



REPUBLIC OF KENYA



AFA

Our Crops, Our Wealth

AGRICULTURE & FOOD  
AUTHORITY

# AGRICULTURE AND FOOD AUTHORITY (AFA)

*Mimea yetu, Utajiri wetu*

## STRATEGIC PLAN

ABRIDGED VERSION

2023 – 2027







# AFA STRATEGIC FRAMEWORK

## Vision

A world class crops regulator for improved livelihoods

## Mission

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

## Strategic Goals:

Enhance food security, nutrition and livelihoods, Improve scheduled crops value chains into commercially viable enterprises, Enhance quality assurance and safety of scheduled crops, produce and products, Enhance organizational effectiveness, efficiency and sustainability

## BALANCED SCORECARD PERSPECTIVE

Financial  
Customer  
Internal Process  
People/Culture

Production and  
Schedulability of  
Scheduled Crops;

Market Development  
of Scheduled Crops;

Regulation of  
Scheduled Crops;  
and

Institutional Capacity  
Development.

## Core Values:

Integrity, Professionalism, Innovativeness, Customer Focus, Teamwork



# 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.

Cornelly Serem  
**CHAIRPERSON**  
**BOARD OF DIRECTORS**

# PREFACE AND

## 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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# ACRONYMS AND 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   |
| CC         | - | 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 EPA | - | East African Community/<br>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                                  |

# ACRONYMS AND ABBREVIATIONS

|          |   |  |
|----------|---|--|
| 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                                     |
| KIPPRRA  | - | 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                                      |

# ACRONYMS AND **ABBREVIATIONS**

|         |   |  |
|---------|---|--|
| 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. 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

# 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.

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 as follows:

#### 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 development of this strategic plan has outlined the Authority's commitment to the attainment of the goals which are mainstreamed in the scheduled crops value chains.

#### 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.

#### 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.

#### 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.

#### 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.

#### 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 agriculture sector Priorities and Interventions.

#### 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
- b) Agriculture Policy, 2021
- c) National Irrigation Policy, 2017
- d) Land Policy, 2019
- e) National Agricultural Marketing Strategy 2021-2030
- f) Kenya Climate Smart Agriculture Strategy 2017-2026
- g) National Phytosanitary Policy, 2022
- h) The Kenya National Adaptation Plan 2015-2030
- i) Other Regional and International Obligations and Conventions

### 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 2017-2021 Strategic Plan to determine key achievements, challenges, lessons learnt and identified gaps that have been addressed in the current plan period.



## CHAPTER **TWO**

Strategic  
Direction



# 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:

- Administer the Crops Act No.16 of 2013 in accordance with the provisions of these Acts;
- 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;
- 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;
- Be responsible for determining the research priorities in agriculture and to advise generally on research thereof;
- Advise the National Government and the County Governments on agricultural levies for purposes of planning, enhancing harmony and equity in the sector;
- 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
- 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:

- Enhance food security, nutrition and livelihoods;
- Improve scheduled crops value chains into commercially viable enterprises;
- Enhance quality assurance and safety of scheduled crops, produce and products; and
- 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:

- Integrity
- Professionalism
- Innovativeness
- Customer Focus
- Teamwork

### 2.6 Motto

Our Crops, Our Wealth  
Mimea yetu, Utajiri wetu

### 2.7 Quality Policy Statement

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



## CHAPTER **THREE**

### Situational and Stakeholder Analysis





# CHAPTER THREE

## SITUATIONAL AND 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 2017-2021 strategic plan as well as a stakeholder analysis.

### 3.1 Situational Analysis

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 Threat

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



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.  | <b>Governance and Administrative structures</b> | <ul style="list-style-type: none"> <li>Established under an Act of Parliament</li> <li>Existence of internal policies, procedures and guidelines</li> <li>A fully constituted Board of Directors with diverse skills</li> <li>A supportive management team</li> </ul>   | <ul style="list-style-type: none"> <li>Lack of approved human resource instruments</li> <li>Weak enforcement of AFA regulatory framework</li> </ul>  |
| 2.  | <b>Internal Business Processes</b>              | <ul style="list-style-type: none"> <li>Digitalization of AFA processes</li> <li>Documented processes and procedures</li> <li>Robust ICT infrastructure</li> </ul>   | <ul style="list-style-type: none"> <li>Inadequate backup systems</li> <li>Non-compliance with ISO requirements</li> <li>Inadequate technical capacity in the use of ICT systems</li> </ul>   |
| 3.  | <b>Resources and Capabilities</b>               | <ul style="list-style-type: none"> <li>Country wide presence</li> <li>Competent and qualified human capital</li> <li>Internally generated financial resources</li> <li>Availability of physical resources including land, buildings, motor vehicles, machinery and equipment</li> <li>Availability of desegregated data on scheduled crops</li> <li>Export products traceability system and mark of origin</li> </ul> | <ul style="list-style-type: none"> <li>Unstructured knowledge management framework</li> <li>Low corporate brand visibility</li> <li>Weak asset management</li> <li>Inadequate information dissemination framework</li> <li>Fragmented organisational culture</li> <li>Inadequate logistical support</li> </ul> |

### 3.2 Stakeholder Analysis

The Strategic Plan recognizes the role of the Authority's stakeholders and their varied expectations.

A summary of the key stakeholders of AFA is provided in Table 3.3.

Table 3.3: Stakeholder Analysis

| S/No. | Name of Stakeholder                                | Role of Stakeholder   | Expectations of the Stakeholder  | Expectations of AFA   |
|-------|--|---|--|---|
| 1.    | Ministry of Agriculture, and Livestock Development | <ul style="list-style-type: none"> <li>Policy formulation</li> <li>Supervise sector's performance</li> <li>Linkages with donors</li> <li>Financial support</li> </ul> | <ul style="list-style-type: none"> <li>Implement and monitor agricultural legislations, regulations and policies</li> <li>Implement government circulars and executive orders</li> <li>Compliance with policy, legal and regulatory framework</li> </ul> | <ul style="list-style-type: none"> <li>Formulation and approval of agricultural legislations, regulations and policies</li> <li>Provide budgetary support</li> <li>Provide technical support</li> </ul> |

| S/No. | Name of Stakeholder                            | Role of Stakeholder  | Expectations of the Stakeholder   | Expectations of AFA  |
|-------|--|--|---|--|
|       |  |  | <ul style="list-style-type: none"> <li>Develop and promote scheduled crops value chains</li> </ul>  |  |
| 2.    | Ministry of Cooperatives and MSMEs Development | <ul style="list-style-type: none"> <li>Governance of farmer cooperative societies</li> <li>Promotion of agro-processing</li> </ul> | <ul style="list-style-type: none"> <li>Support farmers' co-operative societies in production, value addition, capacity building and marketing</li> <li>Sensitise co-operatives on scheduled crops regulations, standards and codes of practice</li> </ul>   | <ul style="list-style-type: none"> <li>Register and regulate the co-operatives</li> <li>Enhance governance structures and financial management of the co-operatives</li> </ul>   |
| 3.    | Ministry of Investment, Trade and Industry     | <ul style="list-style-type: none"> <li>Facilitation of foreign investments</li> </ul>  | <ul style="list-style-type: none"> <li>Develop country's position for international trade negotiations on scheduled crops</li> <li>Strengthen policy, legal and institutional capacity</li> <li>Collaborate in development of sector friendly policies at national, regional, bilateral and multi-lateral levels</li> <li>Encourage stakeholders to take advantage of agreements such as Economic Partnership Agreement(EPA), AGOA and African Continental Free Trade Area(AfCFTA)</li> </ul> | <ul style="list-style-type: none"> <li>Protecting, promoting and projecting AFA interests abroad</li> <li>Promote economic cooperation, international trade and investment;</li> <li>Establishment of strong linkages and collaborations with various local and international governmental organizations</li> <li>Provision of advice to the Government on legislative and other measures on implementation of relevant international conventions, treaties and agreements.</li> </ul> |
| 4.    | Ministry of Foreign & Diaspora Affairs         | <ul style="list-style-type: none"> <li>Facilitation of trade</li> </ul>  | <ul style="list-style-type: none"> <li>Promote increased market access</li> </ul>   | <ul style="list-style-type: none"> <li>Arbitration and mediation on exports</li> <li>Market access and linkages</li> <li>Exploration of new markets</li> </ul>   |

| S/No. | Name of Stakeholder                | Role of Stakeholder  | Expectations of the Stakeholder  | Expectations of AFA  |
|-------|------------------------------------|--|--|--|
| 5.    | Parliament                         | <ul style="list-style-type: none"> <li>• Legislation of laws</li> <li>• Provide oversight</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Prudent utilization of resources</li> <li>• Implement and monitor agricultural legislations, regulations and policies</li> <li>• Advise on relevant policies, legal and regulatory framework</li> <li>• Compliance with policies, legal and regulatory framework</li> </ul> | <ul style="list-style-type: none"> <li>• Enactment of relevant laws and regulations</li> </ul>   |
| 6.    | County Governments                 | <ul style="list-style-type: none"> <li>• Provision of extension services to farmers</li> <li>• Promotion of crops in counties</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of scheduled crops regulations</li> <li>• Capacity build the county staff on Good Agricultural Practices</li> <li>• Identification, upgrading and promotion of value chains</li> </ul>   | <ul style="list-style-type: none"> <li>• Ensure compliance of scheduled crops regulations</li> <li>• Offer extension services to farmers on Good Agricultural Practices</li> <li>• Provision of storage facilities and collection centres to farmer groups</li> <li>• Promotion and adoption of modern technology in agriculture</li> <li>• Issue licenses to nursery operators, pulping stations, millers and movement permits</li> </ul> |
| 7.    | Pest Control Board (PCPB)          | <ul style="list-style-type: none"> <li>• Promoting access to quality pest control product</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Promote utilization of registered pesticides for specific crops</li> <li>• Provide guidance on areas of research with respect to emerging crops and pests</li> </ul>  | <ul style="list-style-type: none"> <li>• Register products approved by international markets</li> <li>• Research, identify and approve products for use by the farmers</li> </ul>  |
| 8.    | National Cereals and Produce Board | <ul style="list-style-type: none"> <li>• Provide logistics support services to the government on food security matters</li> </ul>        | <ul style="list-style-type: none"> <li>• Establishment of crop specific standards</li> </ul>   | <ul style="list-style-type: none"> <li>• Comply with international crops and warehousing standards</li> </ul>  |

| S/No. | Name of Stakeholder   | Role of Stakeholder   | Expectations of the Stakeholder  | Expectations of AFA   |
|-------|---|---|--|---|
|       |   |   | <ul style="list-style-type: none"> <li>Inspection and licensing of warehouses</li> </ul>   |   |
| 9.    | Warehouse Receipt System Council                                    | <ul style="list-style-type: none"> <li>Strengthening the commodity supply chain and trading regime.</li> <li>Facilitate trade through easier liquidation of a commodity.</li> </ul> | <ul style="list-style-type: none"> <li>Establishment of crop specific standards</li> <li>Inspection and licensing of warehouses</li> </ul>   | <ul style="list-style-type: none"> <li>Comply with international crops and warehousing standards</li> </ul>   |
| 10.   | Business Membership Organizations (BMOs)                            | <ul style="list-style-type: none"> <li>Participate in product and service promotion</li> </ul>  | <ul style="list-style-type: none"> <li>Develop rules, regulations and guidelines on market requirements</li> <li>Implement national, regional and international market requirements</li> </ul>   | <ul style="list-style-type: none"> <li>Comply with rules, regulations and guidelines on market requirements</li> <li>Comply with national, regional and international market requirements</li> </ul>  |
| 11.   | Kenya Agricultural Livestock Research Organization (KALRO)          | <ul style="list-style-type: none"> <li>Conduct research and disseminate research findings</li> </ul>  | <ul style="list-style-type: none"> <li>Promote increased production</li> <li>Promote adoption of innovations and technologies</li> <li>Identification of research priorities</li> <li>Compliance with research standards</li> <li>Feedback on adoption findings</li> </ul> | <ul style="list-style-type: none"> <li>Enhance the capacity of players in scheduled crops research</li> <li>Provision of agricultural research materials and technology transfer to stakeholders</li> <li>Conducting research</li> <li>Setting up of protocols for lab testing</li> </ul> |
| 12.   | Other research institutions   | <ul style="list-style-type: none"> <li>Conduct research and disseminate research findings</li> </ul>  | <ul style="list-style-type: none"> <li>Promote research innovations and findings</li> <li>Collaborate in dissemination of research findings</li> </ul>   | <ul style="list-style-type: none"> <li>Continuous investment in research initiatives</li> <li>Conduct research in emerging areas</li> </ul>   |
| 13.   | One CGIAR Consultative Group of International Agricultural Research | <ul style="list-style-type: none"> <li>Conduct research and disseminate research findings</li> </ul>  | <ul style="list-style-type: none"> <li>Promote research innovations and findings</li> <li>Collaborate in dissemination of research findings</li> </ul>   | <ul style="list-style-type: none"> <li>Continuous investment in research initiatives</li> <li>Conduct research in emerging areas</li> </ul>   |
| 14.   | Office of the Auditor General (OAG)                                 | <ul style="list-style-type: none"> <li>Provide oversight on utilization of public funds and compliance to relevant laws,</li> </ul>   | <ul style="list-style-type: none"> <li>Effective utilization of public funds, accurate reporting and compliance with relevant laws,</li> </ul>   | <ul style="list-style-type: none"> <li>Timely audit of the annual report and objective opinion on the report</li> </ul>   |

| S/No. | Name of Stakeholder  | Role of Stakeholder  | Expectations of the Stakeholder   | Expectations of AFA   |
|-------|--|--|---|---|
|       |  | <ul style="list-style-type: none"> <li>• policies and regulations</li> </ul>   | <ul style="list-style-type: none"> <li>• policies and regulations</li> </ul>  |   |
| 15.   | Office of the Attorney General (AG)                            | <ul style="list-style-type: none"> <li>• Provision of legal support in development of regulatory instruments</li> </ul>  | <ul style="list-style-type: none"> <li>• Participate in drafting of regulatory instruments relating to scheduled crops</li> <li>• Implementation and compliance with legal requirements</li> </ul>      | <ul style="list-style-type: none"> <li>• Provision of legal support in development of regulatory instruments</li> </ul>   |
| 16.   | The Judiciary  | <ul style="list-style-type: none"> <li>• Interpretation of legal provisions and administration of justice</li> </ul>   | <ul style="list-style-type: none"> <li>• Comply with the provisions of the Constitution and relevant laws</li> </ul>  | <ul style="list-style-type: none"> <li>• Fair and expedient administration of justice</li> <li>• Dispute resolution among stakeholders</li> </ul>                                 |
| 17.   | Law Enforcement Agencies                                       | <ul style="list-style-type: none"> <li>• Enforcement of legal provisions under the Act and subsidiary legislations</li> </ul>  | <ul style="list-style-type: none"> <li>• Collaborate in enforcing legislations</li> <li>• Development of enabling legislations</li> </ul>   | <ul style="list-style-type: none"> <li>• Collaborate in enforcing legislations</li> <li>• Diligence in enforcing the law</li> </ul>   |
| 18.   | Kenya Industrial Research and Development Institute (KIRDI)    | <ul style="list-style-type: none"> <li>• Conduct research and development of industrial and allied technologies</li> </ul>   | <ul style="list-style-type: none"> <li>• Promote adoption of value addition technologies</li> </ul>   | <ul style="list-style-type: none"> <li>• Develop value addition technologies</li> </ul>   |
| 19.   | Kenya Institute of Public Policy Research and Analysis (KIPPR) | <ul style="list-style-type: none"> <li>• Provide training in macroeconomic modelling</li> </ul>  | <ul style="list-style-type: none"> <li>• Implement policies</li> </ul>  | <ul style="list-style-type: none"> <li>• Collaborate on development and implementation of appropriate policies</li> </ul>   |
| 20.   | Kenya National Bureau of Statistics                            | <ul style="list-style-type: none"> <li>• Collect, compile, analyse, publish and disseminate official statistics for public use.</li> </ul>   | <ul style="list-style-type: none"> <li>• Collect, collate, analyze and disseminate scheduled crops data</li> <li>• Collaboration in collection and validation of data on scheduled crops</li> </ul>     | <ul style="list-style-type: none"> <li>• Harmonization, validation, publishing and sharing of agricultural sector data</li> <li>• Capacity building on data management</li> </ul> |
| 21.   | The National Treasury and Economic Planning                    | <ul style="list-style-type: none"> <li>• Manage national economic policy</li> <li>• Prepare the government's annual budget</li> <li>• Manage government's public finances</li> </ul> | <ul style="list-style-type: none"> <li>• Prudent management of resources</li> <li>• Implement treasury circulars</li> <li>• Implementation of the PFM Act 2012 and PFM (NG) Regulations 2015</li> </ul> | <ul style="list-style-type: none"> <li>• Timely disbursement of budget allocations</li> </ul>   |

| S/No. | Name of Stakeholder  | Role of Stakeholder  | Expectations of the Stakeholder   | Expectations of AFA  |
|-------|--|--|---|--|
| 22.   | Kenya Bureau of Standards (KEBS)   | <ul style="list-style-type: none"> <li>• Development of Standards</li> <li>• Certification</li> <li>• Quality Control</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Collaborate with AFA in development of scheduled crops standards</li> </ul>  | <ul style="list-style-type: none"> <li>• Collaborate with KEBS in development and implementation of scheduled crops standards</li> </ul>   |
| 23.   | KenTrade   | <ul style="list-style-type: none"> <li>• Facilitate cross border trade through implementation of policies related to Trade Facilitation Platform (TFP).</li> </ul>   | <ul style="list-style-type: none"> <li>• Collaborate with AFA in facilitating trade in scheduled crop produce and products</li> <li>• Effective use of the Ken Trade platform for issuance of import and export permits</li> </ul>  | <ul style="list-style-type: none"> <li>• To facilitate trade in schedule crops, produce and products by simplifying, harmonising and automating business processes</li> <li>• Provide a platform for issuance of import and export permits</li> </ul>  |
| 24.   | Kenya Plant Health Inspectorate Services (KEPHIS)  | <ul style="list-style-type: none"> <li>• Disease and pest control</li> <li>• Inspection of exports and imports and issuance of phytosanitary certificates</li> </ul> | <ul style="list-style-type: none"> <li>• Undertake inspection, testing and certification of scheduled crops and their products</li> <li>• Approve all import and export licenses for produce and products issued before such import or export is implemented</li> <li>• Assurance on quality of agricultural inputs and produce</li> <li>• Collaborate with relevant agencies in the control of diseases and crop pests</li> <li>• Undertake inspection of products and produce at the ports of entry and exit</li> </ul> | <ul style="list-style-type: none"> <li>• Undertake quarantine control, variety testing and description of seeds and planting materials</li> <li>• Coordinate all matters relating to management and control of pests and diseases</li> <li>• Development, implementation and enforcement of standards for seeds</li> </ul> |
| 25.   | Certification Bodies (Africert, SGS, Bureau Veritas)/ Kenya Accreditation Services (KENAS) | <ul style="list-style-type: none"> <li>• Certification</li> <li>• Third party audit checks/ Check for conformity</li> </ul>  | <ul style="list-style-type: none"> <li>• Promote adherence to standards</li> </ul>  | <ul style="list-style-type: none"> <li>• Provide certification standards</li> </ul>  |

| S/No. | Name of Stakeholder  | Role of Stakeholder  | Expectations of the Stakeholder  | Expectations of AFA   |
|-------|--|--|--|---|
| 26.   | Agriculture Finance Corporation/other financing institutions | <ul style="list-style-type: none"> <li>Provision of credit facilities to value chain players of scheduled crops</li> </ul>   | <ul style="list-style-type: none"> <li>Develop/upgrade scheduled crops value chains</li> </ul>   | <ul style="list-style-type: none"> <li>Finance the scheduled crops value chains</li> </ul>  |
| 27.   | Commodities Fund   | <ul style="list-style-type: none"> <li>Provide credit facilities to scheduled crops value chain players</li> </ul>   | <ul style="list-style-type: none"> <li>Develop/upgrade scheduled crops value chains</li> <li>Finance scheduled crops value chains</li> </ul>   | <ul style="list-style-type: none"> <li>Finance scheduled crops value chains</li> </ul>  |
| 28.   | Development partners   | <ul style="list-style-type: none"> <li>Provide technical and financial support</li> </ul>  | <ul style="list-style-type: none"> <li>Develop proposals for funding</li> <li>Prudent utilisation of project funds</li> </ul>  | <ul style="list-style-type: none"> <li>Finance scheduled crops projects</li> </ul>  |
| 29.   | National Irrigation Authority (NIA)                          | <ul style="list-style-type: none"> <li>Provision of irrigation infrastructure</li> <li>Promotion of irrigation initiatives</li> </ul>  | <ul style="list-style-type: none"> <li>Increased production</li> <li>Carry out adaptation trials for scheduled crops</li> </ul>  | <ul style="list-style-type: none"> <li>Promote irrigation farming and diversification in farming activities</li> </ul>                                  |
| 30.   | Seed and seedling Suppliers                                  | <ul style="list-style-type: none"> <li>Promote utilisation of quality seeds and seedlings</li> </ul>   | <ul style="list-style-type: none"> <li>Promote usage of certified seeds and clean planting materials</li> </ul>  | <ul style="list-style-type: none"> <li>Provide certified seeds and clean planting materials</li> </ul>  |
| 31.   | Farmers/Farmer associations                                  | <ul style="list-style-type: none"> <li>Represent farmers' issues</li> <li>Marketing of farmer produce</li> </ul>   | <ul style="list-style-type: none"> <li>Disseminate information on emerging issues affecting agricultural scheduled crops</li> <li>Disseminate information on new technologies</li> </ul> | <ul style="list-style-type: none"> <li>Consistency in production</li> <li>Adherence to food security standards</li> </ul>                               |
| 32.   | Farm input suppliers   | <ul style="list-style-type: none"> <li>Supply of farm inputs</li> <li>Provision of extension services</li> </ul>   | <ul style="list-style-type: none"> <li>Promote use of quality farm inputs</li> </ul>   | <ul style="list-style-type: none"> <li>Supply quality farm inputs</li> </ul>  |
| 33.   | Kenya Export Promotion & Branding Agency (KEPROBA)           | <ul style="list-style-type: none"> <li>Export promotion</li> <li>Market research and intelligence</li> <li>Trade policy advocacy</li> <li>Capacity building and training</li> <li>Promoting Kenya's brand image</li> <li>Participation in trade fairs and exhibitions</li> </ul> | <ul style="list-style-type: none"> <li>Promote increased production and value addition</li> </ul>  | <ul style="list-style-type: none"> <li>Provide sustainable market linkages</li> <li>Provide logistical support in branding of Kenyan produce</li> </ul> |
| 34.   | National Bio-safety Authority                                | <ul style="list-style-type: none"> <li>Develop and implement the national policy on the introduction and use of genetically</li> </ul>   | <ul style="list-style-type: none"> <li>Plant variety protection</li> </ul>   | <ul style="list-style-type: none"> <li>Risk assessment and decision-making</li> <li>Monitoring and Compliance</li> </ul>                                |

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





# CHAPTER **FOUR**

Strategic Issues,  
Goals and Key  
Result Areas



## CHAPTER FOUR

# STRATEGIC ISSUES, GOALS AND 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, goals and Key Result Areas have been identified.

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 crops 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 and  
Strategies



## CHAPTER FIVE

# STRATEGIC OBJECTIVES AND STRATEGIES

### 5.0 Overview

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 area. 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) |           |           |             |           |           |           |  |  |
|    |  |  |                                       | Pyrethrum                               | 942       | 1,224     | 1,598       | 1,971     | 2,486     | 3,000     |  |  |
|    |  |  |                                       | Coffee                                  | 51,000    | 57,300    | 63,650      | 70,000    | 85,000    | 100,000   |  |  |
|    |  |  |                                       | Sugar                                   | 796,554   | 814,369   | 832,185     | 850,000   | 925,000   | 1,000,000 |  |  |
|    |  |  |                                       | Macadamia                               | 42,562    | 43,050    | 44,025      | 45,000    | 46,500    | 48,000    |  |  |
|    |  |  |                                       | Maize                                   | 3,300,000 | 3,366,667 | 3,433,333   | 3,500,000 | 3,750,000 | 4,000,000 |  |  |
|    |  |  |                                       | Sisal                                   | 32,251    | 32,800    | 33,400      | 34,000    | 35,500    | 37,000    |  |  |
|    |  |  |                                       | Cotton                                  | 3,762     | 15,672    | 17,240      | 18,964    | 20,860    | 22,946    |  |  |
|    |  |  |                                       | Miraa                                   | 32,000    | 36,167    | 40,333      | 44,500    | 50,750    | 57,000    |  |  |
|    |  |  |                                       | Wheat                                   | 270,700   | 321,014   | 371,328     | 421,642   | 471,957   | 522,272   |  |  |
|    |  |  |                                       | Coconut                                 | 86,554    | 87,036    | 87,518      | 88,000    | 89,500    | 91,000    |  |  |
|    |  |  |                                       | Cashewnut                               | 8,332     | 9,581     | 10,040      | 10,500    | 11,250    | 12,000    |  |  |
|    |  |  |                                       | Peanuts                                 | 12,898    | 13,432    | 13,966      | 14,500    | 15,250    | 16,000    |  |  |
|    |  |  |                                       | Bika                                    | 1,800     | 2,000     | 2,200       | 2,400     | 2,700     | 3,000     |  |  |
|    |  |  |                                       | Flowers                                 | 198,735   | 204,996   | 211,453     | 218,114   | 224,984   | 232,071   |  |  |
|    |  |  |                                       | Fruits                                  | 4,326,331 | 4,479,050 | 4,631,770   | 4,784,489 | 4,937,209 | 5,089,928 |  |  |
|    |  |  |                                       | Irish Potato                            | 1,754,130 | 1,776,018 | 1,786,961   | 1,797,905 | 1,819,792 | 1,841,679 |  |  |
|    |  |  |                                       | Sweet potato                            | 608,682   | 674,012   | 706,676     | 739,341   | 804,671   | 870,000   |  |  |
|    |  |  |                                       | Cassava                                 | 775,998   | 818,249   | 839,374     | 860,499   | 902,750   | 945,000   |  |  |
|    |  |  |                                       | Rice                                    | 186,000   | 215,500   | 230,250     | 245,000   | 274,500   | 304,000   |  |  |
|    |  |  |                                       | Barley                                  | 20,079    | 23,336    | 26,593      | 29,851    | 33,108    | 36,366    |  |  |
|    |  |  |                                       | Sorghum                                 | 112,988   | 136,096   | 147,650     | 159,204   | 182,402   | 205,600   |  |  |
|    |  |  |                                       | Millet                                  | 62,996    | 68,011    | 70,518      | 73,025    | 78,040    | 83,054    |  |  |
|    |  |  |                                       | Dry beans                               | 510,029   | 576,022   | 609,019     | 642,015   | 708,008   | 774,000   |  |  |
|    |  |  |                                       | Cowpea                                  | 131,118   | 164,339   | 180,949     | 197,559   | 230,780   | 264,000   |  |  |
|    |  |  |                                       | Pigeon pea                              | 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    |

Reduced imports

% Reduction in 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.

|    |  |   |                          |  |                 |           |           |           |           |           |
|----|--|---|--------------------------|--|-----------------|-----------|-----------|-----------|-----------|-----------|
|    |  |   |                          |  | 3               | 7         | 14        | 21        | 28        |           |
|    | Increased adoption of new technologies                   |   |                          |  |                 |           |           |           |           |           |
|    | Increase in volumes of products per value chain exported |   |                          |  |                 |           |           |           |           |           |
| 2. | Market Development for scheduled crops                   | To increase market access for products of scheduled crops | Increased export volumes |  | 42,800 MT       | 48,507 MT | 54,213 MT | 59,920 MT | 68,480 MT | 77,040 MT |
|    |  |   |                          |  | 10,554 MT (14%) | 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       |  |
|  |                 |                     |         | Cashew Nuts (26%)   | 433 MT       | 470.33 MT    | 507.67 MT    | 545 MT       | 615.50 MT    | 686 MT       |  |
|  |                 |                     |         | Pyrethrum extract (118%)  | 22 MT        | 26.33 MT     | 30.67 MT     | 35 MT        | 41.50 MT     | 48 MT        |  |
|  |                 |                     |         | Bixa (67%)  | 61 MT        | 67.67 MT     | 74.34 MT     | 81 MT        | 91 MT        | 101 MT       |  |
|  |                 |                     |         | 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    |  |
| <b>Increase in domestic consumption (percentage of total production)</b> |                 |                     |         |   |              |              |              |              |              |              |  |
|  |                 |                     |         | 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%           |  |
|  |                 |                     |         | No of new products developed and marketed(One new product per crop cluster) | -            | 1            | 2            | 3            | 5            | 7            |  |
| <b>No. of cottage industries established</b>                             |                 |                     |         |   |              |              |              |              |              |              |  |
|  |                 |                     |         | Sunflower   | -            | 2            | 3            | 4            | 3            | 3            |  |
|  |                 |                     |         | Coconut   | -            | -            | 2            | 1            | -            | 1            |  |
|  |                 |                     |         | Cashewnut   | -            | -            | 1            | 2            | -            | 1            |  |

| No | Key Result Area               | Strategic Objective  | Outcome  | Outcome Indicator  | Baseline |        | Projections |        |        |        |    |
|----|-------------------------------|--|--|--|----------|--------|-------------|--------|--------|--------|----|
|    |                               |  |  |  | Value    | Year 1 | Year 2      | Year 3 | Year 4 | Year 5 |    |
|    |                               |  |  | Oil palm   | -        | 1      | 1           | 1      | 2      | -      | 1  |
|    |                               |  |  | Macadamia  | -        | -      | 1           | 1      | 1      | 3      | 1  |
|    |                               |  |  | Peanuts  | -        | -      | 2           | 1      | 3      | 3      | 1  |
|    |                               |  |  | Horticulture (Prioritized crops)                                   | -        | 1      | 4           | 3      | 2      | -      | -  |
|    |                               |  |  | MPIC   | -        | 1      | 1           | 1      | 1      | 1      | 2  |
|    |                               |  |  | Sugar  | -        | 1      | 3           | 3      | 2      | 1      | 1  |
|    |                               |  |  | Fibre  | -        | 1      | 1           | 1      | 1      | 1      | 2  |
|    |                               |  |  | Coffee   | -        | 2      | 6           | 6      | 3      | 3      | 2  |
|    |                               |  |  | Food   | -        | 2      | 11          | 11     | 3      | 3      | 3  |
|    |                               |  |  | % reduction of post-harvest losses (1% reduction per annum)        | 25%      | 1%     | 1%          | 1%     | 1%     | 1%     | 1% |
| 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 | -        | -      | 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 | Key Result Area                    | Strategic Objective                                  | Outcome                        | Outcome Indicator  | Baseline |        | Projections |        |        |        |      |      |
|----|------------------------------------|--|--------------------------------|--|----------|--------|-------------|--------|--------|--------|------|------|
|    |                                    |  |                                |  | Value    | Year 1 | Year 2      | Year 3 | Year 4 | Year 5 |      |      |
|    |                                    |  |                                | No. of crops regulations harmonised                      | -        | -      | -           | 7      | 7      | 7      | 7    | -    |
|    |                                    |  |                                | No. of regulations published/gazetted                    | -        | 4      | 4           | -      | -      | -      | -    | -    |
|    |                                    |  |                                | No. of traceability systems developed                    | -        | 1      | 2           | 2      | 2      | 2      | 2    | -    |
|    |                                    |  |                                | % reduction of non-compliance/non-conformities cases     | 70%      | 80%    | 85%         | 90%    | 90%    | 95%    | 100% | 100% |
| 4. | Institutional Capacity Development | To strengthen the Authority's institutional Capacity | Improved employee performance  | Performance contract composite score                     | 3.21     | 3.20   | 3.10        | 3.00   | 3.00   | 2.90   | 2.80 | 2.80 |
|    |                                    |  | Improved employee satisfaction | Employee satisfaction index                              | 73.55%   | 74%    | 74.5%       | 75%    | 75%    | 76%    | 77%  | 77%  |
|    |                                    |  | Improved customer satisfaction | Customer Satisfaction Index                              | 30%      | 45%    | 50%         | 60%    | 60%    | 70%    | 80%  | 80%  |
|    |                                    |  | Improved corporate governance  | Level of compliance with legal and governance structures | -        | 100%   | 100%        | 100%   | 100%   | 100%   | 100% | 100% |

| No | Key Result Area                                  | Strategic Objective | Outcome | Outcome Indicator                              | Baseline      | Projections |        |        |        |        |      |  |
|----|--|---------------------|---------|--|---------------|-------------|--------|--------|--------|--------|------|--|
|    |  |                     |         |  | Value         | Year 1      | Year 2 | Year 3 | Year 4 | Year 5 |      |  |
|    |  |                     |         | Corruption perception index                    | -             | 100%        | 100%   | 100%   | 100%   | 100%   | 100% |  |
|    |  |                     |         | Change in Board performance rating             | -             | 100%        | 100%   | 100%   | 100%   | 100%   | 100% |  |
|    |  |                     |         | Level of compliance with national values       | 100%          | 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%     |      |  |
|    | Increased brand recognition                      |                     |         | Brand awareness index                          | -             | X*+2        | x+6    | X+10   | x+15   | X+20   |      |  |
|    |  |                     |         | <b>*X is the unknown brand awareness index</b> |               |             |        |        |        |        |      |  |
|    | Improved digitization                            |                     |         | % level of automation                          | 60%           | 62%         | 68%    | 70%    | 75%    | 80%    |      |  |

## 5.2 Strategic Choices

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

| 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)<br>1.1.2 Promote data-driven decision making in scheduled crops value chain<br>1.1.3 Scale up adoption of innovations and technologies on scheduled crops<br>1.1.4 Enhance research for scheduled crops<br>1.1.5 Mainstream climate adaptation and mitigation measures along scheduled crops value chains<br>1.1.6 Enhance access to quality farm inputs<br>1.1.7 Promote establishment of economically viable entities along the scheduled crops value chains<br>1.1.8 Mainstream youth in agriculture<br>1.1.9 Promote enterprise diversification<br>1.1.10 Promote private sector investments in scheduled crops |
| 2   | Market Development for scheduled crops         | 1.2 To increase market access for produce and products of scheduled crops      | 2.1.1 Promote market diversification<br>2.1.2 Product development and diversification<br>2.1.3 Promote value addition for scheduled crops<br>2.1.4 Facilitate value chain financing<br>2.1.5 Facilitate trade in scheduled crops value chains<br>2.1.6 Promote market research and intelligence   |
| 3   | Regulation of Scheduled Crops                  | 1.3 To create an enabling legal and regulatory framework for scheduled crops   | 3.1.1 Establish and implement standards and codes of practice<br>3.1.2 Enhance self-regulation<br>3.1.3 Strengthen sector policies and regulations<br>3.1.4 Enhance compliance to food safety and quality standards   |
| 4.  | Institutional Capacity Development             | 1.4 To strengthen the Authority's institutional capacity                       | 4.1.1 Enhance human capital capacity<br>4.1.2 Improve work environment<br>4.1.3 Enhance knowledge management<br>4.1.4 Enhance sustainable resource mobilization and utilization<br>4.1.5 Strengthen Authority's Corporate governance<br>4.1.6 Strengthen corporate planning, monitoring and evaluation<br>4.1.7 Enhance corporate communication and brand visibility<br>4.1.8 Digitalize business processes   |



# CHAPTER **SIX**

Implementation  
and coordination  
framework

## CHAPTER SIX

# IMPLEMENTATION AND 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.

### 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.

### 6.2 Coordination framework

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

### 6.3 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.



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 Measure (s)  |
|-----|------------------|--|-----------------------|--------------|--------------------------|---|
| 1.  | Strategic risks  | Customer retention/demand shortfall                    | Medium                | High         | Medium                   | <ul style="list-style-type: none"> <li>• Widening the customer/ catchment</li> <li>• Create strategic reserves</li> <li>• Implement survey recommendations</li> </ul> |
|     |                  | Competition and pricing pressure                       | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Price stabilization mechanisms</li> <li>• Enforce regulations on unfair competitive practices</li> </ul>                     |
|     |                  | Stakeholder losses                                     | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Corporate insurance covers</li> <li>• Sensitization on risks</li> </ul>  |
| 2.  | Compliance risks | Low crop productivity                                  | Medium                | High         | Medium                   | <ul style="list-style-type: none"> <li>• Promote GAP &amp; use of modern technologies</li> </ul>  |
|     |                  | High cost of compliance                                | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Rationalise compliance processes and requirements</li> </ul>   |
|     |                  | Failure to comply with standards and codes of practice | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Continuous monitoring and auditing of the processes</li> <li>• Training for compliance</li> </ul>                            |
| 3.  | Financial risks  | Inadequate financial resources                         | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Enhance internal and external resource mobilization</li> </ul>   |
|     |                  | Utilisation of funds in unplanned activities           | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Activity based planning and budgeting</li> <li>• Compliance with implementation plans</li> </ul>                             |

| No. | Risks Category                      | Risk and description   | Risk Likelihood L/H/M | Impact L/H/M | Overall Risk level L/H/M | Mitigation Measure (s)  |
|-----|-------------------------------------|--|-----------------------|--------------|--------------------------|---|
| 3.  | Financial risks                     | Operational risk   | Medium                | High         | High                     | <ul style="list-style-type: none"> <li>• Institute strong internal control systems</li> </ul>   |
|     |                                     | Legal - Stakeholders suing to reject levies                    | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Effective stakeholder engagements in formulations of Regulations</li> </ul>  |
|     |                                     | Reduction in GoK funding                                       | Medium                | High         | Moderate                 | <ul style="list-style-type: none"> <li>• Enhance internally generated funds</li> </ul>  |
|     |                                     | Collapse of financial institutions                             | Medium                | High         | Moderate                 | <ul style="list-style-type: none"> <li>• Establishment and adherence to an effective investment policy</li> </ul>   |
| 4.  | Reputational risk                   | Misinformation in media  | Medium                | High         | High                     | <ul style="list-style-type: none"> <li>• Effective Corporate Communication Policy</li> </ul>  |
| 5   | Macro-economic risks                | High Inflation   | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Monitoring of trends</li> </ul>  |
|     |                                     | Exchange rate fluctuations                                     | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Build foreign reserves</li> <li>• Maximize exports and minimize imports</li> </ul>   |
|     |                                     | Shifts in government policies or regulations                   | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Re-align programmes, activities and projects to government manifesto</li> </ul>  |
| 6   | Information security and data risks | Data breaches, loss and corruption                             | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Establish regular data backup procedures and offsite storage</li> <li>• Implement strong access controls and encryption</li> </ul>   |
|     |                                     | External and internal threats to the technology infrastructure | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Comprehensive training and awareness programs to staff on information security best practices.</li> <li>• Conduct phishing simulation exercises and regular reminders</li> </ul> |

| No. | Risks Category                      | Risk and description                         | Risk Likelihood L/H/M | Impact L/H/M | Overall Risk level L/H/M | Mitigation Measure (s)   |
|-----|-------------------------------------|--|-----------------------|--------------|--------------------------|--|
| 6.  | Information security and data risks | Lack of incident response preparedness       | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Develop and review an incident response plan with clear roles and responsibilities</li> <li>• Train employees on incident response procedures and conduct regular drills</li> <li>• Establish communication channels and relationships with external incident response resources</li> </ul> |
| 7.  | Human Capital risks                 | Lack of approved human resource instruments  | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Develop and implement human resource instruments</li> </ul>   |
|     |                                     | Unclear Human resource policy and guidelines | Medium                | High         | High                     | <ul style="list-style-type: none"> <li>• Develop and sensitize on the policies and guidelines</li> </ul>   |
|     |                                     | Inadequate competencies                      | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Staff training and development</li> <li>• Fit for purpose recruitment and selection</li> <li>• Clear job descriptions and specifications</li> </ul>   |
| 8.  | Market risks                        | Non-compliance to market requirements        | High                  | High         | High                     | <ul style="list-style-type: none"> <li>• Sensitize stakeholders on market requirements</li> </ul>  |
|     |                                     | Changes in tastes and preferences            | Medium                | High         | High                     | <ul style="list-style-type: none"> <li>• Continuous market research and intelligence</li> </ul>  |
|     |                                     | Loss of markets                              | Low                   | High         | Medium                   | <ul style="list-style-type: none"> <li>• Enhance competitiveness and product quality</li> </ul>  |



| No. | Risks Category                     | Risk and description  | Risk Likelihood L/H/M | Impact L/H/M | Overall Risk level L/H/M | Mitigation Measure (s)   |
|-----|------------------------------------|---|-----------------------|--------------|--------------------------|--|
| 9.  | Legal, regulatory and policy risks | Rejection of regulations by stakeholders                                    | Medium                | High         | High                     | <ul style="list-style-type: none"> <li>Stakeholder involvement and participation in development and review of Regulations</li> </ul>   |
|     |                                    | Litigation  | High                  | High         | High                     | <ul style="list-style-type: none"> <li>Compliance with legal and regulatory framework</li> </ul>   |
| 10. | Governance risks                   | Failure of governance oversight and instruments                             | Low                   | High         | Low                      | <ul style="list-style-type: none"> <li>Promote good corporate governance practices</li> </ul>  |
|     |                                    | Corruption/ Lack of Integrity   | High                  | High         | High                     | <ul style="list-style-type: none"> <li>Punitive punishment for integrity breaches</li> <li>Sensitization on Integrity</li> </ul>   |
| 10. | Business Continuity risks          | Failure to institutionalise business continuity and disaster recovery plans | High                  | High         | High                     | <ul style="list-style-type: none"> <li>Develop, institutionalise and implement business continuity management</li> </ul>   |
| 12. | Political risks                    | Interference by politicians   | High                  | High         | High                     | <ul style="list-style-type: none"> <li>Adherence to provisions of the Constitution, legal and regulatory frameworks</li> </ul>   |
| 13. | Safety and security risks          | Exposure to injurious substances or environment                             | Medium                | Medium       | Medium                   | <ul style="list-style-type: none"> <li>Insure Authority's staff</li> </ul>   |
|     |                                    | Fire and other threats  |                       |              |                          | <ul style="list-style-type: none"> <li>Annual training of fire marshals and staff</li> <li>Install fire detectors firefighting equipment</li> <li>Insure Authority's assets</li> <li>Maintenance and servicing of fire-fighting equipment</li> </ul> |
|     |                                    | Lack of adequate personnel protective equipment                             |                       |              |                          | <ul style="list-style-type: none"> <li>Comply with the Occupational Safety and Health Act, 2007</li> <li>Provide protective equipment to staff</li> </ul>  |
| 14. | Natural disaster risks             | Occurrence of natural disasters   | Low                   | High         | High                     | <ul style="list-style-type: none"> <li>Insure Authority's assets</li> <li>Mapping out possible areas of great risk</li> </ul>  |
| 15. | Social risks                       | Human Rights violations at the workplace                                    | High                  | High         | High                     | <ul style="list-style-type: none"> <li>Strict adherence to Human Rights guidelines</li> </ul>  |
|     |                                    | Gender based sexual violence and harassment                                 | Medium                | Medium       | Medium                   | <ul style="list-style-type: none"> <li>Sensitization on GBV</li> <li>Enforcement of GBV Laws</li> </ul>  |



# CHAPTER **SEVEN**

Resource  
Requirements  
and Mobilization  
Strategies



# CHAPTER SEVEN

## RESOURCE REQUIREMENTS AND 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.

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  | 7203.9   | 7431.54  | 34560.55  |
| <b>Sources of Funds (Kshs. Mn)</b>             |  |  |          |          |          |          |           |
| 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      | 1,104    | 1,104    | 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    |

## 7.2 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.

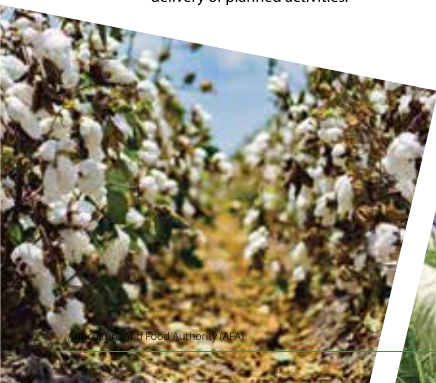
Table 7.2: Resource Gaps

| 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               |
| <b>Total</b>   | <b>34560.55</b>                            | <b>28,625</b>               | <b>-5,936</b>      |

### 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. The Authority will adopt the following measures for the efficient, effective and economic utilization of resources:

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





## CHAPTER **EIGHT**

Monitoring,  
Evaluation and  
Reporting  
Framework



## CHAPTER EIGHT

# MONITORING, EVALUATION AND 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.

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, bi-annually 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, annual progress reporting template, and evaluation reporting template 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 I.

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.

## 8.4 Reporting Framework and Feedback Mechanism

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

## Appendix I: 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                             | *              |
|     |  |  |                                       | 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           |



| 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 | Pigeon pea<br>Exotic Vegetables<br>African Leafy Vegetables<br>Asian Vegetables<br>Aromatics (Herbs, medicinal Plants and Spices)<br>Sunflower<br>Canola | 83,816    | 0.54           | 2022 | 103,908                          | 0.70           | 124,000                             | 0.83           |
|     |  |  |                                       |  | 3,225,836 | *              | 2022 | 3,312,918                        | *              | 3,400,000                           | *              |
|     |  |  |                                       |  | 294,016   | 6.08           | 2022 | 314,016                          | 6.49           | 334,000                             | 6.93           |
|     |  |  |                                       |  | 40,104    | 12.87          | 2022 | 42,052                           | 13.49          | 44,000                              | 14.13          |
|     |  |  |                                       |  | 234,871   | *              | 2022 | 274,871                          | *              | 314,871                             | *              |
|     |  |  |                                       |  | 483       | 0.24           | 2022 | 100,000                          | 2.00           | 200,000                             | 2.50           |
|     |  |  |                                       |  | 14,594    | 3.33           | 2022 | 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 |
| Maize                  | 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     |                |              | 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)                      |  |
| 2.  | Market Development for scheduled crops | To increase market access for products 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    | 77,040 MT                        |    |                                     |  |
|     |  |  |                                | Macadamia (14%)   | 10,554 MT    | 2022           | 11,293 MT    | 12,031 MT                        |    |                                     |  |
|     |  |  |                                | Cashew Nuts (26%)   | 433 MT       | 2022           | 545 MT       | 686 MT                           |    |                                     |  |
|     |  |  |                                | Pyrethrum extract (118%)  | 22 MT        | 2022           | 35 MT        | 48 MT                            |    |                                     |  |
|     |  |  |                                | Bixa (67%)  | 61 MT        | 2022           | 81 MT        | 101 MT                           |    |                                     |  |
|     |  |  |                                | Sisal (15%)   | 28,000 MT    | 2022           | 29,960 MT    | 31,920 MT                        |    |                                     |  |
|     |  |  |                                | Flowers (20%)   | 198,735 MT   | 2022           | 343,114 MT   | 494,516 MT                       |    |                                     |  |
|     |  |  |                                | Fruits (18%)  | 4,326,331 MT | 2022           | 7,108,300 MT | 9,897,597 MT                     |    |                                     |  |
|     |  |  |                                | Vegetables (6.12%)  | 62,143 MT    | 2022           | 64,045 MT    | 65,946 MT                        |    |                                     |  |
|     |  |  | Increased domestic consumption | Increase in domestic consumption (percentage (%) of total production)       |              |                |              |                                  |    |                                     |  |
|     |  |  |                                | Coffee  | 3.80         | 2022           | 6.46         | 8.60                             |    |                                     |  |
|     |  |  |                                | Macadamia   | 6            | 2021           | 10           | 12                               |    |                                     |  |
|     |  |  |                                | Sisal   | 10           | 2022           | 15           | 20                               |    |                                     |  |
|     |  |  |                                | Pyrethrum   | 1.4          | 2022           | 16.50        | 19                               |    |                                     |  |
|     |  |  |                                | Bixa  | 1            | 2022           | 2            | 3                                |    |                                     |  |
|     |  |  | Increased value addition       | No of new products developed and marketed(One new product per crop cluster) |              |                |              |                                  |    |                                     |  |
|     |  |  |                                |   | -            | -              | 3            | 7                                |    |                                     |  |
|     |  |  |                                | No. of cottage industries established                                       |              |                |              |                                  |    |                                     |  |
|     |  |  |                                | Sunflower   | -            | -              | 7            | 15                               |    |                                     |  |
|     |  |  |                                | Coconut   | -            | -              | 3            | 5                                |    |                                     |  |
|     |  |  |                                | Cashewnut   | -            | -              | 6            | 8                                |    |                                     |  |
|     |  |  |                                | Oil Palm  | -            | -              | 2            | 3                                |    |                                     |  |
|     |  |  |                                | Macadamia   | -            | -              | 3            | 5                                |    |                                     |  |
|     |  |  |                                | Peanuts   | -            | -              | 3            | 5                                |    |                                     |  |

| 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) |
|     |                               |  |  | Horticulture (Prioritized crops)   | -        | -              | -    | 8                                | 10             |                                     |                |
|     |                               |  |  | MPIC   | -        | -              | -    | 3                                | 6              |                                     |                |
|     |                               |  |  | Sugar  | -        | -              | -    | 7                                | 10             |                                     |                |
|     |                               |  |  | Fibre  | -        | -              | -    | 3                                | 6              |                                     |                |
|     |                               |  |  | Coffee   | -        | -              | -    | 14                               | 20             |                                     |                |
|     |                               |  |  | Food   | -        | -              | -    | 24                               | 30             |                                     |                |
|     |                               |  |  | % reduction of post-harvest losses   | 25       | 2022           |      | 23                               | 20             |                                     |                |
|     |                               |  |  | (1% reduction per annum)   |          |                |      |                                  |                |                                     |                |
|     |                               |  |  | % increase in value of marketable products (2% annual increment in value)                            | -        | -              | -    | 5                                | 10             |                                     |                |
| 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 to regulatory standards developed | -        | -              | -    | 5                                | 7              |                                     |                |
|     |                               |  |  | No. of self-regulation industry guides developed and issued  | -        | -              | -    | 16                               | 21             |                                     |                |
|     |                               |  |  | No. of crops regulations harmonised  | -        | -              | -    | 7                                | 14             |                                     |                |
|     |                               |  |  | No. of regulations published/gazetted  | -        | -              | -    | 14                               | 21             |                                     |                |
|     |                               |  |  | No. of traceability systems developed  | -        | -              | -    | 8                                | 8              |                                     |                |
|     |                               |  |  | % reduction of non-compliance/non-conformities cases   | 70       | 2022           |      | 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) |  |      |      |       |
| 4.  | Institutional Capacity Development | To strengthen the Authority's institutional Capacity | Improved performance | Performance contract composite score | MT   | Yield (Ton/Ha) | 3.21                             | 2023                                | MT   | Yield (Ton/Ha) | 3.00 | 2.80           |  |      |      |       |
|   |                                    |  |                      |                                      |  |                |                                  |                                     |      | 73.55          | 2022 |                |  | 75   | 77   |       |
|   |                                    |  |                      |                                      | Employee satisfaction index                              |                |                                  |                                     |      |                |      |                |  |      |      |       |
|   |                                    |  |                      |                                      | Customer Satisfaction Index                              |                |                                  |                                     |      | 30%            | 2015 |                |  | 60%  | 80%  |       |
|   |                                    |  |                      |                                      | Level of compliance with legal and governance structures |                |                                  |                                     |      |                |      |                |  | 100% | 100% |       |
|   |                                    |  |                      |                                      | Corruption perception index                              |                |                                  |                                     |      | -              | -    |                |  | 100% | 100% |       |
|   |                                    |  |                      |                                      | Change in Board performance rating                       |                |                                  |                                     |      | -              | -    |                |  | 100  | 100  |       |
|   |                                    |  |                      |                                      | Level of compliance with national values                 |                |                                  |                                     |      | 100            | 2022 |                |  | 100  | 100  |       |
|   |                                    |  |                      |                                      | % increase in revenue                                    |                |                                  |                                     |      | 3,870,321,000  |      | 2022           |  |      | 8%   | 21.2% |
|   |                                    |  |                      |                                      | Rate of absorption                                       |                |                                  |                                     |      | 100            | 2022 |                |  | 100  | 100  |       |
| Rate of absorption of financial resources |                                    |  |                      |                                      |  |                |                                  |                                     |      |                |      |                |  |      |      |       |
| Pending bills as a % of annual budget     |                                    |  |                      |                                      | 1.04%  | 2022           |                                  |                                     | 1%   | 1%             |      |                |  |      |      |       |
| efficiency in settling supplier's bills   |                                    |  |                      |                                      |  |                |                                  |                                     |      |                |      |                |  |      |      |       |
| Increased brand recognition               |                                    |  |                      |                                      | -  | 2022           |                                  |                                     | X+10 | X+20           |      |                |  |      |      |       |
| % level of automation                     |                                    |  |                      |                                      | 60%  | 2022           |                                  |                                     | 70%  | 80%            |      |                |  |      |      |       |









## Get in Touch

Agriculture and Food Authority

Tea House; Naivasha Road, off Ngong Road  
P.O Box 37962 - 00100, Nairobi  
Cell Phone: +254-700638672 / 737454618

E-Mail: [info@afa.go.ke](mailto:info@afa.go.ke)  
Website: [www.afa.go.ke](http://www.afa.go.ke)



AGRICULTURE AND FOOD  
AUTHORITY

*Mimea yetu, Utajiri wetu*