 strategic planning period focusing on the mandate, vision and mission statement, core values, motto and the quality statement.

2.1 Mandate and Functions

The mandate of AFA is to develop, promote and regulate scheduled crops as per the Crops Act, 2013. The key functions of the Authority as provided for under AFA Act No. 13 of 2013 and the Crops Act No.16 of 2013 are to:

- a)** Administer the Crops Act No.16 of 2013 in accordance with the provisions of these Acts;
- b)** Promote best practices in, and regulate, the production, processing, marketing, grading, storage, collection, transportation and warehousing of agricultural products excluding livestock products as may be provided for under the Crops Act;
- c)** Collect and collate data, maintain a database on agricultural products, document and monitor agriculture through registration of players as provided for in the Crops Act;
- d)** Be responsible for determining the research priorities in agriculture and to advise generally on research thereof;
- e)** Advise the National Government and the County Governments on agricultural levies for purposes of planning, enhancing harmony and equity in the sector;
- f)** Carry out such other functions as may be assigned to it by this Act, the Crops Act, and any written law while respecting the roles of the two levels of governments; and
- g)** Formulate general and specific policies for the development of scheduled crops.

2.2 Vision Statement

A world class crops regulator for improved livelihoods.

2.3 Mission Statement

To develop, promote and regulate scheduled crops value chains for sustainable economic growth and transformation.

2.4 Strategic Goals

During the strategic planning period, the Authority seeks to achieve the following strategic goals in respect of the various strategic issues identified in 4.1:

- a)** Enhance food security, nutrition and livelihoods;
- b)** Improve scheduled crops value chains into commercially viable enterprises;
- c)** Enhance quality assurance and safety of scheduled crops, produce and products; and
- d)** Enhance organizational effectiveness, efficiency and sustainability.

2.5 Core Values

Our core values are the shared beliefs that will guide how we treat one another, work together and hold one another accountable. The pursuit of our vision and mission will be guided by the following core values:

a) Integrity

We shall be honest, impartial and promote a culture of transparency and accountability in our activities and decision making.

b) Professionalism

We shall maintain high standards of professional conduct while discharging our responsibilities.

c) Innovativeness

We shall foster an enabling environment that encourages innovation, creativity, continuous learning and improvement for efficient and effective service delivery.

d) Customer Focus

We shall be responsive to the needs of our customers and aim to exceed their expectations. We shall focus on achieving desired outcomes by ensuring that all decisions are focused on the end result

e) Teamwork

We believe in the power of working together. We shall build, support and encourage collaboration across teams and with all our stakeholders in order to achieve our mission.

2.6 Motto

Our Crops, Our Wealth

Mimea yetu, Utajiri wetu

2.7 Quality Policy Statement

Policy Statement: The Agriculture and Food Authority is committed to promote competitiveness and regulate the scheduled crops in the most efficient and innovative way.

Quality Policy: Agriculture and Food Authority aims to sustainably develop and promote scheduled crops value chains through effective regulation for economic growth.

AFA is committed to developing and maintaining a quality management system which conforms to ISO 9001:2015 international standards.

In pursuit of this commitment, AFA will:

- a) Establish and maintain a quality management system and continually improve its effectiveness;
- b) Effectively communicate the quality policy at all levels within the organisation and with the relevant stakeholders;
- c) Provide resources for implementation of the quality management system; and
- d) Comply with applicable statutory and regulatory requirements.

AFA will implement, monitor and regularly review its quality policy and quality objectives in line with changing environment and requirements of customers and other stakeholders.



Chapter **THREE**

Situational & Stakeholder Analysis

3.0 Overview

This chapter provides the situation analysis focusing on both the external and internal environment within which AFA operates. It also provides analysis of past performance from the 2017-2022 strategic plan as well as a stakeholder analysis.

3.1 Situational Analysis

3.1.1 External Environment

A comprehensive analysis of the external environment was undertaken to appreciate the implications of developments in the external environment as manifested in opportunities and/or threats.

3.1.1.1 Macro-environment

PESTEL analysis was undertaken to analyse the macro-environmental factors that can impact decision making and the Authority's performance. By analysing these factors, AFA can plan better and develop strategies to minimize the threats and maximize opportunities. A description of the PESTEL factors and their implication on strategy is provided below:

a) Political Factors

National political considerations influence the enabling environment and allocation of resources to various competing needs. They also lead to the development of various legislations and regulations which facilitate or limit the operations of an organization such as AFA. The national development priorities focus on agricultural transformation and Micro Small and Medium Enterprises (MSMEs) among others. The agricultural transformation will be achieved through development of the priority value chains while enhancing market access of the scheduled crops through value addition by MSMEs.

The Authority will capitalize on this opportunity to mobilize farmers and other value chain players back into production especially for value chains that have been underperforming. Further, the Authority will deepen collaboration and partnerships with the County Governments on extension support and provision of farm inputs to farmers for improved production and productivity. On the other hand, changes in sectoral policies and legislations may interfere with the planned strategic programs. The Authority therefore has to be flexible to the changes and align accordingly.

b) Economic Factors

Global economic dynamics in the country's economic performance to a large extent have an impact on the performance of the Agricultural Sector. Such factors include high inflation, fluctuating exchange rates, taxation and prevailing interest rates. These factors affect the production and productivity and market access of scheduled crops. The increasing population also provides a market for agricultural commodities providing an opportunity for establishment of cottage factories for value addition and increased product range for consumers. High cost of living will reduce consumers' purchasing power; increase the cost of production and therefore constraining market access opportunities.

Similarly, the narrow fiscal space may lead to reduction on resource allocation to the Authority. The Authority will enhance internal and external resources through Appropriation in Aid (AIA) and strengthen collaboration with development partners.

c) Social Factors

The social factors affecting the Authority comprise demographic, cultural, and consumer-related elements. These factors include: the challenge of low youth interest in agriculture; aging farming population with inadequate succession planning; and cultural beliefs which affect crop production and consumption choices.

Changing consumer preferences and the impact of land fragmentation further complicate the social landscape. To address these issues, AFA will promote youth engagement in agriculture, adapt to consumer trends, create awareness and promote sustainable farming practices.

d) Technological Factors

The agriculture sector in Kenya is characterized by low-levels of technological adoption and inadequate innovation in production and value addition systems that has led to persistent high costs of production and processing. Access to and adoption of new technologies like precision agriculture, drought-resistant crops, and digital market platforms can improve agricultural production and productivity.

The increasing reliance on technology however exposes the Authority to cybersecurity risks. The Authority will play a key role in prioritizing and championing for adequate demand-driven research for development of scheduled crops value chains. In addition, it will promote uptake of appropriate agricultural technologies, enhance research-extension-farmer linkages and implement robust data protection measures.

e) Ecological Factors

Changing ecological conditions can affect agricultural production and productivity, thus impacting the livelihoods of farming communities. Some of these ecological conditions include: climate change, soil degradation, deforestation, water scarcity and desertification. Effects of climate change are already being observed in production and productivity of crops. Crop yields have been declining and adapting farming to the challenges posed by climate change is therefore crucial for achievement of food security and improved livelihoods. The Authority will therefore streamline climate adaptation and mitigation measures along scheduled crops value chains and adapt programs to build resilience.

f) Legal Factors

The prevailing policy, legal and regulatory frameworks impact on AFA's Mandate. The Authority is obliged to comply and conform to the various policies and legislations. Whereas there exist various legislations relating to scheduled crops, there have been gaps and overlaps resulting in non-compliance by stakeholders. As part of government legislative agenda, AFA will undertake risk analysis on existing policies and legislations that affect the implementation of its mandate.

Based on the analysis of the external environment, a summary of opportunities and threats is provided in Table 3.1.

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Supportive government policies in agriculture • Changes in government priorities • Political goodwill and support • Devolved system of governance 	<ul style="list-style-type: none"> • Undue interference • Changes in sectoral policies and legislations
Economic	<ul style="list-style-type: none"> • Growing market opportunities for scheduled crops • Growing population 	<ul style="list-style-type: none"> • Global economic crisis • Limited budgetary allocation • Rising inflation and interest rates • Fluctuating exchange rates
Social	<ul style="list-style-type: none"> • Goodwill from stakeholders • Changing consumer preferences • Growing population 	<ul style="list-style-type: none"> • Low interest in agriculture among the youth • Aging farmers • Cultural beliefs • Land fragmentation to uneconomically viable units
Technological	<ul style="list-style-type: none"> • Technological advancement in agriculture • ICT innovations including cloud computing 	<ul style="list-style-type: none"> • Inadequate demand-driven research for development in agriculture • Weak research-extension-farmer linkages • Rapid obsolescence of technological infrastructure • Cyber threats
Ecological	<ul style="list-style-type: none"> • Favourable weather condition due to climate change 	<ul style="list-style-type: none"> • Outbreak of pests and diseases • Drought and floods • Runoffs and soil erosion
Legal	<ul style="list-style-type: none"> • Rapid changes in legal and policy environment • Existence of the Government legislative agenda 	<ul style="list-style-type: none"> • Rapid changes in legal and policy environment • Litigations/legal suits • Inadequate sector policies and legislations • Conflicting legislations

3.1.2 Internal Environment

Internal factors that could impact the Authority's success were analysed. These factors focused on examining the governance and administrative structures, internal business processes and resources capabilities. Governance and administrative structures focused on examining governance structures, internal policies, structures, decision making arrangements and reporting relationships.

Internal business processes examined systems, processes, and standard operating procedures. Resources and capabilities analysed the tangible, intangible and organizational capabilities to identify potential strengths and weaknesses.

a) Governance and Administrative Structures

Agriculture and Food Authority (AFA) is established by the AFA Act No. 13 of 2013 which provides a framework upon which the Authority executes its mandate. The Authority has a fully constituted Board representing crop clusters and other relevant MDAs.

The Board operates through the Audit, Technical, Human resource and Finance committees which provide strategic direction and oversight on implementation of policies and strategies. The Board is supported by management which comprises of the Director General (DG), heads departments and divisions who are responsible for day to day operations of the Authority.

The operations are guided by policies, procedures and guidelines that are reviewed from time to time. Whereas most of these policies are in place, some are yet to be finalized. The Authority will endeavour to strengthen its capacity to provide a conducive regulatory framework for scheduled crops and enhance capacity of the Board and management. In addition, the Authority will fast-track finalization of draft policies, procedures and guidelines to discharge its mandate.

b) Internal Business Processes

The Authority has a robust ICT infrastructure which has enabled digitalization of internal and external processes. Various workflows have been automated in functional areas of finance, human resource, procurement, administration and planning through an Enterprise Resource Planning (ERP) system.

This Automation has led to efficiency and effectiveness in service delivery. Additionally, the Authority has documented Standard Operating Procedures and manuals that guide day to day operations. Further, the Authority has

automated services offered to external stakeholders such as registration, reporting, issuance of permits and licenses through an Integrated Management Information System (IMIS).

This has improved revenue collection and efficiency in service delivery. The automated processes are internet based which is unavailable in some parts of the Country and may be prone to downtime and cyber threats. These challenges call for continuous maintenance and upgrade of IMIS, data backup and installation of data security measures such as firewalls to ensure business continuity. The Authority will endeavour to build staff and stakeholder capacity to operate and utilize the system in addition to creating awareness on its existence.

c) Resources and Capabilities

Based on resources and capabilities analysis, the Authority has a strategic advantage in terms of having country wide presence and physical resources including: land, buildings, motor vehicles, machinery and equipment. In addition, the Authority has competent and qualified staff that are critical in effective service delivery, disaggregated data on scheduled crops, export products traceability system and mark of origin. To complement the GoK budget allocation the Authority internally generates funds from licenses and permit fees, levies and rent.

Despite the vast physical resources, the Authority has a weak asset management system which is key in financial management, decision making and asset utilization. The Authority handles big data and information on scheduled crops which requires a structured knowledge management system that is able to organize, store, retrieve and disseminate information to users.

The merger of the former institutions to form AFA resulted in a fragmented organisational culture and low corporate brand visibility. Inadequate logistical support hampers the ability of the Authority to effectively offer services across the country.

To sustain and enhance the competitive advantage from its resources and capabilities, the Authority will strengthen its human capacity, asset management systems, logistical support, knowledge management and improve on its corporate brand through awareness creation and improved service delivery. To improve on organizational culture, the Authority will instil change management practices through team building and upholding the core values.

Based on analysis of the internal environment a summary of strengths and weaknesses is provided in Table 3.2.

Table 3.2: Strengths and Weaknesses

No.	Factor	Strengths	Weaknesses
1.	Governance and Administrative structures	<ul style="list-style-type: none"> Established under an Act of Parliament Existence of internal policies, procedures and guidelines A fully constituted Board of Directors with diverse skills A supportive management team 	<ul style="list-style-type: none"> Lack of approved human resource instruments Weak enforcement of AFA regulatory framework
2.	Internal Business Processes	<ul style="list-style-type: none"> Digitalization of AFA processes Documented processes and procedures Robust ICT infrastructure 	<ul style="list-style-type: none"> Inadequate backup systems Non-compliance with ISO requirements Inadequate technical capacity in the use of ICT systems
3.	Resources and Capabilities	<ul style="list-style-type: none"> Country wide presence Competent and qualified human capital Internally generated financial resources Availability of physical resources including land, buildings, motor vehicles, machinery and equipment Availability of desegregated data on scheduled crops Export products traceability system and mark of origin 	<ul style="list-style-type: none"> Unstructured knowledge management framework Low corporate brand visibility Weak asset management Inadequate information dissemination framework Fragmented organisational culture Inadequate logistical support

3.1.3 Analysis of 2017– 2022 Strategic Plan Performance

During the implementation of 2017– 2022 Strategic plan, the Authority realised several milestones based on the three strategic themes upon which it was premised. The overall end-term achievement of the Strategic Plan 2017 – 2022 is **68.84%**. The key achievements based on each strategic theme are analysed in the next section.

3.1.3.1 Key Achievements

Table 3.3: Achievement per Strategic Theme

S/No.	Theme	Level of Implementation
1.	Stakeholder Focus	71.56%.
2.	Transformational Regulation	65.51%.
3.	Operational Excellence	69.46%.
	Overall End-term Achievement	68.84%

The outcomes realized from implementation of the 2017 – 2022 Strategic Plan are summarised in Table 3.4.

Table 3.4: Outcomes of the 2017 – 2022 Strategic plan

Crop	Outcome	Key Performance Indicator	Baseline (2017)	End Term (2022)	
			Value	Value	% Increase/decrease
Sugar cane	Increased area under sugar cane	Area under crop (Ha)	191,215	242,508	27% Increase
	Increased sugar cane production	Crop production (MT)	4,751,605	8,799,769	85% Increase
	Increased sugar cane yield	Crop yield (Productivity Tc/Ha)	55.34	62.90	14% Increase
	Increased sugar production	Product production (MT)	376,111	796,554	112% Increase
	Reduced sugar import	Import (MT)	989,619	320,708	68% Decrease
	Increase Sugar export	export(MT)	406	359	12% Decrease
	Increased sugar cane farmers	Farmers (No.)	229,500	292,586	27% Increase
	Increased volume of sugar cane	Marketable volumes (MT)	371,311	792,203	113% Increase
	Increased value of sugar sales	Marketable value (KSh.)	36.2 B	89.8 B	148% Increase
Coffee	Increased area under coffee	Area under crop (Ha)	115,570	109,385	5% decrease
	Increased coffee production	Crop production (MT)	41,375	51,853	25% increase
	Increased coffee yield	Crop yield (Productivity MT/Ha)	0.36	0.47	31% increase
	Increased coffee export	Export (MT)	43,290	42,858	1% decrease
	Increased coffee farmers	Farmers (No.)	800,000 (no census)	800,000	Constant
	Increased quantities of coffee sales	Marketable volumes (MT) (Auction and direct sales)	43,638	50,631	16% increase
	Increased value of coffee sales	Marketable value (KSh. Billion) Auction and direct sales)	19.32	26.17	35% increase

Crop	Outcome	Key Performance Indicator	Baseline (2017)	End Term (2022)	
			Value	Value	% Increase/decrease
Cotton	Increased area under	Area under crop (Ha)	20,717	10,640	47% Decrease
	Increased production	Crop production (MT) (seed cotton)	11,850	8,585	28% Decrease
	Increased yield	Crop yield (Productivity kg/Ha)	572	500	13% Decrease
	Increased production	Product production (Lint)	21,351	6,779.00	68% Decrease
	Reduced	No. of bales 1 Bale=185kgs Import (MT)	2,130	7,664	Increase
	Increased volume	Marketable volumes (MT)	3,950	1,254	68% Decrease
	Increased value	Marketable value (KSh.) Lint	648,000,000	282,604,920	56% Decrease
Sisal	Increased area under	Area under crop (Ha)	42,155	36,959	12% Decrease
	Increased production	Crop production (MT) Green Leaf	729,091.45	1,042,786.86	43% Increase
	Increased yield	Crop yield (Productivity kg/Ha)	535	873	63% Increase
	Increased production	Product production (Fibre) MT	22,549.22	32,251.14	43% Increase
	Increased farmers	Export MT Farmers (No.)	20,292.0 10 estates 5,000 small H	28,886.65 10 estates 5,500 small H	42% Increase -0.1%
	Increased volume	Marketable volumes (MT)	20,292.0	28,886.65	42% Increase
	Increased value	Marketable value (KSh.)	3,574,745,654.09	5,949,754,043.42	66% Increase
Macadamia	Increased area under	Area under crop (Ha)	6,539	8,747	34% (Increase)
	Increased production	Crop production (MT)	41,615	42,562	2% (Increase)
	Increased yield	Crop yield (Productivity MT/ha)	1.14	1.00	12.3% Decrease
	Increased production	Product production (MT)	6,806	11,181	64.3% Increase
	Increased	Export (MT)	6,125	10,036	64% (Increase)
	Increased farmers	Farmers (No.)	150,000	200,000	33% increase
	Increased volume	Marketable volumes MT	41,615	40,903	2% Decrease
	Increased value	Marketable value (KSh.)	5.2 Billion	2.51 Billion	51.7% Decrease
Coconut	Increased area under	Area under crop (Ha)	81,162	73,286	10% (Decrease)
	Increased production	Crop production (MT)	92,313	86,554	6% (Decrease)
	Increased yield	Crop yield (Productivity MT/Ha)	1.137	0.978	13.98% Decrease

Crop	Outcome	Key Performance Indicator	Baseline (2017)	End Term (2022)	
			Value	Value	% Increase/decrease
	Reduced	Import (MT)	144	523 MT	263% Increase
	Increased	Export (Coconut oil) (MT)	250 MT	173 MT	31% Decrease
	Increased farmers	Farmers (No.)	90,000	100,000	11% increase
Cashew nuts	Increased area under	Area under crop (Ha)	23,034	23,060	0.1% Decrease
	Increased production	Crop production (MT)	10,831	8,332	23% Decrease
	Increased yield	Crop yield (Productivity MT/Ha)	0.47	0.36	23% Decrease
	Increased production	Product production (MT)	2,707.75	1,041.5	62% Decrease
	Increased	Export (MT)	259	433	67% increase
	Increased farmers	Farmers (No.)	50,000	61,000	22% increase
	Increased volume	Marketable volumes (MT)	10,831	8,332	23% Decrease
	Increased value	Marketable value (KSh.)	416.64 Million	528.635 Million	27% Increase
Peanuts	Increased area under	Area under crop (Ha)	18,627	12,788	31% Decrease
	Increased production	Crop production (MT)	21,065	12,898	31% Decrease
	Increased yield	Crop yield (Productivity MT/Ha)	1.13	0.90	20% Decrease
	Reduced	Import (MT)	16,514	19,534	18.3% Increase
	Increased farmers	Farmers (No.)	150,000	200,000	33% Increase
	Increased volume	Marketable volumes (MT)	21,065	12,748	39% Decrease
	Increased value	Marketable value (KSh.)	2.68 Billion	2.01 Billion	25% Decrease
Pyrethrum	Increased area under	Area under crop (acres)	4,379	6,022	37.5 increase
	Increased production	Crop production (MT)	147	943	541.5 increase
	Increased production	Pyrethrum extract production (MT)	3	17.54	484.6 increase
	Increased	Export (MT)	2.94	13.87	371.76 increase
	Increased farmers	Farmers (No.)	11,000	21,423	94.8 increase
	Increased volume	Marketable volumes (MT)	3	17.54	484.6 increase
	Increased value	Marketable value Million (KSh.)	74.97 M	522.96 M	597.6 increase
Rice	Increased area under	Area under crop (Ha)	27,824	32,028	15.12% Increase
	Increased production	Crop production (MT)	101,866	186,000	82.59 % Increase
	Increased yield	Crop yield (Productivity MT/Ha)	1.63	5.85	255.57% Increase
	Increased volume	Marketable volumes per 50kg bag	2,037,320	3,720,000	82.59% Increase
	Increased value	Marketable value billion KSh.	4.4 (Billion)	10.4 (Billion)	136.36% Increase

Crop	Outcome	Key Performance Indicator	Baseline (2017)	End Term (2022)	
			Value	Value	% Increase/decrease
Wheat	Increased area under	Area under crop (Ha)	146,804	123,090	16.15% Decrease
	Increased production	Crop production (MT)	365,641	270,700	25.97% Decrease
	Increased yield	Crop yield (Productivity MT/Ha)	1.70	2.16	27.0% Increase
	Increased production	Product production (MT)	3,168.89	2,346.07	25.97% Decrease
	Increased volume	Marketable volumes (90kg bags)	4,062,678	3,007,778	25.97% Decrease
	Increased value	Marketable value (Billion KSh.)	11.7 (Billion)	10.4 (Billion)	11.11% Decrease
Maize	Increased area under	Area under crop (Ha)	2,265,929	2,156,376	4.83% Decrease
	Increased production	Crop production (MT)	4,095,481	3,300,000	18.42% Decrease
	Increased yields	Crop yield (Productivity MT/ha)	2.97	1.53	48.48% Decrease
	Increased volume	Marketable volumes (90kg bags)	45,505,345	34,332,233	24.55%Decrease
	Increased value	Marketable value (Billion KSh.)	120.2 (Billions)	159.6 (Billions)	32.78% Increase
Irish Potato	Increased area under	Area under crop (Ha)	194,248	209,770	7.99% Increase
	Increased production	Crop production (MT)	2,145,890	1,754,130	18.26% Decrease
	Increased yield	Crop yield (Productivity (MT/Ha)	11.48	8.40	27.18% Increase
	Increased volume	Marketable volumes (50 kg Bags)	42, 917,800	35,082,600	18.26% Decrease
	Increased value	Marketable value Billion KSh.	43.03 (Billion)	62.7 (Billion)	45.71% Increase
Fruits	Increased area under fruits	Area under crop (Ha)	186928	225,850	21 % Increase
	Increased production	Crop production (MT)	3,226,453	4,584,833	42% Increase
	Increased yield	Crop yield (Productivity MT/Ha)	17.26	20.3	3.07% Increase
	Increased	Export KSh.	9.009 B	19.6 B	118% increase
Vegetables	Increased area under Vegetables	Area under crop (Ha)	134,466	172,538	28% Increase
	Increased production	Crop production (MT)	2,250,298	3,339,773	48% Increase
	Increased yield	Crop yield (Productivity MT/Ha)	16.7	19.4	2.7% Increase
	Increased	Export KSh.	24.064 Billion	23.6 Billion	2% Decrease
African leafy vegetables	Increased area under ALV	Area under crop (Ha)	45,508	47,103	4% increase
	Increased production	Crop production (MT)	219,458	294,016	33.97% increase
	Increased yield	Crop yield (Productivity MT/Ha)	4.80	6.08	26.67% increase

Crop	Outcome	Key Performance Indicator	Baseline (2017)	End Term (2022)	
			Value	Value	% Increase/decrease
Aromatics	Increased area under Aromatics	Area under crop (Ha)	12,942	15,950	23% increase
	Increased production	Crop production (MT)	160,448	234,871	46.38% increase
	Increased	Export	82.24 Billion	103.8 Billion	26% increase
PSR	Improved organizational performance	Organizational performance	3.0286	2.9335	0.0951 (Weighted average Scores)
	Improved data quality and accuracy	Data accuracy	40%	70%	100% improvement
HR	Improved employee satisfaction	Employee satisfaction	58%	73.55%	15.55% Increase
Finance	Increased revenue	Revenue (KSh.)	499 Million	3,870,321,000	675% Increase
	100% absorption	Funds absorption	79%	100%	26% decrease
	Less than 1%	Pending bills	2.82%	1.04%	63.12% decrease
ICT	Improved operational efficiency	Operational efficiency	-	60	Automation index

A summary of the achievements for each of the strategic themes at output level is presented below:

STRATEGIC THEME 1 Stakeholder Focus

The average score for this strategic theme stood at 71.56%.

During the period under review the Authority developed capacity development frameworks, undertook capacity needs assessment for identified scheduled crops, established joint strategies with the Counties and undertook capacity building in the identified areas in all the directorates.

The Authority enhanced management of inputs and farm produce through development of comprehensive grower's manuals to guide production, enforced contractual agreements between farmers and suppliers, AFA collaborated with KALRO and the private sector to supply seedlings for Ruiru 11, cashew nuts, avocado, macadamia, pyrethrum and also implemented & created awareness to facilitate the operators to join WRSC system for storage of specific crops under their respective sectors.

In order to strengthen extension services, collaborative frameworks were developed with KEPHIS on Meristematic Tissue Culture for sisal and distributed to farmers.

Single eye bud technology for cane multiplication was established in collaboration with KALRO (Sugar Research institute). MoU with KEFRI to collaborate on production of charcoal briquettes from sugarcane bagasse was entered into. Awareness creation was done to facilitate technology transfer and innovations on Specialty Tea (purple), Bt Cotton, Robusta Coffee and Sugar – with highest Sucrose Content.

The Authority also collaborated with County Governments and KALRO on acquisition and bulking of clean planting materials for cassava, sweet potato, sorghum and finger millet. Demonstration plots for capacity building of ToTs and stakeholders on HCD: Mangoes & Avocado; NOCD: Food: Potato Vines, Cassava were undertaken. Promotion for the adoption of new varieties for coffee, tea, sugar, food crops, fibre crops and nuts and oils was undertaken. Training and sensitization on good agricultural practices to county agriculture staff in all the directorates was undertaken.

As part of encouraging **“Green Growth” Economy**, the Authority encouraged diversification into non-traditional agricultural commodities and value addition to reduce vulnerability. Value chain players were sensitized on the best environmental practices (BEPs) in agriculture. Climate change adaptation and mitigation measures in agriculture were developed and implemented. Emerging environmental issues that impact on the value chains were monitored.

The Authority developed strategies for youth involvement in agriculture in coffee, tea and sugar value chains in partnership with educational institutions to advocate for incorporation of agriculture in educational institutions. Key stakeholders including the older farmers were engaged on the importance of involving the youth in farming. AFA provided 347 Internship and attachment opportunities to the youth and also build capacity of youth in contract farming and agribusiness services.

A programme for **Rural and Women Entrepreneurship (RWE)** was developed and entrepreneurship forums organized. Agribusiness training to rural and women entrepreneurs was provided jointly with County Governments. Contractual guidelines on arrangements between suppliers and processors were developed. In addition, the Authority facilitated acquisition of quality safe raw materials and ingredients for processing.

To strengthen technological and innovation capabilities, the Authority established relevant formal partnerships with research organizations on technology & innovation, automated all registration and licensing regulations through the IMIS platform, promoted development of new/efficient technologies by providing linkages with relevant institutions and facilitate

transfer of new technologies through provision of practical training programmes.

To promote investments in the Agriculture sector, linkages were developed between domestic agro-processors, finance and equity funds and collaborated with relevant authorities to ensure a secure and supportive agricultural business ecosystem.

In order to enhance compliance with standards and other market access requirements, training programmes were undertaken in collaboration with County Governments for industry professionals and county extension officers. Further, capacity building to enterprises on compliance and conformity to international standards including traceability and labelling requirements was provided.

The Authority also provided trade promotion services by expanding existing and promoted export to emerging international markets, promoted increase in domestic consumption, undertook marketing campaigns in domestic, regional and international trade fairs, developed a simplified framework for cross border trading and built internal capacity on trade agreements to enable exploitation of trade opportunities. Horticulture, coffee, tea, sisal and NOCD worked with mission's abroad/commercial attaches to market Kenyan products.

STRATEGIC THEME 2 Transformational Regulation

The average score for this strategic theme stood at 65.51%.

The Authority had set out to review the existing agricultural regulatory framework in line with the Constitution of Kenya, developments in the sector and international best practice. In the period under review the Authority undertook a review of the legal and regulatory framework on the agriculture sector in Kenya for all the Directorates.

Consultative forums with industry stakeholders and relevant arms of Government were undertaken in the Sugar (30 forums), Coffee (12 forums), Fibre (4 forums), MPICD (20 forums), NOCD (10 forums), Horticulture (30 forums) and Food crops directorates (30 forums). Sensitization programmes for continuous updates to internal and external stakeholders on the new regulatory framework was developed and implemented in Food Crops (5), Coffee (5) HCD (5), MPICD (6) draft pyrethrum regulations, NOCD (8) forums on the Nuts and Oil Crops Rules and regulations.

During the plan period, the Authority developed and harmonized policies and sector regulations through participation in international and regional meetings related to agricultural policies and standards as follows:

Food Crops Directorate participated in two international meetings in Ghana and Uganda on food crops food safety standards; NOCD participated in 5 EAC and Codex international meetings related to agricultural policies and standards; and HCD participated in the CODEX meetings on fresh fruits and vegetables.

Further, AFA harmonized standards in food crops, sugar, coffee, nuts, miraa, horticultural crops and fibre crops. Proposed regulations were aligned to AFA regulatory framework in all directorates and regulations were published and gazetted.

On review and development of product standards and codes of practice at each level of the chain, the Authority developed/reviewed the standards and codes of practice to include all processes and address emerging issues as follows:

- a) Fibre Crops Directorate developed two standards and codes of practice, (one each for Sisal and Cotton).
- b) MPICD developed miraa (khat) industry codes of practice.
- c) During the plan period Coffee Directorate commenced the review of the standards as well as harmonizing them with the regional standards.
- d) HCD developed codes of practice for mangoes & onions and participated in CODEX committee meetings to develop and harmonize standards in Netherlands.
- e) NOCD reviewed six (6) nuts and oil crops standards relating to edible oil, coconuts and peanuts. Five (5) new standards were developed on macadamia, cashew and coconut.
- f) Harmonized national crops standards with regional and international standards in collaboration with KEBS.
- g) Developed and implemented manuals and tools to assist producers and private sector to comply with codes of practice and product specification in food crops and HCD directorates.
- h) Conducted periodical product analysis across value chains to check on compliance to quality aspects.
- i) Developed harmonized enforcement procedures to ensure compliance to standards and regulations.
- j) Formulated general and specific policies and developed criteria for scheduling of crops.

As part of introducing mechanisms for registration and licensing of industry players, all directorates identified and evaluated prospective applicants for registration and undertook licensing. All industry players dealing with scheduled crops were registered and licensed in all the directorates. Regulations were published to determine penalties for late registration and non-compliance.

In order to enhance self-regulation, Food Crops Directorate developed and adopted self-regulation guidelines for cereal millers and undertook regular stakeholder forums on self-regulation to create awareness. The Directorate also appointed champions to identify registered industry players and train them on guidelines for self-regulation. NOCD carried out four (4) stakeholder forums on self-regulation in the Coast, Nairobi, Central and Western. HCD developed horticulture code of conduct and a guide on how to make a contract between farmer and exporter as well as avocado harvesting guide. HCD also built capacity of farmers on contract farming and sensitized farmers on the horticulture code of conduct and Horticulture Regulation 2020.

On establishment of product certification schemes, all the directorates conducted risk analysis of products from different players and production systems and profiled actors and products based on results of risk assessment. Collaboration frameworks with KALRO, KEPHIS and SGS were undertaken to carry out tests and analysis to validate product quality and safety status for maize, beans and rice.

NOCD carried out tests on produce from samples picked from markets across the country to validate product quality and safety status. Quarterly inspections were done for millers, markets and identified institutions by the Food Crops Directorate. Additionally, annual and periodical surveillance was done by the Food Crops Directorate in identified institutions, markets as well as NCPB storage facilities. Five (5) forums were held in different counties on sensitization of stakeholders on regulations and best industry practices by Food Crops Directorate.

STRATEGIC THEME 3 Operational Excellence

The average score for this strategic theme stood at 69%.

In order to ensure transformation of all business processes, all processes were mapped internally in line with the Huduma platform guidelines and champions capacity built. Standard Operating Procedures (SOPs) were developed for all processes and implemented. Policies and procedure manuals were developed and staff sensitized.

To manage risk and compliance to the AFA Act, Crops Act and AFA

Governance and Enterprise Risk Management (ERM) framework, leadership capacity was built for 119 staff in various areas, ERM framework was developed and implemented and automation of risks was piloted in HCD and Coffee Directorate. Further, sensitization on ethics and integrity was done across the Authority. The anticorruption policies and the Code of Conduct and Ethics were developed and reviewed.

To ensure full automation of AFA processes and enhance ICT infrastructure, ERP system was procured and implemented for all directorates. The virtual network for connectivity was also implemented. ICT policy and strategy developed and Integrated Management Information System (IMIS) was implemented for licensing, compliance checks and connection with stakeholders. IMIS to link with counties and other agencies for data/information collection, dissemination, monitoring and evaluation was developed and implemented.

With regards to adopting prudent financial management practices, the Authority outsourced security and cleaning services. Resources were optimally utilized through maximum utilization of offices by merging offices, ensuring no idle vehicles, deployment of staff and leasing out office space. AFA complied with Public Finance Management Act, 2012 and all financial management policies, procedure and circulars from the National Treasury. AFA assets were revalued in 2018, new values included in the asset register and draft AFA Asset management policy developed.

In order to review and enhance the organization design, career progression policy was developed and job descriptions were developed in line with the draft career guidelines. The organizational structure was reviewed incorporating various changes. Staff competency for top management was undertaken during job evaluation by a consultant in 2016/17 and staff competency assessment and skills gap analysis was undertaken in 2021/22.

Draft human resource policies and procedures manual was developed. Employee satisfaction index improved from 58% in 2018 to 73.55% in 2022. As part of enhancing capacity building, Training of Trainers (ToT) was undertaken in various functional areas and trainings done annually. In order to enhance change management, change champions were appointed and trained, top management and other staff were sensitized on culture change and change management and team building programmes were implemented for staff.

To mobilize resources to finance AFA's internal operations, the Authority obtained approvals for all annual consolidated budgets, identified and trained officers on proposal writing. AFA collected KSh. 1,033,344,000 from permits and licenses during the plan period.

In order to formulate a comprehensive stakeholder engagement strategy, stakeholder needs were identified, activity based surveys conducted and county engagement strategy developed. Automated customer/stakeholder service feedback was implemented in the SharePoint module and in the AFA website and customer complaints were resolved within the timelines provided in the service charter. An online system for stakeholder interaction such as licensing, compliance checks was implemented through the IMIS.

Communication policy was developed and implemented. Service charters were reviewed and displayed in all offices. One comprehensive customer satisfaction survey was undertaken and two (2) internal satisfaction surveys were conducted. To increase brand profile, AFA offices were branded, communication strategy reviewed and aligned with the strategic plan.

3.1.3.2 Challenges faced

Several factors hindered the achievement of planned activities during implementation of the 2017-2022 Strategic Plan. Table 3.5 outlines key challenges faced and proposed mitigation measures that have been incorporated in the 2023-2027 planning period.

Table 3.5: Challenges faced

No.	Challenges	Mitigation Measures
1.	Climate change	<ul style="list-style-type: none"> ● Train and capacity build on climate smart agriculture ● Disseminate weather data to relevant stakeholders
2.	Covid -19 pandemic	<ul style="list-style-type: none"> ● Develop and implement ERM framework
3.	Inadequate funding for activities	<ul style="list-style-type: none"> ● Develop and implement a resource mobilisation framework ● Institute strong internal controls ● Comply with public finance management laws, policies and procedures
4.	Lack of approved human resource instruments	<ul style="list-style-type: none"> ● Develop and implement human resource instruments and policies ● Develop and implement human resource plan ● Undertake staff competence development
5.	Limited sector self-regulation	<ul style="list-style-type: none"> ● Develop and review self-regulation industry guides in collaboration with stakeholders ● Sensitize the registered industry players on the guides for self-regulation
6.	Low capacity for implementation of the strategic plan	<ul style="list-style-type: none"> ● Create awareness and ownership by all staff on the strategic plan ● Involve staff in the development and implementation of the strategic plan ● Align annual performance indicators with the strategic plan
7.	Annulment of Fibre Crops Regulations, 2020	<ul style="list-style-type: none"> ● Develop and enact regulations to guide the sub sector
8.	Weak enforcement of AFA regulatory framework	<ul style="list-style-type: none"> ● Institute fines and penalties for lack of adherence ● Conduct surveillance and verification audits across the value chain ● Strengthen enforcement capacity ● Enhance collaboration
9.	Low corporate brand visibility	<ul style="list-style-type: none"> ● Enhance AFA visibility
10.	Inadequate data and information sharing	<ul style="list-style-type: none"> ● Develop and implement knowledge management framework
11.	Fragmented organisational culture	<ul style="list-style-type: none"> ● Develop and implement culture change program
12.	Weak monitoring and evaluation of activities	<ul style="list-style-type: none"> ● Strengthen monitoring and evaluation

3.1.3.3 Lessons Learnt

During implementation of the 2017-2022 strategic plan, the following key lessons upon which future successes will be built on have been identified below:

a) Collaboration and Partnerships

Collaborations and partnerships are key in implementation of strategic plans. There is a need to map and identify all collaborators and partners, engaging them from the planning stage through a structured engagement framework.

b) Performance Management

Adequate awareness on Performance Management System (PMS) is necessary for effective implementation of the Authority's programs and projects. The Authority will ensure cascading of the Strategic Plan, continuous sensitization and communication of PMS at all levels.

c) Monitoring, Evaluation, Reporting and Learning

Periodic monitoring and evaluation enables identification of gaps, challenges and recommending areas of improvement during implementation of the strategy. The Authority will strengthen monitoring, evaluation and reporting system.

d) Resource Mobilization

Adequate resources are essential in strategy implementation. The Authority will thus seek to explore more sources of mobilizing resources.

e) Institutional Framework

A strong institutional framework is necessary and requires support from all sector players. Sectoral policies, regulatory instruments, reports and strategy documents should be harmonized. Additionally, approved human resource instruments is essential for effective service delivery.

3.2 Stakeholder Analysis

The Strategic Plan recognizes the role of the Authority's stakeholders and their varied expectations. Stakeholders entail: those who must implement the strategic plan, those who benefit from its implementation and those who could

significantly help or hinder its implementation.

Prioritizing stakeholders will thus enable identification of stakeholders based on their power, influence and interest in the Authority's activities using the Power-Interest grid. Stakeholders with high power need to be kept satisfied, while people with high interest need to be kept informed. Expectations of stakeholders with both high power and high interest need to be managed closely. Figure 1 explains the different approaches we should have for the segregated/prioritized stakeholders.

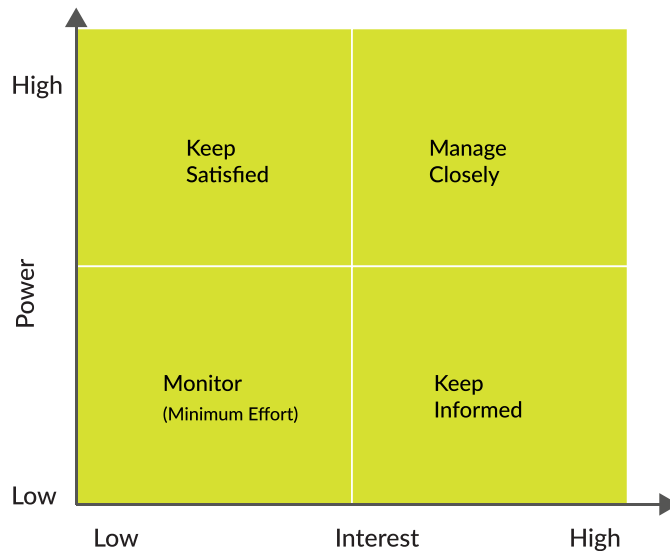


Figure 1: Approaches for segregated/prioritized stakeholders

a) High power - High interest: these are the stakeholders and decision makers who have the biggest impact on the programmes success and their expectations must be closely managed

b) High power - Low Interest: these are the stakeholder needed to be kept in loop; these stakeholders need to be kept satisfied even though they aren't interested because they yield power. These types of stakeholders should be dealt with cautiously as well since they may use their power in an unwanted way in the project if they become unsatisfied.

c) Low power – High interest: these stakeholders should be kept adequately informed, and talked to in order to ensure that no major issues are arising. They can often be very helpful with the detail of your programmes.

d) Low power - low interest: these stakeholders should be monitored but do not bore them with excessive communication.

A summary of the key stakeholders of AFA is provided in Table 3.6.

Table 3.6: Stakeholder Analysis

S/No.	Name of Stakeholder	Power H/M/L	Interest H/M/L	Role of Stakeholder	Expectations of the Stakeholder	Expectations of AFA
1.	Ministry of Agriculture, and Livestock Development	High	High	<ul style="list-style-type: none"> • Policy formulation • Supervise sector's performance • Linkages with donors • Financial support 	<ul style="list-style-type: none"> • Implement and monitor agricultural legislations, regulations and policies • Implement government circulars and executive orders • Compliance with policy, legal and regulatory framework • Develop and promote scheduled crops value chains 	<ul style="list-style-type: none"> • Formulation and approval of agricultural legislations, regulations and policies • Provide budgetary support • Provide technical support
2.	Ministry of Cooperatives and MSMEs Development	High	High	<ul style="list-style-type: none"> • Governance of farmer cooperative societies • Promotion of agro-processing 	<ul style="list-style-type: none"> • Support farmers' co-operative societies in production, value addition, capacity building and marketing • Sensitise co-operatives on scheduled crops regulations, standards and codes of practice 	<ul style="list-style-type: none"> • Register and regulate the co-operatives • Enhance governance structures and financial management of the co-operatives
3.	Ministry of Investment, Trade and Industry	Medium	High	<ul style="list-style-type: none"> • Facilitation of foreign investments 	<ul style="list-style-type: none"> • Develop country's position for international trade negotiations on scheduled crops • Strengthen policy, legal and institutional capacity • Collaborate in development of sector friendly policies at national, regional, bilateral and multi-lateral levels • Encourage stakeholders to take advantage of agreements such as Economic Partnership Agreement(EPA), AGOA and African Continental Free Trade Area(AfCFTA) 	<ul style="list-style-type: none"> • Protecting, promoting and projecting AFA interests abroad • Promote economic cooperation, international trade and investment; • Establishment of strong linkages and collaborations with various local and international governmental organizations • Provision of advice to the Government on legislative and other measures on implementation of relevant international conventions, treaties and agreements.

S/No.	Name of Stakeholder	Power H/M/L	Interest H/M/L	Role of Stakeholder	Expectations of the Stakeholder	Expectations of AFA
4.	Ministry of Foreign & Diaspora Affairs	Medium	Medium	<ul style="list-style-type: none"> Facilitation of trade 	<ul style="list-style-type: none"> Promote increased market access 	<ul style="list-style-type: none"> Arbitration and mediation on exports Market access and linkages Exploration of new markets
5.	Parliament	High	High	<ul style="list-style-type: none"> Legislation of laws Provide oversight 	<ul style="list-style-type: none"> Prudent utilization of resources Implement and monitor agricultural legislations, regulations and policies Advise on relevant policies, legal and regulatory framework Compliance with policies, legal and regulatory framework 	<ul style="list-style-type: none"> Enactment of relevant laws and regulations
6.	County Governments	High	High	<ul style="list-style-type: none"> Provision of extension services to farmers Promotion of crops in counties 	<ul style="list-style-type: none"> Implementation of scheduled crops regulations Capacity build the county staff on Good Agricultural Practices Identification, upgrading and promotion of value chains 	<ul style="list-style-type: none"> Ensure compliance of scheduled crops regulations Offer extension services to farmers on Good Agricultural Practices Provision of storage facilities and collection centres to farmer groups Promotion and adoption of modern technology in agriculture Issue licenses to nursery operators, pulping stations, millers and movement permits
7.	Pest Control Products Board (PCPB)	Medium	High	<ul style="list-style-type: none"> Promoting access to quality pest control product 	<ul style="list-style-type: none"> Promote utilization of registered pesticides for specific crops Provide guidance on areas of research with respect to emerging crops and pests 	<ul style="list-style-type: none"> Register products approved by international markets Research, identify and approve products for use by the farmers

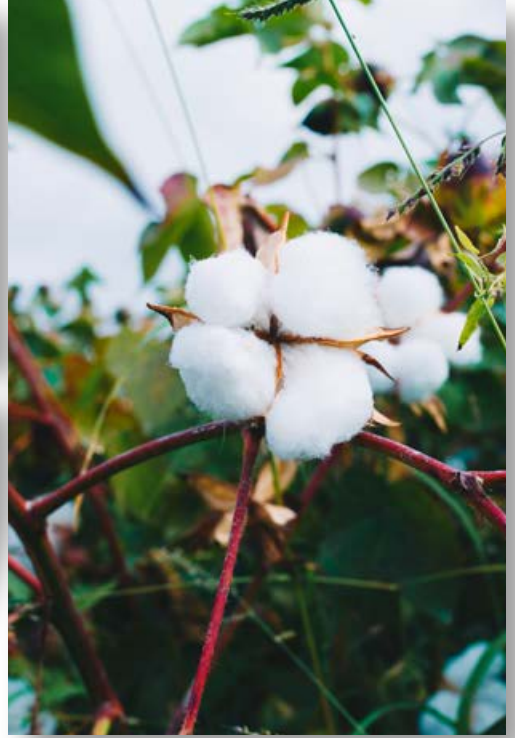
S/No.	Name of Stakeholder	Power H/M/L	Interest H/M/L	Role of Stakeholder	Expectations of the Stakeholder	Expectations of AFA
8.	National Cereals and Produce Board	Medium	Medium	<ul style="list-style-type: none"> Provide logistics support services to the government on food security matters 	<ul style="list-style-type: none"> Establishment of crop specific standards Inspection and licensing of warehouses 	<ul style="list-style-type: none"> Comply with international crops and warehousing standards
9.	Warehouse Receipt System Council	Medium	Medium	<ul style="list-style-type: none"> Strengthening the commodity supply chain and trading regime. Facilitate trade through easier liquidation of a commodity. 	<ul style="list-style-type: none"> Establishment of crop specific standards Inspection and licensing of warehouses 	<ul style="list-style-type: none"> Comply with international crops and warehousing standards
10.	Business Membership Organizations (BMOs)	Medium	High	<ul style="list-style-type: none"> Participate in product and service promotion 	<ul style="list-style-type: none"> Develop rules, regulations and guidelines on market requirements Implement national, regional and international market requirements 	<ul style="list-style-type: none"> Comply with rules, regulations and guidelines on market requirements Comply with national, regional and international market requirements
11.	Kenya Agricultural Livestock Research Organization (KALRO)	High	High	<ul style="list-style-type: none"> Conduct research and disseminate research findings 	<ul style="list-style-type: none"> Promote increased production Promote adoption of innovations and technologies Identification of research priorities Compliance with research standards Feedback on adoption findings 	<ul style="list-style-type: none"> Enhance the capacity of players in scheduled crops research Provision of agricultural research materials and technology transfer to stakeholders Conducting research Setting up of protocols for lab testing
12.	Other research institutions	Medium	Medium	<ul style="list-style-type: none"> Conduct research and disseminate research findings 	<ul style="list-style-type: none"> Promote research innovations and findings Collaborate in dissemination of research findings 	<ul style="list-style-type: none"> Continuous investment in research initiatives Conduct research in emerging areas

S/No.	Name of Stakeholder	Power H/M/L	Interest H/M/L	Role of Stakeholder	Expectations of the Stakeholder	Expectations of AFA
13.	One CGIAR Consultative Group of International Agricultural Research	Low	Low	<ul style="list-style-type: none"> Conduct research and disseminate research findings 	<ul style="list-style-type: none"> Promote research innovations and findings Collaborate in dissemination of research findings 	<ul style="list-style-type: none"> Continuous investment in research initiatives Conduct research in emerging areas
14.	Office of the Auditor General (OAG)	High	High	<ul style="list-style-type: none"> Provide oversight on utilization of public funds and compliance to relevant laws, policies and regulations 	<ul style="list-style-type: none"> Effective utilization of public funds, accurate reporting and compliance with relevant laws, policies and regulations 	<ul style="list-style-type: none"> Timely audit of the annual report and objective opinion on the report
15.	Office of the Attorney General (AG)	High	High	<ul style="list-style-type: none"> Provision of legal support in development of regulatory instruments 	<ul style="list-style-type: none"> Participate in drafting of regulatory instruments relating to scheduled crops Implementation and compliance with legal requirements 	<ul style="list-style-type: none"> Provision of legal support in development of regulatory instruments
16.	The Judiciary	High	Low	<ul style="list-style-type: none"> Interpretation of legal provisions and administration of justice 	<ul style="list-style-type: none"> Comply with the provisions of the Constitution and relevant laws 	<ul style="list-style-type: none"> Fair and expedient administration of justice Dispute resolution among stakeholders
17.	Law Enforcement Agencies	High	Medium	<ul style="list-style-type: none"> Enforcement of legal provisions under the Act and subsidiary legislations 	<ul style="list-style-type: none"> Collaborate in enforcing legislations Development of enabling legislations 	<ul style="list-style-type: none"> Collaborate in enforcing legislations Diligence in enforcing the law
18.	Kenya Industrial Research and Development Institute (KIRDI)	Medium	High	<ul style="list-style-type: none"> Conduct research and development of industrial and allied technologies 	<ul style="list-style-type: none"> Promote adoption of value addition technologies 	<ul style="list-style-type: none"> Develop value addition technologies
19.	Kenya Institute of Public Policy Research and Analysis (KIPPPRA)	Medium	High	<ul style="list-style-type: none"> Provide training in macroeconomic modelling 	<ul style="list-style-type: none"> Implement policies 	<ul style="list-style-type: none"> Collaborate on development and implementation of appropriate policies
20.	Kenya National Bureau of Statistics	Medium	High	<ul style="list-style-type: none"> Collect, compile, analyse, publish and disseminate official statistics for public use. 	<ul style="list-style-type: none"> Collect, collate, analyze and disseminate scheduled crops data Collaboration in collection and validation of data on scheduled crops 	<ul style="list-style-type: none"> Harmonization, validation, publishing and sharing of agricultural sector data Capacity building on data management

S/No.	Name of Stakeholder	Power H/M/L	Interest H/M/L	Role of Stakeholder	Expectations of the Stakeholder	Expectations of AFA
21.	The National Treasury and Economic Planning	High	High	<ul style="list-style-type: none"> Manage national economic policy Prepare the government's annual budget Manage government's public finances 	<ul style="list-style-type: none"> Prudent management of resources Implement treasury circulars Implementation of the PFM Act 2012 and PFM (NG) Regulations 2015 	<ul style="list-style-type: none"> Timely disbursement of budget allocations
22.	Kenya Bureau of Standards (KEBS)	High	High	<ul style="list-style-type: none"> Development of Standards Certification Quality Control 	<ul style="list-style-type: none"> Collaborate with AFA in development of scheduled crops standards 	<ul style="list-style-type: none"> Collaborate with KEBS in development and implementation of scheduled crops standards
23.	KenTrade	High	High	<ul style="list-style-type: none"> Facilitate cross border trade through implementation of policies related to Trade Facilitation Platform (TFP). 	<ul style="list-style-type: none"> Collaborate with AFA in facilitating trade in scheduled crop produce and products Effective use of the Ken Trade platform for issuance of import and export permits 	<ul style="list-style-type: none"> To facilitate trade in schedule crops, produce and products by simplifying, harmonising and automating business processes Provide a platform for issuance of import and export permits
24.	Kenya Plant Health Inspectorate Services (KEPHIS)	High	High	<ul style="list-style-type: none"> Disease and pest control Inspection of exports and imports and issuance of phytosanitary certificates 	<ul style="list-style-type: none"> Undertake inspection, testing and certification of scheduled crops and their products Approve all import and export licenses for produce and products issued before such import or export is implemented Assurance on quality of agricultural inputs and produce Collaborate with relevant agencies in the control of diseases and crop pests Undertake inspection of products and produce at the ports of entry and exit 	<ul style="list-style-type: none"> Undertake quarantine control, variety testing and description of seeds and planting materials Coordinate all matters relating to management and control of pests and diseases Development, implementation and enforcement of standards for seeds

S/No.	Name of Stakeholder	Power H/M/L	Interest H/M/L	Role of Stakeholder	Expectations of the Stakeholder	Expectations of AFA
25.	Certification Bodies (Africert, SGS, Bureau Veritas)/ Kenya Accreditation Services (KENAS)	Low	High	<ul style="list-style-type: none"> • Certification • Third party audit checks/ Check for conformity 	<ul style="list-style-type: none"> • Promote adherence to standards 	<ul style="list-style-type: none"> • Provide certification standards
26.	Agriculture Finance Corporation/other financing institutions	Low	High	<ul style="list-style-type: none"> • Provision of credit facilities to value chain players of scheduled crops 	<ul style="list-style-type: none"> • Develop/upgrade scheduled crops value chains 	<ul style="list-style-type: none"> • Finance the scheduled crops value chains
27.	Commodities Fund	High	High	<ul style="list-style-type: none"> • Provide credit facilities to scheduled crops value chain players 	<ul style="list-style-type: none"> • Develop/upgrade scheduled crops value chains • Finance scheduled crops value chains 	<ul style="list-style-type: none"> • Finance scheduled crops value chains
28.	Development partners	Medium	High	<ul style="list-style-type: none"> • Provide technical and financial support 	<ul style="list-style-type: none"> • Develop proposals for funding • Prudent utilisation of project funds 	<ul style="list-style-type: none"> • Finance scheduled crops projects
29.	National Irrigation Authority (NIA)	Medium	High	<ul style="list-style-type: none"> • Provision of irrigation infrastructure • Promotion of irrigation initiatives 	<ul style="list-style-type: none"> • Increased production • Carry out adaptation trials for scheduled crops 	<ul style="list-style-type: none"> • Promote irrigation farming and diversification in farming activities
30.	Seed and seedling Suppliers	High	High	<ul style="list-style-type: none"> • Promote utilisation of quality seeds and seedlings 	<ul style="list-style-type: none"> • Promote usage of certified seeds and clean planting materials 	<ul style="list-style-type: none"> • Provide certified seeds and clean planting materials
31.	Farmers/Farmer associations	High	High	<ul style="list-style-type: none"> • Represent farmers' issues • Marketing of farmer produce 	<ul style="list-style-type: none"> • Disseminate information on emerging issues affecting agricultural scheduled crops • Disseminate information on new technologies 	<ul style="list-style-type: none"> • Consistency in production • Adherence to food security standards
32.	Farm input suppliers	Low	High	<ul style="list-style-type: none"> • Supply of farm inputs • Provision of extension services 	<ul style="list-style-type: none"> • Promote use of quality farm inputs 	<ul style="list-style-type: none"> • Supply quality farm inputs
33.	Kenya Export Promotion & Branding Agency (KEPROBA)	Medium	High	<ul style="list-style-type: none"> • Export promotion • Market research and intelligence • Trade policy advocacy • Capacity building and training • Promoting Kenya's brand image • Participation in trade fairs and exhibitions 	<ul style="list-style-type: none"> • Promote increased production and value addition 	<ul style="list-style-type: none"> • Provide sustainable market linkages • Provide logistical support in branding of Kenyan produce

S/No.	Name of Stakeholder	Power H/M/L	Interest H/M/L	Role of Stakeholder	Expectations of the Stakeholder	Expectations of AFA
34.	National Bio-safety Authority	High	High	<ul style="list-style-type: none"> Develop and implement the national policy on the introduction and use of genetically modified plant species, insects and micro-organisms in Kenya 	<ul style="list-style-type: none"> Plant variety protection 	<ul style="list-style-type: none"> Risk assessment and decision-making Monitoring and Compliance Public awareness and education Licensing and Permits Inspection and Enforcement
35.	Ministry of Lands, public works, housing and Urban development	Medium	Low	<ul style="list-style-type: none"> Develop national policies on land use Land allocation and issuance of legal documentation 	<ul style="list-style-type: none"> Advice on land use to promote agricultural activities 	<ul style="list-style-type: none"> Develop enabling policies on land use Dispute resolution Development of specifications for works Development of Agricultural infrastructure
36.	Consumers	High	High	<ul style="list-style-type: none"> Provide domestic market for scheduled crops produce and products 	<ul style="list-style-type: none"> Promote food safety standards Ensure food security 	<ul style="list-style-type: none"> Whistle blow on unscrupulous traders
37.	Traders/Processors	High	High	<ul style="list-style-type: none"> Agro-processing and value addition Product diversification 	<ul style="list-style-type: none"> Provide an enabling environment for doing business Provide linkage to markets 	<ul style="list-style-type: none"> Adhere to scheduled crops regulations
38.	Media	High	High	<ul style="list-style-type: none"> To educate and inform the public through news, features and analysis in the press 	<ul style="list-style-type: none"> Avail information for dissemination 	<ul style="list-style-type: none"> Disseminate information appropriately, accurately and timely
39.	Board of Directors	High	High	<ul style="list-style-type: none"> Responsible for governance, oversight, and strategic decision making for the Authority 	<ul style="list-style-type: none"> Support the Board to implement mandate of AFA 	<ul style="list-style-type: none"> Provide strategic policy direction for the Authority
40.	Employees	High	High	<ul style="list-style-type: none"> Delivering the operational mandate of AFA 	<ul style="list-style-type: none"> Efficient and effective services with integrity 	<ul style="list-style-type: none"> Provide an enabling work environment



Chapter **FOUR**

Strategic Issues, Goals & Key Result Areas

4.0 Overview

This chapter outlines the strategic issues that the Authority seeks to address during the plan period, the goals to be realised and the key result areas linked to the attainment of the strategic goals.

4.1 Strategic Issues

The strategic issues are the challenges that the Authority has identified from the situational and stakeholder analyses. Addressing these issues will be a priority for the Authority during the plan period in order to achieve its mission and realise the vision. The following strategic issues have been identified:

Strategic Issue 1 Production and Productivity

The principle barriers that contribute to low production and productivity have been greatly contributed by declining soil fertility as a result of low crop diversification, inadequate use of quality farm inputs, poor agricultural practices as well as pest and disease impacts including competition from weeds, plant pests and diseases. Compounded with unawareness of these factors amongst growers as well as costly strategies in managing these impacts, poor harvests and including crop failures can be experienced.

Notably, post-harvest losses contribute to approximately 30% of total yield losses in agricultural value chains through poor handling, storage, transportation, pests and diseases, weather conditions, lack of market access, inadequate infrastructure and general lack of knowledge by farmers.

Further, low production and productivity is attributed to high cost of production, Inadequate research and low adoption of technology and innovations across the value chains, adverse effects of climate change, ageing farmer population, unsustainable land use and fragmentation of arable land. The specific contribution of these factors to low production and productivity are as discussed below:

High cost of production

The high cost of production is as a result of high cost of inputs, low quality inputs, low enforcement of quality standards for inputs, inadequate access of inputs, low economies of scale in the procurement of farm inputs, inadequate use of modern technologies, counterfeit inputs and poor infrastructure.

Inadequate research and low adoption of technology and innovations across the value chains.

Research and technology is a key driver of agriculture in enhancing production and productivity. Decline in investment in agriculture research has been the leading obstacle towards newer research findings meant to address emerging challenges in production and productivity.

Additionally, adoption of already researched findings are hampered by a huge disconnect between the researchers and the consumers of the research findings who are the farmers and the extension policy framework in place.

Climate change

Effects of climate change such as temperature increase, changes in precipitation patterns and other extreme weather conditions are already being observed in production and productivity of crops. Crop yields have been declining and adapting farming to the challenges posed by climate change is therefore crucial for increased production and productivity.

Ageing farmer population

The farmer's average age in Kenya is 60 years. In agricultural production activities, the youth tend to be very lean or completely not involved. They are however involved in value addition and provision of logistical and support services along the value chains. The ageing population are less likely to adopt technology changes compromising technological deployment in farming activities.

Unsustainable land use and fragmentation of arable land

Competing interests for land uses and the demand for agricultural land conversion to other non-agricultural related activities as a result of growing population and weak policy on land use have continued to hamper crop production. Small and fragmented pieces of arable land and serious degree of land fragmentation, lowers efficiency of agricultural management, lowers machinery use and reduces land under cultivation. Farming in such unsustainable farming units raises cost of production and hampers economies of scale in scheduled crops value chains.

Strategic Issue 2 Value addition and marketing systems for scheduled crops

Most of the agricultural produce and products are marketed in their raw form, leading to low returns. There is inadequate access to facilities and technologies that can prolong the shelf life of and add value to agricultural produce. In most cases the facilities and technologies are unavailable, and where they are available they are located far from the majority of producers. There is also low capacity amongst value chain actors, especially the small

and medium market actors, to analyse markets, interpret market information, undertake market surveys, and effectively negotiate better trading terms. In addition, value addition and marketing systems are affected by the following factors:

Poor marketing structures and systems

Marketing of agricultural produce and products is through conventional channels that include producers, brokers, retailers, wholesalers and processors. These channels are inadequate for seasonal and perishable agriculture produce. Market infrastructure in most of the production areas is either underdeveloped or poor. In addition, linkages among value chain players are not well streamlined to ease market access.

Inadequate access to financial services

Inaccessibility to credit and other financial services is aggravated by lack of collateral. The agriculture sector requires capital intensive investments in production, acquisition of raw materials and machinery and establishment of agro processing facilities.

Trade barriers and low market access

Kenyan Agricultural exports are subjected to tariff and non-tariff barriers which hinder market access. In the domestic market, there exists trade related barriers which are either formal or informal, including multiple taxation and inadequate supporting structures to facilitate trade. These barriers are also in the form of trade embargoes, market rejections, stringent standards, packaging requirements, changing regulations, market registration, limited exploitation of trade agreements, stiff competition and narrow product specifications leading to limited market access of Kenyan produce.

Strategic Issue 3: Compliance with scheduled crops policies, legislations and standards

The agriculture sector has been undergoing regulatory changes in view of aligning itself to the global trends and to address the emerging issues. The Authority endeavours to align scheduled crops value chains to the changing regulatory environment at national, regional, and global level to ensure the sector thrives seamlessly. The role of AFA in achieving the necessary regulatory environment can be realized through addressing the following:

Low compliance with scheduled crops regulations and standards

Scheduled crops regulations and standards developed are aimed at ensuring: robust growth in the sector; food security and safety and premium returns. There is an established fundamental need for the standards and regulations,

but compliance levels by the industry players are low due to a number of factors including; laxity in enforcement, interference and high financial requirements to achieve compliance.

Food safety concerns

Increased pressure to produce more food as a result of growth in human population poses risks of food safety across the value chains. Food contamination during production, processing, transportation and storage has continued to affect consumer confidence in the safety and trade of agricultural produce. The national and international safeguards organizations focusing on food safety, consumption and trade has developed various safeguards to which the Authority seeks to fulfil. These organizations include Codex Alimentarius Commission, (CAC) Office International des Epizootics (OIE) and the International Plant Protection Convention (IPPC) amongst others.

Weak enforcement of scheduled crops laws, regulations and standards

The development of relevant and enforceable food laws, regulations and standards is an essential component of modern food control system. Despite Kenya having various legislations, there have been lapses in enforcement. Moreover, the various food legislations have not adequately addressed domestic food safety governance, which has had serious implications on public health protection, food safety and trade.

Strategic Issue 4 Organizational efficiency and sustainability

The Authority's ability to efficiently and effectively implement its mandate has been hampered by lack of approved human resource instruments, inadequate financial resources; inadequate technical skills to undertake some functions and low corporate brand visibility. These issues are further described as follows:

Low corporate brand visibility

The level of public awareness on the Authority's identity and the role it plays remains low. A clear and well defined brand identity will help the Authority distinguish itself amongst other public entities making it easier for the public and stakeholders to remember and recognize it. It is therefore important to create and execute awareness campaigns on the mandate of the Authority to raise brand visibility.

Lack of approved human resource instruments

Human Resource instruments comprise the various tools, policies, procedures and guidelines that the Authority requires to manage the workforce for effective

and efficient service delivery. The absence of approved HR instruments, may lead to inconsistency in interpretation and implementation of policies, procedures and decision making impacting on productivity.

Inadequate financial resources

Inadequate financial resources affect the ability of the Authority to meet its administrative costs and implement its programs and projects thus affecting service delivery. For the Authority to realize its set goals and objectives there is a need to prioritize the limited resources and explore alternative funding sources through collaborations and partnerships.

Inadequate technical skills

The dynamic and ever changing work environment coupled with rapid technological advancement require up to date skills and competencies to adapt. The Authority will therefore continually invest in human capacity development to address the identified skill gaps and improve service delivery.

4.2 Strategic Goals

The Authority has identified strategic goals which are the desired outcomes that it seeks to realise as a result of addressing the strategic issues. The following strategic goals have been identified arising from the strategic issues identified in 4.1 above:

- Goal 1** Enhance food security, nutrition and livelihoods
- Goal 2** Improve scheduled crops value chains into commercially viable enterprises
- Goal 3** Enhance quality assurance and safety of scheduled crops, produce and products
- Goal 4** Enhance organizational effectiveness, efficiency and sustainability

4.3 Key Result Areas (KRAs)

The strategic framework for the 2023 – 2027 Plan is aligned to its mandate and functions. The framework outlines four KRAs to focus on in the next five years. The KRAs are:

- KRA 1:** Production and Productivity of Scheduled Crops;
- KRA 2:** Market Development of Scheduled Crops;
- KRA 3:** Regulation of Scheduled Crops; and
- KRA 4:** Institutional Capacity Development.

KRA 1: Production and Productivity of Scheduled Crops

This key result area focuses on spurring production and productivity of scheduled crops in order to facilitate the transformation of small-scale agriculture from subsistence activities marked by low productivity and value-addition to an innovative, commercially oriented, modern and internationally competitive agricultural sector.

The KRA also focuses on increasing National Agricultural production and productivity through implementation of best agronomic practices and other related strategies. In order to address the challenges of low production and productivity, the Authority will: Promote production and productivity of scheduled crops through capacity building of value chain players on GAPs; Promote data driven decision making; Scale up adoption of innovations and technologies on scheduled crops; Enhance research for scheduled crops; Streamline climate adaptation and mitigation measures along scheduled crops value chains; Streamline climate adaptation and mitigation measures along scheduled crops value chains; Enhance access to quality farm inputs; Promote establishment of economically viable entities along the scheduled crops value chains; Mainstream youth in agriculture; Promote enterprise diversification into non-traditional area; and Promote private sector investments in scheduled crops. These strategies are expected to promote production and productivity for scheduled crops.

KRA 2: Market Development of Scheduled Crops

Marketing of agricultural produce and products has been identified as a priority area in contributing to the transformation of the agricultural sector which is fundamental for economic growth and development. Agricultural marketing is identified as one of the significant challenges constraining the productivity of the agricultural sector. To address this, the Authority will therefore focus on increasing market access for produce and products of scheduled crops in both the domestic and international markets.

This will be achieved through promoting market diversification, Product development and diversification, promoting value addition for scheduled crops, facilitating value chain financing, facilitating trade in scheduled crops value chains and promoting market research and intelligence. This is expected to contribute to overall economic growth of the agricultural sector, enhance livelihoods particularly of farmers as well as create more employment opportunities.

KRA 3: Regulation of Scheduled Crops

This key result area focuses on strengthening the legal and regulatory framework for scheduled crops. The Authority will establish and implement standards and codes of practice, sampling and inspection, tests and analysis, specifications, units of measurement, codes of practice and packaging, preservation, conservation and transportation of crops to ensure health and proper trading. It specifically aspires to promote best practices in, and regulate, the production, processing, marketing, grading, storage, collection, transportation and warehousing of agricultural products. In its endeavour to address matters relating to regulating the scheduled crops, the Authority will seek to establish and implement standards and codes of practice; enhance self-regulation; Formulate sector policies and regulations and enhance compliance to food safety and quality standards.

KRA 4: Institutional Capacity Development

Successful implementation of the overall strategy requires strengthening the institutional capacity of the Authority. This KRA serves the role of an enabler to the rest of the Authority's KRAs. During the Plan period, the Authority seeks to achieve operational efficiency and sustainability by enhancing its capacity of human capital, improving sustainable resource mobilization and utilization; Enhancing its work environment; Enhancing knowledge management; strengthening the Authority's corporate governance; enhancing the Authority's brand visibility; while at the same time enhancing the digitalization of its business processes.

Table 4.1: Strategic Issues, Goals and KRAs

S/No.	Strategic Issues	Goals	KRAs
1.	Production and productivity	Enhance food security, nutrition and livelihoods	Production and Productivity of Scheduled Crops
2.	Value addition and marketing systems for scheduled crops	Improve scheduled crops value chains into commercially viable enterprises	Market Development for scheduled crops
3.	Compliance with scheduled crop policies, legislations and standards	Enhance quality assurance and safety of scheduled crops, produce and products	Regulation of Scheduled Crops
4.	Organizational efficiency and sustainability	Enhance organizational effectiveness, efficiency and sustainability	Institutional Capacity Development



Chapter **FIVE**

Strategic Objectives & Strategies

5.0 Strategic Objectives

This chapter presents the strategic objectives and strategies for the 2023 – 2027 strategic planning period with a focus on the outcomes annual projections and strategic choices to be pursued towards achievement of the strategic objectives.

5.1 Strategic Objectives

Strategic objectives have been formulated in order to address the Key Result Areas. Table 5.1 provides the outcome annual projections for the formulated strategic objectives.

Table 5.1: Outcomes Annual Projections

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline		Projections								
					Value	Year 1	Year 2	Year 3	Year 4	Year 5					
1.	Production and Productivity of Scheduled Crops	To promote production and productivity in the scheduled crops value chains	Increased production and productivity												
Change in Production (Metric Tonnes MT)															
						942	1,224	1,598	1,971	2,486	3,000				
						51,000	57,300	63,650	70,000	85,000	100,000				
						796,554	814,369	832,185	850,000	925,000	1,000,000				
						42,562	43,050	44,025	45,000	46,500	48,000				
						3,300,000	3,366,667	3,433,333	3,500,000	3,750,000	4,000,000				
						32,251	32,800	33,400	34,000	35,500	37,000				
						3,762	15,672	17,240	18,964	20,860	22,946				
						32,000	36,167	40,333	44,500	50,750	57,000				
						270,700	321,014	371,328	421,642	471,957	522,272				
						86,554	87,036	87,518	88,000	89,500	91,000				
						8,332	9,581	10,040	10,500	11,250	12,000				
						12,898	13,432	13,966	14,500	15,250	16,000				
						1,800	2,000	2,200	2,400	2,700	3,000				
						198,735	204,996	211,453	218,114	224,984	232,071				
						4,326,331	4,479,050	4,631,770	4,784,489	4,937,209	5,089,928				
						1,754,130	1,776,018	1,786,961	1,797,905	1,819,792	1,841,679				
						608,682	674,012	706,676	739,341	804,671	870,000				
						775,998	818,249	839,374	860,499	902,750	945,000				
						186,000	215,500	230,250	245,000	274,500	304,000				
						20,079	23,336	26,593	29,851	33,108	36,366				
						112,988	136,096	147,650	159,204	182,402	205,600				
						62,996	68,011	70,518	73,025	78,040	83,054				
						510,029	576,022	609,019	642,015	708,008	774,000				
						131,118	164,339	180,949	197,559	230,780	264,000				
						83,816	93,862	98,885	103,908	113,954	124,000				

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline		Projections					
					Value	Year 1	Year 2	Year 3	Year 4	Year 5		
				Exotic Vegetables	3,225,836	3,269,377	3,291,148	3,312,918	3,356,459	3,400,000		
				African Leafy Vegetables	294,016	304,016	309,016	314,016	324,008	334,000		
				Asian Vegetables	40,104	41,078	41,565	42,052	43,026	44,000		
				Aromatics (Herbs, medicinal Plants and Spices)	234,871	254,871	264,871	274,871	294,871	314,871		
				Sunflower	483	50,000	75,000	100,000	150,000	200,000		
				Canola	14,594	17,196	18,496	19,797	22,399	25,000		
				% Reduction in Imports								
			Reduced imports	Coffee*	650 MT	3.33%	6.67%	10%	15%	20%		
				Sugar	426,300 MT	6.67%	13.33%	20%	25%	30%		
				Wheat	2,128,153 MT	3.33%	6.67%	10%	15%	20%		
				Edible oils	750,000 MT	5%	10%	15%	20%	25%		
				Maize	762,150 MT	3.50%	7.00%	10.50%	15.75%	21%		
				Peanut	72,250 MT	5.00%	10.00%	15.00%	22.50%	30%		
				Rice	664,200 MT	10.30%	20.70%	31.00%	47.00%	63.00%		
				*Kenya imports instant coffee and green coffee beans for value addition and re-export.								
			Increased adoption of new technologies	No. of new technologies adopted	-	3	7	14	21	28		
			Increased export volumes	Increase in volumes of products per value chain exported								
				Coffee (80%)	42,800 MT	48,507 MT	54,213 MT	59,920 MT	68,480 MT	77,040 MT		
2.	Market Development for scheduled crops	To increase market access for products and products of scheduled crops		Macadamia (14%)	10,554 MT	10,800 MT	11,046 MT	11,293 MT	11,662 MT	12,031 MT		

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline		Projections				
					Value	Year 1	Year 2	Year 3	Year 4	Year 5	
				Sisal (15%)	28,000 MT	28,653 MT	29,307 MT	29,960 MT	30,040 MT	31,920 MT	
				Flowers (20%)	198,735 MT	238,482 MT	286,179 MT	343,414 MT	412,097 MT	494,516 MT	
				Fruits (18%)	4,326,331 MT	5,105,070 MT	6,023,983 MT	7,108,300 MT	8,387,794 MT	9,897,597 MT	
				Vegetables (6.12%)	62,143 MT	62,777 MT	63,411 MT	64,045 MT	64,995.50 MT	65,946 MT	
			Increased domestic consumption	Increase in domestic consumption (percentage of total production)							
				Coffee	3.80%	4.69%	5.58%	6.46%	7.53%	8.60%	
				Macadamia	6%	7.33%	8.67%	10%	11%	12%	
				Sisal	10%	11.67%	13.33%	15%	17.50%	20%	
				Pyrethrum	14%	14.83%	15.67%	16.50%	17.75%	19%	
				Bixa	1%	1.33%	1.67%	2%	2.5%	3%	
			Increased value addition	No of new products developed and marketed(One new product per crop cluster)	-	1	2	3	5	7	
				No. of cottage industries established							
				Sunflower	-	2	3	4	3	3	
				Coconut	-	-	2	1	-	1	
				Cashewnut	-	-	1	2	-	1	
				Oil palm	-	1	1	2	-	1	
				Macadamia	-	-	1	1	3	1	
				Peanuts	-	-	2	1	3	1	
				Horticulture (Prioritized crops)	-	1	4	3	2	-	
				MPIC	-	1	1	1	1	2	
				Sugar	-	1	3	3	2	1	
				Fibre	-	1	1	1	1	2	

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline Value	Projections				
						Year 1	Year 2	Year 3	Year 4	Year 5
3.	Regulation of Scheduled Crops	To create an enabling legal and regulatory framework for scheduled crops	Reduction of post-harvest losses	Coffee	-	2	6	6	3	3
				Food	-	2	11	11	3	3
				% reduction of post-harvest losses (1% reduction per annum)	25%	1%	1%	1%	1%	1%
				No. of guidelines on cottage level processing developed and issued	-	-	2	3	2	-
				No. of product specific standards developed	-	2	7	7	5	-
				No. of self-regulation industry guides developed and issued	-	-	7	-	7	-
				No. of crops regulations harmonised	-	-	7	7	7	-
				No. of regulations published/gazett ed	-	4	4	-	-	-
				No. of traceability systems developed	-	1	2	2	2	-
				% reduction of non-compliance/non-conformities cases	70%	80%	85%	90%	95%	100%

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline Value	Projections				
						Year 1	Year 2	Year 3	Year 4	Year 5
4.	Institutional Capacity Development	To strengthen the Authority's institutional Capacity	Improved performance	Performance contract composite score	3.21	3.20	3.10	3.00	2.90	2.80
			Improved employee satisfaction	Employee satisfaction index	73.55%	74%	74.5%	75%	76%	77%
			Improved customer satisfaction	Customer Satisfaction Index	30%	45%	50%	60%	70%	80%
			Improved corporate governance	Level of compliance with legal and governance structures	-	100%	100%	100%	100%	100%
				Corruption perception index	-	100%	100%	100%	100%	100%
				Change in Board performance rating	-	100%	100%	100%	100%	100%
				Level of compliance with national values	100%	100%	100%	100%	100%	100%
			Improved revenue	% increase in revenue	3,870,321,000	6%	7%	8%	15%	21.2%
			Improved utilization of financial resources	Rate of absorption	100%	100%	100%	100%	100%	100%
			Improved efficiency in settling supplier's bills	Pending bills as a % of annual budget	1.04%	1%	1%	1%	1%	1%

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline	Projections				
					Value	Year 1	Year 2	Year 3	Year 4	Year 5
			Increased brand recognition	Brand awareness index	-	X**+2	x+6	X+10	x+15	X+20
			Improved digitization	% level of automation	60%	62%	68%	70%	75%	80%
					<i>*X is the unknown brand awareness index</i>					

5.2 Strategic Choices

In order to achieve the strategic objectives identified in table 5.1 above the following strategies have been formulated:

Table 5.2: Strategic Objectives and Strategies

No	KRA	Strategic objective	Strategies
1.	Production and Productivity of Scheduled Crops	1.1 To promote production and productivity in the scheduled crops value chains	1.1.1 Capacity development of value chain players on Good Agricultural Practices (GAPs)
			1.1.2 Promote data-driven decision making in scheduled crops value chain
			1.1.3 Scale up adoption of innovations and technologies on scheduled crops
			1.1.4 Enhance research for scheduled crops
			1.1.5 Mainstream climate adaptation and mitigation measures along scheduled crops value chains
			1.1.6 Enhance access to quality farm inputs
			1.1.7 Promote establishment of economically viable entities along the scheduled crops value chains
			1.1.8 Mainstream youth in agriculture
			1.1.9 Promote enterprise diversification
			1.1.10 Promote private sector investments in scheduled crops
2.	Market Development for scheduled crops	2.1 To increase market access for produce and products of scheduled crops	2.1.1 Promote market diversification
			2.1.2 Product development and diversification
			2.1.3 Promote value addition for scheduled crops
			2.1.4 Facilitate value chain financing
			2.1.5 Facilitate trade in scheduled crops value chains
			2.1.6 Promote market research and intelligence
3.	Regulation of Scheduled Crops	3.1 To create an enabling legal and regulatory framework for scheduled crops	3.1.1 Establish and implement standards and codes of practice
			3.1.2 Enhance self-regulation
			3.1.3 Strengthen sector policies and regulations
			3.1.4 Enhance compliance to food safety and quality standards
4.	Institutional Capacity Development	4.1 To strengthen the Authority's institutional capacity	4.1.1 Enhance human capital capacity
			4.1.2 Improve work environment
			4.1.3 Enhance knowledge management
			4.1.4 Enhance sustainable resource mobilization and utilization
			4.1.5 Strengthen Authority's Corporate governance
			4.1.6 Strengthen corporate planning, monitoring and evaluation
			4.1.7 Enhance corporate communication and brand visibility
			4.1.8 Digitalize business processes

Strategic Assumptions

"Implementation of the 2023-2027 strategic plan assumes that:

- No major disruptions will occur in the Authority's operating environment;
- The legal and regulatory frameworks will remain stable;

- Governance instruments will be approved on time;
- The requisite human and financial resources will be available;
- There will be goodwill from stakeholders and;
- Appropriate business continuity management will be put in place to respond to potential threats."



Chapter **SIX**

Implementation & Coordination Framework

6.0 Overview

This Chapter outlines the implementation plan, coordination framework and risk management framework for operationalizing the strategic plan. The implementation plan consists of the action plan, annual work plan & budgeting and performance contracting. The coordination framework provides the institutional framework to support implementation, staff establishment, skills set and competence development, leadership responsible for execution and systems and procedures required for effective and efficient implementation of the Strategic Plan.

6.1 Implementation Plan

An implementation plan that describes how the Strategic Plan will be operationalized has been developed. The implementation plan consists of the action plan, budgeting and performance contracting.

6.1.1 Action plan

The action plan provides the operational framework that creates a shared understanding among the implementers to allow for effective implementation of the Strategic Plan. The implementation matrix is provided as **Appendix I** and consists of:

- a) Strategic Issues
- b) Strategic Goals
- c) Key Result Areas
- d) Strategic Objectives
- e) Strategies
- f) Key Activities
- g) Expected Outputs
- h) Output Indicators
- i) Targets
- j) Budget
- k) Responsibility

6.1.2 Annual work plan and budget

An Annual work plan has been developed from the action plan implementation matrix for the financial year 2023/2024 and is provided as **Appendix II**.

6.1.3 Performance contracting

This annual work plan shall constitute the Authority's Annual Performance Contracts.

6.2 Coordination Framework

The Authority has put in place appropriate implementation and coordination frameworks to be able to implement this strategic plan.

6.2.1 Institutional framework

To facilitate the effective implementation of this Strategic Plan, the Authority requires an organizational structure as presented in Appendix IV. The Organizational Structure comprises of the Board which provides strategic direction and oversight to the management. The Board is supported by the Office of the Director General (DG) and management team that comprises of seven (7) departments and two (2) divisions that report directly to the DG as follows:

1. Office of the Director General/ Chief Executive Officer

The Office of the DG is responsible for the day-to-day management of the affairs of Authority and is answerable to the Board.

2. Corporation Secretary and Legal Services Department

This Department is responsible for advising the Authority on legal matters, overall coordination and management of the legal function and assisting in providing Board secretarial services.

3. Standards and Trade Advisory Department

The Department is responsible for overall management and coordination of the Standards and Trade Advisory functions.

4. Registration and Licensing Department

The Department is responsible for the registration and licensing of the scheduled crops value chain players in Kenya.

5. Surveillance and Compliance Department

The Department is responsible for coordinating compliance with the scheduled crops regulations, standards and codes of practice.

6. Public Education and Awareness Department

The Department is responsible for public education, awareness creation and data management for all the scheduled crops.

7. Corporate Services Department

The Department is responsible for providing strategic leadership, expert advice and input to the Authority to ensure optimal utilization and management of the Authority's resources. It will also provide accountability in the functional areas of finance, human resource, administration, information and communication technology and corporate communication.

8. Internal Audit and Risk Assurance Department

The Department is responsible for providing assurance on the Authority's internal control systems, risk management framework and the governance structure. The department reports functionally to the Board and administratively to the Director General.

9. Research Planning and Strategy Division

The Division is responsible for providing an enabling platform for formulation, coordination, implementation, management and reporting of strategy, planning, policy, performance management, risk management coordination, quality management and business process re-engineering.

10. Supply Chain Management Division

The department is responsible for procurement of goods, works and services, inventory management and asset disposal and reports to the Director General.

The operations of the various functional areas are guided by policies, procedures and guidelines that are aligned to the prevailing legislative provisions and which are reviewed from time to time.

6.2.2 Staff establishment, skills set and competence development

The Authority has a total in-post of 520 members of staff against an authorized establishment of 563. During the planning period 2023 - 2027 the Authority shall fill all the critical vacant positions to ensure optimal human resource capacity to implement the Strategic Plan as provided in Table 6.1.

Table 6.1: Staff Establishment Summary

S/No	Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
1.	Director General	1	1	0	1
2.	Directors	7	7	6	1
3.	Human Resource	12	12	21	-9
4.	Finance and Accounts	18	18	38	-20
5.	Information Communication and Technology	8	8	16	-8
6.	Supply Chain Management	8	8	20	-12
7.	Internal Audit & Risk	5	5	13	-8
8.	Research, Planning & Strategy	5	5	10	-5
9.	Legal Services	5	5	9	-4
10.	Corporate Communications	9	9	10	-1
11.	Administration	121	121	174	-53
12.	Compliance Officers	269	269	191	80
13.	Quality Assurance	95	95	2	93
Total		563	563	520	43

Table 6.2: Skills Set and Competence Development

No	Cadre	Skills set	Skills Gap	Competence Development
1.	Director General	<ul style="list-style-type: none"> i. Leadership skills ii. Analytical skills iii. Communication skills iv. Strategic and innovative thinking v. Interpersonal skills vi. Ability to mobilize resources vii. Negotiation skills 	-	Recruitment
2.	CS	<ul style="list-style-type: none"> i. Leadership skills ii. Analytical skills iii. Communication skills iv. Strategic and innovative thinking v. Interpersonal skills vi. Ability to mobilize resources vii. Negotiation skills 	<ul style="list-style-type: none"> i. ADR Skills ii. Legal Drafting skills 	Recruitment
3.	Human Resource	<ul style="list-style-type: none"> i. Supervisory skills ii. Management skills iii. Communication skills iv. Interpersonal skills v. Negotiation skills vi. Strategic and innovative thinking 	<ul style="list-style-type: none"> i. Supervisory skills ii. Mediation skills 	<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs
4.	Finance and Accounts	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Communication skills iv. Interpersonal skills v. Negotiation skills vi. Analytical skills vii. Financial reporting and forecasting skills 	<ul style="list-style-type: none"> i. Supervisory skills ii. Management skills iii. Financial reporting and forecasting skills 	<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs
5.	Information Communication and Technology	<ul style="list-style-type: none"> i. Supervisory skills ii. Management course iii. Communication skills iv. Strong interpersonal skills v. Negotiation skills 	Supervisory skills	<ul style="list-style-type: none"> iv. Supervisory course v. Management course vi. Training vii. Coaching and mentorship training and programs

No	Cadre	Skills set	Skills Gap	Competence Development
6.	Supply Chain Management	<ul style="list-style-type: none"> i. Supervisory skills ii. Management skills iii. Communication skills iv. Interpersonal skills v. Negotiation skills 	Supervisory skills	<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs
7.	Internal Audit & Risk	<ul style="list-style-type: none"> i. Supervisory skills ii. Management skills iii. Leadership skills iv. Communication skills v. Interpersonal skills vi. Negotiation skills vii. Analytical skills viii. Strategic and innovative thinking 	<ul style="list-style-type: none"> i. Supervisory Skills ii. Management skills 	<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs
8.	Planning	<ul style="list-style-type: none"> i. Supervisory skills ii. Management skills iii. Data analysis skills iv. Research skills v. Project Management vi. M&E skills vii. Analytical skills viii. Communication skills ix. Strategic and innovative thinking x. Interpersonal skills xi. Ability to mobilize resources xii. Negotiation skills 	<ul style="list-style-type: none"> i. Supervisory skills ii. Project Management iii. Data analysis skills iv. M&E skills 	<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching v. Mentoring
9.	Legal Services	<ul style="list-style-type: none"> i. Supervisory skills ii. Management skills iii. Leadership skills iv. Strong analytical skills v. Communication skills vi. Strategic and innovative thinking vii. Interpersonal skills viii. Policy papers and cabinet memo drafting ix. Negotiation skills 	<ul style="list-style-type: none"> i. Management skills ii. Policy papers and cabinet memo drafting 	<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs

No	Cadre	Skills set	Skills Gap	Competence Development
10.	Corporate Communications	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Writing skills iv. Public Speaking v. Graphic design skills vi. Communication skills vii. Interpersonal skills viii. Negotiation skills 	<ul style="list-style-type: none"> i. Supervisory skills ii. Writing skills iii. Public Speaking iv. Graphic design skills v. Communication skills 	<ul style="list-style-type: none"> i. Supervisory course ii. Training iii. Coaching and mentorship training and programs
11.	Administration	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Communication skills iv. Interpersonal skills v. Record management skills vi. Investigative skills vii. Negotiation skills 	<ul style="list-style-type: none"> i. Supervisory skills ii. Public Speaking skills 	<ul style="list-style-type: none"> i. Supervisory course ii. Training iii. Coaching and mentorship training and programs
12.	Office Administrator	<ul style="list-style-type: none"> i. Communication skills ii. Customer care skills iii. Interpersonal skills 		<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs
13.	Driver	<ul style="list-style-type: none"> i. Communication skills ii. Customer care skills iii. Interpersonal skills 		<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs
14.	Office Assistant	<ul style="list-style-type: none"> i. Communication skills ii. Interpersonal skills iii. Customer care skills 		<ul style="list-style-type: none"> i. Supervisory course ii. Management course iii. Training iv. Coaching and mentorship training and programs

No	Cadre	Skills set	Skills Gap	Competence Development
Technical Departments				
15.	Director	<ul style="list-style-type: none"> i. Analytical skills ii. Communication skills iii. Strategic and innovative thinking iv. Interpersonal skills v. Ability to mobilize resources vi. Public Speaking skills vii. Negotiation skills viii. Leadership skills 	<ul style="list-style-type: none"> i. Supervisory Skills ii. Public Speaking skills iii. Policy papers and cabinet memos drafting 	<ul style="list-style-type: none"> i. Supervisory course ii. Training
16.	Standards and Regulations	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Communication skills iv. Public Speaking skills v. Interpersonal skills vi. Negotiation skills 		<ul style="list-style-type: none"> i. Training ii. Supervisory course iii. Coaching and mentorship training and programs
17.	Trade Advisory	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Communication skills iv. Public Speaking skills v. Interpersonal skills vi. Negotiation skills 		<ul style="list-style-type: none"> i. Training ii. Supervisory course iii. Management course iv. Coaching and mentorship training and programs
18.	Registration	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Communication skills iv. Public Speaking skills v. Interpersonal skills vi. Negotiation skills 		<ul style="list-style-type: none"> i. Training ii. Supervisory course iii. Management course iv. Coaching and mentorship training and programs
19.	Licensing & Certification	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Public Speaking skills iv. Communication skills v. Interpersonal skills vi. Negotiation skills 		<ul style="list-style-type: none"> i. Training ii. Supervisory course iii. Management course iv. Coaching and mentorship training and programs

No	Cadre	Skills set	Skills Gap	Competence Development
Technical Departments				
20.	S&C	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Communication skills 	<ul style="list-style-type: none"> i. Management course, Supervisory course 	<ul style="list-style-type: none"> i. Training ii. Supervisory course
21.	Quality Assurance	<ul style="list-style-type: none"> iv. Interpersonal skills v. Public Speaking skills vi. Negotiation skills vii. Data analysis 	<ul style="list-style-type: none"> ii. Public Speaking skills iii. Data Analysis 	<ul style="list-style-type: none"> iii. Management course iv. Coaching and mentorship training and programs
22.	Public Education and Commodity Promotion	<ul style="list-style-type: none"> i. Supervisory skills ii. Managerial skills iii. Public Speaking skills 	<ul style="list-style-type: none"> i. Management skills ii. Public Speaking skills iii. Supervisory course 	<ul style="list-style-type: none"> i. Training ii. Supervisory course iii. Management course
23.	Data and Statistics	<ul style="list-style-type: none"> iv. Communication skills v. Interpersonal skills vi. Negotiation skills 		<ul style="list-style-type: none"> iv. Coaching and mentorship training and programs

6.2.3 Leadership

The Board will provide strategic leadership, and be responsible for policy formulation. The Director General is the accounting officer and will be in charge of ensuring the overall coordination, implementation, monitoring, and evaluation of the strategic plan, including acting on decisions made by the Board. The day-to-day operationalization of the strategic plan is the responsibility of heads of departments and divisions. Each employee will be responsible for achievement of the targets assigned to the respective areas. The head of Research, Planning and Strategy will be responsible for coordinating implementation, monitoring, evaluation and reporting of the strategic plan as prescribed.

6.2.4 Systems and Procedures

During the plan period the Authority will adopt technologies and systems that support promotion, development and regulation of scheduled crops. AFA is committed to developing and maintaining a quality management system which conforms to ISO 9001:2015 international standard. The Authority has digitalized registration and licensing of value chain players and internal corporate services processes.

6.3 Risk Management Framework

During the plan period there are potential risks that may have to be mitigated if the Authority is to achieve its Strategic Objectives. The AFA Board of Directors and Management will pay close attention to all material risks that the Authority may encounter during implementation of this Plan. The identified risks will be analysed, assessed, categorized and harmonized with the Enterprise risk Management (ERM) framework.

Table 6.3 presents the key risks that the Authority will encounter and their mitigation measures.

No	Risks Category	Risk and description	Risk Likelihood L/H/M	Impact L/H/M	Overall Risk level L/H/M	Mitigation Measu(☞)	Risk owner
1.	Strategic risks	Customer retention/ demand shortfall	Medium	High	Medium	<ul style="list-style-type: none"> • Widening the customer/ catchment • Create strategic reserves • Implement survey recommendations 	DG/ Technical Departments
		Competition and pricing pressure	High	High	High	<ul style="list-style-type: none"> • Price stabilization mechanisms • Enforce regulations on unfair competitive practices 	DG/ Technical Departments
		Stakeholder losses	High	High	High	<ul style="list-style-type: none"> • Corporate insurance covers • Sensitization on risks 	Technical Departments
		Low crop productivity	Medium	High	Medium	<ul style="list-style-type: none"> • Promote GAP & use of modern technologies 	Technical Departments
2.	Compliance risks	High cost of compliance	High	High	High	<ul style="list-style-type: none"> • Rationalise compliance processes and requirements 	Technical Departments
		Failure to comply with standards and codes of practice	High	High	High	<ul style="list-style-type: none"> • Continuous monitoring and auditing of the processes • Training for compliance 	S&C
3.	Financial risks	Inadequate financial resources	High	High High	High High	<ul style="list-style-type: none"> • Enhance internal and external resource mobilization 	FIN/ RP&S
		Utilisation of funds in unplanned activities	High	High	High	<ul style="list-style-type: none"> • Activity based planning and budgeting • Compliance with implementation plans 	DG/ Directors/ RP&S
		Operational risk	Medium	High	High	<ul style="list-style-type: none"> • Institute strong internal control systems 	FIN
		Legal - Stakeholders suing to reject levies Reduction in GoK funding Collapse of financial institutions	High Medium Medium	High High High	High Moderate Moderate	<ul style="list-style-type: none"> • Effective stakeholder engagements in formulations of Regulations • Enhance internally generated funds • Establishment and adherence to an effective investment policy 	CS & DLS FIN PE&A

No	Risks Category	Risk and description	Risk Likelihood L/H/M	Impact L/H/M	Overall Risk level L/H/M	Mitigation Measu(☛)	Risk owner
4.	Reputational risk	Misinformation in media	Medium	High	High	<ul style="list-style-type: none"> • Effective Corporate Communication Policy 	CC
5.	Macro-economic risks	High Inflation	High	High	High	<ul style="list-style-type: none"> • Monitoring of trends 	RP&S
		Exchange rate fluctuations	High	High	High	<ul style="list-style-type: none"> • Build foreign reserves • Maximize exports and minimize imports 	Technical Departments / FIN
		Shifts in government policies or regulations	High	High	High	<ul style="list-style-type: none"> • Re-align programmes, activities and projects to government manifesto 	Technical Departments / FIN RP&S
6.	Information security and data risks	Data breaches, loss and corruption	High	High	High	<ul style="list-style-type: none"> • Establish regular data backup procedures and offsite storage • Implement strong access controls and encryption 	ICT
		External and internal threats to the technology infrastructure	High	High	High	<ul style="list-style-type: none"> • Comprehensive training and awareness programs to staff on information security best practices. • Conduct phishing simulation exercises and regular reminders 	ICT/ IA&RA
		Lack of incident response preparedness	High	High	High	<ul style="list-style-type: none"> • Develop and review an incident response plan with clear roles and responsibilities • Train employees on incident response procedures and conduct regular drills • Establish communication channels and relationships with external incident response resources 	ICT
7.	Human Capital risks	Lack of approved human resource instruments	High	High	High	<ul style="list-style-type: none"> • Develop and implement human resource instruments 	DG/ CS
		Unclear Human resource policy and guidelines	Medium	High	High	<ul style="list-style-type: none"> • Develop and sensitize on the policies and guidelines 	HRM

No	Risks Category	Risk and description	Risk Likelihood L/H/M	Impact L/H/M	Overall Risk level L/H/M	Mitigation Measure (s)	Risk owner
		Inadequate competencies	High	High	High	<ul style="list-style-type: none"> Staff training and development Fit for purpose recruitment and selection Clear job descriptions and specifications 	CS/HRM
8.	Market risks	Non-compliance to market requirements	High	High	High	<ul style="list-style-type: none"> Sensitize stakeholders on market requirements 	PE&A
		Changes in tastes and preferences	Medium	High	High	<ul style="list-style-type: none"> Continuous market research and intelligence 	PE&A
		Loss of markets	Low	High	Medium	<ul style="list-style-type: none"> Enhance competitiveness and product quality 	DS & TA
9.	Legal, regulatory and policy risks	Rejection of regulations by stakeholders	Medium	High	High	<ul style="list-style-type: none"> Stakeholder involvement and participation in development and review of Regulations 	CS & DLS
		Litigation	High	High	High	<ul style="list-style-type: none"> Compliance with legal and regulatory framework 	DG/ CS & DLS
10.	Governance risks	Failure of governance oversight and instruments	Low	High	Low	<ul style="list-style-type: none"> Promote good corporate governance practices 	CS & LS
		Corruption/ Lack of Integrity	High	High	High	<ul style="list-style-type: none"> Punitive punishment for integrity breaches Sensitization on Integrity 	DG/Director IA&RA
11.	Business Continuity risks	Failure to institutionalise business continuity and disaster recovery plans	High	High	High	<ul style="list-style-type: none"> Develop, institutionalise and implement business continuity management 	DG/ CS/ICT
12.	Political risks	Interference by politicians	High	High	High	<ul style="list-style-type: none"> Adherence to provisions of the Constitution, legal and regulatory frameworks 	DG/Technical Departments
13.	Safety and security risks	Exposure to injurious substances or environment	Medium	Medium	Medium	<ul style="list-style-type: none"> Insure Authority's staff 	CS

No	Risks Category	Risk and description	Risk Likelihood L/H/M	Impact L/H/M	Overall Risk level L/H/M	Mitigation Measure (s)	Risk owner
		Lack of adequate personnel protective equipment				<ul style="list-style-type: none"> • Comply with the Occupational Safety and Health Act, 2007 • Provide protective equipment to staff 	CS/ Admin
14.	Natural disaster risks	Occurrence of natural disasters	Low	High	High	<ul style="list-style-type: none"> • Insure Authority's assets • Mapping out possible areas of great risk 	CS/ RP&S
15.	Social risks	Human Rights violations at the workplace	High	High	High	<ul style="list-style-type: none"> • Strict adherence to Human Rights guidelines 	DG/ CS
		Gender based sexual violence and harassment	Medium	Medium	Medium	<ul style="list-style-type: none"> • Sensitization on GBSV • Enforcement of GBV Laws 	CS



Chapter **SEVEN**

Resource Requirements & Mobilization Strategies

7.0 Overview

This chapter presents the financial requirements for implementing the strategic plan, sources of funds, resource gaps, resource mobilization strategies and resource management.

7.1 Financial Requirements

Adequate financial resources are a requisite component for the implementation of this plan. The Key Result areas identified will be accomplished through activities which shall be allocated resources as required by the Public Finance Management Act (PFMA) 2012. To implement this strategic plan, the Authority will require a total of KSh. **34560.55 Billion**. The financial resource requirements for each KRA is summarized in Table 7.1.

Table 7.1: Financial requirements for implementing the Strategic Plan

Key Result Area	Strategic Objective	Projected Resource Requirements (Kshs. Mn)					Total
		2023/24	2024/25	2025/26	2026/27	2027/28	
Production and Productivity of Scheduled Crops	To promote production and productivity in the scheduled crops value chains	365.2	445.2	367.7	445.7	394.7	2018.5
Market Development of Scheduled Crops	To increase market access for produce and products of scheduled crops	246.3	407.1	494	375.1	339	1861.5
Regulation of Scheduled Crops	To create an enabling legal and regulatory framework for scheduled crops	169.23	203.03	130.53	141.75	88.55	733.09
Institutional Capacity Development	To strengthen the Authority's institutional capacity	943.4	1041.6	667.2	793.4	614.9	4060.5
Administrative Cost		4,624.88	4,500.18	4,951.40	5,447.95	5,994.39	25,886.96
Grand Total		6349.01	6597.11	6610.83	7203.90	7431.54	34,560.55
Sources of Funds (Kshs. Mn)							
Amount of Revenue Generated From A-I-A		1,800	2,200	2,500	2,500	3,000	12,000
GoK Recurrent Budget Funds		1,470	1,260	1,260	1,260	1,260	6,510
Grants from GoK		654	804	954	1104	1104	4,620
Funding from development partners		250	250	500	1,000	1,500	3,500
Investment of surplus funds in money markets		180	180	180	180	180	900
Rental Income Generated		150	195	250	250	250	1,095
Total Funding		4,504	4,889	5,644	6,294	7,294	28,625

7.1.1 Resource Gaps

Based on estimated financial requirements and funding, the Authority has identified financial resources gap as indicated in Table 7.2:

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Revenue (KSh. Mn)	Variance (KSh. Mn)
Year 1	6349.01	4,504	-1,845
Year 2	6597.11	4,889	-1,708
Year 3	6610.83	5,644	-967
Year 4	7203.9	6,294	-910
Year 5	7431.54	7,294	-138
Total	34,560.55	28,625	-5,936

The Authority will endeavour to bridge the identified resource gap as indicated in Table 7.2 to ensure implementation of planned programmes and projects. To bridge the resource gap, the Authority will implement resource mobilization strategies as identified in 7.2.

7.2 Resource Mobilization Strategies

Sources of Funds

Section 16 of the AFA Act 2013 provides in a general manner the anticipated sources of funds for the Authority as consisting of funds from the government, levies on scheduled crops, donations and gifts. The following are the current sources of funds for the Authority:

- a) GoK budgetary allocations
- b) Levies charged on scheduled crops
- c) Investment of surplus funds in money markets
- d) Income from rental facilities
- e) Licenses and permits
- f) Disposal of assets

To further enhance the current sources of funds the Authority will pursue the following strategies:

- a) Enhance current revenue base by formulation of new regulations and review of existing ones;

- b) Enhance rental income by renovating housing facilities;
- c) Enhance collaborations with development and other strategic partners to support implementation of programs and projects;
- d) Seek funding from the Government for government approved projects by negotiating for additional funds from the National Treasury; and
- e) Initiate bankable projects to be implemented through Public Private Partnership arrangements.

7.3 Resource Management

The financial resources of AFA include finances held in bank accounts, funds invested in the money markets and all the assets of the Authority. Effective management of AFA resources is key in ensuring sustainability and promoting operational efficiency and effectiveness. The Authority will adopt the following measures for the efficient, effective and economic utilization of resources:

- a) Build capacity of staff involved in management of resources;
- b) Deploy use of financial information management systems;
- c) Institute strong internal control systems;
- d) Comply with public finance management laws, policies and procedures;
- e) Maintenance of up-to-date assets registers;
- f) Address issues raised during the audit of the financial reports; and
- g) Strengthen synergies within the Authority and collaborate with other stakeholders in delivery of planned activities.



Chapter **EIGHT**

Monitoring, Evaluation & Reporting Framework

8.0 Overview

The Chapter provides the monitoring and evaluation framework that will be used during the implementation of this strategic plan. The framework is a management tool that is necessary for effective implementation of programs and projects.

8.1 Monitoring Framework

The purpose of a ME&R framework is to provide a consistent approach to the monitoring and evaluation of the Authority's programmes and projects, so that sufficient data and information is captured to review implementation progress of initiatives. Monitoring and evaluation will be an integral part of the Authority's performance management system and will be a continuous process. The strategic plan shall be cascaded to all staff to enable them understand and plan for their respective roles and ensure that ME&R is integrated into the performance management system. Functional and individual work plans shall be developed in line with activities in the plan.

The ME&R framework for this plan will be based on the various Key Result Areas, strategic objectives, outputs and outcomes that the Authority envisages to achieve during the 2023-2027 plan period. Specifically, monitoring the implementation of the strategic plan shall be based on the corporate annual work-plan, departmental annual work-plans and individual work plans. Progress for each activity shall be measured against specific targets in the plan and reporting done on quarterly, biannually and annual basis. Results from the analysis shall then be used to inform decision-making, identify challenges and take immediate corrective action.

8.2 Performance standards

The Authority has defined the key performance indicators at the output and outcome level to facilitate tracking performance for the strategic plan. The Authority will therefore continuously monitor the extent of progress and achievement of strategic plan objectives for continuous improvement on the targeted results. Monitoring will be undertaken using the quarterly progress reporting template (**Appendix V**), annual progress reporting template (**Appendix VI**), and evaluation reporting template (**Appendix VII**), which are attached.

8.3 Evaluation Framework

The Authority will undertake periodic review of the results of the plan to establish the extent to which the outputs and expected outcomes have been achieved with a view to advising management and the Board on any performance gaps as well as offer feasible strategy alternatives. An outcome performance matrix is provided to guide monitoring and evaluation. It indicates the KRAs, expected outcomes, key performance indicators, baseline, mid-term targets and end-term targets. The outcome performance matrix is provided in Appendix III. The strategic plan will be reviewed as follows:

8.3.1 Mid-Term Evaluation

A mid-term evaluation and review will be undertaken as at December 2025 to track strategy implementation status. The review will inform the necessary changes in the objectives, strategies, and activities to be incorporated for the remainder of the plan period. Any emerging issues from the operating environment affecting the Authority will be addressed at this point.

8.3.2 End-Term Evaluation

A final evaluation for this strategic plan shall be carried out at the end of the planning period to enumerate achievements and document lessons learnt as well as inform the next planning cycle. Evaluation will specifically be undertaken to:

- a) Measure actual performance against set targets and establish gap or variance, if any;
- b) Document achievements realized, challenges faced and mitigation measures and lessons learnt;
- c) Identify factors responsible for the variance; and
- d) Identify and recommend appropriate remedial measures for the subsequent plan.

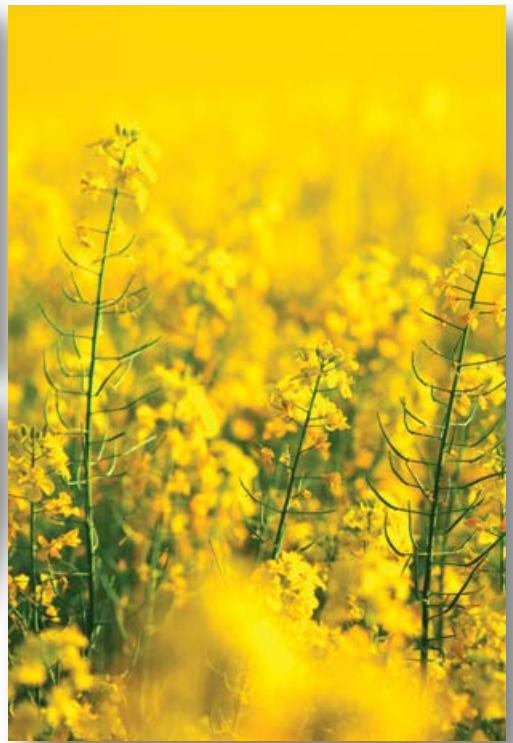
The results of the M&E will be used to prepare the annual reports on the operations of the Authority for onward communication and dissemination to stakeholders.

Information sharing and reporting will be key in implementation of this Plan. It will also provide a mechanism for monitoring and evaluation. The collected information will be analysed to prepare progress reports quarterly and annually. Research, Planning and Strategy Division will coordinate the collection and analysis of the data and prepare reports. Meetings will be held to track progress on implementation of the plan and enable issues arising to be resolved. Scheduled meetings shall be held as follows:

- a)** Quarterly review meetings at the departmental/division levels to ensure implementation is on track;
- b)** Quarterly review meetings at the Board level to receive reports on implementation of the Plan; and
- c)** Annual review meetings to evaluate the progress made on the implementation of the plan.

The Board will track the progress, successes, and challenges of the strategic plan. Further, the Board, through management, will ensure that strategies are being implemented, performance measured, progress reports made and discussed, and corrective action taken appropriately.

Lessons learnt will be used as input to inform the next planning cycle. Information generated from M&E will be reflected upon to identify what was done well, what could have been done better, build on the experiences and contribute to organizational learning.



APPENDICES

KRA 1: Production and Productivity of Scheduled Crops

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Issue: Production and Productivity																			
Strategic Goal: Enhance food security, nutrition and livelihoods																			
KRA 1: Production and Productivity of Scheduled Crops																			
Outcomes:																			
i. Increased production and productivity																			
ii. Reduced imports																			
iii. Increased adoption of new technologies																			
Strategic Objective 1: To promote production and productivity in the scheduled crops value chains																			
Capacity development of value chain players on Good Agricultural Practices (GAPs)	Conduct capacity needs assessment on GAPs	Capacity needs assessment on GAPs conducted	No. of capacity needs assessments	35	7	7	7	7	7	7	7	7	7	7	7	7	PE&A	Technical Departments	
	Develop framework for capacity building on identified needs	Framework for capacity building on identified needs developed	No. of Frameworks	35	7	7	7	7	7	7	7	7	7	7	7	7	PE&A	Technical Departments	
	Carry out capacity building on identified needs	Capacity building on identified needs carried out	No. of capacity building forums	140 (HC-8 FoC-4 Sugar-2 NOC-4 Coffee-2 MPIC-4 FC-4)	28	28	28	28	28	28	28	28	28	28	28	28	42	PE&A	Technical Departments
	Assess the impact of capacity development initiatives	Impact of capacity development initiatives assessed	No. of impact assessments	2	-	-	1	-	1	-	-	5	-	5	-	5	-	RP&S	Technical Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Promote data-driven decision making in scheduled crops value chain	Develop, update and maintain the farmers register in collaboration with other stakeholders	Farmers register developed, updated and maintained	No. of registers	5	1	1	1	1	1	50	20	10	10	10	R&L	DDR
	Collect, collate, maintain and disseminate data on scheduled crops	Scheduled crops data collected, collated and maintained	No. of reports	5	1	1	1	1	1	3.5	3.5	3.5	3.5	3.5	PE&A	D&S
	Conduct studies on production and productivity	Data on scheduled crops uploaded and shared Studies on production and productivity conducted	No. of reports No. of studies	5 35	1 7	1 7	1 7	1 7	1 7	- 28	- 28	- 28	- 28	- 28	PE&A	D&S RP&S
Scale up adoption of innovations and technologies on scheduled crops	Disseminate findings to stakeholders	Study findings disseminated to stakeholders	No. of dissemination forums	35	7	7	7	7	7	7	7	7	7	7	PE&A	Technical Departments
	Provide advisory on land use, food situation, soil fertility and all matters pertaining to scheduled crops	Advisory on land use, food situation and all matters pertaining to scheduled crops provided	No. of reports	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	PE&A	Technical Departments
	Identify innovations and technologies on collaboration with relevant stakeholders	Innovations and technologies on scheduled crops identified	No. of reports	45 (HC-3 FoC-1 Sugar-1 NQC-1 Coffee-1 MPIC-1 FIC-1) target for each crop/cluster per year)	9	9	9	9	9	2	2	2	2	2	PE&A	Technical Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Disseminate innovations and technologies on scheduled crops in collaboration with relevant stakeholders	Innovations and technologies on scheduled crops disseminated	No. of dissemination forums	45 (HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC-1 FC-1 target for each crop/crop cluster per year)	9	9	9	9	9	1.5	1.5	1.5	1.5	1.5	PE&A	Technical Departments
	Conduct linkage forums among value chain players	Linkage forums among value chain players conducted	No. of forums	45 (HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC-1 FC-1 target for each crop/crop cluster per year)	9	9	9	9	9	1.8	1.8	1.8	1.8	1.8	PE&A	Technical Departments
Enhance research for scheduled crops	Identify priority research areas for scheduled crops in collaboration with relevant stakeholders	Priority research areas for scheduled crops identified	No. of reports	35	7	7	7	7	7	3.5	3.5	3.5	3.5	3.5	RP&S	Technical Departments
	Establish collaborations with various research institutions to undertake research	Collaborations with various research institutions established	No. of collaborations	35	7	7	7	7	7	13.5	13.5	13.5	13.5	13.5	RP&S	Technical Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Disseminate research findings in collaboration with relevant stakeholders Conduct impact assessment on the adoption of findings	Research findings disseminated Impact Assessment conducted	No. of dissemination of forums Impact assessments conducted	5 1	1	1	1	1	1	5	5	5	5	5	RP&S	Technical Departments
Mainstream climate adaptation and mitigation measures along scheduled crops value chains	Sensitize stakeholders on climate smart agricultural practices in collaboration with relevant stakeholders	Stakeholders sensitised on climate smart agricultural practices/BEPS	No. of sensitization forums	45 (HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC -1 FC-1 target for each crop/crop cluster per year)	9	9	9	9	9	13.5	13.5	13.5	13.5	13.5	PE&A	Technical Departments
	Sensitize value chain players on the use of green energy in collaboration with relevant stakeholders	Value chain players sensitised on the use of green energy	No. of sensitization forums	45 (HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC -1 FC-1 target for each crop/crop cluster per year)	9	9	9	9	9	13.5	13.5	13.5	13.5	13.5	PE&A	Technical Departments
to quality farm inputs	Create awareness on quality inputs and input suppliers	Awareness on quality inputs and input suppliers created	No. of awareness forums	45 (HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC -1 FC-1 target for each crop/crop cluster per year)	9	9	9	9	9	13.5	13.5	13.5	13.5	13.5	PE&A	Technical Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Establish linkages on acquisition of clean planting materials	Linkages on acquisition of clean planting materials established	No. of forums	45 (HC-3 Foc-1 Sugar-1 NOC-1 Coffee-1 MPIC -1 FIC -1 target for each crop/crop cluster per year)	9	9	9	9	9	9	9	9	9	9	PE&A	Technical Departments
	Maintain and update database of scheduled crops nurseries and motherblocks	Database of scheduled crops nurseries and mother blocks maintained and updated	No. of reports	5	1	1	1	1	1	5	5	5	5	5	PE&A	D&S ICT
	Collaborate with stakeholders in establishing centres for accessing quality farm inputs	Centres for accessing quality farm inputs established	No. of centres established	100 - (HC-3 Foc - 5 Sugar -2 NOC -5 Coffee-2 MPIC -1 FIC - 2 target for each crop/crop cluster per year)	20	20	20	20	20	24	24	24	24	24	PE&A	Technical Departments
Promote establishment of economically viable entities along the scheduled crops value chains	Sensitize value chain players on the formation of economically viable producer entities (associations, Co-PMOs, Co-operatives, self-help groups) in collaboration with relevant stakeholders	Value chain players sensitized on the formation of economically viable producer entities	No. of sensitisation forums	70 (2 per crop/crop cluster per year)	14	14	14	14	14	13.5	13.5	13.5	13.5	13.5	PE&A	Technical Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Build capacity of producer entities on corporate governance	Capacity of producer entities developed	No. of capacity building forums	70 (2 per crop/cluster per year)	14	14	14	14	14	13.5	13.5	13.5	13.5	13.5	PE&A	Technical Departments
	Sensitize value chain players on resource mobilisation and management in collaboration with relevant stakeholders	Value chain players sensitised	No. of sensitization forums	70 (2 per crop/cluster per year)	14	14	14	14	14	13.5	13.5	13.5	13.5	PE&A	Technical Departments	
	Sensitize value chain players on agricultural risk management	Value chain players sensitized	No. of sensitization forums	70 (2 per crop/cluster per year)	14	14	14	14	14	13.5	13.5	13.5	13.5	PE&A	RP&S I&A	
Mainstream youth in agriculture	Undertake baseline survey on youth involvement	Baseline survey undertaken	No. of surveys	1	-	1	-	-	-	-	20	-	-	RP&S	Technical Departments	
	Implement recommendations of the baseline survey	Recommendations implemented	% of recommendations implemented	100	-	-	100	100	100	-	-	20	20	PE&A	Technical Departments	
	Organize forums for youth to showcase existing opportunities in agriculture	Youth forums organized	No. of Forums (fairs, exhibitions, congress, value addition forums)	30	6	6	6	6	6	30	30	30	30	PE&A	CC	
Promote enterprise diversification	Assess the impact of the measures implemented towards youth involvement in agriculture	Impact of measures undertaken	No. of assessments	2	-	1	-	1	-	-	20	-	20	RP&S	Technical Departments	
	Consolidate existing data to establish the status of enterprises	Data consolidated	No. of reports	7	-	7	-	-	-	-	7	-	-	RP&S	PE&A	
	Sensitize potential stakeholders on alternative enterprises	Potential stakeholders sensitized	No. of sensitization forums	21 HC-1 FoC-1 NOC-1 Coffee-1 MPIC-1 FC -1 Sugar -1	-	-	7	7	7	-	-	14	14	14	PE&A	Technical Departments S&TA

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility						
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support					
Promote private sector investments in scheduled crops	Establish multiplication sites for planting materials in existing and non-traditional areas in collaboration with relevant stakeholders	Planting materials established sites	No. of multiplication sites	70 - HC-2 FOC - 2 NOC-2 Coffee-2 MPIC-2 FC - 2 Sugar - 2 (target for each crop/crop cluster per year)	14	14	14	14	14	14	14	14	14	14	14	PE&A	Technical Departments S&C				
	Establish linkages between farmers, input providers and markets in collaboration with relevant stakeholders	Sensitization forums conducted	No. of forums	35 (HC-1 FOC-1 NOC-1 Coffee-1 MPIC-1 FC-1 Sugar - 1 (target for each crop/crop cluster per year)	7	7	7	7	7	14	14	14	14	14	14	PE&A	S&C				
	Carry out assessment of additional enterprises	Contracts signed	No. of contracts	21	-	-	7	7	7	-	-	3.5	3.5	3.5	3.5	PE&A	Technical Departments				
	Conduct consultative engagements on investment opportunities	Assessment carried out	No. of reports	7	-	-	-	-	7	-	-	-	-	-	7	RP&S	Technical Departments				
	Develop investment guides for scheduled crops	Consultative engagements on investment opportunities conducted	No. of reports	14	-	-	-	-	-	7	-	-	-	14	-	S&TA	RP&S				
Develop a framework for collaboration	Investment guides developed	No. of investment guides	14	-	-	-	-	-	7	-	-	-	14	-	S&TA	TA					
	Potential investors sensitized	No. of sensitization forums	14	-	-	-	-	-	7	-	-	-	14	-	PE&A	S&TA					
	Collaboration framework developed	No. of collaborative frameworks	14	-	-	-	-	-	7	-	-	-	21	-	S&TA	TA					
Total															365.2	445.2	367.7	445.7	394.7		
Total KRA 1					2018.5																

Appendix I Implementation Matrix

KRA 2: Market Development of Scheduled Crops

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility					
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support				
Strategic Issue: Value addition and marketing systems for scheduled crops																				
Strategic Goal: Improve scheduled crops value chains into commercially viable enterprises																				
KRA: Market Development of Scheduled Crops																				
Outcomes:																				
i. Increased export volumes																				
ii. Increased value addition																				
iii. Reduction of post-harvest losses																				
iv. Increased domestic consumption																				
Strategic Objective 2 : To increase market access for produce and products of scheduled crops																				
Promote market diversification	Carry out studies to identify new markets	Studies carried out	No. of studies carried out	35	7	7	7	7	7	49	49	49	49	49	49	49	PE&A			
		Potential new markets identified	No. of markets identified	35	7	7	7	7	7	7	-	-	-	-	-	-	-	PE&A		
	Develop a framework for exploring the identified markets	Market exploration frameworks developed	No. of crops specific market exploration frameworks	No. of crops specific market exploration frameworks	16	7-HC	9	-	-	-	7	10	-	-	-	-	-	PE&A		
			Sugar-1 MPIC-1	No. of new markets accessed	Sugar-1 HC-3 NOC-2 Coffee-2 MPIC-2 FC-1	-	-	-	1	1	1	1	1	1	1	1	1	1	PE&A	
		Stakeholders sensitised on existing market opportunities	Stakeholders sensitised on existing market opportunities	No. of Sensitization forums	No. of Sensitization forums	56	-	14	14	14	14	-	4.9	4.9	4.9	4.9	4.9	4.9	PE&A	
				Sugar-1	S&TA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	PE&A
				HC-3	S&TA	-	-	-	1	1	1	1	-	-	-	-	-	-	-	PE&A
				NOC-2	S&TA	-	-	-	1	1	1	-	-	-	-	-	-	-	-	PE&A
				Coffee-2	S&TA	-	-	-	1	1	1	-	-	-	-	-	-	-	-	PE&A
				MPIC-2	S&TA	-	-	-	1	1	1	-	-	-	-	-	-	-	-	PE&A

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Product development and diversification	Create linkages between stakeholders and potential markets	Linkages between stakeholders and potential markets created	No. of market linkage agreements	28	-	7	7	7	7	7	-	17.5	17.5	17.5	S&TA	PE&A
	Establish market information sharing platforms	Market information sharing platforms established	No. of market information sharing platforms	7	-	-	-	-	-	7	28	-	-	-	S&TA	PE&A; ICT; RP&S
	Create awareness on local utilization of agricultural products	Awareness on local utilization of agricultural products created	No. of awareness forums	70	14	14	14	14	14	14	13.5	13.5	13.5	13.5	S&TA	PE&A; RP&S
	Undertake market research and analysis to identify market needs for new products	Market research and analysis undertaken	No. of market surveys undertaken	14	-	7	-	-	-	7	-	21	-	21	S&TA	RP&S
	Sensitize value chain players on the identified market needs	Value chain players sensitised	No. of sensitization forums	28	-	-	14	-	14	-	-	2.8	-	-	S&TA	PE&A
	Build capacity of value chain players on product diversification	Capacity of value chain players build on product diversification	No. of capacity building forums	56	-	-	28	-	28	-	-	5.6	-	-	S&TA	PE&A
	Undertake consumer education awareness campaigns in local and international markets	Consumer education awareness campaigns undertaken	No. of consumer education awareness campaigns done locally and internationally	42	-	-	14	14	14	14	-	-	17.5	17.5	S&TA	PE&A; CC

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Establish market linkages for the new products	Sensitization forums held	No. of forums	35 HC- 1 FoC- 1 NOC-1 Coffee-1 MPIC-1 FC- 1 Sugar - 1 (target per crop/crop cluster per year)	7	7	7	7	7	4	4	4	4	4	S&TA	PE&A	
					-	-	7	7	7	-	-	-	-	-	S&TA	PE&A	
					-	7	7	7	7	-	-	-	-	-	S&TA	PE&A	
	Build capacity of value chain players on branding, packaging and brand visibility in collaboration with relevant stakeholders	Capacity of value chain players build	No. of capacity building forums	28	-	7	7	7	7	-	2.5	2.5	2.5	2.5	S&TA	PE&A	
					-	-	-	-	-	-	-	-	-	-	-	-	
					-	7	7	7	7	-	-	-	-	-	-	-	
Promote value addition of scheduled crops	Undertake a study to identify value addition opportunities	A study on value addition opportunities undertaken	No. of reports on value addition opportunities	7	-	7	-	-	-	-	7	-	-	-	S&TA	PE&A	
					-	28	28	28	28	-	8.4	8.4	8.4	8.4	S&TA	PE&A	
					-	2	3	2	-	-	4	4	6	4	-	S&TA	PE&A
	Develop guidelines on cottage level processing	Guidelines on cottage level processing developed	No. of guidelines developed	7	-	2	3	2	-	-	4	4	6	4	-	S&TA	PE&A
					-	28	28	28	28	-	8.4	8.4	8.4	8.4	S&TA	PE&A	
					-	2	3	2	-	-	4	4	6	4	-	S&TA	PE&A

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
	Establish cottage industries/outlets in collaboration with relevant stakeholders	Cottage industries/outlets established	No. of cottage industries/outlets established	NOC-41	3	10	11	9	8	5	7	5	7	7	S&TA	PE&A S&C R&L			
				HC-10	1	4	3	2	-	1.0	1.0	1.0	1.0	-	-	-	-	-	
				MPIC-6	1	1	1	1	2	4	4	4	4	4	4	8	-	-	-
				Sugar-10	1	3	3	2	1	10	10	10	10	10	10	10	-	-	-
				FIC-6	1	1	1	1	2	2.5	2.5	2.5	2.5	2.5	2.5	2.5	-	-	-
				Coffee-20	2	6	6	3	3	6.0	6.0	6.0	6.0	6.0	6.0	6.0	-	-	-
				FoC-30	2	11	11	3	3	1.0	2.0	2.0	1.5	1.0	-	-	-	-	-
				7	-	7	-	-	-	-	-	-	-	42	-	-	-	S&TA	PE&A S&C R&L
				70	14	14	14	14	14	10.5	10.5	10.5	10.5	10.5	10.5	10.5	S&TA	CC PE&A	
				7	7	-	-	-	-	7	-	-	-	-	-	-	S&TA	PE&A; S&C	
Facilitate value chain financing	Identify financing needs for value chain players	Financing needs for value chain players identified	No. of financial needs surveys	7	-	-	-	-	-	3.5	-	-	-	S&TA	CS; RP&S				
	Link value chain players with financial institutions, crop insurance providers and other relevant stakeholders	Financial linkage forums organized	No. of financial linkage forums organized	112	-	28	28	28	28	-	14	14	14	S&TA	PE&A; CS				

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Facilitate trade in scheduled crops value chains	Collaborate with financial institutions in the development of tailor made products	Tailor made financial products developed	No. of financial products developed	7	-	2	2	2	2	1	-	2	2	2	1	S&TA	PE&; CS
	Develop risk mitigation framework in collaboration with stakeholders	Risk mitigation frameworks developed	No. of risk mitigation frameworks developed	7	-	2	2	2	2	1	-	2	2	1	S&TA	RP&S	
	Sensitize stakeholders on alternative financial instruments	Stakeholders sensitized on alternative financial instruments	No. of sensitization forums	70	14	14	14	14	14	14	7	7	7	7	S&TA	PE&; CS	
Facilitate trade in scheduled crops value chains	Build capacity on contract agreement between value chain players	Capacity of value chain players build on contract agreements	No. of training forums	140	28	28	28	28	28	4	4	4	4	4	S&TA	PE&; CS&LS	
	Collaborate with other stakeholders to establish aggregation Centres	Aggregation Centre's established	No of aggregation Centres established	4	-	1	1	1	1	1	-	30	30	30	S&TA	PE&A	
	Build capacity of value chain players on market requirements, trade agreements and existing opportunities	Value chain players trained on market requirements, trade agreements and existing opportunities	No. of training forums	35	7	7	7	7	7	7	7	7	7	7	S&TA	PE&; CS&LS, S&C	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Identify unfair trade practices threatening trade and trade agreements and share with relevant government agencies	Unfair trade practices identified	No. of industry audit reports	5	1	1	1	1	1	14	14	14	14	14	RPS	S&TA PE&A S&C	
	Identified unfair trade practices shared	Identified unfair trade practices shared	No. of forums	35	7	7	7	7	7	7	7	7	7	S&TA	PE&A S&C		
	Create linkages among the value chain players	Linkages between value chain players created	No. of linkages	35	7	7	7	7	7	7	7	7	7	S&TA	PE&A R&L		
	Register Kenyan products in international markets	Kenyan products in international markets registered	No. of markets registered	2 (Pyrethrum)	-	-	2	-	-	-	60	-	-	S&TA	PE&A R&L CS&LS		
	Participate in trade agreements and negotiations	Trade agreements and negotiation meetings attended	No. of trade agreements and negotiation meetings	35	7	7	7	7	7	28	28	28	28	S&TA	PE&A CS&LS; R&L		
	Participate in development and review of trade guidelines	Trade guidelines for market access developed	No. of forums	5	1	1	1	1	1	2.8	2.8	2.8	2.8	S&TA	PE&A; R&L		
	Collaborate with other agencies to harmonise trade procedures	Trade procedures on prioritised value chains harmonised	No. of trade procedures on prioritised	HC - 3 NOC - 3 FC - 3 FoC - 2 Coffee 1 MPIC - 2 Sugar - 1	-	1	1	1	1	-	2	2	2	S&TA	R&L		
	Identify recipes for trade disputes, resolve and settle	Trade dispute audits undertaken	Trade dispute resolution reports	5	1	1	1	1	1	7	7	7	7	S&TA	A&RA; CS&LS		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Promote market research and intelligence	Disseminate Trade blocs' trading rules & regulations and Investment Regulations	Trade sensitization forums held	No. of trade sensitization forums	35	7	7	7	7	7	3.5	3.5	3.5	3.5	3.5	S&TA	PE&A; S&C	
	Provide platforms for MSMEs to showcase products in trade fairs and exhibitions	Platforms for showcasing product created	No. of forums	35	7	7	7	7	7	7	7	7	7	7	CS	PE&A; S&TA; R&L	
	Conduct value chain mapping and analysis	Value chain mapping and analysis conducted	No. of value chain mapping and analysis reports	15	-	5	5	5	5	-	14	14	14	-	S&TA	PE&A;	
	Develop a market information management system for scheduled crops	Market information management system developed	Market information management system	1	-	1	-	-	-	-	-	21	-	-	S&TA	CS	
	Disseminate market information to stakeholders	Market information disseminated	No. of dissemination forums	35	7	7	7	7	7	7	7	7	7	7	S&TA	PE&A	
	Collect and collate data on trade and market	Data on trade and market collected and collated	No. of reports	35	7	7	7	7	7	14	14	14	14	14	S&TA	PE&A	
	Establish partnerships and collaborations for market research and information sharing	Partnerships and collaborations established	No. of collaboration frameworks	35	7	7	7	7	7	7	7	7	7	7	S&TA	PE&A	
	Total Cost for Strategic Objective 2										246.3	407.1	494	375.1	339		
Total KRA 2																1861.5	

Appendix I Implementation Matrix

KRA 3: Regulation of Scheduled Crops

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility						
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support					
Strategic Issue: Compliance with scheduled crops policies, legislations and standards																					
Strategic Goal: Enhance quality assurance and safety of scheduled crops, produce and products																					
KRA: Regulation of Scheduled Crops																					
Outcome: Improved compliance to regulatory requirements																					
Strategic Objective 3: To create an enabling legal and regulatory framework for scheduled crops																					
Establish and implement Standards and Codes of Practice	Develop standards/ Codes of Practice and manuals for scheduled crops in collaboration with relevant stakeholders	Standards/ Codes of Practice and manuals for scheduled crops in collaboration with relevant stakeholders developed	No. of standards/codes of practice developed	1	1	1	1	1	1	1	1	1	1	1	1	1	S&R				
					NOC - 3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	
					HC - 3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					MPIC - 3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					Sugar - 3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					FIG-3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Review the scheduled crops standards/ Codes of Practice	Scheduled crops standards/ Codes of Practice reviewed	No. of standards/codes developed	1	1	1	1	1	1	1	1	1	1	1	1	1	1	S&R			
					Sugar-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
					FoC-1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					MPIC - 1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					NOC-1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					HC-1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					Coffee-1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
					FC - 1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Implement scheduled crops standards/ Codes of Practice	Value chain players sensitized on standards/ Codes of Practice	No. of sensitization forums	28	28	28	28	28	28	28	28	28	28	28	28	28	28	PE&A				
				HC - 2	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-		
				NOC- 3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
				FC - 3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Practice Surveillance and verification audits across the value chain conducted	Practice Surveillance and verification audits across the value chain conducted	No. of surveillance and verification audits	28	28	28	28	28	28	28	28	28	28	28	28	28	28	S&R				
				Coffee 1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-		
				Sugar - 1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
				140 (4 per crop/cluster per year)	-	140	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Enhance self-regulation		Surveillance audit recommendations implemented	% of implementation	100	100	100	100	100	100	-	-	-	-	-	-	S&C	S&R	
	Develop self-regulation industry guidelines in collaboration with stakeholders	Self-regulation industry guidelines developed	No. of self-regulations industry guidelines developed	14 (2 per crop/cluster)	7	-	7	-	5.25	-	5.25	-	5.25	-	S&TA	S&C		
	Sensitize the registered industry players on the self-regulation guidelines	Registered industry players sensitized on the self-regulation guidelines	No. of sensitization forums	112 (4 per crop/cluster per year)	28	28	28	28	28	-	5.25	5.25	5.25	5.25	DS&R	PE&A		
Strengthen Sector Policies and Regulations	Review self-regulation industry guidelines in collaboration with stakeholders	Self-regulation industry guidelines reviewed	No. of self-regulations industry guidelines	14 (2 per crop/cluster)	-	7	-	7	-	-	5.25	-	5.25	-	S&TA	S&C; CS&LS		
	Participate in international and regional forums related to agricultural policies and standards	International and regional forums related to agricultural policies and standards identified and participated in	No. of international and regional forums identified and participated in	10	2	2	2	2	2	14	14	14	14	14	S&TA	S&C		
	Harmonize crops regulations with regional and international policies and regulations	Crops regulations harmonized	No. of crops regulations harmonized	21	-	7	7	7	-	-	3.5	3.5	3.5	-	S&TA	S&C		
	Develop and review scheduled crops regulations	Scheduled crops regulations developed and reviewed	No. of regulations developed	FC-1	1	-	-	-	-	8	-	-	-	-	S&TA	S&C		
				MPIC-2	1	1	-	-	-	8	4	-	-	-	-	-	-	
				Sugar-1	-	1	-	-	-	-	4	-	-	-	-	-	-	-
				Sugar-2	1	2	-	-	-	-	8	12	-	-	-	-	S&TA	S&C
				Coffee-1	1	-	-	-	-	-	8	-	-	-	-	-	-	-
				HC-1	-	1	-	-	-	-	12	-	-	-	-	-		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Implement scheduled crops regulations	Value chain players sensitized on scheduled crops regulations	No. of sensitization forums	112 (4 per crop/crop cluster per year)	28	28	28	28	28	28	5.25	5.25	5.25	5.25	5.25	PE&A	DS&R	
					100	100	100	100	100	1.0	1.0	1.0	1.0	1.0	R&L	S&C		
					100	100	100	100	100	12.0	12.0	12.0	12.0	12.0	S&C	S&TA		
					100	100	100	100	100	-	-	-	-	-	S&TA	S&C		
	Notify KEBS/KEPHIS on proposed regulations having impact on trade of scheduled crops for onward forwarding to WTO and other regional trading blocks	KEBS/KEPHIS notified	% of notifications	100 All crops/crop cluster (Coffee, FoC, FC, MPIC, Sugar, HC, NOC)	100	100	100	100	100	100	-	-	-	-	-	S&TA	S&C	
					4	4	-	-	-	24	24	-	-	-	S&C	S&TA,CS &LS		
					1	-	-	-	-	30	-	-	-	-	S&C	S&TA; CS&LS		
					-	1	-	-	-	8	8	-	-	-	-	-		
Enhance compliance to food safety and quality standards	Develop and implement traceability systems	Traceability systems developed	No. of traceability systems	HC - 1 FC - 1 NOC - 1 Sugar - 2 MPIC FoC	-	-	-	-	-	-	-	-	-	-	-	-	-	
					1	1	2	1	1	-	-	16	-	-	-	8	8	
					-	-	-	-	-	-	-	-	-	-	-	-	-	-
					-	-	-	-	-	-	-	-	-	-	-	-	-	-

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Traceability systems implemented	% implementation of traceability systems	100	100 FoC	100 FoC NOC	100 Sugar	100 MPIC FoC	-	10	10	10	10	S&C	S&TA; CS&LS	
	Develop guidelines on safe use of agro-chemicals in collaboration with relevant stakeholders	Guidelines on safe use of agro-chemicals in collaboration with relevant stakeholder developed	No. of guidelines	HC - 1 Coffee - 1 NOC - 1 FoC - 1 MPIC - 1 FC - 1 Sugar - 1	1 - 1 - 1 - 1	1 - - - - - - 1	1 - - - - - - 1	5.3 5.3 5.3 - 2 2 2 2 2	-	-	-	-	-	S&C	S&TA PE&A	
	Sensitize value chain players on safe use of agro-chemicals for scheduled crops	Value chain players sensitised on safe use of agro-chemicals for scheduled crops	No. of sensitization forums	140	28	28	28	28	7	7	7	7	7	S&C	S&TA PE&A	
Total KRA 3										169.23	203.03	130.53	141.75	88.55		
TOTAL										733.09						

Appendix I Implementation Matrix

KRA 4: Institutional Capacity Development

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Strategic Issues: Organizational efficiency and sustainability																		
Strategic Goal: Enhance organizational effectiveness, efficiency and sustainability																		
KRA: Institutional Capacity Development																		
Outcomes:																		
<ul style="list-style-type: none"> i. Improved performance ii. Improved employee satisfaction iii. Improved customer satisfaction iv. Improved corporate governance v. Improved revenue vi. Improved utilization of financial resources vii. Improved efficiency in settling supplier's bills viii. Increased brand recognition ix. Improved digitization 																		
Strategic Objective 4: To strengthen the Authority's institutional Capacity																		
Enhance human capital capacity	Develop and implement human resource instruments and policies	Human resource instruments developed	No. of Human Resource Instruments (Approved Organization Structure, Grading & Staff Establishment, Career Guidelines, Human Resource Policy and Procedures Manual)	3	3	-	-	-	-	-	15	-	-	-	-	-	CS	HRM
		Human resource instruments implemented	% of implementation	100	100	100	100	100	100	100	2	2	1	1	1	1	1	CS
	Human resource instruments reviewed	No. of human resource instruments	3	-	-	3	-	-	-	-	-	-	-	10	-	-	CS	HRM
	Develop and implement human resource plan	Human resource plan developed	No. of human resource plans	5	1	1	1	1	1	1	1	1	1	1	1	1	1	CS
		Human resource plan implemented	% of implementation	100	100	100	100	100	100	-	1	1	1	1	1	1	CS	HRM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Undertake workload analysis and implement recommendations	Workload analysis undertaken	Approved workload analysis report	1	-	1	-	-	-	-	-	-	5	-	5	CS	HRM	
				100	-	-	100	100	-	-	-	-	-	CS	HRM		
Develop and implement productivity and performance measurement framework	Productivity & Performance Measurement Framework developed	Productivity & Performance Measurement framework	1	1	-	-	-	-	-	10	-	-	-	-	CS	HRM	
				1	1	-	-	-	4	-	-	-	-	CS	HRM		
Undertake staff competence development	Productivity & Performance Measurement Framework implemented	No. of implementation reports	4	-	1	1	1	1	1	5	4	4	4	4	CS	HRM	
				1	1	1	1	1	1.5	2	1.5	1.5	1.5	CS	HRM		
Undertake staff competence development	Staff competence development undertaken	Skill gap analysis report	1	-	1	-	-	-	-	-	1.5	1.5	1.5	1.5	CS	HRM	
				5	1	1	1	1	1	1	1	1	1	CS	HRM		
Undertake staff competence development	No. of TNA reports	No. of approved training plans	5	1	1	1	1	1	1	65	65	65	65	65	CS	HRM	
				5	1	1	1	1	1	1	1	1	1	CS	HRM		
Develop and implement coaching and mentorship framework	Training Impact Assessment (TIA) undertaken	No. of TIA reports	2	-	1	-	-	-	-	-	1	-	-	1	CS	HRM	
				1	1	-	-	-	3	-	-	-	-	CS	HRM		
Develop and implement coaching and mentorship framework	Coaching and mentorship framework developed	Coaching and mentorship framework	1	1	-	-	-	-	-	3	-	-	-	-	CS	HRM	
				100	-	-	-	-	7.5	-	-	-	-	CS	HRM		
Develop and implement coaching and mentorship framework	Coaching and mentorship framework implemented	% of staff sensitized	100	20	20	20	20	20	20	3.5	3.5	3.5	3.5	3.5	CS	HRM	
				40	5	5	10	10	10	1	1	1	1	1	CS	HRM	
Develop and implement coaching and mentorship framework	No. of staff mentored and coached	No. of staff mentored and coached	4	1	1	1	1	1	1	-	1	1	1	1	CS	HRM	
				1	1	1	1	1	1	1	1	1	1	CS	HRM		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Enhance work environment	Undertake employee satisfaction survey	Employee satisfaction survey undertaken	No. of employee satisfaction surveys	5	1	1	1	1	1	-	2	-	-	2	CS	HRM; RP&S; PE&A	
				100	-	100	100	100	-	10	10	10	10	CS	HRM		
	Undertake work environment survey	Work environment survey undertaken Work environment survey recommendations implemented	% of Employee survey report recommendations implemented	2	1	-	-	1	-	-	3	-	-	-	CS	RP&S; PE&A ADM	
				100	-	-	-	-	-	-	-	-	-	CS	RP&S; PE&A ADM		
Enhance knowledge management	Comply with provisions of Occupational Safety and Health Act 2007	No. of compliance reports % of recommendations implemented	No. of compliance reports % of recommendations implemented	5	1	-	-	1	-	4.8	-	-	4.8	-	CS	ADM	
				100	100	100	100	100	1	0.25	0.25	0.25	0.25	0.25	CS	ADM	
				5	1	1	-	-	2	2	-	-	-	-	-	CS	HRM
	Undertake safety and health audits	Safety and Health Audits undertaken Safety and Health Audits recommendations implemented	% of implementation	Group Life Assurance Cover	5	1	1	1	1	1	4	4	-	-	-	CS	ADM
					100	100	100	100	100	1	0.25	0.25	0.25	0.25	0.25	0.25	CS
Enhance knowledge management	Acquire utility vehicles	Utility vehicles acquired	No. of vehicles	50	10	10	10	10	10	100	100	100	100	100	100	ADM	
	Develop and implement Knowledge management framework	Knowledge management framework developed Knowledge management framework implemented	Knowledge management framework	1	-	1	-	-	-	3	-	-	-	-	RP&S	HRM	
				1	-	1	-	-	1.5	-	-	-	-	RP&S	HRM		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Enhance sustainable resource mobilization and utilization			% of staff sensitized	100	-	100	-	100	-	-	6	-	6	-	-	RP&S	HRM
			Implementation report	1	-	-	-	-	-	-	10	-	-	-	-	RP&S	HRM
	Undertake appraisal of records	Appraisal on records undertaken	Updated appraisal report	1	-	-	-	-	-	2	-	-	-	-	-	CS	ADM
	Digitize the registry	Registry digitized	Digitized registry	1	-	-	-	-	-	-	2	-	-	-	-	CS	DDICT; ADM
			Staff sensitised on digitization of registry	100	-	100	100	100	100	-	2	-	-	-	-	CS	ADM
			AFA buildings renovated	Coffee-4	1	1	1	1	1	116.0	100.0	50.0	20.0	-	-	CS	ADM
				Fibre 3	-	2	1	-	-	-	5.4	5.0	-	-	-	CS	ADM
				MPIC 2	-	1	1	-	-	-	8.0	2.0	-	-	-	CS	ADM
				Sugar-1	-	1	-	-	-	-	10.0	-	-	-	-	CS	ADM
				HC-7	-	2	2	2	1	-	42.9	48.9	56.6	55.6	-	CS	ADM
			AFA HQ 2	-	-	-	-	-	-	4.0	-	-	-	-	CS	ADM	
	Develop and implement a resource mobilisation framework	Resource Mobilisation Framework Developed	Resource Mobilization Framework	1	-	-	-	-	0.7	-	-	-	-	-	RPS	CS Technical Departments	
		Resource Mobilisation Framework Implemented	Resource mobilization committee appointed and trained	1	-	-	-	-	-	1.5	-	-	-	-	RP&S	CS Technical Departments	
			% of implementation	100	-	100	100	100	-	0.5	0.5	0.5	0.5	-	RPS	CS Technical Departments	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Strengthen Authority's Corporate Governance	Prepare programme based budgets	Programme based budgets prepared	No. of programme based budgets prepared	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	1.5	CS	FIN	
	Undertake asset valuation, verification, disposal and maintain an asset register		Assets valuation report	1	1	-	-	-	-	70	-	-	-	-	-	-	CS	FIN; SCM; ADM
	Comply with PFM Act, 2012		PFM Act, 2012 complied with	No. of asset disposal reports	5	1	1	1	1	1	1.2	1.2	1.2	1.2	1.2	1.2	SCM	CS
				No. of disposal plans	5	1	1	1	1	-	-	-	-	-	-	-	SCM	FIN
				Asset Register	1	1	1	1	1	-	-	-	-	-	-	-	CS	FIN
	Comply with PFM Act, 2012		PFM Act, 2012 complied with	No. of annual reports and financial statements	5	1	1	1	1	1	2	2	2	2	2	2	CS	SCM
				No. of annual reports and financial statements audit reports	5	1	1	1	1	6	6	6	6	6	6	6	CS	FIN
				No. of quarterly reports and financial statements	20	4	4	4	4	-	-	-	-	-	-	-	CS	FIN
	Comply with PPAD Act, 2015 and subsidiary legislations		PPAD Act complied with	No. of approved procurement Plans	5	1	1	1	1	1	3	3	3	3	3	3	SCM	All Departments and RP&S
				No. of reports on compliance with AGPO	5	1	1	1	1	-	-	-	-	-	-	-	SCM	All Departments and RP&S
Corporate Governance Implemented		1		-	1	-	-	-	-	-	-	-	-	-	CS&LS	IA&R		
Implement corporate governance in line with prevailing legislations and government guidelines	Corporate Governance Implemented	Board Charter	1	1	-	-	-	3	-	-	-	-	-	-	CS&LS	BSU		
		No. of Board Work plans	5	1	1	1	1	4	4	4	4	4	4	4	CS&LS	BSU		
		% of Board Members inducted	100	-	-	100	-	-	-	-	-	-	-	-	CS&LS	BSU		
Undertake culture change program	Culture change program undertaken and implemented	No. of Board evaluation reports	5	1	1	1	1	1	6	6	6	6	6	6	CS&LS	BSU		
		% of Board Members certified	100	100	-	-	-	3.5	-	-	-	-	-	-	CS&LS	BSU		
		Culture audit report	1	1	-	-	-	15	-	-	-	-	-	-	CS	All Departments RP&S SCM		
	Culture change strategy	Culture change strategy	1	-	1	-	-	-	5	-	-	-	-	-	CS	All Departments RP&S SCM		
			% level of implementation	100	-	100	100	100	-	1	5	5	5	5	5	CS	All Departments RP&S SCM	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Develop and implement Enterprise Risk Management (ERM)	ERM developed	Risk-based compliance framework	1	1	-	-	-	-	-	5	-	-	-	-	-	RP&S	All Departm ents; SCM
		Updated risk register	1	1	1											RP&S	All Departm ents; SCM
	ERM implemented	No. of trainings for Board and top management	4	2	-	2	-	-	-	-	-	-	-	-	-	CS&DL	RP&S; IA&R
		No. of trainings for risk champions	2	-	-	1	-	1	-	5	5	6	6.5			RP&S	All Departm ents; RP&S; SCM
		% of staff sensitized	100	100	-	100	-	-	-	-	-	-	-	-	-	RP&S	All Departm ents; RP&S; SCM
		No. of risk monitoring, evaluation and assessment reports	10	2	2	2	2	2	2	2.4	2.4	2.4	2.4	2.4		RP&S	All Departm ents; SCM
	Internal audit and risk assurance framework developed and implemented	Internal audit and risk assurance framework	1	1	-	-	-	-	-	5	-	-	-	-	-	IA&R	All Departm ents; SCM; RP&S
		No. of approved Risk-based audit annual work plans	5	1	1	1	1	1	1	2	2	2	2	2		IA&R	All Departm ents; SCM; RP&S
		No. of internal audit reports to Board Audit and Governance Committee (BAGC)	25	5	5	5	5	5	5	25	25	25	25	25		IA&R	All Departm ents; SCM; RP&S
		Quality Assurance and Improvement program (QAIP) report	1	-	-	1	-	-	-	-	-	-	10	-	-	IA&R	All Departm ents; SCM; RP&S

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility																			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support																		
Develop and implement corruption prevention framework	Recommendations of 2022/23 corruption perception survey implemented Corruption perception survey undertaken and implemented Staff sensitized on corruption prevention and code of conduct	% of survey recommendations implemented	100	100	100	100	100	100	100	2	2	2	2	2	2	IA&R	All Departm ents; RP&S; SCM																	
																		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
																																	100	100
Conduct legal and governance compliance audits	No. of legal and governance compliance audit reports	10	2	2	2	2	2	2	2	5	5	5	5	5	5	CS&LS	IA&R																	
																		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
																																		100
Implement recommendations of legal and governance compliance reports	Recommendations implemented	100	100	100	100	100	100	100	100	5	5	5	5	5	5	DG	All Departm ents; RP&S; SCM																	
																		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
																																		100
Develop and implement Quality Management System (QMS)	QMS developed and implemented	Quality Management System	1	100	100	100	100	100	100	15	15	15	15	15	15	15	IA&R	All Departm ents; RP&S; SCM																
																			100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
	No. of QMS Surveillance Audit reports	% level of implementation	10	2	2	2	2	2	2	23	23	23	23	23	23	23	IA&R	All Departm ents; RP&S; SCM																
																			100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strengthen Corporate planning, Monitoring and Evaluation	Prepare and implement annual Performance Contracts (PC) Prepare annual corporate work plans	Annual PC vetted and signed	No. of PC's	5	1	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	RP&S	All Departm ents; SCM
		Annual corporate work plan prepared and approved	No. of approved work plans	5	1	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	RP&S	All Departm ents; SCM
	Develop and implement an M&E framework	M&E framework developed	An approved M&E Framework	1	1	-	-	-	-	-	1.5	-	-	-	-	RP&S	All Departm ents; SCM
		M&E framework implemented	No. of M&E reports	20	4	4	4	4	4	4	4	4	4	4	4	RP&S	All Departm ents; SCM
	Review and evaluate 2023-2027 strategic plan	Strategic plan implementation status reports	No. of reports	20	4	4	4	4	4	4	1.5	3	1.5	1.5	1.5	RP&S	All Departm ents; SCM
		Mid-term review undertaken	Mid-term review report	1	-	-	1	-	-	-	-	-	-	-	-	RP&S	All Departm ents; SCM
		End-term evaluation undertaken	Revised Strategic Plan	1	-	-	1	-	-	-	-	5	-	-	-	RP&S	All Departm ents; SCM
	Develop Strategic plan 2028 - 2033	Strategic Plan for 2028 - 2033 developed and approved	End-term evaluation report	1	-	-	-	-	1	-	-	-	-	-	2	RP&S	All Departm ents; SCM
		Collaboration and partnerships framework prepared	Strategic Plan 2028 – 2033	1	-	-	-	-	1	-	-	-	-	-	15	RP&S	All Departm ents; SCM
	Prepare a collaboration and partnerships framework	Collaboration and partnerships framework prepared	Collaboration and partnerships framework	1	-	1	-	-	-	-	-	1.5	-	-	-	RPS	All Departm ents

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Enhance Corporate Communication and Brand Visibility	Conduct target audience analysis	Target audience analysis conducted	Target audience analysis report	1	-	-	-	-	-	5	-	-	-	-	CS	All Department ents; SCM RP&S		
			Communication channels analysis report	1	-	-	-	-	2	-	-	-	-	-	CS	All Department ents; SCM RP&S		
			Brand perception and awareness plan	1	-	-	-	-	-	3	-	-	-	-	CS	All Department ents; SCM RP&S		
	Develop and implement AFA branding framework	AFA branding framework developed	AFA branding framework	1	-	-	-	-	-	3	-	-	-	-	CS	All Department ents; SCM RP&S		
			Brand communication channels report	1	-	-	-	-	-	4	-	-	-	-	CS	All Department ents; SCM RP&S		
			Internal branding alignment plan	1	-	-	-	-	-	-	-	3	-	-	CS	All Department ents; SCM RP&S		
		AFA branding framework implemented	No. of Brand Communication Plans		5	1	1	1	1	1	2	2	2	2	2	CS	All Department ents; SCM RP&S	
					49	25	24	-	-	-	-	2	2	-	-	CS	All Department ents; SCM RP&S	
			No. of outdoor advertisements		50	10	10	10	10	10	10	10	10	10	10	10	CS	All Department ents; SCM RP&S

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
			No. of social media campaigns	50	10	10	10	10	10	10	1.0	1.0	1.0	1.0	1.0	CS	All Departm ents; SCM RP&S
			No. of fairs, exhibitions or shows	60	12	12	12	12	12	12	50	50	50	50	50	CS	S&TA PE&A
			No. of media shows and documentaries	70	14	14	14	14	14	14	42	42	42	42	42	CS	S&TA PE&A
			No. of brand monitoring and feedback reports	7	2	2	2	2	2	2	4	4	4	4	4	CS	RP&S
			Public Relations framework	1	-	1	-	-	-	-	2	-	-	-	-	CS	RP&S
			No. of CSR Activities undertaken	10	2	2	2	2	2	2	4	4	4	4	4	CS	All Departm ents; SCM RP&S
			No. of Media Relations Plans	5	1	1	1	1	1	1	1	1	1	1	1	CS	All Departm ents; SCM RP&S
			No. of strategic delivery partnerships	15	3	3	3	3	3	3	1	1	1	1	1	CS	All Departm ents; SCM RP&S
			No. of customer service weeks	5	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	CS	All Departm ents; SCM RP&S
			Online self-service points	2	1	-	-	-	1	1	2.5	-	-	-	-	CS	All Departm ents; SCM RP&S

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility						
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support					
Digitalize business processes	Develop strategic corporate brand partnerships	Strategic corporate brand partnerships developed	No. of corporate brand strategic partnership agreements	5	1	1	1	1	1	1	1	1	1	1	1	CS	All Departments; SCM RP&S				
					Undertake Stakeholder perception and satisfaction surveys	Stakeholder perception and satisfaction surveys undertaken	2	-	1	-	1	-	3	-	3	-	3	-	CS	All Departments; SCM RP&S	
								-	-	100	-	100	-	3	-	3	-	3	-	CS	All Departments; SCM RP&S
	Evaluate existing ICT infrastructure, systems and processes	Existing ICT infrastructure systems and processes evaluated	No. of ICT infrastructure systems and processes assessment reports	5	1	1	1	1	1	5	3	3	3	3	3	CS	All Departments; SCM RP&S				
					Develop and implement technology roadmap	Technology roadmap developed	1	1	1	1	1	1	-	-	-	-	-	CS	All Departments; SCM RP&S		
								1	-	-	-	-	15	-	-	-	-	-	CS	All Departments; SCM RP&S	
	Develop and implement technology roadmap	Technology roadmap developed	Technology roadmap developed	No. of Performance and gap analysis reports	5	1	1	1	1	1	-	-	-	-	-	-	CS	All Departments; SCM RP&S			
						Technology roadmap implemented	No. of server upgrades procured	6(4 –data center, 2 – DR site)	1	2	1	1	1	106	-	-	70	-	-	CS	SCM
									No. of desktops and laptops procured	No. of networks (LANs) upgraded	50	50	50	50	8	8	8	8	8	CS	SCM
											1	2	2	2	8.6	17.2	17.2	17.2	17.2	17.2	CS
No. of new software licenses	7	8	7	7	7	25	20	20	20	20	CS	SCM									

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
			ERP system upgraded	1	-	1	-	-	-	-	-	100	-	-	-	CS	ICT
			IMIS system upgraded	1	-	1	-	-	-	-	100	-	-	-	-	CS	ICT
			No. of custom software acquired	5	1	1	1	1	1	-	20	21	-	-	-	CS	ICT
			No. of network security enhancements implemented	5	1	1	1	1	1	5	5	5	5	5	5	CS	ICT
			No. of network monitoring tools acquired	2	1	-	1	-	-	10	-	-	10	-	-	CS	ICT
			No. of IT consultancy services engaged	5	1	1	1	1	1	1	1	1	1	1	1	CS	ICT
			No. of Technology Roadmap Evaluation reports	2	-	-	1	-	1	-	-	3	-	3	3	RP&S	CS
			No. of on boarding reports	6	3	4	-	-	-	2	2	-	-	-	-	CS	AI Departments; RP&S RP&S
	On-board all citizen services to E-citizen	On boarded services	ICT governance framework	1	1	-	-	-	-	12	-	-	-	-	-	CS	AI Departments; RP&S RP&S
	Establish an ICT governance framework	ICT governance framework developed	ICT Governance Communication and engagement plan	1	-	-	1	-	-	-	-	-	-	-	-	CS	AI Departments; RP&S RP&S
			No. of periodic review and audit reports	5	1	1	1	1	1	0.7	0.7	0.7	0.7	0.7	0.7	IA&R	CS
			No. of ICT change management policies	2	1	1	-	-	-	3.5	3.5	-	-	-	-	CS	AI Departments; RP&S SCM
	Develop and implement ICT change management processes	ICT Change management processes developed and implemented	No. of communication materials developed	3	-	-	1	1	1	-	-	5	5	5	5	CS	ICT
			No. of staff sensitized on ICT	520	20	100	150	150	100	1.0	1.5	1.5	1.5	1.5	1.5	CS	AI Departments; RP&S SCM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
			Change request and tracking software tools	1	-	1	-	-	-	-	-	-	-	-	-	CS	All Departments RP&S SCM
	Conduct ICT internal security compliance and enforcement	ICT internal security compliance and enforcement conducted	No. of system logs reports	20	4	4	4	4	4	4	5	5	5	5	5	CS	All Departments RP&S SCM
			No. of remediation plans	5	1	1	1	1	1	-	-	-	-	-	-	CS	All Departments RP&S SCM
	Assess the effectiveness of the implemented solutions for continual improvement	Effectiveness of implemented ICT solutions assessed	No. of implemented solutions evaluation reports	5	1	1	1	1	1	4	4	4	4	4	4	CS	All Departments RP&S SCM
			No. of user feedback and satisfaction surveys	5	1	1	1	1	1	2	2	2	2	2	2	CS	All Departments RP&S SCM
	Develop and implement an AFA Disaster Recovery Plan (DRP)	Disaster Recovery Plan developed and implemented	No. of DRPs	2	1	-	1	-	-	-	-	-	-	-	-	CS	All Departments RP&S SCM
			No. of implementation reports	5	1	1	1	1	1	10	2	2	2	2	2	CS	All Departments RP&S SCM
			No. of DRP Risk assessment reports	5	1	1	1	1	1	2	2	2	2	2	2	CS	All Departments RP&S SCM
Total KRA 4					943.4	1041.6	667.2	793.4	614.9	614.9							
TOTAL										4060.5							

Appendix II Annual Workplan and Budget

KRA 1: Production and Productivity of Scheduled Crops

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility				
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support			
Strategic Issue: Production and Productivity																			
Strategic Goal: Enhance food security, nutrition and livelihoods																			
KRA 1: Production and Productivity of Scheduled Crops																			
Outcomes:																			
i. Increased production and productivity																			
ii. Reduced imports																			
iii. Increased adoption of new technologies																			
Strategic Objective 1: To promote production and productivity in the scheduled crops value chains																			
Capacity development of value chain players on Good Agricultural Practices (GAPs)	Conduct capacity needs assessment on GAPs	Capacity needs assessment on GAPs conducted	No. of capacity needs assessments	35	7	2	2	2	2	1	7	2	2	2	1	1	1	PE&A	Technical Departments
	Develop framework for capacity building on identified needs	Framework for capacity building on identified needs developed	No. of Frameworks	35	2	2	2	2	2	1	8.4	2.4	2.4	2.4	1.2	1.2	1.2	PE&A	Technical Departments
	Carry out capacity building on identified needs	Capacity building on identified needs carried out	No. of capacity building forums	140 (HC-8 FoC-4 Sugar-2 NOC-4 Coffee-2 MPIC-4 FC-4)	28	7	7	7	7	7	42	10.5	10.5	10.5	10.5	10.5	10.5	PE&A	Technical Departments
	Assess the impact of capacity development initiatives	Impact of capacity development initiatives assessed	No. of impact assessments	2	-	-	-	-	-	-	-	-	-	-	-	-	-	RP&S	Technical Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Promote data-driven decision making in scheduled crops value chain	Develop, update and maintain the farmers register in collaboration with other stakeholders	Farmers register developed, updated and maintained	No. of registers	5	1	-	1	-	-	50	-	-	-	-	R&L	DDR
	Collect, collate, maintain and disseminate data on scheduled crops	Scheduled crops data collected, collated and maintained Data on scheduled crops uploaded and shared	No. of reports No. of reports	5 5	1 1	1 1	1 1	1 1	3.5 -	- -	3.5 -	- -	- -	PE&A PE&A	D&S D&S	
	Conduct studies on production and productivity	Studies on production and productivity conducted	No. of studies	35	7	2	2	2	1	28	8	8	4	PE&A	D&S RP&S	
	Disseminate findings to stakeholders	Study findings disseminated to stakeholders	No. of dissemination forums	35	7	2	2	2	1	7	2	2	1	PE&A	Technical Departments	
Scale up adoption of innovations and technologies on scheduled crops	Provide advisory on land use, food situation, soil fertility and all matters pertaining to scheduled crops	Advisory on land use, food situation and all matters pertaining to scheduled crops provided	No. of reports	5	1	-	1	-	1.5	-	1.5	-	-	PE&A	Technical Departments	
	Identify innovations and technologies on scheduled crops in collaboration with relevant stakeholders	Innovations and technologies on scheduled crops identified	No. of reports	45 - HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC-1 FIC-1	9	3	3	2	1	1.5	0.5	0.5	-	PE&A	Technical Departments	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
	Disseminate and innovations on technologies on scheduled crops in collaboration with relevant stakeholders	Innovations and technologies on scheduled crops disseminated	No. of dissemination forums	45 HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC-1 FIC-1	9	3	3	2	1	1.5	0.5	0.5	0.5	-	PE&A	Technical Departments	
	Conduct linkage forums among value chain players	Linkage forums among value chain players conducted	No. of forums	45 HC-3 FoC-1 Sugar-1 NOC-1 Coffee-1 MPIC-1 FIC-1	9	3	3	2	1	1.8	0.6	0.6	0.6	-	PE&A	Technical Departments	
Enhance research for scheduled crops	Identify priority research areas for scheduled crops in collaboration with relevant stakeholders	Priority research areas for scheduled crops identified	No. of reports	35	7	2	2	1	3.5	1	1	1	0.5	RP&S	Technical Departments		
	Establish collaborations with various research institutions to undertake research	Collaborations with various research institutions established	No. of linkages	35	7	2	2	1	13.5	4	4	4	1.5	RP&S	Technical Departments		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Mainstream climate adaptation and mitigation measures along scheduled crops value chains	Disseminate research findings in collaboration with relevant stakeholders	Research findings disseminated	No. of dissemination of forums	5	1	-	1	-	-	5	2.5	2.5	-	-	RP&S	Technical Departments
	Conduct impact assessment on the adoption of findings	Impact Assessment conducted	Impact assessments conducted	1	-	-	-	1	-	-	-	-	-	-	RP&S	Technical Departments
	Sensitize stakeholders on climate smart agricultural practices in collaboration with relevant stakeholders	Stakeholders sensitised on climate smart agricultural practices/BEPS	No. of sensitization forums	45 - HC-3 FoC-1 Sugar -1 NOC -1 Coffee-1 MPIC -1 FiC-1	9	3	3	2	1	13.5	4	4	4	1.5	PE&A	Technical Departments
Enhance access to quality farm inputs	Sensitize value chain players on the use of green energy in collaboration with relevant stakeholders	Value chain players sensitised on the use of green energy	No. of sensitization forums	45 - HC-3 FoC-1 Sugar -1 NOC -1 Coffee-1 MPIC -1 FiC-1	9	3	3	2	1	13.5	4	4	4	1.5	PE&A	Technical Departments
	Create awareness on quality inputs and input suppliers	Awareness on quality inputs and input suppliers created	No. of awareness forums	45 - HC-3 FoC-1 Sugar -1 NOC -1 Coffee-1 MPIC -1 FiC-1	9	3	3	2	1	13.5	4	4	4	1.5	PE&A	Technical Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility						
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
	Establish linkages on acquisition of clean planting materials	Linkages on acquisition of clean planting materials established	No. of forums	45 - HC-3 FoC-1 Sugar -1 NOC -1 Coffee-1 MPIC -1 FIC-1	9	3	3	2	1	9	3	3	2	1	9	3	3	2	1	PE&A	Technical Departments
	Maintain and update database of scheduled crops nurseries and motherblocks	Database of scheduled crops nurseries and mother blocks maintained and updated	No. of reports	5	1	-	1	-	Q1	5	2	1	1	1	5	2	1	1	PE&A	D&S ICT	
	Collaborate with stakeholders in establishing centres for accessing quality farm inputs	Centres for accessing quality farm inputs established	No. of centres established	45 - HC-3 FoC-1 Sugar -1 NOC -1 Coffee-1 MPIC -1 FIC-1	20	5	5	5	5	24	6	6	6	6	24	6	6	6	PE&A	Technical Departments	
Promote establishment of economically viable entities along the scheduled crops value chains	Sensitize value chain players on the formation of economically viable producer entities (associations, PMOs, Co-operatives, self-help groups) in collaboration with stakeholders	Value chain players sensitized on the formation of economically viable producer entities	No. of sensitisation forums	70 (2 per crop/cluster per year)	14	4	4	3	3	13.5	4	4	4	4	13.5	4	4	4	PE&A	Technical Departments	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Mainstream youth in agriculture	Build capacity of producer entities on corporate governance	Capacity of producer entities developed	No. of capacity building forums	70 (2 per crop/crop cluster per year)	14	4	4	3	3	13.5	4	4	4	1.5	PE&A	Technical Departments
	Sensitize value chain players on resource mobilisation and management in collaboration with relevant stakeholders	Value chain players sensitized	No. of sensitization forums	70 (2 per crop/crop cluster per year)	14	4	4	3	3	13.5	4	4	4	1.5	PE&A	Technical Departments
	Sensitize value chain players on agricultural risk management	Value chain players sensitized	No. of sensitization forums	70 (2 per crop/crop cluster per year)	14	4	4	3	3	13.5	4	4	4	1.5	PE&A	RP&S I&A
	Undertake baseline survey on youth involvement	Baseline survey undertaken	No. of surveys	1	-	-	-	-	-	-	-	-	-	-	RP&S	Technical Departments
	Implement recommendations of the baseline survey	Recommendations implemented	% of recommendations implemented	100	-	-	-	-	-	-	-	-	-	-	PE&A	Technical Departments
	Organize forums for youth to showcase existing opportunities in agriculture	Youth forums organized	No. of Forums (fairs, exhibitions, congress, value addition forums)	30	6	1	1	2	2	30	7.5	7.5	7.5	7.5	PE&A	CC
Promote enterprise diversification	Assess the impact of the measures implemented towards youth involvement in agriculture	Impact of measures undertaken	No. of assessments	2	-	-	-	-	-	-	-	-	-	-	RP&S	Technical Departments
	Consolidate existing data to establish the status of enterprises	Data consolidated	No. of reports	7	-	-	-	-	-	-	-	-	-	-	RP&S	PE&A
	Sensitize potential stakeholders on alternative enterprises	Potential stakeholders sensitized	No. of sensitization forums	21	-	-	-	-	-	-	-	14	14	14	PE&A	Technical Departments S&TA

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)				Responsibility		
					14	4	2	2	2	2	14	4	4	2	2	Q4
Promote private sector investments in scheduled crops	Establish multiplication sites for planting materials in existing and non-traditional areas in collaboration with relevant stakeholders	Planting materials multiplication sites established	No. of multiplication sites	70 - HC-2 FoC - 2 NOC-2 Coffee-2 MPIC-2 FC - 2 Sugar - 2 (target for each crop/crop cluster per year)	14	4	2	2	2	14	4	4	2	2	PE&A	Technical Departments S&C
	Establish linkages between farmers, input providers and markets in collaboration with relevant stakeholders	Sensitization forums conducted	No. of forums	35 (HC-1 FoC-1 NOC-1 Coffee-1 MPIC-1 FC-1 Sugar - 1 (target for each crop/crop cluster per year)	7	1	2	2	2	14	2	4	4	4	PE&A	S&C
	Carry out assessment of additional enterprises	Contracts signed	No. of contracts	21	-	-	-	-	-	-	-	-	-	-	PE&A	Technical Departments
	Conduct consultative engagements on investment opportunities	Assessment carried out	No. of reports	7	-	-	-	-	-	-	-	-	-	-	RP&S	Technical Departments
	Develop investment guides for scheduled crops	Consultative engagements on investment opportunities conducted	No. of reports	14	-	-	-	-	-	-	-	-	-	-	S&TA	RP&S
	Sensitize potential investors on the identified opportunities	Investment guides developed	No. of investment guides	14	-	-	-	-	-	-	-	-	-	-	S&TA	TA
	Develop a framework for collaboration	Potential investors sensitized	No. of sensitization forums	14	-	-	-	-	-	-	-	-	-	-	PE&A	S&TA
		Collaboration framework developed	No. of collaborative frameworks	14	-	-	-	-	-	-	-	-	-	-	S&TA	TA
	Total KRA 1									365.2	86.5	142.5	84	52.2		

Appendix II Annual Workplan and Budget

KRA 2: Market Development of Scheduled Crops

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support		
Strategic Issue: Value addition and marketing systems for scheduled crops																		
Strategic Goal: Improve scheduled crops value chains into commercially viable enterprises																		
KRA: Market Development of Scheduled Crops																		
Outcomes:																		
i. Increased export volumes																		
ii. Increased value addition																		
iii. Reduction of post-harvest losses																		
iv. Increased domestic consumption																		
Strategic Objective 2 : To increase market access for produce and products of scheduled crops																		
Promote market diversification	Carry out studies to identify new markets	Studies carried out	No. of studies carried out	35	7	2	2	2	2	1	49	15	15	10	9	S&TA	PE&A	
	Develop a framework for exploring the identified markets	Potential new markets identified	No. of markets identified	35	7	2	2	2	2	1	-	-	-	-	-	S&TA	PE&A	
		Market exploration frameworks developed	No. of crops specific market exploration frameworks	16 HC-7 NOC-3 FC-3 Coffee-1 Sugar-1 MPIC -1	7-HC	2	2	2	2	1	7	2	2	2	-1	S&TA	PE&A	
Sensitize stakeholders on the opportunities within the identified markets	Stakeholders sensitised on existing market opportunities	No. of new markets accessed	No. of new markets accessed	-	-	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A	
		HC-3																
		NOC-2																
		Coffee-2																
		MPIC-2																
		FC-1																
		56	No. of Sensitization forums	-	-	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Product development and diversification	Create linkages between stakeholders and potential markets	Linkages between stakeholders and potential markets created	No. of market linkage agreements	28	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A	
	Establish market information sharing platforms	Market information sharing platforms established	No. of market information sharing platforms	7	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A; ICT; RP&S	
	Create awareness on local utilization of agricultural products	Awareness on local utilization of agricultural products created	No. of awareness forums	70	14	3	4	4	4	13.5	4	4	4	1.5	S&TA	PE&A; RP&S	
	Undertake market research and analysis to identify market needs for new products	Market research and analysis undertaken	No. of market surveys undertaken	14	-	-	-	-	-	-	-	-	-	-	S&TA	RP&S	
	Sensitize value chain players on the identified market needs	Value chain players sensitised	No. of sensitization forums	28	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A	
	Build capacity of value chain players on product diversification	Capacity of value chain players build on product diversification	No. of capacity building forums	56	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A	
	Undertake consumer education awareness campaigns in local and international markets	Consumer education awareness campaigns undertaken	No. of consumer education awareness campaigns done locally and internationally	42	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A; CC	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target		Budget (KSh. Mn)					Responsibility								
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support				
	Establish cottage industries/ outlets in collaboration with relevant stakeholders	Cottage industries/ outlets established	No. of cottage industries/ outlets established	NOC-41	3	-	1	1	1	1	5	-	1.67	1.67	1.67	S&TA	PE&A S&C R&L			
					1	-	-	-	-	1.0	-	-	-	1.0	-	-	-	-	-	
					1	-	-	1	-	4	-	-	-	4	-	-	-	-	-	-
					1	-	-	-	-	10	-	-	-	10	-	-	-	-	-	-
					1	-	-	-	-	2.5	-	-	-	2.5	-	-	-	-	-	-
					2	-	-	1	1	6.0	-	-	-	3.0	-	-	-	-	-	-
					2	-	1	1	-	1	-	-	-	0.5	-	-	-	-	-	-
					7	-	-	-	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A S&C R&L
					70	14	4	4	4	3	10.5	3	3	3	3	3	3	1.5	S&TA	CC PE&A
					7	7	1	2	2	2	7	1	1	2	2	2	2	2	S&TA	PE&A; S&C
Facilitate value chain financing	Identify financing needs for value chain players	Financing needs for value chain players identified	No. of financial needs surveys	7	7	2	2	2	1	3.5	0.5	1	1	1	S&TA	CS; RP&S				
	Link value chain players with financial institutions, crop insurance service providers and other relevant stakeholders	Financial linkage forums organized	No. of financial linkage forums organized	112	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A; CS				

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1		Q1		Q2		Q3		Q4		Lead	Support
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4		
Facilitate trade in scheduled crops value chains	Collaborate with financial institutions in the development of tailor made products	Tailor made financial products developed	No. of financial products developed	7	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A; CS
	Develop risk mitigation framework in collaboration with stakeholders	Risk mitigation frameworks developed	No. of risk mitigation frameworks developed	7	-	-	-	-	-	-	-	-	-	-	S&TA	RP&S
	Sensitize stakeholders on alternative financial instruments	Stakeholders sensitized on alternative financial instruments	No. of sensitization forums	70	14	4	4	3	3	7	2	2	1.5	1.5	S&TA	PE&A; CS
	Build capacity on contract agreement between value chain players	Capacity of value chain players build on contract agreements	No. of training forums	140	28	7	7	7	7	4	1	1	1	1	S&TA	PE&A; CS&LS
	Collaborate with other stakeholders to establish aggregation Centres	Aggregation Centres established	No of aggregation Centres established	4	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A
	Build capacity of value chain players on market requirements, trade agreements and existing opportunities	Value chain players trained on market requirements, trade agreements and existing opportunities	No. of training forums	35	7	2	2	2	1	7	2	2	2	1	S&TA	PE&A; CS&LS, S&C

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
	Identify unfair trade practices threatening trade and trade agreements and share with relevant government agencies	Unfair trade practices identified	No. of industry audit reports	35	7	2	2	2	1	14	4	4	4	4	RPS	S&TA PE&A S&C	
		Identified unfair trade practices shared	No. of forums	35	7	2	2	2	1	7	2	2	1	S&TA	PE&A S&C		
	Create linkages among the value chain players	Linkages between value chain players created	No. of linkages	35	7	2	2	2	1	7	2	2	1	S&TA	PE&A R&L		
	Register Kenyan products in international markets	Kenyan products in international markets registered	No. of markets registered	2 (Pyethum)	-	-	-	-	-	-	-	-	-	S&TA	PE&A R&L CS&LS		
	Participate in trade agreements and negotiations	Trade agreements and negotiation meetings attended	No. of trade agreements and negotiation meetings	35	7	2	2	2	1	28	8	8	4	S&TA	PE&A CS&LS; R&L		
	Participate in development and review of trade guidelines	Trade guidelines for market access developed	No. of forums	1	1	-	1	-	-	2.8	-	2.8	-	S&TA	PE&A; R&L		
	Collaborate with other agencies to harmonise trade procedures	Trade procedures on prioritised value chains harmonised	No. of trade procedures on prioritised	HC - 3 NOC- 3 FC - 3 FoC - 2 Coffee 1 MPIC - 2 Sugar - 1	-	-	-	-	-	-	-	-	-	S&TA	R&L		
	Identify recipes for trade disputes, resolve and settle	Trade dispute audits undertaken	Trade dispute resolution reports	5	1	-	1	-	-	7	-	-	7	S&TA	A&RA; CS&LS		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Promote market research and intelligence	Disseminate Trade blocs' trading rules & regulations and Investment Regulations	Trade sensitization forums held	No. of trade sensitization forums	35	7	2	2	2	1	3.5	1	1	1	0.5	S&TA	PE&A; S&C
	Provide platforms for MSMEs to showcase products in trade fairs and exhibitions	Platforms for showcasing product created	No. of forums	35	7	2	2	2	1	7	2	2	1	1	CS	PE&A; S&TA; R&L
	Conduct value chain mapping and analysis	Value chain mapping and analysis conducted	No. of value chain mapping and analysis reports	20	-	-	-	-	-	-	-	-	-	-	S&TA	PE&A;
	Develop a market information management system for scheduled crops	Market information management system developed	Market information management system	1	-	-	-	-	-	-	-	-	-	-	S&TA	CS
	Disseminate market information to stakeholders	Market information disseminated	No. of dissemination forums	35	7	2	2	2	1	7	2	2	1	1	S&TA	PE&A
	Collect and collate data on trade and market	Data on trade and market collected and collated	No. of reports	35	7	2	2	2	1	14	4	4	4	2	S&TA	PE&A
	Establish partnerships and collaborations for market research and information sharing	Partnerships and collaborations established	No. of collaboration frameworks	35	7	2	2	2	1	7	2	2	2	1	S&TA	PE&A
	Total KRA 2					246.3	58.6	62.27	76.07	49.37						

Appendix II Implementation Matrix

KRA 3: Regulation of Scheduled Crops

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Strategic Issue: Compliance with scheduled crops policies, legislations and standards																	
Strategic Goal: Enhance quality assurance and safety of scheduled crops, produce and products																	
KRA: Regulation of Scheduled Crops																	
Outcome: Improved compliance to regulatory requirements																	
Strategic Objective 3: To create an enabling legal and regulatory framework for scheduled crops																	
Establish and implement Standards and Codes of Practice	Develop standards, Codes of Practice and their customized manuals for scheduled crops in collaboration with relevant stakeholders	Standards, Codes of Practice and their customized manuals for scheduled crops in collaboration with relevant stakeholders Developed	No. of standards/codes of practice developed	21 (3 standards per crop/crop clusters)	FoC -1	-	-	1	-	2.14	-	-	2.14	-	-	S&TA	S&A
	Review the scheduled crops standards/ Codes of Practice	Scheduled crops standards/ Codes of Practice reviewed	No. of standards/codes of practice reviewed	14	-	-	-	-	-	-	-	-	-	-	-	S&TA	S&A
	Implement scheduled crops standards/ Codes of Practice	Value chain players sensitized on standards/ Codes of Practice	No. of sensitization forums	140 (4 per crop/crop clusters per year)	28	7	7	7	7	14	3.5	3.5	3.5	3.5		S&TA	PE&A
		Surveillance and verification audits across the value chain conducted	No. of surveillance and verification audits	140 (4 per crop/crop clusters per year)	28	7	7	7	7	9.8	2.45	2.45	2.45	2.45		S&C	S&A

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (kSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Enhance self-regulation		Surveillance audit recommendations implemented	% of implementation	100	100	100	100	100	100	-	-	-	-	-	S&C	S&R	
	Develop self-regulation industry guidelines in collaboration with stakeholders	Self-regulation industry guidelines developed	No. of self-regulations industry guidelines developed	14 (2 per crop/crop cluster)	-	-	-	-	-	-	-	-	-	-	S&TA	S&C	
	Sensitize the registered industry players on the self-regulation guidelines	Registered industry players sensitized on the self-regulation guidelines	No. of sensitization forums	112 (4 per crop/crop cluster per year)	-	-	-	-	-	-	-	-	-	-	DS&R	PE&A	
	Review self-regulation industry guidelines in collaboration with stakeholders	Self-regulation industry guidelines reviewed	No. of self-regulations industry guidelines	14 (2 per crop/crop cluster)	-	-	-	-	-	-	-	-	-	-	S&TA	S&C; CS&LS	
Strengthen Sector Policies and Regulations	Participate in international and regional forums related to agricultural policies and standards	International and regional forums related to agricultural policies and standards identified and participated in	No. of international and regional forums identified and participated in	10	2	1	1	1	1	14	7	-	7	-	S&TA	S&C	
	Harmonize crops regulations with regional and international policies and regulations	Crops regulations harmonized	No. of crops regulations harmonized	21	-	-	-	-	-	-	-	-	-	-	S&TA	S&C	
	Develop and review scheduled crops regulations	Scheduled crops regulations developed and reviewed	No. of regulations developed	FC-1	1	-	-	-	-	-	8	-	-	-	-	S&TA	S&C
				MPIC-2	1	-	-	1	-	8	-	-	-	-	-	-	-
			No. of regulations reviewed	Sugar-1	-	-	-	-	-	-	-	-	-	-	-	-	-
				Sugar-2	1	1	-	-	-	-	8	8	-	-	-	S&TA	S&C
			Coffee-1	1	-	-	-	1	-	8	-	-	8	-	-	-	-
			HC-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
	Implement scheduled crops regulations	Value chain players sensitized on scheduled crops regulations	No. of sensitization forums	112 (4 per crop/crop cluster per year)	28	7	7	7	7	5.25	1.3	1.3	1.3	1.3	PE&A	DS&R
		Value chain players registered and licensed	% of value chain players registered and licensed	100	100	100	100	100	1.0	0.25	0.25	0.25	0.25	0.25	R&L	S&C
		Inspection of value chain players undertaken	% of value chain players inspected	100	100	100	100	100	12.0	12.0	3	3	3	S&C	S&TA	
	Notify KEBS/KEPHIS on proposed regulations having impact on trade of scheduled crops for onward forwarding to WTO and other regional trading blocks	KEBS/KEPHIS notified	% of notifications	100	100	100	100	100	-	-	-	-	-	S&TA	S&C	
		Regulations Published/gazetted	No. of Regulations Published/gazetted	8	4	2	-	2	24	12	-	-	12	12	S&C	S&TA; CS&LS
Enhance compliance to food safety and quality standards	Develop and implement traceability systems	Traceability systems developed	No. of traceability systems	7	1HC	-	1	-	30	7.5	7.5	7.5	7.5	S&C	S&TA; CS&LS	
		Traceability systems implemented	% implementation of traceability systems	100	-	-	-	-	-	-	-	-	-	-	S&C	S&TA; CS&LS

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Develop guidelines on safe use of agro-chemicals in collaboration with relevant stakeholders	Guidelines on safe use of agro-chemicals in collaboration with relevant stakeholder developed	No. of guidelines	7	3	-	1	Coffee	NOC	15.9	-	5.3	5.3	5.3	S&C	S&TA PE&A		
					HC													
					Coffee													
					NOC													
	Sensitize value chain players on safe use of agro-chemicals for scheduled crops	Value chain players sensitised on safe use of agro-chemicals for scheduled crops	No. of sensitization forums	140	28	7	7	7	7	1.75	1.75	1.75	1.75	1.75	S&C	S&TA PE&A		
Total KRA 3									169.23	46.75	25.05	50.19	47.19					

Appendix II Implementation Matrix

KRA 4: Institutional Capacity Development

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility			
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support		
Strategic Issues: Organizational efficiency and sustainability																		
KRA: Institutional Capacity Development																		
Outcomes:																		
i. Improved performance																		
ii. Improved employee satisfaction																		
iii. Improved customer satisfaction																		
iv. Improved corporate governance																		
v. Improved revenue																		
vi. Improved utilization of financial resources																		
vii. Improved efficiency in settling supplier's bills																		
viii. Increased brand recognition																		
ix. Improved digitization																		
Strategic Objective 4: To strengthen the Authority's institutional Capacity																		
Enhance human capital capacity	Develop and implement human resource instruments and policies	Human resource instruments developed	No. of Human Resource Instruments (Approved Organization Structure, Grading & Staff Establishment, Career Guidelines, Human Resource Policy and Procedures Manual)	3	-	-	-	-	-	15	15	-	-	-	-	CS	HRM	
		Human resource instruments implemented	% of implementation	100	100	100	100	100	100	100	2	2	1	1	1	1	CS	HRM
		Human resource instruments reviewed	No. of human resource instruments	3	-	-	3	-	-	-	-	-	-	10	-	-	CS	HRM
		Human resource plan developed	No. of human resource plans	5	1	1	1	1	1	1	1	1	1	1	1	1	1	CS
	Develop and implement human resource plan	Human resource plan implemented	% of implementation	100	100	100	100	100	100	-	-	1	1	1	1	CS	HRM	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Undertake workload analysis and implement recommendations	Workload analysis undertaken	Recommendations of workload analysis implemented	Approved workload analysis report	1	-	-	-	-	-	-	-	-	-	-	CS	HRM	
					-	-	-	-	-	-	-	-	-	-	CS	HRM	
Develop and implement productivity and performance measurement framework	Productivity & Performance Measurement Framework developed	Productivity & Performance Measurement framework	Productivity & Performance Measurement framework	1	1	-	1	-	-	10	-	10	-	-	CS	HRM	
					1	-	1	-	-	4	-	2	1	1	CS	HRM	
					4	-	1	-	-	5	2	1	4	4	CS	HRM	
					1	1	-	-	-	-	2	-	-	-	CS	HRM	
Undertake staff competence development	Staff competence development undertaken	Skill gap analysis report	No. of TNA reports	5	1	-	-	-	-	-	2	-	-	-	CS	HRM	
					1	-	-	-	-	1.5	1.5	1.5	1.5	CS	HRM		
					1	1	-	-	-	1	1	1	1	1	CS	HRM	
					5	1	-	-	-	65	16.25	16.25	16.25	16.25	CS	HRM	
Training Impact Assessment (TIA) undertaken	No. of TIA reports undertaken	No. of TIA reports	No. of TIA reports	2	-	-	-	-	-	-	-	-	-	CS	HRM		
					1	1	-	-	1	1	1	1	1	CS	HRM		
Develop and implement coaching and mentorship framework	Coaching and mentorship framework developed	Coaching and mentorship framework	Coaching and mentorship framework	1	1	-	1	-	-	3	-	1	1	1	CS	HRM	
					100	100	100	100	100	7.5	1.9	1.9	1.9	1.9	CS	HRM	
					100	20	5	5	5	3.5	0.9	0.9	0.9	0.9	CS	HRM	
					30	5	2	1	1	1	-	-	-	-	CS	HRM	
No. of performance progress reports	No. of performance progress reports	No. of performance progress reports	No. of performance progress reports	4	1	-	-	-	-	-	-	-	-	CS	HRM		
					1	-	-	-	1	-	-	-	-	CS	HRM		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
	Undertake employee satisfaction survey	Employee satisfaction survey undertaken	No. of employee satisfaction surveys	2	-	-	-	-	-	-	-	-	-	-	CS	HRM; RP&S; PE&A HRM
					-	-	-	-	-	-	-	-	-	-	CS	HRM
Enhance work environment	Undertake work environment survey	Work environment survey undertaken	No. of surveys undertaken	2	1	-	1	-	-	3	-	-	3	-	CS	RP&S; PE&A ADM
		Work environment survey recommendations implemented	% of implementation	100	-	-	-	-	-	-	-	-	-	-	CS	RP&S; PE&A ADM
	Comply with provisions of Occupational Safety and Health Act 2007	No. of compliance reports	No. of compliance reports	5	1	-	1	-	-	4.8	-	-	4.8	-	CS	ADM
		% of recommendations implemented	% of recommendations implemented	100	100	100	100	100	100	100	1	0.25	0.25	0.25	0.25	CS
	Undertake safety and health audits	Safety and Health Audits undertaken	Group Life Assurance Cover	5	1	1	-	-	-	2	2	-	-	-	CS	HRM
		Safety and Health Audits recommendations implemented	Utility vehicles acquired	5	1	1	1	1	1	1	8	8	-	-	-	CS
Enhance knowledge management	Develop and implement Knowledge management framework	Knowledge management framework developed	Knowledge management framework implemented	1	-	-	-	-	-	-	-	-	-	-	RP&S	HRM
		Knowledge management framework implemented	Knowledge management committee established and trained	1	-	-	-	-	-	-	-	-	-	-	-	RP&S

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Enhance sustainable resource mobilization and utilization			% of staff sensitized	100	100	-	100	-	100	-	-	-	-	-	-	RP&S	HRM
			Implementation report	1	-	-	-	-	-	-	-	-	-	-	-	RP&S	HRM
	Undertake appraisal of records	Appraisal on records undertaken	Updated appraisal report	1	1	-	-	-	-	2	-	-	-	-	-	CS	ADM
	Digitize the registry	Registry digitized	Digitized registry	1	1	-	-	-	1	-	-	3	-	-	CS	DDICT; ADM	
		Staff sensitised on digitization of registry	% of staff sensitized	100	100	100	100	100	100	-	-	-	-	-	-	CS	ADM
	Renovate AFA buildings	AFA buildings renovated	No. of buildings renovated	Coffee-4	1	-	1	1	1	116.0	-	-	-	116	-	CS	ADM
				Fibre 3	-	-	-	-	-	-	-	-	-	-	-	CS	ADM
				MPIC 2	-	-	-	-	-	-	-	-	-	-	-	CS	ADM
				Sugar-1	-	-	-	-	-	-	-	-	-	-	-	CS	ADM
				HC -7	-	-	-	-	-	-	-	-	-	-	-	CS	ADM
			AFA HQ 2	-	-	-	-	-	-	-	-	-	-	-	CS	ADM	
	Develop and implement a resource mobilisation framework	Resource Mobilisation Framework Developed	Resource Mobilization Framework	1	1	-	-	-	-	0.7	0.7	-	-	-	RPS	CS Technical Departments	
	Resource Mobilisation Framework Implemented	Resource mobilisation committee appointed and trained	Resource mobilisation committee appointed and trained	1	-	-	-	-	-	-	-	-	-	-	RP&S	CS Technical Departments	
		% of implementation	% of implementation	100	-	-	-	-	-	-	-	-	-	-	RPS	CS Technical Departments	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4			
Strengthen Authority's Corporate governance	Prepare programme based budgets Undertake asset valuation, verification, disposal and maintain an asset register	Programme based budgets prepared Asset valuation, verification and disposal undertaken and asset register maintained	No. of programme based budgets prepared Assets valuation report	5	-	-	-	1	1	1	-	-	-	1.5	CS	FIN	Support
				1	-	-	-	1	70	-	-	-	70	CS	FIN;	SCM;	ADM
				5	-	-	-	1	1.2	-	-	-	1.2	SCM	CS		
				5	-	-	-	1	-	-	-	-	-	SCM	CS		
	Comply with PFM Act, 2012	PFM Act, 2012 complied with	No. of annual reports and financial statements and financial statements audit reports	5	-	-	-	1	2	1.5	1.5	1.5	1	CS	FIN	SCM	FIN
				20	4	1	1	1	4	-	-	-	-	CS	FIN		
				5	1	-	-	1	3	-	-	-	3	SCM	All Departments and RP&S		
		PPAD Act complied with subsidiary legislations	No. of reports on compliance with AGPO	5	-	-	-	1	-	-	-	-	-	SCM	All Departments and RP&S		
				1	-	-	-	1	-	-	-	-	CS&LS	TA&R			
				1	1	-	-	1	3	-	-	3	1	CS&LS	BSU		
	Implement corporate governance in line with prevailing legislations and government guidelines	% of Board Members Inducted	100	-	-	-	-	-	-	-	-	-	-	CS&LS	BSU		
			5	1	-	-	1	6	-	-	-	6	CS&LS	BSU			
			100	100	-	-	100	3.5	0.875	0.875	0.875	0.875	CS&LS	BSU			
	Undertake culture change program	Culture change program undertaken and implemented	Culture audit report	1	-	-	-	1	15	-	-	-	15	CS	All Departments and RP&S	SCM	
				1	1	-	-	1	5	-	-	-	-	CS	All Departments and RP&S	SCM	
			% level of implementation	100	-	-	-	-	-	-	-	-	-	CS	All Departments and RP&S	SCM	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Develop and implement Enterprise Risk Management (ERM)	ERM developed	ERM implemented	Risk-based compliance framework	1	1	-	-	1	5	-	-	-	5	RP&S	All Department ents SCM	
			Updated risk register	1	1	1	-	-	-	-	-	-	-	-	RP&S	All Department ents SCM
	No. of trainings for Board and top management	4	2	-	-	1	-	-	-	-	-	-	-	CS&DL	RP&S; IA&R	
	No. of trainings for risk champions	2	-	1	-	-	1	5	-	2.5	-	-	2.5	RP&S	All Department ents RP&S SCM	
Develop and implement internal audit and risk assurance framework	Internal audit and risk assurance framework developed and implemented	Internal audit and risk assurance framework developed and implemented	% of staff sensitized	100	100	100	100	100	-	-	-	-	-	RP&S	All Department ents RP&S SCM	
			No. of risk monitoring, evaluation and assessment reports	10	1	-	1	2	2.4	-	1.2	-	-	1.2	RP&S	All Department ents; SCM
			Internal audit and risk assurance framework	1	1	-	-	1	5	-	-	-	-	5	IA&R	All Department ents; SCM; RP&S
			No. of approved Risk-based audit annual work plans	5	1	-	-	1	2	-	-	-	-	2	IA&R	All Department ents; SCM; RP&S
			No. of internal audit reports to Board Audit and Governance Committee (BAGC)	25	5	2	1	1	25	6.25	6.25	6.25	6.25	IA&R	All Department ents; SCM; RP&S	
			Quality Assurance and Improvement program (QAIP) report	1	-	-	1	-	-	-	-	-	-	-	IA&R	All Department ents; SCM; RP&S

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Develop and implement corruption prevention framework	Develop and implement corruption prevention framework	Recommendations of 2022/23 corruption perception survey implemented	% of survey recommendations implemented	5	1	-	-	1	2	-	1	-	1	IA&R	All Departm ents; RP&S; SCM		
					-	-	1	-	-	-	-	-	-	IA&R	All Departm ents; RP&S; SCM		
					-	-	-	-	-	-	-	-	-	IA&R	All Departm ents; RP&S; SCM		
Conduct legal and governance compliance audits	Conduct legal and governance compliance audits	Staff sensitized on corruption prevention and code of conduct	% of staff sensitized	100	100	-	100	-	3.0	-	3.0	-	IA&R	HRM			
					2	-	1	-	5	-	2.5	-	2.5	CS&LS	IA&R		
					100	-	-	-	5	-	2.5	-	2.5	DG	All Departm ents; RP&S; SCM		
Implement recommendations of legal and governance compliance reports	Implement recommendations of legal and governance compliance reports	Recommendations implemented	% of recommendations implemented	100	100	-	100	1	5	-	2.5	-	IA&R	All Departm ents; RP&S; SCM			
					-	-	-	-	-	-	-	-	-	-	-		
					-	-	-	-	-	-	-	-	-	-	-		
Develop and implement Quality Management System (QMS)	Develop and implement Quality Management System (QMS)	QMS developed and implemented	Quality Management System	1	100	100	100	100	15	3.75	3.75	3.75	IA&R	All Departm ents; RP&S; SCM			
					100	100	100	100	100	100	100	100	100	100	100	IA&R	All Departm ents; RP&S; SCM
					100	100	100	100	100	100	100	100	100	100	100	IA&R	All Departm ents; RP&S; SCM
		No. of QMS Surveillance Audit reports	No. of QMS Surveillance Audit reports	10	2	-	-	1	23	5.75	5.75	5.75	IA&R	All Departm ents; RP&S; SCM			
					-	-	-	-	-	-	-	-	-	-	-		
					-	-	-	-	-	-	-	-	-	-	-	-	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Strengthen Corporate planning, Monitoring and Evaluation	Prepare and implement annual Performance Contracts (PC) Prepare annual corporate work plans	Annual PC vetted and signed	No. of PC's	5	1	-	1	1	1	1.5	-	-	-	1.5	RP&S	All Departm ents; SCM	
		Annual corporate work plan prepared and approved	No. of approved work plans	5	1	-	1	1	1	1.5	-	-	-	-	1.5	RP&S	All Departm ents; SCM
	Develop and implement an M&E framework	M&E framework developed	An approved M&E Framework	1	1	-	1	1	1	1.5	-	-	-	-	-	RP&S	All Departm ents; SCM
		M&E framework implemented	No. of M&E reports	20	4	1	1	1	1	4	1	1	1	1	1	RP&S	All Departm ents; SCM
	Review and evaluate 2023-2027 strategic plan	Strategic plan implementation status reports	No. of reports	20	4	1	1	1	1	1.5	1	1	1	1.5	RP&S	All Departm ents; SCM	
		Mid-term review undertaken	Mid-term review report	1	-	-	-	-	-	-	-	-	-	-	-	RP&S	All Departm ents; SCM
	Develop Strategic plan 2028 - 2033	End-term evaluation undertaken	Revised Strategic Plan	1	-	-	-	-	-	-	-	-	-	-	-	RP&S	All Departm ents; SCM
		Strategic Plan for 2028 - 2033 developed and approved	End-term evaluation report	1	-	-	-	-	-	-	-	-	-	-	1	RP&S	All Departm ents; SCM
	Prepare a collaboration and partnerships framework	Strategic Plan for 2028 - 2033 developed and approved	Approved Strategic Plan	1	-	-	-	-	-	-	-	-	-	-	-	RP&S	All Departm ents; SCM
		Collaboration and partnerships framework prepared	Collaboration and partnerships framework	1	-	-	-	-	-	-	-	-	-	-	-	RPS	All Departm ents

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Enhance Corporate Communication and Brand Visibility	Conduct target audience analysis	Target audience analysis conducted	Target audience analysis report	1	1	-	-	1	5	1.25	1.25	1.25	1.25	CS	All Deptm ents; SCM RP&S	
				1	1	-	-	1	2	-	-	2	CS	All Deptm ents; SCM RP&S		
				1	-	-	-	-	-	-	-	-	CS	All Deptm ents; SCM RP&S		
	Develop and implement AFA branding framework	AFA branding framework developed	AFA branding framework	1	1	-	-	1	3	-	-	-	3	CS	All Deptm ents; SCM RP&S	
				1	-	-	-	-	-	-	-	-	CS	All Deptm ents; SCM RP&S		
				1	-	-	-	-	-	-	-	-	CS	All Deptm ents; SCM RP&S		
				1	-	-	-	-	-	-	-	-	CS	All Deptm ents; SCM RP&S		
	AFA branding framework implemented	Internal branding alignment plan	Internal branding alignment plan	1	1	-	1	3	-	-	-	3	CS	All Deptm ents; SCM RP&S		
				5	1	-	1	2	-	-	-	2	CS	All Deptm ents; SCM RP&S		
				49	25	6	6	6	7	2	0.5	0.5	0.5	CS	All Deptm ents; SCM RP&S	
			No. of outdoor advertisements	50	10	2	2	2	10	2	2	2	2	CS	All Deptm ents; SCM RP&S	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
			No. of social media campaigns	50	10	2	2	2	2	1.0	0.25	0.25	0.25	0.25	0.25	CS	All Departm ents; SCM RP&S
			No. of fairs, exhibitions or shows	60	12	3	3	3	3	50	12.5	12.5	12.5	12.5	12.5	CS	S&TA PE&A
			No. of media shows and documentaries	70	14	3	3	4	4	42	9	9	12	12	12	CS	S&TA PE&A
			No. of brand monitoring and feedback reports	7	2	-	1	-	-	4	-	2	-	2	CS	RP&S	
	Develop and implement public relations framework	Public relations framework developed and implemented	Public Relations framework	1	-	-	-	-	1	-	-	-	-	-	CS	RP&S	
			No. of CSR Activities undertaken	10	2	-	-	1	1	1	4	-	-	2	2	CS	All Departm ents; SCM RP&S
			No. of Media Relations Plans	5	1	-	-	-	1	1	-	-	-	1	CS	All Departm ents; SCM RP&S	
			No. of strategic delivery partnerships	15	3	1	1	-	1	1	0.33	0.33	0.33	0.33	0.33	CS	All Departm ents; SCM RP&S
			No. of customer service weeks	5	1	-	-	-	1	0.5	-	-	-	0.5	CS	All Departm ents; SCM RP&S	
			Online self-service points	2	-	-	-	-	1	2.5	-	-	-	2.5	CS	All Departm ents; SCM RP&S	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility					
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support				
Digitalize business processes	Develop strategic corporate brand partnerships	Strategic corporate brand Partnerships developed	No. of corporate brand strategic partnership agreements	5	1	-	-	-	1	1	-	-	-	1	CS	All Departments; SCM RP&S				
					-	-	-	-	-	-	-	-	-	CS	All Departments; SCM RP&S					
					-	-	-	-	-	-	-	-	-	-	CS	All Departments; SCM RP&S				
	Undertake Stakeholder perception and satisfaction surveys	Stakeholder perception and satisfaction surveys undertaken	No. of stakeholder perception and satisfaction surveys	2	-	-	-	-	-	-	-	-	-	-	-	-	-			
					-	-	-	-	-	-	-	-	-	-	-	-	-			
					-	-	-	-	-	-	-	-	-	-	-	-	-			
	Evaluate existing ICT infrastructure, systems and processes	Existing ICT infrastructure systems and processes evaluated	No. of ICT infrastructure systems and processes assessment reports	5	1	1	1	1	5	5	-	-	-	-	2	2	1	All Departments; SCM RP&S		
					1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
					1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-
					1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Develop and implement technology roadmap	Technology roadmap developed	Technology roadmap	1	1	-	-	-	1	15	-	-	-	-	15	CS	All Departments; SCM RP&S				
				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Develop and implement technology roadmap	Technology roadmap implemented	No. of server upgrades procured	2	-	-	1	-	1	106	-	-	-	-	106	CS	SCM				
				50	-	50	-	-	-	8	-	-	-	-	-	-	-			
				-	1	-	-	-	8.6	-	-	-	-	-	-	-	-	-	-	
				7	-	-	-	7	25	-	-	-	-	-	-	-	-	-		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
			ERP system upgraded	1	-	-	-	-	-	-	-	-	-	-	CS	ICT	
			IMIS system upgraded	1	-	-	-	-	-	-	-	-	-	-	CS	ICT	
			No. of custom software acquired	5	-	-	-	-	-	-	-	-	-	-	CS	ICT	
			No. of network security enhancements implemented	5	-	-	-	1	-	-	-	-	5	CS	ICT		
			No. of network monitoring tools acquired	2	-	-	-	1	-	-	-	-	10	CS	ICT		
			No. of IT consultancy services engaged	5	-	-	-	1	-	-	-	-	1	CS	ICT		
			No. of Technology Roadmap Evaluation reports	2	-	-	-	-	-	-	-	-	-	RP&S	CS		
			No. of on boarding reports	6	3	-	-	3	2	-	-	-	2	CS	All Departm ents; SCM RP&S		
	On-board all citizen services to E-citizen	On boarded services		1	1	-	-	1	12	-	-	-	-	CS	All Departm ents; SCM RP&S		
	Establish an ICT governance framework	ICT governance framework developed		1	-	-	-	-	-	-	-	-	-	CS	All Departm ents; SCM RP&S		
			ICT Governance Communication and engagement plan	1	-	-	-	-	-	-	-	-	-	CS	All Departm ents; SCM RP&S		
			No. of periodic review and audit reports	5	1	-	-	1	0.7	-	-	-	0.7	IA&R	CS		
			No. of ICT change management policies developed	2	1	-	-	1	3.5	-	-	-	3.5	CS	All Departm ents; SCM RP&S		
	Develop and implement ICT change management processes	ICT Change management processes developed and implemented		3	-	-	-	-	-	-	-	-	-	CS	ICT		
			No. of communication materials developed	520	20	-	-	20	1.0	-	-	-	1.0	CS	All Departm ents; SCM RP&S		
			No. of staff sensitized on ICT													SCM	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
			Change request and tracking software tools	1	-	-	-	-	-	-	-	-	-	-	CS	All Departments RP&S SCM
	Conduct ICT internal security compliance and enforcement	ICT internal security compliance and enforcement conducted	No. of system logs reports	20	4	-	-	4	-	-	-	-	4	CS	All Departments RP&S SCM	
			No. of remediation plans	5	1	-	-	1	-	-	-	-	-	CS	All Departments RP&S SCM	
	Assess the effectiveness of the implemented solutions for continual improvement	Effectiveness of implemented ICT solutions assessed	No. of implemented solutions evaluation reports	5	1	-	-	1	-	-	-	-	4	CS	All Departments RP&S SCM	
			No. of user feedback and satisfaction surveys	5	1	-	-	1	-	-	-	-	2	CS	All Departments RP&S SCM	
	Develop and implement an AFA Disaster Recovery Plan (DRP)	Disaster Recovery Plan developed and implemented	No. of DRPs	2	1	-	-	-	-	-	-	-	-	CS	All Departments RP&S SCM	
			No. of implementation reports	5	1	-	-	1	-	-	2.5	2.5	2.5	CS	All Departments RP&S SCM	
			No. of DRP Risk assessment reports	5	1	-	-	1	-	-	-	-	2	CS	All Departments RP&S SCM	
Total KRA 4										844.9	101.9	218.96	143.15	479.61		

Appendix III Outcome Performance Matrix

No.	Key Result Area	Strategic Objective	Outcome	Key Performance Indicator	BASELINE			TARGET				
					VALUE		YEAR	MID-TERM PERIOD TARGET (2025/26)		END OF PLAN PERIOD TARGET (2027/28)		
					MT	Yield (Ton/Ha)		MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)	
1.	Production and Productivity of Scheduled Crops	To promote production and productivity in the scheduled crops value chains	Increased production and productivity	Change in Production (Quantity in Metric Tonnes and yield in Ton/Ha)								
					Pyrethrum	942	1.50	2022	1,971	1.75	3,000	2.00
					Coffee	51,000	0.47	2022	70,000	0.65	100,000	0.92
					Sugar	796,554	63.00	2022	850,000	66.50	1,000,000	70.00
					Macadamia	42,562	1.00	2022	45,000	1.50	48,000	2.00
					Maize	3,300,000	1.53	2022	3,500,000	1.85	4,000,000	2.24
					Sisal	32,251	0.87	2022	34,000	1.00	37,000	1.15
					Cotton	3,762	0.44	2022	18,964	1.50	22,946	2.50
					Miraa	32,000	17.80	2022	44,500	22.25	57,000	26.70
					Wheat	270,700	2.16	2022	421,642	3.99	522,272	5.19
					Coconut	86,554	1.00	2022	88,000	1.50	91,000	2.00
					Cashewnut	8,332	0.36	2022	10,500	0.45	12,000	2.50
					Peanuts	12,898	0.90	2022	14,500	1.01	16,000	1.50
Bixa	1,800	5.00	2022	2,400	6.88	3,000	8.75					
				Flowers (3.15% increase in export of total production)	198,735	*	2022	218,114	*	232,071	*	

No.	Key Result Area	Strategic Objective	Outcome	Key Performance Indicator	BASELINE			TARGET			
					VALUE		YEAR	MID-TERM PERIOD TARGET (2025/26)		END OF PLAN PERIOD TARGET (2027/28)	
					MT	Yield (Ton/Ha)		MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)
				Fruits (3.53% increase in annual production)	4,326,331	*	2022	4,784,489	*	5,089,928	*
				Irish Potato	1,754,130	8.40	2022	1,797,905	8.61	1,841,679	8.82
				Sweet potato	608,682	11.40	2022	739,341	13.70	870,000	16.60
				Cassava	775,998	11.80	2022	860,499	13.10	945,000	14.40
				Rice	186,000	5.85	2022	245,000	7.70	304,000	10.20
				Barley	20,079	2.70	2022	29,851	4.40	36,366	5.30
				Sorghum	112,988	0.54	2022	159,204	0.76	205,600	1.07
				Millet	62,996	0.63	2022	73,025	0.73	83,054	0.85
				Dry beans	510,029	0.49	2022	642,015	0.62	774,000	0.78
				Cowpea	131,118	0.59	2022	197,559	0.90	264,000	1.30
				Pigeon pea	83,816	0.54	2022	103,908	0.70	124,000	0.83
				Exotic Vegetables	3,225,836	*	2022	3,312,918	*	3,400,000	*
				African Leafy Vegetables	294,016	6.08	2022	314,016	6.49	334,000	6.93
				Asian Vegetables	40,104	12.87	2022	42,052	13.49	44,000	14.13
				Aromatics (Herbs, medicinal Plants and Spices)	234,871	*	2022	274,871	*	314,871	*

No.	Key Result Area	Strategic Objective	Outcome	Key Performance Indicator	BASELINE		TARGET			
					VALUE		MID-TERM PERIOD TARGET (2025/26)		END OF PLAN PERIOD TARGET (2027/28)	
					MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)
				Sunflower	483	0.24	100,000	2.00	200,000	2.50
				Canola	14,594	3.33	19,797	3.40	25,000	3.50
				* Yields for fruits, flowers and vegetables varies widely and therefore cannot have a single figure representing all the crops in the above categories. (Detailed breakdown is contained in the AFA Year Book of Statistics 2023)						
			Reduced imports	% Reduction in imports						
				Coffee*		650 MT	2022	10		20
				Sugar		426,300 MT	2022	20		30
				Wheat		2,128,153 MT	2022	10		20
				Edible oils		750,000 MT	2022	15		25
				Matze		762,150 MT	2022	10.50		21
				Peanut		72,250 MT	2022	15		30
				Rice		664,200 MT	2022	31		63
				*Kenya imports instant coffee and green coffee beans for value addition and re-exports						
		Increased adoption of new technologies		No. of new technologies adopted	-	-	-	14		28

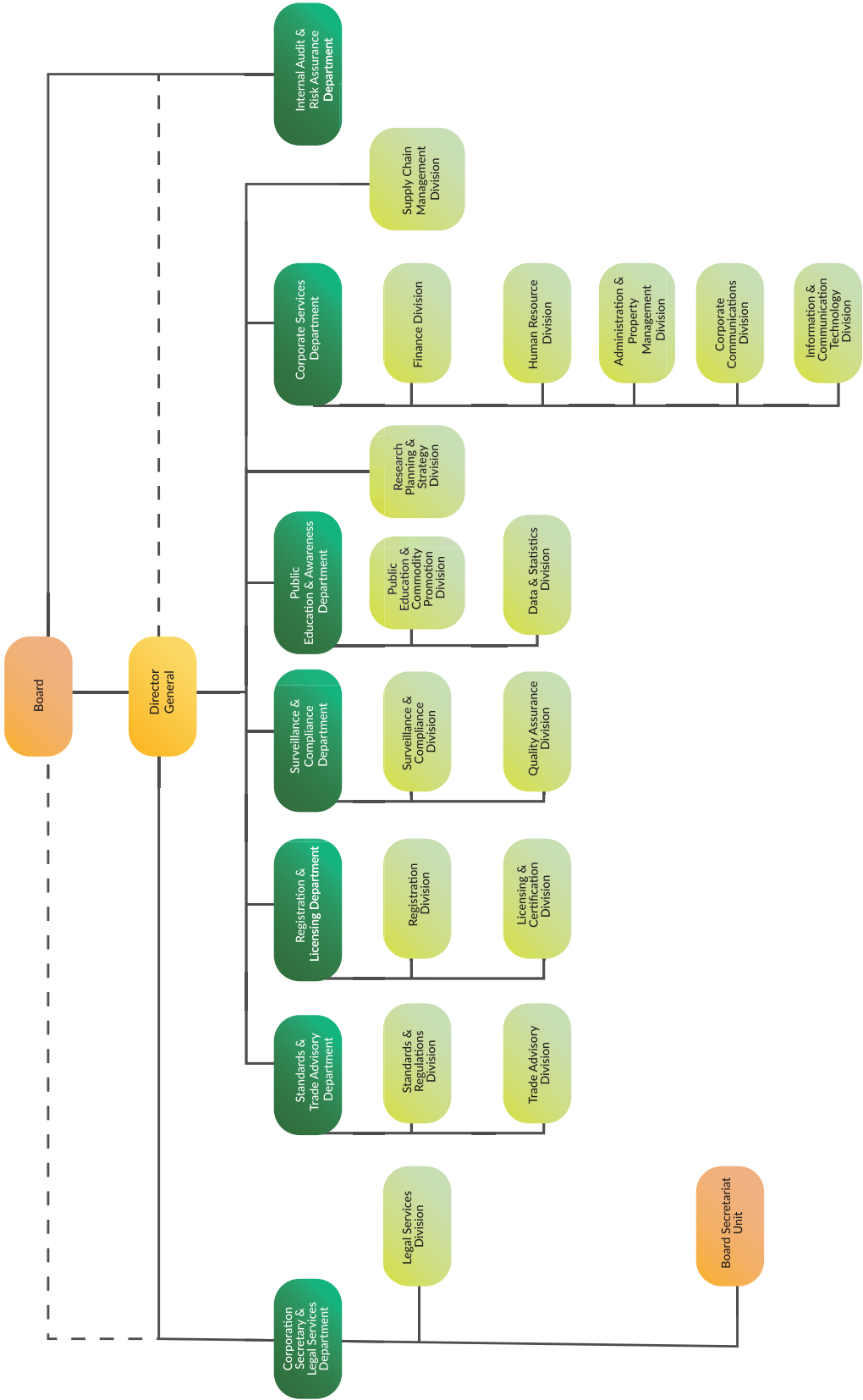
No.	Key Result Area	Strategic Objective	Outcome	Key Performance Indicator	BASELINE		MID-TERM PERIOD		TARGET	
					VALUE		TARGET (2025/26)		END OF PLAN PERIOD	
					MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)
2.	Market Development for scheduled crops	To increase market access for produce and products of scheduled crops	Increased export volumes	Increase in volumes of products per value chain exported	Coffee (80%)	42,800 MT	2022	59,920 MT	2022	77,040 MT
					Macadamia (14%)	10,554 MT	2022	11,293 MT	2022	12,031 MT
					Cashew Nuts (26%)	433 MT	2022	545 MT	2022	686 MT
					Pyrethrum extract (118%)	22 MT	2022	35 MT	2022	48 MT
					Bixa (67%)	61 MT	2022	81 MT	2022	101 MT
					Sisal (15%)	28,000 MT	2022	29,960 MT	2022	31,920 MT
					Flowers (20%)	198,735 MT	2022	343,114 MT	2022	494,516 MT
					Fruits (18%)	4,326,331 MT	2022	7,108,300 MT	2022	9,897,597 MT
					Vegetables (6.12%)	62,143 MT	2022	64,045 MT	2022	65,946 MT
					Increase in domestic consumption (percentage (%) of total production)					
			Increased domestic consumption		Coffee	3.80	2022	6.46	2022	8.60
					Macadamia	6	2021	10	2021	12
					Sisal	10	2022	15	2022	20
					Pyrethrum	14	2022	16.50	2022	19
					Bixa	1	2022	2	2022	3
			Increased value addition	No of new products developed and marketed(One new product per crop cluster)	-	-	-	3	-	7

No.	Key Result Area	Strategic Objective	Outcome	Key Performance Indicator	BASELINE			TARGET			
					VALUE		YEAR	MID-TERM PERIOD TARGET (2025/26)		END OF PLAN PERIOD TARGET (2027/28)	
					MT	Yield (Ton/Ha)		MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)
No. of cottage industries established											
					-	-	-	7	7	15	
					-	-	-	3	3	5	
					-	-	-	6	6	8	
					-	-	-	2	2	3	
					-	-	-	3	3	5	
					-	-	-	3	3	5	
					-	-	-	8	8	10	
					-	-	-	3	3	6	
					-	-	-	7	7	10	
					-	-	-	3	3	6	
					-	-	-	14	14	20	
					-	-	-	24	24	30	
			Reduction of post-harvest losses	% reduction of post-harvest losses (1% reduction per annum)	-	25	2022	23	23	20	
			Increased value of marketable products	% increase in value of marketable products (2% annual increment in value)	-	-	-	5	5	10	

No.	Key Result Area	Strategic Objective	Outcome	Key Performance Indicator	BASELINE		TARGET			
					VALUE		MID-TERM PERIOD TARGET (2025/26)		END OF PLAN PERIOD TARGET (2027/28)	
					MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)
3.	Regulation of Scheduled Crops	To create an enabling legal and regulatory framework for scheduled crops	Improved compliance to regulatory requirements	No. of guidelines on cottage level processing developed and issued	-	-	-	5	-	7
					-	-	-	16	-	21
					-	-	-	7	-	14
					-	-	-	14	-	21
					-	-	-	8	-	8
4.	Institutional Capacity Development	To strengthen the Authority's institutional Capacity	Improved performance	Performance contract composite score	70	3.21	2022	90	3.00	100
					-	73.55	2022	75	77	
					30%	Customer Satisfaction Index	2015	60%	80%	
					-	-	-	5	-	7
					-	-	-	90	-	100

No.	Key Result Area	Strategic Objective	Outcome	Key Performance Indicator	BASELINE			TARGET			
					VALUE		YEAR	MID-TERM PERIOD TARGET (2025/26)		END OF PLAN PERIOD TARGET (2027/28)	
					MT	Yield (Ton/Ha)		MT	Yield (Ton/Ha)	MT	Yield (Ton/Ha)
			Improved corporate governance	Level of compliance with legal and governance structures	-	2022	100%	100%	100%	100%	
				Corruption perception index	-	-	100%	100%	100%	100%	
				Change in Board performance rating	-	-	100	100	100	100	
				Level of compliance with national values	100	2022	100	100	100	100	
			Improved revenue	% increase in revenue	3,870,321,000	2022	8%	8%	21.2%	21.2%	
			Improved utilization of financial resources	Rate of absorption	100	2022	100	100	100	100	
			Improved efficiency in settling supplier's bills	Pending bills as a % of annual budget	1.04%	2022	1%	1%	1%	1%	
			Increased brand recognition	Brand awareness index	-	2022	X+10	X+10	X+20	X+20	
			Improved digitization	% level of automation	60%	2022	70%	70%	80%	80%	

AFA Proposed Organizational Structure



Appendix V Quarterly Progress Reporting Template

(Specify name of; MDAC, Constitutional Commission, Independent Office)

QUARTER PROGRESS REPORT
QUARTER ENDING.....

EXPECTED OUTPUT	OUTPUT INDICATOR	Annual Target (A)	QUARTER FOR YEAR			CUMULATIVE TO DATE			REMARKS	CORRECTIVE INTERVENTION
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Appendix VI Annual Progress Reporting Template

(Specify name of; MDAC, Constitutional Commission, Independent Office)

ANNUAL PROGRESS REPORT

YEAR ENDING.....

EXPECTED OUTPUT	OUTPUT INDICATOR	ACHIEVEMENT FOR YEAR			CUMULATIVE TO DATE (YEARS)			REMARKS	CORRECTIVE INTERVENTION
		Target (B)	Actual (C)	Variance (C-B)	Target (D)	Actual (E)	Variance (E-F)		

Appendix VII Evaluation Reporting Template

**(Specify name of; MDAC, Constitutional Commission, Independent Office)
EVALUATION REPORT**

EXPECTED OUTPUT	OUTPUT INDICATOR	BASELINE		MID-TERM EVALUATION		END OF PLAN PERIOD EVALUATION		REMARKS	CORRECTIVE INTERVENTION
		Value	Year	Target	Achievement	Target	Achievement		

Appendix VIII Strategic Planning Technical Committee

S/No.	Name	Department
1.	Jason Mugo	Research, Planning & Strategy
2.	Sylvia Chemjor	Research, Planning & Strategy
3.	Paul Opee	Fibre Crops
4.	Innocent Masira	Nuts and Oil Crops
5.	Benson Kiiru	Research, Planning & Strategy
6.	Bernard Gichovi	Coffee
7.	Dr. Jacqueline Oseko	Horticultural Crops
8.	Erick Okolla	Sugar Crops
9.	Dickson Kathuri	Miraa, Pyrethrum and Other Industrial Crops
10.	Anthony Rutto	Food Crops
11.	Eusebia Musila	Research, Planning & Strategy
12.	Bernard Amadi	Human Resource
13.	Charles Omonya	Finance
14.	Winnie Mbithe	Information Communication Technology
15.	Christine Chesaro	Corporate Communication and Admin
16.	Mercy Mwaore	Internal Audit
17.	James Kimutai	Legal Services
18.	Benson Naibei	Supply Chain Management

Mimea Yetu, Utajiri Wetu

Our Crops, Our Wealth

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