



Agriculture and Food Authority (AFA)

2017/18 – 2021/22 Strategic Plan





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ACRONYMS AND ABBREVIATIONS

AFA	Agriculture and Food Authority
AFC	Agriculture Finance Corporation
AgGDP	Agriculture Gross Domestic Product
AGOA	African Growth and Opportunity Act
AIS	Agricultural Innovation Systems
ASDS	Agriculture Sector Development Strategy
ATC	Agriculture Training Centres
BEP	Best Environmental Practices
BPR	Business Processes Reengineering
CODF	Coffee Development Fund
COMESA	Common Market for Eastern and Southern Africa
CSR	Corporate Social Responsibility
DFID	Department for International Development
DG	Director General
DRP	Disaster Recovery Plan
EAC	East African Community
EATTA	East Africa Tea Traders Association
EDP	Entrepreneurship Development Programme
EDMS	Electronic Document Management System
EPZ	Exports Processing Zone
EPZA	Exports Processing Zone Authority
ERP	Enterprise Resource Planning
ERM	Enterprise Risk Management
ESP	Economic Stimulus Programme
EPA	Economic Partnership Agreement

EPC	Export Promotion Council
EPM	Enterprise Performance Management
ERM	Enterprise Risk Management
FAO	Food and Agriculture Organization
FAQs	Frequently Asked Questions
FDI	Foreign Direct Investments
FPEAK	The Fresh Produce Exporters Association of Kenya
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GHP	Good Hygiene Practices
GIS	Geographic Information Systems
GMP	Good Manufacturing Practices
HACCP	Hazard Analysis Critical Control Point
HCD	Horticultural Crops Directorate
HR	Human Resource
KALRO	Kenya Agriculture and Livestock Research Organization
KCPA	Kenya Coffee Planters Association
KEBS	Kenya Bureau of Standards
KEPHIS	Kenya Plant Health Inspectorate Services
KESGA	Kenya Sugarcane Growers Association
KESMA	Kenya Sugar Manufacturer Association
KFC	Kenya Flower Council
KENAS	Kenya Accreditation Services
KENAFF	Kenya National Farmers' Federation
KENINVEST	Kenya Investment Authority
KESWS	Kenya Single Window System
KNSGEA	Kenya National Sugarcane Growers and Employers Association
KPCU	Kenya Planters Cooperative Union
KRA	Kenya Revenue Authority

KSRI	Kenya Sugar Research Institute
KSSCT	Kenya Society of Sugarcane Technologists
KTDA	Kenya Tea Development Agency
KTGA	Kenya Tea Growers Association
KIRDI	Kenya Industrial Research and Development Institute
M & E	Monitoring and Evaluation
MFI	Microfinance Institutions
MOALFI	Ministry of Agriculture, Livestock, Fisheries and Irrigation
MOU	Memorandum of Understanding
NEMA	National Environment Management Authority
NIB	National Irrigation Board
NOCD	Nuts and Oil Crops Directorate
NCPB	National Cereals and Produce Board
NGO	Non-Governmental Organization
PCPB	Pest Control Products Board
PPCK	Pyrethrum Processing Company of Kenya Limited
PPP	Public Private Partnerships
REC	Regional Economic Communities
R & D	Research and Development
RP&S	Research, Planning and Strategy
RWE	Rural and Women Entrepreneurship
SADC	Southern Africa Development Cooperation
SME	Small and Medium Enterprises
SPS	Sanitary and Phytosanitary
SPX	Subcontracting and Partnership Exchanges
STI	Science, Technology and Innovation
SWOT	Strength, Weaknesses, Opportunities and Threats
TAS	Technical and Advisory Services
TBT	Technical Barriers to Trade

TRI	Tea Research Institute
ICT	Information Communication Technology
IGAD	Intergovernmental Authority Development
IMIS	Integrated Management Information Systems
IPR	Intellectual Property Rights
ISO	International Organization for Standardization
IEC	International Electrotechnical Commission
VAT	Value Added Tax
UAE	United Arab Emirates
UNIDO	United Nations Industrial Development Organization
UK	United Kingdom
USA	United States of America
WTO	World Trade Organization

STATEMENT BY THE PRINCIPAL SECRETARY, STATE DEPARTMENT OF AGRICULTURE

The 2017/18 – 2021/22 Strategic Plan for the Agriculture and Food Authority (AFA) is anchored on the new Constitution, policy, legal and regulatory framework. Kenya's new Constitution promulgated in 2010 includes a comprehensive Bill of Rights that provides for the right to be free from hunger, and to have adequate food of acceptable quality under Article 43. Additionally, Kenya's Vision 2030 and MTP III aim at transforming Kenya into a newly industrialised middle – income economy providing a high quality life to all citizens by the year 2030, while the Big 4 agenda priorities include support in enhancing agro-processing and, food and nutrition security. These fundamentals set the tone for AFA's role in ensuring food and nutrition security and supply of raw materials for industrialisation.

The Crops Act 2013, was enacted to consolidate and repeal various statutes relating to crops and to provide for the growth and transformation of agricultural crops sub-sectors. The AFA Act 2013, provides for the consolidation of the laws on the regulation and promotion of agriculture and establishment of the Agriculture and Food Authority. The Acts aim at driving transformation and improving efficiency of the agriculture sector through merging of different institutions in the sector as recommended by the Parastatal Reforms Report. This gives AFA an expanded mandate in regulating, developing and promoting the crops sub-sectors, compared to individual former institutions.

The Authority has the human resource capacity and infrastructure to provide the foundation for a transformed agriculture sector. I do however acknowledge the challenges that have come due to the merger of former Boards as well as various sub-sector and value chain challenges and recognize that the development of this first Strategic Plan is a step towards upgrading the sub-sector value chains.

Under the current Constitution, agriculture is a function devolved to the County government. Collaboration and co-operation with the counties will therefore be key to achieving AFA's mandate and to the success of this plan. We therefore anticipate establishing key linkages including County partnerships and public private partnerships with all relevant players in the value chains.

In order for Kenya to achieve its economic targets as set out in the Vision 2030 and the Big 4 agenda, there is need to focus efforts on upgrading the value chains by enhancing agro processing and value addition, hence the emphasis in the Strategic Plan. The economic benefits derived from this will make a significant contribution to the National economic development through creation of employment and increase in export earnings.

It is against this background that I am elated to witness the unveiling of the Authority's 2017/18–2021/22 Strategic Plan, which has clearly set strategic objectives, activities as well as timelines for implementation. Indeed, it is satisfying to note that a robust monitoring and evaluation framework is in place to ensure successful implementation. My ministry will provide an enabling environment, management autonomy and policy support to enable the Authority realize the aspirations of the Strategic Plan.

I believe future generations will look back with gratitude to the Authority's contribution in laying the foundation for the realization of Kenya's Vision 2030. I urge all stakeholders to embrace this Strategic Plan.

Signed.....

PROF. HAMADI IDDI BOGA, MBS

PRINCIPAL SECRETARY

STATE DEPARTMENT FOR CROPS DEVELOPEMENT

STATEMENT BY THE CHAIRMAN OF THE BOARD OF DIRECTORS OF THE AGRICULTURE AND FOOD AUTHORITY

On behalf of the Board of Directors and management of the Agriculture and Food Authority, I am pleased to present the 2017/18–2021/22 Multi-Level Strategic Plan, which is premised on Kenya's Constitution 2010, Kenya's Vision 2030 and related Medium Term Plans, the Agriculture Sector Transformation and Growth Strategy and the AFA and Crops Acts 2013.

This Strategic Plan seeks to drive transformation of the agriculture sector as depicted by the Authority's Mission: *"To sustainably develop and promote scheduled crops value chains through effective regulation for economic growth and transformation"*.

The intention is to make a complete break with the past and truly exemplify our Vision: *"To be a world class regulator in the Agricultural Sector"*

The process of developing this Strategic Plan has involved considerable introspection by the management team and the Board of Directors to come to terms with the challenges facing the crops sub-sectors, the Authority, the new environment we expect to be operating in and the focus required in our strategic interventions. Management is committed to the Mission and Vision and has embraced the set of values necessary to win the trust of our stakeholders.

This Strategic Plan identifies the measures of success that will support the delivery of our Vision and Mission. Further, the plan identifies strategic objectives, assesses AFA's strengths, weaknesses, threats and opportunities, culminating into a series of strategic initiatives and numerous detailed tasks that we believe will help us in realizing our Vision and achieving our strategic goals.

The Board of Directors is confident that this plan will stay alive and transformative. We intend to address any challenges that may arise and come up with mitigating measures in order to make a visible contribution to Kenya's Vision 2030 while at the same time improving the lives of Kenyans through provision of adequate and quality food and wealth creation through employment in the sector.

The Board of Directors is fully aware of the pressure to become results-oriented, improve efficiency and effectively execute our Mission as we progress with the implementation of the new Acts. We are therefore fully committed to implementing the articulated initiatives in this plan. We undertake to work with all stakeholders to continuously develop appropriate policies to meet the dynamic needs of all Kenyans.

I wish to take this opportunity to commend all those who gave their invaluable input and more specifically the members of staff of AFA who worked tirelessly to develop this Strategic Plan.

The transformation journey is underway.

Signed.....

MR. HARSAMA KERROW

FOR CHAIR, BOARD OF DIRECTORS

PREFACE

The formulation and development of the 2017/18–2021/22 Strategic Plan has come at a time when AFA is establishing itself and focusing on the implementation of the AFA and Crops Acts 2013. This plan therefore articulates a comprehensive roadmap on how we intend to deliver our mandate for the next five years.

The 2017/18–2021/22 Strategic Plan is guided by three thematic areas:

- i. Operational Excellence
- ii. Stakeholder Focus
- iii. Transformational Regulation

This plan takes cognizance of both the internal and external environments of the Authority. It also incorporates contributions from relevant stakeholders and takes into consideration the lessons learnt from the previous Strategic Plans of the former Boards. The themes are translated into an implementation matrix that links our strategic objectives with day-to-day activities. The plan also identifies measures that will be tracked from time to time to ensure that AFA delivers on its Mission every day and progressively move towards our Vision.

The development of this Plan has been a consultative process which has ensured that there is a common understanding, ownership and hence commitment to its implementation. An implementation process guided by the balanced scorecard as our performance management tool has been put in place to ensure that the Strategic Plan is cascaded to every level and every individual in the Authority. The intention is to institute a “high performance culture” within the Authority with clear roles, responsibilities and accountability.

The planning process has been rigorous but nonetheless fruitful because of joint efforts of various individuals and institutions. We are indeed grateful to the Cabinet Secretary for Agriculture, Livestock Fisheries and Irrigation, Mr. Mwangi Kiunjuri for his tireless support in facilitating the Authority to execute its mandate. Our deep appreciation also goes to Prof. Hamadi Boga, the Principal Secretary, State Department for Crops Development and the Board of Directors for their foresight and unwavering support. Above all, I am grateful to the staff of AFA who have demonstrated teamwork and commitment in developing this transformative Strategic Plan.

The hard task of translating this Strategic Plan into results must now begin. Let us focus on our Mission and live our values every day. Above all, let us stay true to our Vision: “To be a world class Regulator in the Agricultural Sector”.

Signed.....

MR. ANTHONY MURIITHI
DIRECTOR GENERAL

EXECUTIVE SUMMARY

The Agriculture and Food Authority (AFA) Act, 2013 was 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 (AFA) Act provides for consolidation of the laws on the regulation and promotion of agriculture generally, to provide for the establishment of the Agriculture and Food Authority, to make provision for the respective roles of the National and County Governments in agriculture and related matters in furtherance of the relevant provisions of the Fourth Schedule to the Constitution and for connected purposes. The Act was assented to on 14th January 2013 and came into effect on 17th January 2014. AFA's main mandate is to develop, regulate and promote agricultural production in Kenya.

To execute the AFA Act, Crops Act and the Constitution, and meet AFA's mandate, the Board and Management recognised the need to develop a comprehensive Strategic Plan that will ensure strategic choices among competing priorities and focus the organization's limited resources in areas with greatest impact.

The Strategic Planning process included:

- i. Contextualizing the operating environment envisaged by the Constitution, Vision 2030, the Crops and AFA Acts
- ii. In-depth understanding of the organization and its functions as set out in the AFA and Crops Acts
- iii. Review of the agriculture sector in Africa, East Africa and Kenya and an analysis of the key trends shaping agriculture globally
- iv. An analysis of the operational capability of AFA
- v. Collation of key strategic issues that need to be taken into account both on the sub sector value chains and on AFA operations
- vi. A consultative and participative approach to ensure understanding, ownership and commitment to implementing this Strategic Plan
- vii. Articulation of a new strategic framework including Mission, Vision, values and strategic initiatives that will deliver the desired transformation and
- viii. Development of a comprehensive governance, monitoring and evaluation framework to monitor the implementation of this Strategic Plan.

Main findings

Key findings of the situational analysis of AFA and the sub sector profiles which include current challenges and priority strategic issues for consideration have been presented. In general, the subsectors suffer from systemic under-performance occasioned by many supply-side challenges and market access failures. Low productivity of the subsectors is aggravated by incoherence in policy and

legal frameworks, poor coordination in the value chains and lack of partnerships among the multiple actors in the sector.

Priority areas of focus from the situational analysis therefore include:

- 1) Boosting agricultural growth and productivity.
- 2) Quality improvement and enforcement of sector standards and regulations.
- 3) Enhancing market access by exploiting domestic, regional and international demand.
- 4) The need to review the policy and institutional environment in order to clearly align the roles of AFA, National governments and County governments, and to enhance public private partnerships for individual value chains.
- 5) The need to have a comprehensive change management strategy to address the culture shift and operational integration challenges arising from the merging of the different institutions.

This Strategic Plan has been informed by the opportunities presented by the challenges facing AFA and the agricultural sub sectors.

Key Lessons Learnt

The key lessons learnt from situational analysis can be summarized as follows:

- 1) From the global agriculture trends and the review of the agriculture sub sectors in Kenya, the Authority will have to place emphasis on both agricultural productivity and productivity of agro-industries. In collaboration with the County governments and other relevant stakeholders, AFA should facilitate provision of adequate input supplies and agricultural extension services through trainings and field days. AFA in collaboration with relevant stakeholders should also work towards enhancing agro-industries productivity. This could be through promoting investments in the sector, collaboration in research and development of appropriate technologies and facilitating adoption of Good Agricultural Practices.
- 2) From the review of the past financial performance, it was evident that most of the previous institutions relied almost 100% on government grants while others like the Sugar and Tea Directorates depended on levies. In order to address the financing needs of each sub sector, AFA will have to work with the Commodities Fund to attract funding and develop innovative funding options for the sector.
- 3) The role of County governments is key for successful execution of the Strategic Plan. In this regard, it is necessary for AFA and the County government to develop and implement a collaboration framework.
- 4) AFA, having been formed through merging of many institutions, needs deliberate efforts to transform the organizational culture and ensure unprecedented focus on execution and accountability.
- 5) A robust Monitoring and Evaluation Framework is critical to ensure that key Strategic Plan milestones are achieved.
- 6) Adequate financial provision for both development and operational expenditure is key to sustainable implementation of SP programmes and projects.

- 7) The aspiration of the Kenya Vision 2030 to achieve a 10% annual growth rate in the agriculture sector has not been realized due to a number of factors including poor corporate governance, a weak legal & regulatory framework on land tenure and ineffective Early Warning Systems.

The New Strategic Framework

Taking into account the new context, situational analysis and possible future developments in the sector, the Authority has gone through a detailed process to identify a new Mission, Vision, values, goals, objectives and strategic initiatives that inform the strategic framework for the 2017 - 2022 planning period.

1) Mission

The Mission of AFA is *“To sustainably develop and promote scheduled crops value chains through effective regulation for economic growth and transformation”*.

2) Vision

The Vision of AFA is *“To be a world class regulator in the Agricultural Sector”*.

3) Core Values

The Core Values will define how AFA’s staff relate with each other and will form the standard of conduct in engagement with stakeholders. AFA’s staff will demonstrate a greater focus on customers and will undertake their duties with utmost integrity, professionalism and teamwork. A high sense of innovation will be underscored across the organization. The Authority plans to engage in a major sensitization programme to ensure that these values are embraced and exemplified by everyone at every level in the Authority. The Core Values are

- Professionalism
- Integrity
- Customer focus
- Team work
- Innovativeness

4) Strategic Themes

The transformation of the Authority will be guided by three strategic themes which provide for an internally consistent strategy that addresses the envisaged challenges, creates the right institutional capacity and culture and focuses on performance and accountability all safeguarded by an internal governance and risk framework that ensures that the Authority achieves its mandate.

- a. **Operational Excellence** - AFA will attain this through a number of initiatives namely: undertaking a business process transformation exercise; automation of processes; increasing employee productivity; enhancing financial management; appraisal of investments

(portfolios) and returns; periodic auditing of systems and operations; and compliance to the AFA Act, Crops Act and AFA's governance and risk management framework.

To ensure AFA achieves operational excellence, governance and leadership will be at the core. AFA will strive to provide exemplary leadership at both board and management levels and promote accountability, transparency and prudent management and investment of AFA resources at all levels of the Authority. AFA's leadership is committed to fighting corruption at all levels.

AFA will also develop and implement a risk management framework and put in place an effective risk management function for proactive identification, evaluation and management of risks. To ensure independence, AFA will set up an independent internal audit function to provide oversight and report to the Board.

- b. Stakeholder Focus** – AFA will place considerable focus on collaborating with various stakeholders across the value chains among them County governments, state and non – state actors and farmer groups. The Strategic Plan outlines the need to identify customer needs and to timely resolve customer complaints, enhance and strengthen customers' relationship, hold frequent stakeholder forums and strive to attain a customer satisfaction index of 80% by 2022.
- c. Transformational Regulation**– AFA will develop the sub-sector regulations, work with other players to effectively enforce the regulations across all the value chains through mechanisms such as self-regulation, co - regulation and delegation. AFA will focus on ensuring consumer protection and build competitiveness in the agriculture sector. With the increase focus on the quality of produce and products in the agriculture sector, AFA' aim will be to become a competent authority in the certification of primary agricultural products especially since there is pronounced focus agriculture sector.

5) Key transformational areas

AFA Strategic Plan seeks to address the following goals:

- 1) Boost agricultural growth and productivity;
- 2) Upgrading Kenya's agricultural value chains for job and income creation;
- 3) Market access and integration into global value chains;
- 4) Establish and enforce agriculture sector regulations; and
- 5) Strengthening AFA's institutional framework to effectively deliver on its mandate.

This Strategic Plan is expected to deliver the results set out in the balance-score card framework illustrated in section 4 of this Strategic Plan.

Monitoring and Evaluation

The implementation of this Strategic Plan will be guided by a detailed implementation plan designed to ensure the delivery of the results set out above. This implementation plan will be monitored at the following levels:

- **Board and Board Committees** - review specific reports delivered on performance of the Strategic Plan.
- **Director General (DG)** - provide oversight over all Directorates and Departments to ensure that progress and results are in line with the Strategic Plan. The DG will receive weekly, monthly quarterly and annual progress reports from all Directorates and Departments and provide feedback.
- **Heads of Directorates and Departments** - ensure continuous compliance to the Strategic Plan. The heads will prepare weekly, monthly, quarterly and annual review of sectors, sections and individual performance and submit to the DG.
- **Individuals** - daily performance in line with personal goals and targets aligned with the Strategic Plan.

In addition, the Authority will undertake a mid-term review and evaluation of this Strategic Plan implementation in 2019 and prescribe corrective actions on non – conformance.

Financing

Without adequate financial resources to finance both development and operational expenditure, AFA cannot deliver on its mandate. Section seven of this plan seeks to inform and guide AFA's efforts towards sustainable financing of its programmes and operations. It proposes strategies for mobilizing resources to support the implementation of the Strategic Plan and the ultimate fulfilment of the Authority's Vision and Mission.

Conclusion

The Strategic Planning process has been both engaging and revealing. The level of involvement and commitment to the strategy is reassuring and many lessons have been learnt in the process. The most significant is that the Authority has to have the capacity and deliberate focus on the execution and monitoring of results.

1. INTRODUCTION

1.1. ORGANIZATION BACKGROUND

The Agriculture and Food Authority (AFA) was established by the AFA Act, 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. AFA comprises eight Directorates: Tea, Coffee, Sugar, Horticultural Crops, Pyrethrum and Other Industrial Crops, Nuts and Oil Crops, Fibre Crops and Food Crops. The Authority is the successor to the institutions established by the Acts repealed under section 41 existing immediately before the commencement of the AFA Act and the Crops Act.

1.1.1. The AFA and Crops Acts 2013

The AFA Act, 2016 provides for consolidation of Laws on the regulation and promotion of Agriculture, generally to provide for the establishment of the Agriculture and Food Authority, make provision for the respective roles of the National and County Governments in Agriculture and related matters in furtherance of the relevant provisions of the Fourth Schedule to the Constitution and for connected purposes.

The Crops Act, 2013 consolidates and repeals various statutes relating to crops, to provide for the growth and development of agricultural crops. As a result, all the institutions earlier established under the repealed laws ceased to exist and with the commencement of the Crops Act in August 2014 became Directorates of AFA. The Act also established a Commodities Fund under the Authority to provide accessible and affordable credit facilities to the Agricultural sector.

1.1.2. Functions of the Authority

The two Acts spell out the functions of AFA as follows:

- 1) Administer the Crops Act
- 2) 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
- 3) 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
- 4) Be responsible for determining the research priorities in agriculture and to advise generally on research thereof
- 5) Advise the National Government and the County Governments on agricultural levies for purposes of planning, enhancing harmony and equity in the sector
- 6) Formulate general and specific policies for the development of scheduled crops specified in the First Schedule
- 7) Facilitate marketing and distribution of scheduled crops through monitoring and dissemination of market information, including identification of the local supply-demand situation, domestic market matching and overseas market intelligence and promotion activities on scheduled crops



- 8) Enjoin the Ministry responsible for transportation and communications to effect an efficient, regular and economical means of transporting scheduled crops, for purposes of reducing marketing costs and ensuring stable consumer supply
- 9) Promote the establishment of wholesale markets in identified major centres of the country;
- 10) Promote the establishment of agricultural produce collection centres in viable areas to serve as buying stations of farm products, packaging houses, pick-up points and meeting places of farmers' and growers' cooperatives
- 11) Establish linkages with various governments and private research institutions for the conduct of studies and research designed to promote the production, marketing and processing of scheduled crops
- 12) In consultation with the National Biosafety Authority, advise the government on the introduction, safe transfer, handling and use of genetically modified species of plants and organisms in the country
- 13) Conduct farmers' training programs aimed at increasing their knowledge on production technologies and on market potentials and prospects for various types of crops, through farmer training institutions
- 14) Establish experimental stations and seed farms for the development of varieties suitable to the agro-climatic conditions of the area and markets that will provide greatest value added to scheduled crops
- 15) Devise and maintain a system for regularly obtaining information on current and future production, prices and movement in trade, to determine and effect a balanced distribution of scheduled crops by means of inter-trading or intra-trading among the established wholesale markets
- 16) Establish and enforce standards in grading, sampling and inspection, tests and analysis, specifications, units of measurement, codes of practice and packaging, preservation, conservation and transportation of crops to ensure health and proper trading
- 17) Ensure secure domestic food supply for the country
- 18) Formulate policies and guidelines on dealing with other crops
- 19) Promote and advise on strategies for value addition prior to the export of crops from Kenya
- 20) Recommend general industry agreements between farmers and processors of scheduled crops
- 21) Prescribe the minimum period within which farmers are to be paid for crops delivered and penalties for delayed payments and
- 22) Carry out such other functions as may be assigned to it by the AFA Act, the Crops Act, and any written law while respecting the roles of the two levels of governments

1.1.1 Stakeholder Analysis

We have identified the main stakeholders of AFA in the Table below:

Table 1: Stakeholder analysis

#	Name of Stakeholder	Role of Stakeholder	Stakeholder expectations From AFA	What AFA should do to meet stakeholder expectation	What stakeholder should do to assist AFA meet its mandate
1	Ministry of Agriculture, Livestock, Fisheries and Irrigation (MOALFI)	<ul style="list-style-type: none"> Policy formulation Supervise sector's performance Linkages with donors Financial support 	<ul style="list-style-type: none"> Execute AFA's mandate Efficient and effective service delivery 	<ul style="list-style-type: none"> Execute AFA's mandate as outlined in the Crops and AFA acts Effective service delivery 	<ul style="list-style-type: none"> Provide the needed support -financially, technically and enabling regulatory and legal framework
2	Ministry of Industry, Trade and Cooperatives	<ul style="list-style-type: none"> Governance of farmer cooperative societies Promotion of agro-processing Facilitation of foreign investments 	<ul style="list-style-type: none"> Collaboration and partnership 	<ul style="list-style-type: none"> Collaborate and partner Regular stakeholder meetings 	<ul style="list-style-type: none"> Ensure proper management of cooperative societies Disseminate information on foreign investments in the sector
3	Ministry of Foreign Affairs & International Trade	<ul style="list-style-type: none"> Facilitation of trade 	<ul style="list-style-type: none"> Collaboration and partnership 	<ul style="list-style-type: none"> Collaborate and partner Regular stakeholder meetings 	<ul style="list-style-type: none"> Provide the needed support for trade
4	County governments	<ul style="list-style-type: none"> Provision of extension services to farmers Promotion of crops in counties 	<ul style="list-style-type: none"> Collaboration and partnership 	<ul style="list-style-type: none"> Collaborate and partner with County governments Provide technical assistance Provide extension services to County staff 	<ul style="list-style-type: none"> Crops husbandry Implementation of National government policies and regulations in the counties Provide an enabling environment for the development of crops and inter and intra County trade Availing of farm inputs such as certified seeds, fertilizer and other planting materials Provision of infrastructure to promote agricultural production and marketing as well as

#	Name of Stakeholder	Role of Stakeholder	Stakeholder expectations From AFA	What AFA should do to meet stakeholder expectation	What stakeholder should do to assist AFA meet its mandate
					agro-processing and value chains;
5	KALRO and other research institutions	<ul style="list-style-type: none"> Conduct research 	<ul style="list-style-type: none"> Promote research Participate in determining priority areas in research 	<ul style="list-style-type: none"> Provide information on areas that need priority on research Disseminate information on research findings 	<ul style="list-style-type: none"> Provide research support to AFA programmes/initiatives
6	Kenya Industrial Research and Development Institute(KIRDI)	<ul style="list-style-type: none"> Conduct of research and development of industrial and allied technologies 	<ul style="list-style-type: none"> Promote research findings within the industry 	<ul style="list-style-type: none"> Provide information on priority areas Promote and disseminate findings within the industry within the industry 	<ul style="list-style-type: none"> Regularly develop new technologies Collaborate with other research institutions to promote industrial research Provide research support to AFA's initiatives
7	Kenya Bureau of Standards (KEBS)	<ul style="list-style-type: none"> Standardization Certification Quality Control 	<ul style="list-style-type: none"> Promotion of best practices Participation in standards committees 	<ul style="list-style-type: none"> Set, disseminate and enforce set standards Participate in standards committees 	<ul style="list-style-type: none"> Regular and consistent inspection and certification of institutions Enforce set standards
8	Kenya Plant Health Inspectorate Services (KEPHIS)	<ul style="list-style-type: none"> Disease and pest control Inspection of exports and imports and issuance of phytosanitary certificates 	<ul style="list-style-type: none"> Support sensitization programmes Collaboration and partnership 	<ul style="list-style-type: none"> Collaboration Establish traceability systems 	<ul style="list-style-type: none"> Partnership initiatives Promote disease and pest control in the crops subsectors Consistent and timely inspection of imports, exports and nurseries.
9	Certification Bodies (Africert, SGS, Bureau Veritas)	<ul style="list-style-type: none"> Certification Third party audit checks/ Check for conformity 	<ul style="list-style-type: none"> Creation of awareness on the available standards Enhance compliance with food standards Forge partnerships to promote regulation 	<ul style="list-style-type: none"> Sensitization on available standards Ensure enforcement of standards 	<ul style="list-style-type: none"> Participate in technical committees for standards

#	Name of Stakeholder	Role of Stakeholder	Stakeholder expectations From AFA	What AFA should do to meet stakeholder expectation	What stakeholder should do to assist AFA meet its mandate
			particularly in the food sector through provision of inspections and certifications.		
10	Kenya Accreditation Services (KENAS)	<ul style="list-style-type: none"> – Accreditation of inspection bodies 	<ul style="list-style-type: none"> – Accreditation of AFA – Encourage joint inspection – Regulations on compulsory accreditation of all labs and inspection bodies 	<ul style="list-style-type: none"> – Get accreditation – Sign MoUs on areas of collaboration <ul style="list-style-type: none"> – joint inspection 	<ul style="list-style-type: none"> – Train AFA on testing and inspection
11	Agriculture Finance Corporation/other financing institutions	<ul style="list-style-type: none"> – Provision of credit facilities to farmers 	<ul style="list-style-type: none"> – Collaboration and corporation with Commodities Fund – Provide trainings on financial management to County extension staff/farmers 	<ul style="list-style-type: none"> – Ensure collaboration and corporation – Hold regular farmer trainings in conjunction with counties 	<ul style="list-style-type: none"> – Provide affordable credit facilities
12	Development partners	<ul style="list-style-type: none"> – Technical and financial support 	<ul style="list-style-type: none"> – Conducive business environment – Good corporate governance – Access to up to date industry information 	<ul style="list-style-type: none"> – Offer facilitation, coordination, and networking – Ensure good corporate governance – Provide up to date industry information 	<ul style="list-style-type: none"> – Offer technical and financial support
13	National Irrigation Board (NIB)	<ul style="list-style-type: none"> – Provision of irrigation infrastructure – Promotion of irrigation initiatives 	<ul style="list-style-type: none"> – Collaboration and partnership in irrigation initiatives 	<ul style="list-style-type: none"> – Collaborate and partner with NIB – Promote the irrigation initiatives 	<ul style="list-style-type: none"> – Provide the necessary irrigation infrastructure

#	Name of Stakeholder	Role of Stakeholder	Stakeholder expectations From AFA	What AFA should do to meet stakeholder expectation	What stakeholder should do to assist AFA meet its mandate
14	Kenya Seed Company	<ul style="list-style-type: none"> Develop and market quality seeds 	<ul style="list-style-type: none"> Regulations to control agriculture prices Hold frequent stakeholder forums Enforcement of regulations 	<ul style="list-style-type: none"> Organise stakeholder forums Enforce regulations 	<ul style="list-style-type: none"> Participate in stakeholder forums
15	Kenya National Farmers Federation (KENAFF)	<ul style="list-style-type: none"> Ensure timely intervention in issues affecting farmers in the sector Registration of commodity associations 	<ul style="list-style-type: none"> Collaborate particularly in promotion of market linkages for smallholder farmers Collaborate in policy and stakeholder functions 	<ul style="list-style-type: none"> Enhance markets for smallholder farmers Organise regular stakeholder meetings 	<ul style="list-style-type: none"> Attend AFA stakeholder meetings
16	Farm input suppliers	<ul style="list-style-type: none"> Supply of farm inputs Provision of extension services 	<ul style="list-style-type: none"> Hold frequent stakeholder forums Enforcement of regulations 	<ul style="list-style-type: none"> Organise stakeholder forums Enforce regulations 	<ul style="list-style-type: none"> Promptly and efficiently deliver farm inputs and collaborate with AFA
17	Farmers	<ul style="list-style-type: none"> Production of crops Delivery of quality and secure products 	<ul style="list-style-type: none"> Provision of extension services Advocate on market accessibility Good prices on produce 	<ul style="list-style-type: none"> Partner with donors and other key institutions Efficient and effective service delivery Disseminate information on best practices Provide market information 	<ul style="list-style-type: none"> Comply with set guidelines and standards Provide feedback on AFA programmes
18	Farmer associations	<ul style="list-style-type: none"> Represent farmers' issues Marketing of farmer produce 	<ul style="list-style-type: none"> Dissemination of information Promote small holder participation in export markets 	<ul style="list-style-type: none"> Linkages to markets for small holders Disseminate industry information 	<ul style="list-style-type: none"> Comply with set rules Ensure good corporate governance

#	Name of Stakeholder	Role of Stakeholder	Stakeholder expectations From AFA	What AFA should do to meet stakeholder expectation	What stakeholder should do to assist AFA meet its mandate
19	Processors	<ul style="list-style-type: none"> Agro-processing and value addition Product diversification 	<ul style="list-style-type: none"> Linkage to markets Access to finance Investment incentives Promote new technologies 	<ul style="list-style-type: none"> Collaborate with financial institutions Promote investments in processing Link processors with markets 	<ul style="list-style-type: none"> Increase product diversification Adoption of appropriate technologies
20	Export Promotion Council	<ul style="list-style-type: none"> Export promotion and development 	<ul style="list-style-type: none"> Support through provision of industry information Collaboration and partnership 	<ul style="list-style-type: none"> Provide accurate and reliable industry information Form collaborations and partnerships 	<ul style="list-style-type: none"> Provide export market information Aggressive marketing of agriculture products Promote export of value added products
21	Domestic consumers	<ul style="list-style-type: none"> Provide domestic market for agricultural products 	<ul style="list-style-type: none"> Ensure secure and quality delivery of products 	<ul style="list-style-type: none"> Maintain high quality standards Adherence to the set standards 	<ul style="list-style-type: none"> Maintain loyalty to local products Give feedback on products
22	Employees (Internal stakeholders)	<ul style="list-style-type: none"> Delivering the operational mandate of AFA 	<ul style="list-style-type: none"> Payment for the services rendered Conducive work environment Timely service delivery Assign roles and responsibilities Harmonization of terms and conditions of employment 	<ul style="list-style-type: none"> Provide JD/ roles Provide policy guidelines Avail basic working tools and other working resources Build capacity/improve skills 	<ul style="list-style-type: none"> Perform expected roles and responsibilities Follow and adhere to set policies and guidelines

1.2. RATIONALE OF THE STRATEGIC PLAN

This Strategic Plan is a blueprint against which the strategic direction of AFA is documented. It is premised on the context introduced by the AFA Act 2013 and Crops Act 2013 and the operating environment that the Authority operates. It is anchored on global priorities such as Sustainable Development Goals and the National government policies such as Vision 2030, MTP III, the Big 4 Agenda and The Agriculture Sector Transformation and Growth Strategy (ASTGS). It takes into account the existing institutional frameworks, synergies that will accrue from collaboration with other institutions, economic indicators and agriculture sub sector performances that are likely to impact on the Authority's future operations. The approach adopted in the Strategic Planning process was participatory.

It also takes cognizance of the fact that a wide range of investors are involved in the agriculture sector and policies aim at increasing private investment in agriculture as well as ensuring that investments are sustainable. AFA aims at ensuring that policies, laws and regulations are well designed and effectively implemented to ensure that such investments bring both economic and social benefits to the country while guaranteeing a sustainable use of natural resources.

This Strategic Plan also takes into account the relationship between policies and productivity and sustainability outcomes and seeks to provide a platform where issues such as innovation, structural change, access to and impact on natural resources and climate change, as key drivers of productivity growth and sustainability are addressed.

In terms of promoting market integration and increasing competitiveness, this Strategic Plan intends to support the ability of poor producers to participate in new market opportunities and to ensure that nutritious, safe foods are available, accessible, and affordable. AFA will play the role of supporting the development of agricultural markets and value chains in which small holders can find profitable, yet low risk, market opportunities.

Value chain financing is an innovative terrain with promising opportunities for smallholders and offers the potential to link access to finance to productivity growth. Essentially, including agriculture in a broader financial agenda is increasingly being recognized. AFA, in this Strategic Plan will play a facilitative role in linking agriculture sector players to innovative financing through public-private or donor facilitated mechanisms such as equity financing, refinancing, guarantee funds to allow development of new financial products and fiscal incentives to financial institutions providing inclusive services to rural areas. AFA will also facilitate funds to boost the Commodities Fund.

AFA realizes that new market opportunities are often linked to collaborative arrangements between smallholders and larger private sector enterprises and larger enterprises – retailers, processors, providers of inputs and technical assistance, amongst others. To this end, AFA will promote a variety of arrangements such as contract farming, out-grower schemes and others that provide incentives for smallholders to engage in activities that are more productive by providing an enabling environment as well as a supportive role. AFA will also encourage smallholders to organize themselves into producer agro-clusters and value chain participant councils as a key enabling factor for them to



engage profitably and at reduced risk in new markets, benefit from economies of scale in access of inputs and services, information, capital, markets and negotiations with other actors.

To address the issue of post-harvest losses, AFA will take a comprehensive approach that links research and development to technology dissemination, advisory services, infrastructural development, capacity building and institutional innovation in all segments off the agricultural value chain where losses occur. Efforts to reduce post-harvest losses will be stepped up with improved technologies and will cover a large segment of the value chains, including preservation, conservation, safety and quality control or enhancement, processing, packaging, storage, distribution and marketing. AFA intends to actively engage the counties in the establishment of small scale-community processing centres.

Human capital development including health, nutrition, education, and skills development is essential for the success of this Strategic Plan. AFA will work very closely with the County governments to promote human capital development and agricultural productivity growth for small holders, women and men alike and with particular attention to the youth. This will be done through the provision of targeted, well- designed and gender sensitive social safety-net programmes that meet the immediate food and nutrition needs of small holders and their households, and that help reduce risks and costs associated with the adoption of more productive and sustainable practices and technologies.

The strategic initiatives and action plans thereof address the above-mentioned issues in five strategic goals namely:

- 1) Boost agricultural growth and productivity
- 2) Upgrading Kenya's agricultural value chains for job and income creation
- 3) Market access and integration into global value chains
- 4) Establish and enforce agriculture sector regulations
- 5) Strengthening AFA's institutional framework for operational excellence, while nurturing the human capital development and managing change during the transition

1.3 OUTLINE OF THE STRATEGIC PLAN

The Strategic Plan is set out in six chapters as outlined below:

Table 2: Outline of the Strategic Plan

No.	Section	Description
1	Introduction	This section gives a brief description of AFA – its history and key functions. It also gives the rationale for developing the plan
2	Situational Analysis	This section covers an analysis of the Authority's internal and external environment: <ul style="list-style-type: none"> • Analysis of the external environment entails a review of the global agriculture megatrends, the performance of the sector in Kenya and value chain analysis of key sub sectors • Analysis of the internal environment entails a high level capability assessment and a SWOT Analysis for the Authority
3	AFA's Strategic Framework	This section outlines the strategic focus that AFA will adopt in order to achieve transformation. The key strategic elements identified are the building blocks of AFA's strategy for the next five years. The section also outlines AFA's Vision, Mission and Core Values.
4	Implementation Plan	This section provides a detailed implementation plan outlining the timeframe, responsibility and targets for each of the strategic initiatives that the Authority has set out to achieve.
5	Monitoring and Evaluation Framework	This section sets out a monitoring and evaluation framework to monitor the implementation of this Strategic Plan at various levels.
6	Risk Management Framework	This section outlines the possible risks that the Authority might face while implementing the Strategic Plan and proposed mitigation for these risks.
7	Resource Mobilization/Financing the strategy	This section seeks to inform and guide AFA's efforts towards sustainable financing of its programmes and operations

2. SITUATIONAL ANALYSIS

The situational analysis provides context to the Strategic Plan. It includes an analysis of both the external and internal environment within which AFA operates.

2.1 EXTERNAL ENVIRONMENT

The analysis of AFA's external environment was based on both secondary (desk research) and primary (interviews) methodology where existing data from various sources was identified, collated, analyzed and reported. This section provides a brief look at the following:

- 1) Global Agriculture Megatrends
- 2) Kenya Agriculture Sector Analysis
- 3) Review of the Agriculture Subsectors

2.1.1. Global Agriculture Megatrends

Global agriculture will face multiple challenges over the coming decades. It must produce more food to feed an increasingly affluent and growing world population that will demand a more diverse diet, contribute to overall development and poverty alleviation in many developing countries, confront increased competition for alternative uses of finite land and water resources, adapt to climate change and contribute to preserving biodiversity and restoring fragile ecosystems. Climate change will bring higher average temperatures, changes in rainfall patterns, and more frequent extreme events, multiplying the threats to sustainable food security.

The major global trends that are shaping the agriculture sector include:

1. Productivity and Sustainability

Estimates suggest that the world population will be about 9.1 billion persons by 2050, up from the current population of 7 Billion. Thus, global demand for food, feeds and biofuel is well established. Income growth will increase the quantity and change the composition of agricultural commodity demand. The use of agricultural commodities in the production of biofuels will also continue to grow. By 2050, agricultural production would need to grow globally by 70% over the same period, and more specifically by almost 100% in developing countries to feed the growing population alone, excluding demand for crops as feed stock for the biofuel sector.

Efforts to increase food production will take place within an environment characterised by scarcity of natural resources. In many regions, there is little room for expansion of arable land, with virtually no additional land available. Where there is land such as Sub Saharan Africa and Latin America, 70% of the land suffers from soil and terrain constraints.

The competition between agriculture, cities and industries for the use of water will intensify with most regions reaching alarming water stress and pollution. Global fresh water resources will be further strained with over 40% of the world's population projected to be living in river basins experiencing severe water stress by 2050.

The past century has seen a great loss in biodiversity through habitat destruction, mainly due to deforestation. Maintenance of biodiversity is crucial for sustainability and resilience of farming



systems as it builds the capacity to absorb shocks – being that biodiversity underpins agriculture and food security through the provision of genetic material needed for crop and livestock breeding. Global agriculture will also need to adapt to climate change.

2. Investments in Agriculture

The trend in financing investments in the agricultural sector has been shifting to public-private-partnerships especially where there are mutual benefits. Investments in agriculture encompass both public and private spending on natural capital (land, water and biodiversity), physical capital (animals, machinery, irrigation systems, storage, processing and marketing facilities, roads, ports and other “hard” infrastructure on or off-farm, human capital (health, education, training, and advisory services, and knowledge capital (research, technology development and organisational and other innovations). These investments types complement each other in the production process and contribute to increase in productivity.

Globally, on-farm investments reflected by the volume of agricultural capital stock have increased over time, with the increase concentrated in low and middle-income countries. The impact on productivity is enhanced by small holders in developing countries who have invested in their own labour and part of their income to improve land, acquire new equipment, expand livestock herds and farms, and invest in storage and post-production chain to increase their efficiency and minimize losses.

3. Changes in Agricultural Innovation Systems (AIS)

Many countries have reviewed their agricultural innovation in recent years in response to concerns about low uptake of innovation and the need to increase performance to respond to emerging and pressing challenges. There has been a major shift from the supply-driven innovation model to knowledge specific and often location specific farming systems which conserve and enhance natural resources. Nowadays, Marketing or organisational innovations appear to receive more attention.

Innovation is also increasingly taking place in a network based setting which fosters interaction and learning. There is a growing recognition of the role of other actors such as farmers, extension services, upstream and downstream industries, consumers, civil society and information brokers. Working with farmers to validate and adapt technologies in an integrated way is increasingly becoming important. Weak institutions and lack of resources have contributed to the challenges facing developing countries in the implementation of AIS.

Another trend in AIS is the reduced government involvement in the delivery of extension services. This has permitted the emergence of other intermediaries, such as information brokers who can articulate farmers’ demand for research and help them access technology and knowledge, or who are associated with creating linkages in value chains. Governments have encouraged public research institutions to engage in public-private-partnerships with producer organisations and the agrifood industry.

Some of the notable new technologies that are transforming agriculture from a labor intensive industry to capital intensive include advanced robots which have helped automate labor-intensive tasks such that farmers are able to monitor the technology executing the tasks and intervene only



when something is not right. Sensors that capture key data e.g. nutrients in the soil or crop and analytics done by dedicated software platforms process and analyze information are also common.

4. Enhancing Market Access

The penetration of market economy into formerly isolated and remote areas opens up opportunities for raising agricultural and agro-industrial productivity, providing employment for the local population and generating value-addition options for the local community, particularly in rural areas which are facing pervasive problems of food insecurity, poverty, malnutrition and limited competitiveness. Strong linkages to markets for poor rural producers are essential to increasing agricultural production, generating economic growth in rural areas and reducing hunger and poverty. Improving these linkages creates a virtuous circle by boosting productivity, increasing incomes and strengthening food security.

Better access by small producers to domestic and international markets means that they can reliably sell more produce at higher prices. This in turn encourages farmers to invest in their own businesses and increase the quantity and quality of the goods they produce. Seizing emerging opportunities for promoting agribusiness in the new global context is, therefore, imperative for prosperity and economic development.

Trade liberalization and regional integration has widened the markets available for agricultural products. To fully exploit these markets, there is an increased need to ensure compliance to product requirements especially from the developed markets.

5. Farm Consolidation

There is a global shift away from traditional farming to land consolidation which has enabled the entry of two new classes of owners. These are individual strategic investors and countries looking to acquire foreign land to secure their National food supply and, institutional investors and investment firms lured by the potential returns to be gained from increasingly scarce agricultural land and rising food prices.

6. Global Population Growth, Economic Growth and Urbanization

Developing nations have driven much of the global economic growth in recent years. The economic growth can be attributed to a rapidly growing population and rising incomes in the developing world led by China and India. World population is now growing faster than the ability to increase agricultural productivity, placing increased value on food, with resultant food inflation. With over 9 billion mouths to feed within the next 30 years, agricultural production improvements will be critical.

Another important characteristic of the robust economic growth in the developing world is the trend towards increasing urbanization. As people move from the rural areas to the city, their eating patterns change and they demand more variety in their diet - more meat and protein, more fruits and vegetables and more processed and packaged convenience foods. Urbanization also means that people eat out more often.

7. Mechanization in Agriculture

Challenges in labour supply and rising agricultural wages have led to increased production costs necessitating the mechanization of operations to reduce costs, enhance productivity and efficiency and save time to raise agricultural production.

8. Increasing Consumer Awareness and Changing Consumer Preference

Empowered by information, consumers have become more aware and more demanding. Health has become a particularly important driver of food choice and consumption patterns. There is a paradigm shift towards consumption of healthy, nutritional, clean, green and ethically produced products especially in developed countries. Consumers, particularly in the developed countries, have a strong say about an industry's production and procedures for their businesses. In response, stakeholders throughout the food value chain are becoming more consumer focused.

2.1.2. Kenya Agriculture Sector Analysis

Agriculture is the backbone of Kenya's economy and a means of livelihood for most of the rural population. The sector employs at least 30% of all workers in the formal sector and about accounts for 62% of jobs in the informal sector. The sector is also responsible for providing food security for the population and raw materials for the agro-based industries. It further provides forward and backward linkages to other sectors and is a huge foreign exchange earner for the country.

In 2017, National Economic Growth declined to 4.9% from a growth of 5.9% in 2016. During the same period, Agriculture contributed 31.5 % of the GDP out of which 24.9% was derived from growing of crops. Overall, the sector recorded a decline from 4.7% in 2016 to 1.6% in 2017 due to severe drought, the impact of the electioneering period and an infestation of the Fall Army Worm.

The agriculture sector comprises six subsectors namely: industrial crops, food crops, horticulture, livestock, fisheries and forestry and employs such factors of production as land, water and farmer institutions (cooperatives, associations). Industrial crops contribute 17% of the AgGDP and 55% of agricultural exports. Horticulture, which has recorded a remarkable export driven growth in the past 5 years and is now the largest subsector, contributes 33% of the AgGDP and 38% of export earnings.



Horticulture, Tea and Coffee: Kenya's leading agricultural export products

According to the Agriculture Sector Development Strategy 2010 – 2020, the overall development and growth of the sector is anchored on two strategic drivers:

- 1) Increasing productivity, commercialization and competitiveness of agricultural commodities and enterprises; and

- 2) Developing and managing key factors of production.

The government has also set out some policy interventions to increase the performance of the sector which include:

- 1) Expediting the establishment of fertilizer blending factories to reduce the cost of agricultural inputs to farmers;
- 2) Increasing investment in irrigation to reduce dependency on rain fed agriculture and increase amount of land under crop production; and
- 3) In collaboration with County governments, ensure that each County has at least one agricultural value addition processing plant.

AFA's collaboration with the counties will be key to the achievement of its mandate and to the success of this plan given that under the current Kenyan Constitution, agriculture is a devolved function. The Fourth Schedule of the Constitution provides for the distribution of functions between the National and County governments. According to the schedule, the functions of the County governments include crop husbandry and plant disease control, while those of the National government include capacity building and technical assistance to the counties, agricultural research and technology, policy formulation, development of regulations and collection and management of agricultural information. Other functions like resource mobilization for agricultural research and coordination of value addition activities are concurrent functions to be carried out together by the two levels of government.

2.1.2.1 Kenya Agriculture Sector Policy and Institutional Frameworks

An analysis of the institutional frameworks that guide agricultural production in Kenya highlight some challenges that AFA needs to take into account. These challenges have been summarized below.

Table 3: Summary of Key Challenges on Policy and Institutional Frameworks

	Key Challenges	Key Strategic Priorities
Policy frameworks	Disharmony between National policies related to food matters: food safety, food security & nutrition	Collaboration with MOALFI and delineation of functions on matters pertaining to policies on agricultural production, processing, marketing and food safety
	Unclear policy and mandate in matters of food regulation: (1) animal feeds; (2) processed food	Review of policies and laws to make clear AFA's role in agro-processing and control of processed foods
	Multiple agencies with overlapping mandates on food	Forge clear partnerships with National bodies and delineate functions - MOALFI, NCPB, NEMA, PCPB, KEBS, KEPHIS and County government
Institutional frameworks	Weak participation in standards development and compliance	<ol style="list-style-type: none"> 1) Strengthen participation in standards development activities through collaboration with KEPHIS, KEBS and other stakeholders on standards for food products of plant origin 2) Get more involved in relevant technical committees of KEBS for standards development eg. Cereals & Pulses 3) Participate in the National Food Safety Coordination Committee activities and establish public-private

	Key Challenges	Key Strategic Priorities
		platforms to discuss compliance issues for standards and technical regulations
	Draft regulations not consistent with WTO, TBT and SPS agreements	Finalize draft regulations and notify in accordance with SPS and TBT agreements
	AFA does not utilize effectively conformity assessment services (Testing, Calibration, inspections certification and accreditation) provided by various conformity assessment bodies in Kenya	Explore existing conformity assessment infrastructure and optimize on partnerships to improve service delivery
Key institutions linking with AFA	Weak collaboration and/or partnerships with relevant institutions providing services to AFA such as KEPHIS, KEBS, KENAS	Strengthen inter-sectoral linkages in agricultural production, value addition and market access for commodities of products developed from the various crops value chains

2.1.3. Review of the Agriculture Subsectors

An analysis of the various sub sectors where AFA has the mandate to develop showed that common challenges exist across the value chains. The Table below highlights the challenges across the various functions of the crops value chains.

2.1.3.1 Challenges Across the Sub Sectors

The Table below highlights the challenges across the various functions of the crops value chains

Table 4: Challenges across the Various Functions of the Crops Value Chains

Value Chain Function	Challenges
Sourcing of inputs & supplies	<ol style="list-style-type: none"> 1) High costs of inputs 2) Difficulty in accessing credit 3) Inadequate and low quality planting materials
Production capacity and technology	<ol style="list-style-type: none"> 1) Land fragmentation 2) Unpredictable climatic conditions 3) Inadequate funding for Research and Development (R&D) 4) Inadequate sharing of research information and poor technology transfer mechanisms 5) High cost of energy mostly from wood-fuel 6) Poor marketing channels 7) Competing business ventures e.g. real estate replacing agriculture 8) Failing cooperative movements 9) Low efficiency levels of firms 10) Poor post-harvest handling 11) High processing costs mainly due to obsolete technology

Value Chain Function	Challenges
	12) Low investment in research and plant variety improvement technologies 13) Restrictive legislation on tissue culture e.g. on BT cotton 14) Monopolistic operations of certain value chains
3.End markets and trade	1) Exposure to the vagaries of fluctuating export market prices 2) Cheap imports from other countries 3) Low value addition 4) Exportation of raw agricultural produce 5) Overreliance on traditional markets with minimal efforts to venture into new ones 6) Tightening market requirements in traditional export markets 7) Complicated market entry requirements 8) Minimal promotional activities for some of the crops
4.Governance of the value chains	1) Bottlenecks in the working protocol with the County governments 2) Weak leverage for farmers due to mismanagement of cooperative societies and other farmers' organizations 3) Mismanagement of processing plants especially parastatals 4) Non-compliance and non-enforcement of licensing requirements 5) Cartels in the marketing channel leading to exploitation of farmers
5.Sustainable production and energy use	1) High cost of power 2) Lack of training and enforcement of Good Agricultural Practices (GAPs) and Good Manufacturing Practices (GMPs) among farmers and processors leading to destruction of the environment 3) Poor disposal of waste products
6.Value chain finance	1) Opportunities for PPPs to inject private sector capital under utilized 2) Limited financing opportunities for smallholder producers due to lack of collateral 3) High financial risks associated with agricultural value chains

2.1.3.2 Strategic Issues /Key Result Areas for the Crops Value Chains

To address the various challenges facing the policy frameworks, institutional frameworks and the crops value chains, AFA will focus on the strategic issues highlighted below:

- 1) Boost agricultural productivity for food and nutrition security and for economic development
- 2) Introduce measures for upgrading value chains including agro-processing and value addition
- 3) Exploit domestic, regional and international demand by strengthening measures for trade and marketing of agricultural produce



- 4) Strengthen partnerships and collaborations with relevant institutions and the private sector in each value chain
- 5) Develop mechanisms for innovative financing of the value chains
- 6) Mainstream sustainability in production, value addition and marketing of agricultural produce
- 7) Review policy and institutional frameworks for each value chain
- 8) Undertake policy and legislation reviews on taxation, registration and licensing of actors
- 9) Review regulations in line with relevant National, regional and international standards
- 10) Strengthen conformity assessment infrastructure (testing, inspection and certification) for effective implementation of standards and regulations in the different value chains

2.2 INTERNAL ENVIRONMENT

The review of the internal environment of AFA focuses on the following:

1. Role of AFA in crops development
2. A high level capability assessment of AFA
3. Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

2.2.1. Role of AFA in Crops Development

The First Schedule of the Crops Act lists 110 crops that have been scheduled. These crops are categorized into three: crops with a breeding program under compulsory certification, crops with a breeding program under voluntary certification and crops without a breeding program. AFA's mandate is to develop, promote and regulate all the scheduled crops. In the theme of transforming agriculture to enhance National development, AFA will therefore identify the inter linkages that can exist with other sectors. A Table highlighting the scheduled crops, the value addition opportunities for each crop and potential for inter linkages with other sectors is attached as Appendix 1.

In addition, AFA's mandate provides for the right to look out for new and emerging crops of social and economic importance and make recommendations to the Cabinet Secretary for their scheduling. In order to achieve this, AFA will need to develop criteria for scheduling of crops. The annual and mid-year reviews of the Strategic Plan will identify key trends including emerging crops and allow for incorporations of such crops into the plan.

2.2.2. High Level Capability Assessment and Review of AFA's Current Operating Model

The Table below presents a detailed review of AFA's operational aspects taking into account the challenges brought about by the merger of former Boards. The Table also summarizes the key strategic priorities and interventions by AFA for the next five years.

Table 5: Summary Findings of the Capability Assessment

Operational Area	Summary of Improvement Areas/ Key Strategic Priorities
Organizational structure	<ol style="list-style-type: none"> 1) Implementation of harmonized terms of service, salaries, payroll and job description across the Authority as recommended through a job evaluation 2) Full implementation of the human resources management manual 3) Need for communication on the new organization structure and clear reporting lines among all the staff 4) Need for a comprehensive culture and change management strategy
Processes	<ol style="list-style-type: none"> 1) Best practice recommends that business processes should inform development of manuals. AFA therefore needs to develop high-level process maps that will guide in development of manuals. 2) Guided by the process maps, AFA needs to develop comprehensive policies and procedures manuals for all the Departments and Directorates to guide operations. The existing manuals e.g. Finance, Audit, Communications and ICT are still in draft form. The manuals developed should be standardized and approved for the support functions. 3) Continuously conduct training and sensitization of staff on the manuals

Operational Area	Summary of Improvement Areas/ Key Strategic Priorities
Capacity and Skills	<ol style="list-style-type: none"> 1) Need to rationalize the current capacity against the proposed capacity for all the Departments and Directorates. The structure should support the Strategy 2) Need for continuous training and capacity building to staff particularly to those who were redeployed to different Departments and Directorates 3) Finalization of the job evaluation process
Regulation Strategy	<p>There is need for AFA to work with other players to effectively enforce regulations across all the value chains. Some of the ways through which AFA could collaborate with other players include:</p> <ul style="list-style-type: none"> • Self-regulation – where rules and regulations can be mainstreamed into private associations • Co-regulation with counties and other regulators • Delegation of certain compliance activities
Corporate Governance	<ol style="list-style-type: none"> 1) A clear organization structure to support the Strategic Plan 2) There is need for collaboration in enforcement of good corporate governance between AFA and value chain actors in both the County and National Governments
Information Systems	<ol style="list-style-type: none"> 1) Fully operationalize the ERP system and EDMS 2) Increase the levels of automation in AFA 3) Enforce the Disaster Recovery Plan (DRP) 4) Upgrade of the network infrastructure 5) Develop an ICT strategy, policies and procedures manuals 6) Develop a system for online licensing, compliance checks and connection with relevant stakeholders 7) Installation of switchboard and office extension to be made operational
Risk Management	<ol style="list-style-type: none"> 1) Develop and implement an AFA risk management policy 2) Monitor implementation of the risk management framework
Financial Management	<ol style="list-style-type: none"> 1) Develop and implement an asset management and tenancy policy 2) Fully Implement the Public Finance Management Act, 2012 3) Asset management to cover tenancy agreements
Service Delivery	<ol style="list-style-type: none"> 1) Develop and implement a stakeholder engagement framework that details respective roles and responsibilities 2) Public participation in promoting National cohesion 3) Public participation in development of policies for regulation, development and promotion of scheduled crops 4) Avail AFA service charters at all service points 5) Conduct customer satisfaction surveys 6) Increased service delivery through private sector partnerships and organizations

2.2.3. Strengths, Weakness, Opportunities and Threats (SWOT) Analysis

The SWOT analysis derived from the interviews with stakeholders and from the Strategic Planning workshop is summarized in the Table below. The analysis will allow the Authority to find the best match between external trends (Opportunities and Threats) and internal capabilities (Strengths and Weaknesses).

Table 6: SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1) The Authority's establishment and mandate entrenched in law 2) Physical presence in multiple geographical zones 3) Enhanced synergies and a solid asset base following the merger of former institutions 4) Stronger bargaining power with the stakeholders 5) Highly competent human resources 6) Availability of modern technologies including GIS, ERP, ERM and EPM 	<ol style="list-style-type: none"> 1) Lack of unified organization culture 2) Gaps in organizational structure 3) Highly bureaucratic processes 4) Non implementation of the harmonized AFA organization structure 5) Weak corporate governance structures 6) Legal and financial liabilities inherited from former Statutory boards 7) Existing regulatory loopholes 8) Inadequate office infrastructure and equipment especially in the satellite stations 9) Lack of integration of various computer systems and software 10) Weak negotiating capacity among Kenyan representatives in international trade protocols 11) Lack of a robust risk management framework
Opportunities	Threats
<ol style="list-style-type: none"> 1) Stakeholder goodwill 2) Huge market opportunities for value added products 3) Revenue raised through conformity services 4) Certification of primary products to conform to domestic food safety standards 5) Capacity to Compliance to international quality standards to safeguard market share 6) Mapping and zoning of scheduled crops for land use optimization 7) Existing linkages and collaboration with private and public research institutions 8) Optimization of opportunities available in existing and emerging regional and international trading blocs 	<ol style="list-style-type: none"> 1) Lack of an overarching agricultural policy 2) Lack of strategies and policies to upgrade scheduled crops value chains 3) Intra value chain governance issues 4) Lack of prioritization of agricultural activities by the County governments 5) Political interference 6) Climate change affecting development of the sector 7) Overreliance on traditional markets for the agriculture products 8) Low levels of compliance to regulations by stakeholders due to a weak legal & regulatory framework 9) Weak negotiating capacity among Kenyan representatives in international trade protocols

9) Increasing technology advancement in the sector	10) Unfavourable provisions in international trade agreements
10) Collaboration with other players to enforce regulations e.g. self-regulation, co-regulation and delegation	11) Vulnerability to the global shocks that affect export markets
11) Collaboration with County governments	
12) Enforce regulations across the different sub sectors	

2 3.0 AFA'S STRATEGIC FRAMEWORK

AFA recognizes that it must anchor its operations on certain principles and values. The Vision, Mission and Core Values will guide the implementation of the Authority's proposed strategies, objectives and activities.

3.1 MISSION

"To sustainably develop and promote scheduled crops value chains through effective regulation for economic growth and transformation"

3.2 VISION

"To be a world class regulator in the agricultural sector"

3.3 CORE VALUES

Professionalism, Integrity, Customer Focus, Team work, Innovativeness

3.4 STRATEGIC THEMES

Strategic themes spell out the key areas of focus by the Authority in the next five years. They are as follows:

- a. **Operational Excellence** - AFA will attain this through a number of initiatives namely: undertaking a business processes transformation exercise; automation of processes; increasing employee productivity; enhancing financial management; appraisal of investment portfolios and returns; periodic auditing of systems and operations; and compliance to the AFA Act, Crops Act and AFA's governance and risk management framework.

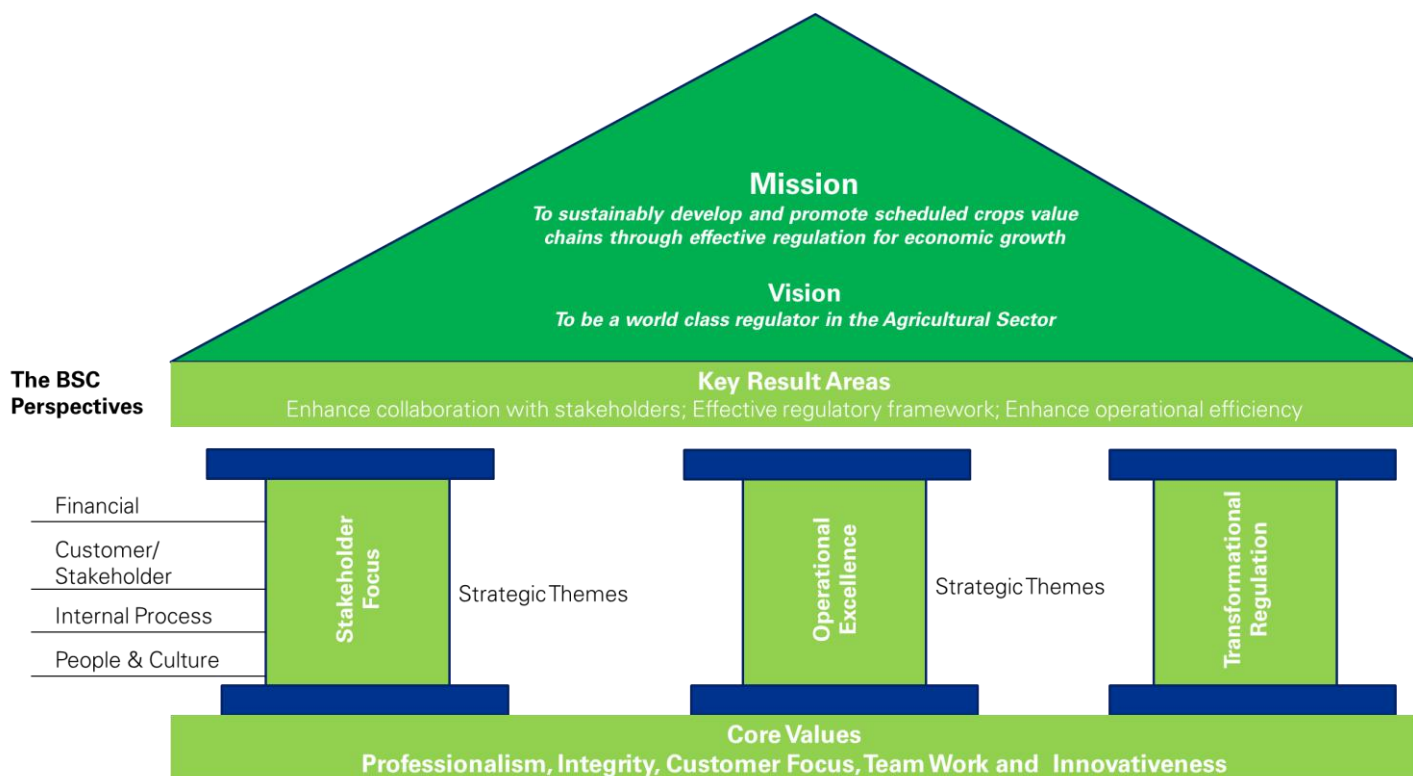
To ensure AFA achieves operational excellence, governance and leadership will be at the core. AFA will strive to provide exemplary leadership at both board and management levels and promote accountability, transparency and prudent management and investment of AFA resources at all levels of the Authority. AFA's leadership is committed to fighting corruption at all levels.

AFA will also develop and implement a risk management framework and put in place an effective risk management function for proactive identification, evaluation and management of risks. To ensure independence, AFA will set up an independent internal audit function to provide oversight and report to the Board.

- b. Stakeholder Focus** – AFA will place considerable focus on collaborating with various stakeholders across the value chains among them County governments, state and non – state actors and farmer groups. The Strategic Plan outlines the need to identify customer needs and to timely resolve customer complaints, enhance and strengthen customers' relationship, hold frequent stakeholder forums and strive to attain a customer satisfaction index of 80% by 2022.
- c. Transformational Regulation**– AFA will develop the sub-sector regulations, work with other players to effectively enforce the regulations across all the value chains through mechanisms such as self-regulation, co-regulation and delegation. AFA will focus on ensuring consumer protection and build competitiveness in the agriculture sector. With the increase focus on the quality of produce and products in the agriculture sector, AFA' aim will be to become a competent authority in the certification of primary agricultural products especially since there is pronounced focus agriculture sector.

These strategic themes provide for an internally consistent strategy that addresses the envisaged challenges, creates the right institutional capacity and culture, focuses on performance and accountability, all safeguarded by an internal governance and risk framework that ensures that the Authority achieves its mandate.

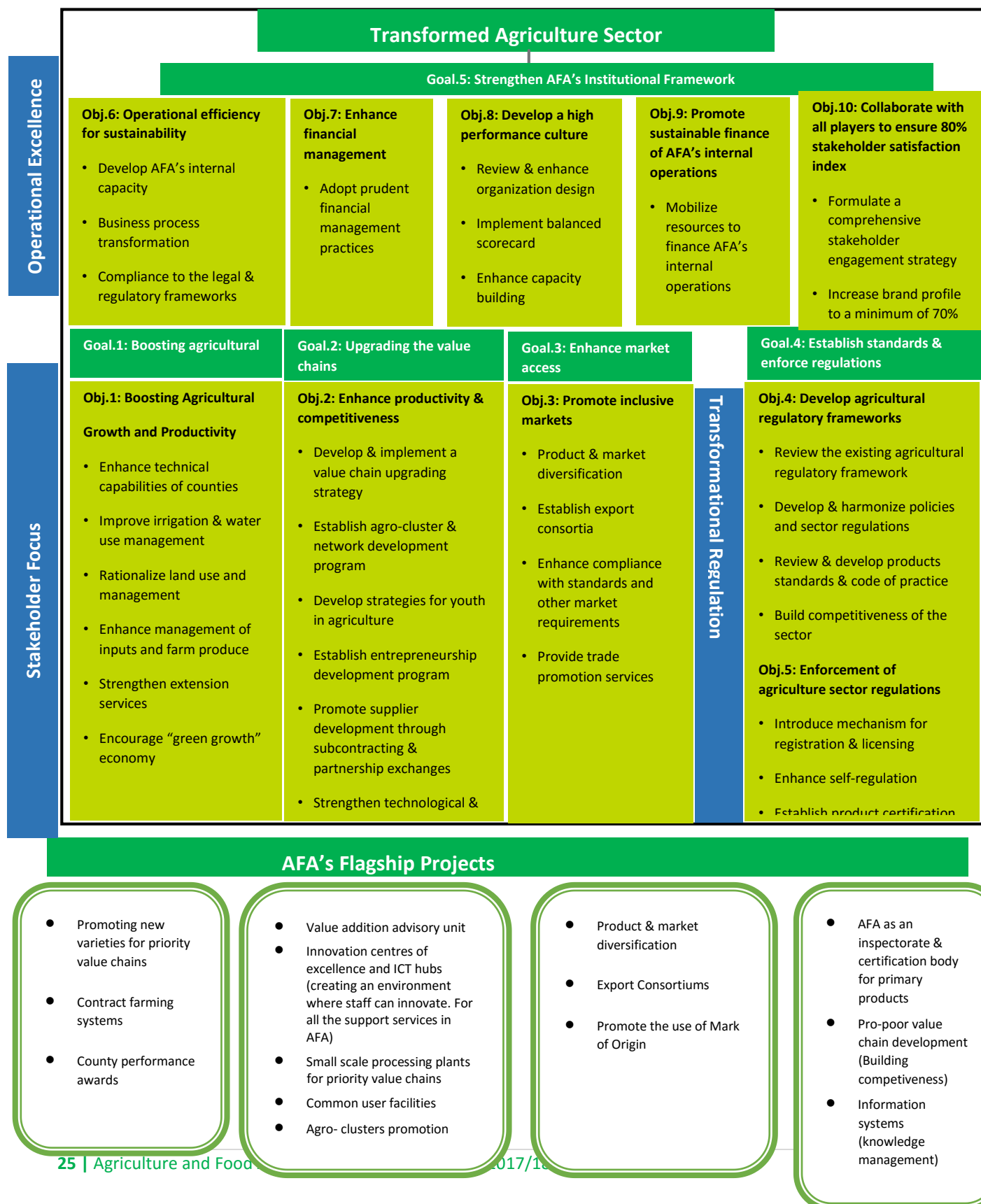
Figure 1: AFA's strategic framework



3.5 KEY TRANSFORMATIONAL AREAS

AFA's key transformation focus based on the strategic themes can be summed up into distinct areas as summarized in the illustration below:

Figure 2: AFA's key Transformation Areas



3.6 KEY TRANSFORMATION AREAS

AFA has set out the following goals in its Strategic Plan:

- 1) Boost agricultural growth and productivity
- 2) Upgrading Kenya's agricultural value chains for job and income creation
- 3) Market access and integration into global value chains
- 4) Establish and enforce agriculture sector regulations
- 5) Strengthening AFA's institutional framework to effectively deliver on its mandate

Goal 1: Boosting Agricultural Growth and Productivity

Objective 1: Boosting Agricultural Growth for Food and Nutrition Security in Kenya

The specific aim of this initiative is to promote increased agricultural production for food and nutrition security. The objective focuses on crops as envisaged in the Food and Nutrition Security pillar of the Big 4 agenda.

Target sub-sector

This objective targets the food crops sub-sector. Food crops are classified into cereals (maize, wheat, sorghum, rice, millet); pulses (beans, pigeon pea, cowpea, chickpea, green grams) and; roots and tubers (sweet potato, Irish potato, cassava, arrowroot and yam). These crops are considered food security crops. In Kenya, the main food crops are maize, rice, wheat, sorghum, potato, cassava, vegetables and beans.

Strategic Initiatives

Initiative 1.1: Enhance Technical Capabilities of the Counties to Increase Agricultural Production for Food Security and Wealth Creation

The objective of this initiative is to enhance the technical capabilities of the counties to increase agricultural production through the use of innovative research, extension and market-oriented solutions. The overarching idea is to boost farmers' capacity to produce food crops in more efficient, climate-resilient and environmentally responsible ways.

Building the capacity of counties will be considered as a multi-dimensional, total-systems approach and process involving the target County government, its staff and its relationships with the social and economic environment within which it operates.

Activities

- 1.1.1 Engage with the counties on capacity development
- 1.1.2 Carry out a capacity needs assessment
- 1.1.3 Develop joint strategies with counties on capacity building
- 1.1.4 Provide capacity building in the identified areas
- 1.1.5 Establish model nurseries and demonstration and bulking sites

1.1.6 Assess the impact of capacity development initiatives

Initiative 1.2: Collaborate with Relevant Institutions to Enhance Access to Quality Inputs

Activities

- 1.2.1 Facilitate the provision of superior planting materials to farmers e.g. Meristematic Tissue Culture sisal plantlets, Certified cotton seed
- 1.2.2 Sensitization of County government on the need for soil testing services to guide on appropriate nutrients
- 1.2.3 Train nursery operators and County staff on seedlings establishment and management
- 1.2.4 Contract nursery operators to propagate and produce coconut, cashew nuts, seedlings for distribution to farmers
- 1.2.5 Develop a collaboration framework for the various players involved in seed cane production including SRI, County government, KEPHIS, farmers and potential investors

Initiative 1.3: Crop Diversification to Enhance Food Security

Activities

- 1.3.1 Develop policy guidelines on crop diversification for food security
- 1.3.2 Establishment of model farms to show-case diversification

Initiative 1.4: Collaborate with Relevant Institutions to Enhance Irrigation and Water Use Management

Agricultural production through irrigation can be increased by up to 300 per cent. Irrigated land, which is only at 1.7% currently, contributes 3 percent of the GDP, and provides 18% of the value of all agricultural produce. The direct effect of irrigation is the immediate job creation of up to 15 persons per acre, the supply of adequate food for the population, and the guarantee of a reliable supply of raw materials for agro-industries, and the resultant socio-economic benefits. AFA in collaboration with the County governments and other agencies will promote expansion of irrigation mechanization in counties. The Authority will also seek to collaborate with relevant institutions to finalize and implement the draft policies and legal frameworks such as the National Irrigation Policy 2015 and the Irrigation Act 2015 that greatly affect the overall performance of the agricultural sector.

Activities

- 1.4.1 Develop joint strategies with counties, NIB and other agencies on enhancing irrigation and water use management practices in agriculture
- 1.4.2 Promote PPP investments in irrigated agriculture

Initiative 1.5: Optimization of Land Use

AFA in liaison with Ministries for Lands, Agriculture, Environment and the County governments will support development and implementation of policy, legal, regulatory and institutional reforms.



Transforming land use for better and sustainable use and management shall be addressed under the following interventions:

Activities:

- 1.5.1 Mapping of Scheduled crop areas using GIS technology
- 1.5.2 Facilitating stakeholder policy dialogue on optimal land use and sustainable agriculture
- 1.5.3 Enhancing institutional capacity for data collection and collation on agricultural land use

Initiative 1.6: Enhance Management of Inputs and Farm Produce

AFA will seek to provide technical assistance to counties on best practices on supply chain management of farm inputs. The approach will take into consideration the following factors -soil, pests and diseases, water and post-harvest management.

Activities

- 1.6.1 Develop comprehensive growers' manuals to guide production
- 1.6.2 Undertake a gap analysis for standards and regulation for input supply
- 1.6.3 In collaborations with (County government, KEBS, KEPHIS, PCPB) develop and implement standards and regulations for input supply
- 1.6.4 Develop a register of input suppliers and users
- 1.6.5 Publish and create awareness on the registered input suppliers and the accessibility of inputs

Initiative 1.7: Strengthen Extension Services

AFA will encourage the uptake and use of Good Agricultural Practices (GAPs) at farm level to enhance food productivity and security. In particular, AFA will train County government extension personnel and other stakeholders on GAPs and facilitate technology transfer including establishment of demonstration sites, experimental stations and seed farms for the development of varieties suitable to the agro-climatic conditions of the area and markets.

Activities:

- 1.7.1 Develop a research-extension-farmer engagement framework to facilitate the identification of research and extension gaps in order to provide innovative solutions
- 1.7.2 Develop a collaboration framework between County Governments and research institutions on the use of existing Agriculture Training Centers (ATCs) for innovation and technology transfer

Initiative 1.8. Encourage "Green Growth" Economy

Green growth is defined as fostering economic growth and development, while sustaining the natural asset base that provides the resources and environmental services on which our well-being relies. Increasing concerns about the sustainability of current patterns of economic growth underpin the demand for a greener model of growth.



AFA in conjunction with the Ministry of Environment and Natural Resources and other institutions will provide technical assistance to the counties in promoting the concept of green growth economy as a way of ensuring environmental protection and sustainability through agricultural practices.

Activities

- 1.8.1 Undertake sector-wise environmental audits to ensure compliance
- 1.8.2 Encourage diversification into appropriate non-traditional agricultural crops to safeguard the environment and vulnerability to climate change
- 1.8.3 Sensitize the value chain players on Best Environmental Practices (BEPs) in agriculture and the benefits such as carbon credits
- 1.8.4 Undertake capacity building programs on climate change adaptation and mitigation measures in agriculture
- 1.8.5 Continuously monitor emerging environmental issues that affect the value chains



Goal 2: Upgrading Kenya's Agricultural Value Chains for Employment Creation and Income Generation

Objective 1: To Enhance Competitiveness of Kenya's Agricultural Sector

Target sub-sector

This objective targets the industrial crops sub-sectors. The main industrial crops are Tea, Coffee, Sugar Cane, Cotton, Sunflower, Pyrethrum, Barley, Tobacco, Sisal, Coconut and Bixa, all of which contribute 55% of agricultural exports. This objective focuses on all counties with agro-ecological suitability for the various industrial crops as envisaged in the manufacturing pillar of the Big 4 agenda under agro processing.

Strategic Initiatives

Initiative 2.1: Develop and Implement Value Chain Upgrading Strategies

AFA will support and promote upgrading of pro-poor value chains by carrying out comprehensive appraisals on agricultural value chains under its scope to identify those that offer the most promising prospects for economic growth. This appraisal will be based on reviews of key issues that have an impact on economic development and Kenya's capacity as a country to produce and export commodities and manufactured products competitively.

The prioritization process will emphasize the potential for agricultural commercialization and agro-industrial development. Detailed value chain diagnostics of selected chains will then follow to inform choice of specific interventions to be implemented.

Activities

- 2.1.1 Select and prioritize agricultural value chains
- 2.1.2 Conduct value chain mapping and comprehensive appraisals with a focus on pro-poor considerations
- 2.1.3 Undertake feasibility studies on value addition for all the priority crops
- 2.1.4 Formulate an upgrading strategy for each selected value chain
- 2.1.5 Conduct international and regional comparative learning studies on best practices in production, marketing, regulation, governance, value chain development and value addition

Initiative 2.2: Enhancing Value Addition and Agro-Processing

Activities

- 2.2.1 Establish a value addition Centre of Excellence and information hub at AFA
- 2.2.2 Disseminate appropriate technologies on value addition
- 2.2.3 Promote product diversification e.g. specialty tea and Robusta coffee
- 2.2.4 Equip the technology incubation Centre at KALRO Tea Research Institute
- 2.2.5 Set up a common user facility at Dongo Kundu Special Economic Zone to promote SMEs

Initiative 2.3: Establish Agro-Cluster and Network Development Programme

AFA will drive cluster and network development to foster linkages among farms/firms as well as collaborative relations with local support institutions. This drive is expected to promote collective efforts so that SMEs combine their strengths and jointly take advantage of market opportunities or solve common problems. The methodology used enhances cooperation among producers located in close proximity to each other, both in terms of improved logistics and information exchange.

Ensuring good corporate governance will be key to ensuring sustainability of the clusters. AFA will therefore work closely with the State Department of Co-operatives under the Ministry of Industry, Trade and Cooperatives to ensure that governance is mainstreamed in the clusters' operations.

1) Producer Agro-Clusters (Cooperatives and Farmer Groups)

Primary production clusters, such as producer groups/cooperatives are an important avenue for promotion of agro-processing and value addition and for establishment of contracts with suppliers of inputs or buyers of produce. The producer agro-clusters will come together to:

- 1) Improve supply of inputs
- 2) Enhance access to agricultural credit
- 3) Promote value addition
- 4) Promote establishment of small scale agro-processing plants and product diversification
- 5) Facilitate marketing of produce

In this Strategic Plan, AFA plans to support the counties by collaborating with organizations such as the Kenya National Farmers' Federation (KENAFF) and other private sector players at the primary production level in promoting cluster formation across all the scheduled crops and for connected purposes. The agro-clusters will be driven at the ward, County, regional and country levels.

AFA will also support the County governments in the setting up of small-scale processing plants to promote agro-processing. Several local private sector players provide small-scale processing plants which AFA seeks to promote for partnerships with County governments.

2) Value Chain Participant Councils

AFA will support the counties in driving the establishment of value chain participant councils, which serve as stakeholder consultation platforms, with emphasis on promoting agribusiness. The councils, driven by the private sector will consist of all actors along the value chain and representatives of support institutions. The purpose of the council will be to provide a platform for all stakeholders along the value chain to discuss matters that affect them.

Activities

- 2.3.1 Facilitate cluster selection and formation
- 2.3.2 Set up Value Chain Participant Councils and facilitate regular forums
- 2.3.3 Undertake capacity assessment studies for the clusters to determine the capacity and training needs

- 2.3.4 Vision building and action planning – the formulation of a Vision and a corresponding development strategy shared by the entire cluster
- 2.3.5 Develop and implement a capacity-building programme for the clusters on governance and management practices and guide the development of governance codes

Initiative 2.4: Strengthen Technological and Innovation Capabilities

Promoting agricultural productivity and production capacities depends on the country's ability to invest in production technologies and promote relevant innovations. Strengthening such capacity calls for technological advancement and skills development. New learning and innovation platforms involving regional integration and increasing funding for science, technology and innovation are necessary ingredients for catching up. However, this must be done in the framework of public private partnership and by linking research to agro-industry.

In strengthening technological and innovation capabilities AFA will:

- 1) Facilitate the strengthening of agro-industrial linkages that improve opportunities for value addition and serve as effective means of achieving economic transformation and sustainable livelihoods
- 2) Establish Technology and Innovation Centres of Excellence for each of the agricultural value chains with strong linkages to KALRO, KIRDI and other research organizations in the country. Staff to man these innovation centers will be recruited while AFA will provide a conducive environment for innovativeness and encourage staff in line with its Rewards Policy
- 3) Carry out capacity building at institutional and industry levels as a means of enhancing industrial productivity and marketing performance
- 4) Establish innovation systems to facilitate transfer of technologies from researchers to producers
- 5) Create innovation networks – systems of networking and collaboration in innovation

Activities

- 2.4.1 Integrate science, technology and innovation in AFA strategies
- 2.4.2 Establish relevant formal partnerships with research organizations on technology & innovation
- 2.4.3 Hold innovation awards events to recognize top innovators in the sector
- 2.4.4 Train and sensitize cottage industries on good manufacturing and hygiene practices
- 2.4.5 Facilitate comparative learning tours with leading industries in various countries
- 2.4.6 Create internal and external centers of excellence
- 2.4.7 Create a quality circle/ think tank that meets regularly to brainstorm on innovations
- 2.4.8 Organize innovation and power talks/forums for staff

Goal 3: Enhancing Market Access and Integration into Global Value Chains

Objective 1: To Promote Market Access of Kenya's Agricultural Products

The specific objective of this initiative is to promote inclusive market access of Kenya's agricultural products.

Target sub-sectors

The target sub-sector for this initiative is small holder farmers. AFA will focus on market access for produce from the smallholder farmers and integration into global value chains by facilitating the acquisition of technological capabilities and market linkages that will enable firms to improve their competitiveness and move into higher-value activities.

Strategic Initiatives

Initiative 3.1: Promote Increase in Product and Market Diversification

AFA through the County governments will promote growth strategies based on product diversification including the possible exploration of composite products and consistently support the development of agro-value chains. Product diversification may be achieved through improving, altering or changing the current crops.

To facilitate this initiative, AFA will undertake the following activities:

Activities

- 3.1.1 Undertake research on potential international, regional and domestic markets
- 3.1.2 Develop market exploration and expansion strategies
- 3.1.3 Develop and implement a promotion strategy for local consumption
- 3.1.4 Develop a product diversification strategy based on market demand
- 3.1.5 Promote the implementation of the strategy by the value chain actors
- 3.1.6 Disseminate information on the business opportunities available

Initiative 3.2: Enhance Compliance with Standards and other Market Access Requirements

AFA will provide training on specific standards on Good Agricultural, Manufacturing and Trading Practices. It will develop training curricula and train trainers in each value chain, on standards and implementation thereof. AFA will also work with enterprises on the supply-side, to empower them to conform to the product specifications and standards required by the markets. Enterprises will be required to provide evidence of market conformity.

Activities

- 3.3.1 Develop/customize training modules on food safety requirements, HACCP, TBT/SPS requirements, ISO 9001/14001, ISO/IEC 17065 and other standards
- 3.3.2 Implement training programs for industry professionals and County extension officers

- 3.3.3 Identify producers of scheduled crops, with whom to pilot a traceability system to improve international market access requirements

Initiative 3.4: Provide Trade Promotion Services

AFA will facilitate inter and intra County marketing of produce as well as at the regional and international levels. In collaboration with the private sector and relevant governmental agencies such as the Export Promotion Council (EPC), AFA will carry out targeted trade promotion services such as branding, trade fairs, advertisements, and provision of trade related information. The information will be value chain specific, allowing flexibility to carry out promotion in diverse markets - local, regional and international.

AFA will also facilitate forward and backward linkages for SMEs for effective integration into global value chains.

Activities

- 3.4.1 Introduce export support and trade information services including a database for market players
- 3.4.2 Expand existing, and promote exports to emerging international and regional markets by 2022
- 3.4.3 Promote the sale of products labelled with the Kenyan Mark of Origin
- 3.4.4 Build the capacities of value chain players on the export packaging, labelling and branding
- 3.4.5 Strengthen capacity of local traders to exploit trade opportunities under preferential trade agreements e.g. AGOA, EPA, COMESA, EAC and bilateral agreements
- 3.4.6 Sensitizations, registration and certification of stakeholders using Kenyan Mark of Origin

Goal 4: Establish Standards and Enforce Regulations

Objective 1: Develop Scheduled Crops Policy and Regulatory Framework for Competitiveness and Consumer Protection

The specific objective of this goal is to develop a policy and regulatory framework for Kenya's agricultural sector competitiveness and for consumer protection, which transforms market intervention into a modern risk and crisis management tool.

Regulatory systems exert an overarching influence on the ability of agricultural trade to develop. For example, where Sanitary and Phytosanitary (SPS) provisions and certification systems are inadequate, agricultural trade may be constrained which in turn may diminish incentives for productivity increases and demand for innovation. Regulatory issues of particular importance for agricultural innovation include IPR, health and food safety regulations, and bio-safety regulations. Poor choices in regulatory policy settings or inappropriate application of tools may delay scientific advancements, prevent technology transfer and impose crippling transaction costs on organizations.

AFA's main role is to ensure consumer protection, build competitiveness and ensure chain governance in the scheduled crops sub-sectors. The Crops Act, 2013 mandates AFA to establish and enforce standards in grading, sampling and inspection, tests and analysis, specifications, units of measurement, codes of practice, packaging, preservation, conservation and transportation of crops to ensure health and proper trading.

As a competent Authority for plant-based commodities, AFA will develop the capability and authority to protect public health and provide support for accessing, retaining and expanding markets. This includes, among others, the capability to set regulatory norms; enforcing compliance to the regulatory norms; harmonization of regulations at regional and international levels; certification of primary products and commodities of plant origin; focus on food safety; establishment of equivalency and other sanitary agreements; enforcement of traceability schemes; and observing transparency requirements.

In doing so, AFA will develop a mechanism that transforms market intervention into a modern risk and crisis management tool. It will aim to design regulatory systems that result in an efficient, effective and transparent management of risks. Through its initiatives, it will develop and implement projects designed to change regulatory processes so that they allow for better risk management and establishment of a process for structuring collaboration among the stakeholders involved in regulation. Ultimately, better risk management will lead to better regulatory impact.

In addition, AFA will ensure that Kenya as a member of the World Trade Organization (WTO), implements the multilateral trading system provisions for imported and exported products, in particular the WTO agreements on TBT and SPS.

Strategic Initiatives

Initiative 4.1: Review The Scheduled Crops Regulatory Framework

AFA will work with relevant stakeholders to ensure that the existing laws, including the Crops Act and the AFA Act are reviewed in line with the Fourth Schedule of the Constitution of Kenya, international best practice and any new developments in the sector.

Activities

- 4.1.1 Hold consultative forums with Industry stakeholders and relevant arms of government within the provisions of the regulatory framework
- 4.1.2 Assess the impact of the legal review on the scheduled crops sub- sectors
- 4.1.3 Develop a risk based regulatory framework for AFA that transforms market intervention initiatives into a modern risk and crisis management tool
- 4.1.4 Develop Regulations for Aflatoxin Prevention and Control
- 4.1.5 Develop an appropriate infrastructure, technologies and capacity building for reduced aflatoxin in crops
- 4.1.6 Develop Regulations for the potato value chain

Initiative 4.2: Develop and Harmonize Policies and Sector Regulations

Kenya has participated in the rules based trade under the WTO since its inception in 1994 and is a signatory to all treaties and agreements of the WTO, including the Agreements on TBT, SPS and Agriculture.

Kenya is also a member of several Regional Economic Communities (RECs) in Africa, notably the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Intergovernmental Authority on Development (IGAD). In addition, Kenya is in the forefront in supporting trade relations with the Southern Africa Development Cooperation (SADC), through the tripartite COMESA-EAC-SADC Free Trade Area and on the continental level, the Africa Continental Free Trade Area. These frameworks have widened the scope of regional and international trade opportunities for Kenya's agro-industry exports.

AFA will put in place mechanisms for identifying gaps, inconsistencies, and nonconformities between National regulations and international standards, guidelines and recommendations. Consequently, AFA will monitor the adoption of new standards, guidelines and recommendations and periodically review National regulations with the aim of harmonizing them with international norms.

Activities

- 4.2.1 Identify and participate in international (e.g. Codex Alimentarius) and regional (e.g. EAC) meetings related to agricultural policies and standards
- 4.2.2 Ensure harmonization of regulations at regional and international levels
- 4.2.3 Notify the WTO and all regional trading blocs on proposed regulations having impact on trade
- 4.2.4 Lobby for the gazettment of regulations for scheduled crops
- 4.2.5 Carry out a detailed review of the scheduled crops regulations



Initiative 4.3: Review and Develop Product Standards and Codes of Practice at each Level of the Scheduled Crops Value Chain

To eliminate multiple standards, AFA in collaboration with KEBS will harmonize the National crops standards with the regional and international ones. In addition, as new products are developed in the sector, AFA will provide the supportive environment by participating in product standards committees.

Activities

- 4.3.1 Develop/review the standards to include all the processes and address emerging concerns
- 4.3.2 Harmonize National crops standards with regional and international standards in collaboration with KEBS to eliminate need for multiple standards
- 4.3.3 Develop and implement manuals and tools to assist producers and the private sector comply with codes of practice and product specifications
- 4.3.4 Conduct periodic product analyses across the value chain to check on compliance to quality aspects
- 4.3.5 Conduct regulatory impact assessments
- 4.3.6 Develop harmonized enforcement procedures to ensure compliance to standards and regulations
- 4.3.7 Develop criteria for scheduling of crops

Objective 2: Ensure 100% Enforcement of all Standards and Regulations

The overall regulatory environment establishes basic conditions within which all enterprises operate.

To effectively enforce the regulations, AFA will use mechanisms such as self-regulation, co-regulation and delegation.

Strategic Initiatives

Initiative 4.4: Introduce Mechanisms for Registration and Licensing of Industry Players

AFA in collaboration with counties will identify and evaluate prospective applicants for registration and licensing to ensure that all industry players follow laid down regulations. AFA will also determine penalties for non-compliance with regulations.

Activities

- 4.4.1 Register and license industry players dealing with scheduled crops
- 4.4.2 Enforce penalties for late registration and non-compliance
- 4.4.3 Maintain registers of agreements between players in the commodity value chains

Initiative 4.5: Enhance Self-Regulation

AFA, jointly with County governments and industry players will develop and promote self-assessment and self-regulation guidelines in line with relevant regulations.

Activities

- 4.5.1 Develop self-regulation industry guides
- 4.5.2 Train industry players on guidelines for self-regulation
- 4.5.3 Carry out verification audits
- 4.5.4 Benchmarking with other countries on best practices in self-regulation
- 4.5.5 Develop Codes of Practice for Scheduled Crops

Initiative 4.6: Establish Product Certification Schemes

AFA will strengthen its capacity for enforcement of standards and technical regulations and certify primary products under its mandate. AFA will implement inspection or verification compliance programs of the regulatory norms for all products and processes under AFA's mandate and impose penalties for non-compliance.

Activities

- 4.6.1 Conduct risk analysis on scheduled crops production systems
- 4.6.2 Collaborate with relevant players to carry out tests and analysis to validate product quality and safety status
- 4.6.3 Carry out periodic surveillance audits
- 4.6.4 Undertake stakeholder sensitization on regulations, standards and best practices

Initiative 4.7: Develop the Capacity of AFA to be a Certification Body for Primary Products

Activities

- 4.7.1 Acquire accreditation by KENAS
- 4.7.2 Train the technical services teams on testing, inspection and certification procedures
- 4.7.3 Develop a partnership framework with KEBS and other agencies for use of their labs for testing and inspection
- 4.7.4 Procure inspection, testing and certification equipment
- 4.7.5 Implement an import and export certification system
- 4.7.6 Undertake certification of processing facilities and pack houses to Food Standard Hazard Analysis Critical Control Point - HACCP
- 4.7.7 Develop and implement a local certification system for food

Goal 5: Strengthen AFA's Institutional Framework

One of the main constraints to pro-poor growth through agriculture has been the weak link between poor rural households and public and private institutions for research, extension, marketing, administration and finance. The Crops Act and the AFA Act provide a foundation for the creation of a strong link between the various players in the scheduled crops sub sectors both in the National and County governments, and the private sector. Under-pinning the successful growth of the scheduled crops sub sectors is the need for enforcement of good corporate governance through accountable and transparent processes (refer to Appendix 2).

AFA understands that to become an effective link, it will require a fundamental shift in its interactions with farmers and other institutional arrangements, including partnerships among public, private and civil society organizations. These new arrangements must be matched with processes that encourage staff within AFA to work with the sector players and to build their capacities to do this work. It will require an adequate provision of trained personnel, including policy advisors, agricultural researchers and extension workers, business managers, financial and technology experts. The capacities of agricultural producers, both individual and collective, will be built through educational and social processes that can enable them to shape the nature and quality of services they receive. Meeting this challenge of institutional reform will require substantial commitments and resources.

Specifically, AFA will focus on

- 1) Resource mobilization
- 2) Human capital and capacity development
- 3) Operation efficiency for sustainability
- 4) Develop partnerships with public, private and civil society organizations

Objective 1: To Achieve Operational Efficiency for Sustainability

Both the Crops Act and the AFA Act were enacted to consolidate and repeal various laws forming several institutions in the sector. The main purpose of this was to reduce duplication and enhance operational inefficiencies in the former institutions. AFA will strive to attain this through a number of initiatives.

Strategic Initiatives

Initiative 5.1: Develop AFA's Capacity to Deliver on its Strategic Objectives and Activities

Activities

- 5.1.1 Carry out a capacity needs assessment
- 5.1.2 Develop strategies on capacity building
- 5.1.3 Provide capacity building in the identified areas
- 5.1.4 Assess the impact of capacity development initiatives

Initiative 5.2: Undertake Business Processes Transformation

Activities

- 5.2.1 Engage a consultant to undertake BPR
- 5.2.2 Document as-is and to-be process maps for all business processes
- 5.2.3 Develop policies and procedures manuals
- 5.2.4 Sensitize staff on all the policies and procedures manuals

Initiative 5.3: Manage Risk and Compliance to the AFA Act, Crops Act and AFA Governance and Risk Management Framework

Activities

- 5.3.1 Compliance to the legal and regulatory framework
- 5.3.2 Constitute comprehensive Board Governance structures
- 5.3.3 Develop and implement a comprehensive institutional governance framework
- 5.3.4 Develop and implement a risk management framework including policies and strategies across all AFA functions
- 5.3.5 Train staff on ethics, integrity, code of conduct & corruption prevention
- 5.3.6 Institute mechanisms for corruption prevention
- 5.3.7 Undertake corruption perception surveys

Initiative 5.4: Automation of Business Processes and Enhancement of ICT Infrastructure

Activities

- 5.4.1 Implement an ERP system
- 5.4.2 Integrate ERP system with AFA-IMIS, EPM, ERM, Audit system, GIS, EDMS and KESWS (Trade NET Payment Gateway)
- 5.4.3 Upgrade the network infrastructure
- 5.4.4 Develop a detailed ICT strategy and policies, including an integration strategy
- 5.4.5 Develop a uniform corporate email domain for the entire AFA
- 5.4.6 Develop an online registration and licensing system, self-regulation and compliance, checks and integration with relevant Stakeholders
- 5.4.7 Develop and implement an AFA Disaster Recovery Plan (DRP)
- 5.4.8 Develop information reference system – linking with counties and other agencies for data collection, dissemination monitoring and evaluation

Objective 2: Develop a High Performance Culture

The key to achievement of AFA plans as set out in the Strategic Plan lies in having competent staff. In order to institute a high performance culture among staff, AFA will undertake the following initiatives.

Strategic Initiatives

Initiative 5.6.: Review and Enhance the Organizational Design

Activities

- 5.6.1 Carry out a workload analysis and undertake job evaluation
- 5.6.2 Review and implement a new organizational structure to operationalize the AFA and Crops Acts
- 5.6.3 Develop staff job descriptions and communicate them in line with the strategy
- 5.6.4 Develop and implement a Career Progression Policy to support succession planning and career growth
- 5.6.5 Develop a HR manual and policy and procedure manual and sensitize the staff on it

Initiative 5.7: Implement the Balanced Scorecard

Activities

- 5.7.1 Undertake training of staff on the balanced scorecard
- 5.7.2 Develop individual scorecards
- 5.7.3 Carry out semi-annual and annual performance reviews for all staff
- 5.7.4 Operationalize performance based recognition Rewards and Sanctions Policy

Initiative 5.8: Enhance Capacity Building

Activities

- 5.8.1 Carry out a training needs assessment on competence and other cross cutting issues
- 5.8.2 Carry out training as per training needs assessment
- 5.8.3 Develop and implement an e-learning strategy and platform
- 5.8.4 Build a highly robust and innovative Human Resources
- 5.8.5 Undertake employee productivity survey
- 5.8.6 Carry out competency assessment
- 5.8.7 Build leadership capacity in the existing management team
- 5.8.8 Develop a system for data and knowledge management and sharing amongst the staff
- 5.8.9 Strengthen Regional and County Coordination

Initiative 5.9: Ensure a Healthy Workplace Environment

Activities

- 5.9.1 Develop and implement a change management strategy including an organizational culture change programme
- 5.9.2 Develop, update and implement an asset maintenance schedule
- 5.9.3 Formulate and finalize an Asset Management and Tenancy Policy for AFA

Objective 3: Attain a Stakeholder Satisfaction Index of 80%

AFA intends to attain a stakeholder satisfaction index of 80% through collaboration with all relevant players in the Scheduled Crops Value Chains.

Strategic Initiatives

Initiative 5.10: Formulate a Comprehensive Stakeholder Engagement Framework

Activities

- 5.10.1 Carry out customer satisfaction surveys and identify stakeholder needs
- 5.10.2 Resolve customer complaints in a timely manner
- 5.10.3 Review and display the AFA Service Charter at all service points
- 5.10.4 Deploy automated customer service feedback for each customer service point
- 5.10.5 Develop an online system for stakeholder interaction e.g. licensing, compliance checks, FAQs
- 5.10.6 Develop and implement an AFA Communications Policy
- 5.10.7 Involve stakeholders in policy making and ensure public participation

Objective 4: Promote Financial Sustainability

Strategic Initiatives

Initiative 5.11: Mobilize Resources to Finance AFA's Internal Operations

To effectively mobilize resources for its internal operations, AFA will undertake the following:

Activities

- 5.11.1 Prepare and submit budgets for government grants
- 5.11.2 Develop and implement a comprehensive Resource Mobilization Strategy
- 5.11.3 Establish a functional resource mobilization unit to focus on mobilizing resources for AFA and the scheduled crops sub sectors
- 5.11.4 Collect fees from inspection, testing and certification services
- 5.11.5 Collect fees from rental income and investment income
- 5.11.6 Invest in high income generating activities

Initiative 5.12: Adopt Prudent Financial Management Practices

- 5.12.1 Compliance with statutory budget process
- 5.12.2 Introduce cost reduction measures by outsourcing of non-core activities
- 5.12.3 Ensure enforcement of proper financial management practices
- 5.12.4 Undertake asset valuation and verification and maintain a combined assets register



4 IMPLEMENTATION PLAN

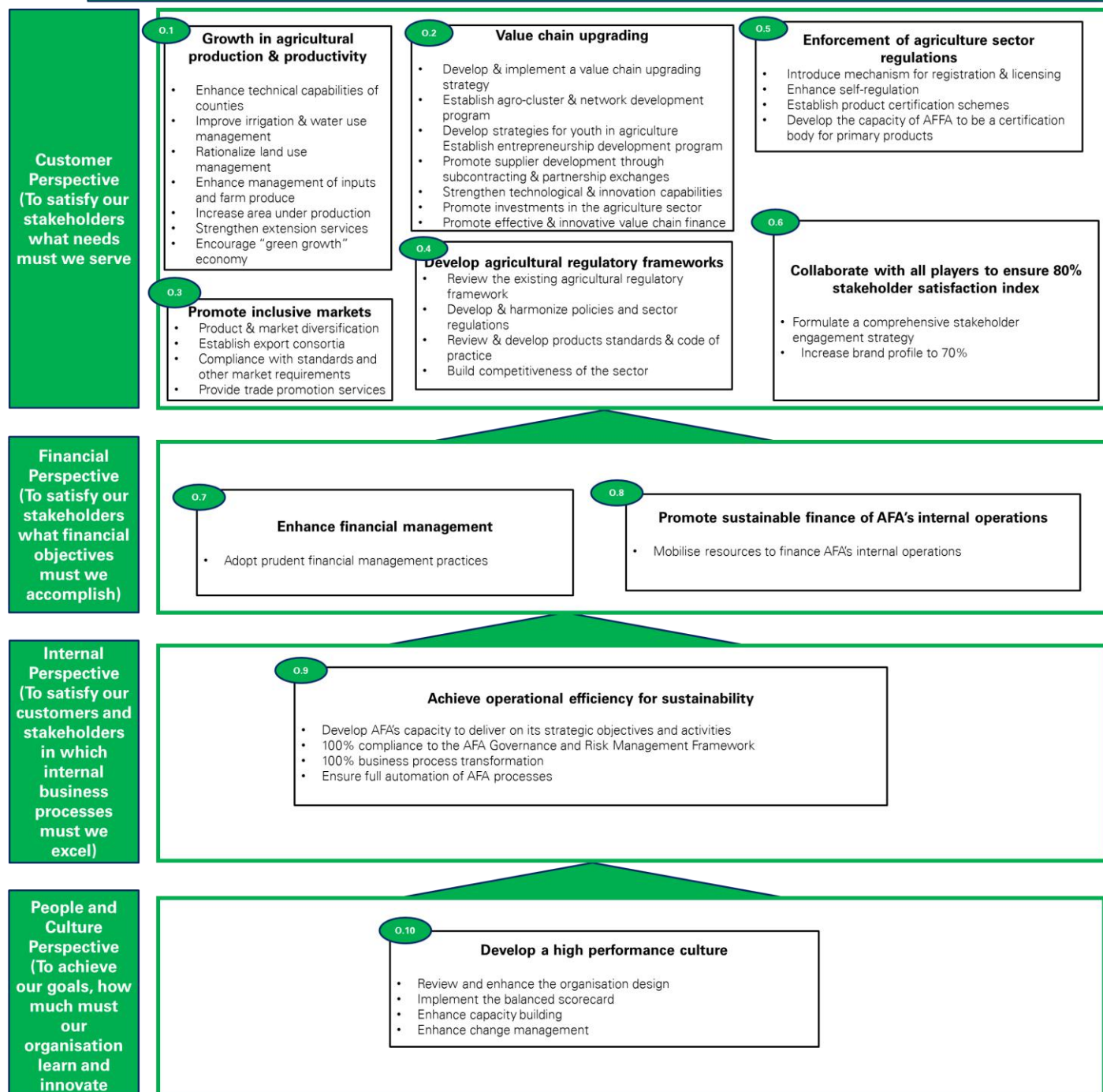
4.1 CORPORATE STRATEGY MAP

The balanced scorecard measures an organization's key performance indicators from four perspectives:

- 1) The Financial Perspective: To satisfy our stakeholders, what financial objectives we must accomplish
- 2) The Customer Perspective: To satisfy our stakeholders, what needs we must serve
- 3) The Business Process Perspective: To satisfy our customers and stakeholders, in which internal business processes we must excel
- 4) The learning and Growth Perspective: To achieve our goals, how much our organisation must learn and innovate

Figure 3: The corporate strategy map

Long-term value to counties, private sector players and all relevant actors



4.2 DETAILED IMPLEMENTATION PLAN

Table 7: Detailed Implementation Matrix

Goal 1: Boosting Agricultural Growth and Productivity

Objective 1: Boosting Agricultural Growth for Food and Nutrition Security in Kenya

Strategic Initiative 1.1		Enhance Technical Capabilities of the Counties to Increase Agricultural Production for Food Security and Wealth Creation							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.1.1. Engage with the counties on capacity development	Capacity development framework	Capacity development framework per County						1	Head of CPS & ERM & Regional Coordinator
1.1.2. Carry out a capacity needs assessment	Capacity needs assessment reports	Capacity needs assessment reports per County						1	Heads of Directorates
1.1.3. Develop joint strategies with counties on capacity building	Joint strategies	Joint strategies per County						1	Heads of Directorates
1.1.4. Provide capacity building in the identified areas	Level of implementation of the strategy	100% implementation						20	Heads of Directorates
1.1.5. Establish model nurseries and demonstration and bulking sites	Model nurseries, demonstration and bulking sites	3 annually						5	Heads of Directorates
1.1.6. Assess the impact of capacity development initiatives	Impact assessment report	1						2	Head of CPS & ERM

Strategic Initiative 1.2		Collaborate with Relevant Institutions to Enhance Access to Quality Inputs							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.2.1 Facilitate the provision of superior planting materials to farmers e.g. Meristematic Tissue Culture sisal plantlets ,Certified cotton seed	Superior quality planting material distributed to farmers	Meristematic Tissue Culture sisal plantlets	20,000	15,000	15,000	15,000	15,000	10	Heads of Fibre Crops Directorate
		Certified cotton seed					12tons-Hart 81 6tons-KSA	15	
1.2.2 Sensitization of County staff on the need for soil testing services to guide on appropriate nutrients	Reports of sensitization programmes	1 per Directorate per year						8	Heads of Directorates
1.2.2 Train nursery operators and County staff on seedlings establishment and management	Report of training programme for nursery operators and County staff	10 trainings per year						20	Heads of Directorate

Strategic Initiative 1.2		Collaborate with Relevant Institutions to Enhance Access to Quality Inputs							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.2.4 Contract nursery operators to propagate and produce coconut and cashew nuts seedlings for distribution to farmers		Cashew nuts(1,000,000)		150,000	300,000	300,000	250,000	10	Head of NOCD
	Register of seedlings distributed to the farmers Receipt notes signed by farmers	Coconut(1,000,000)		150,000	300,000	300,000	250,000	10	
1.2.5 Develop a collaboration framework for the various players involved in seed cane production including SRI, County government, KEPHIS, farmers and potential investors	Collaboration framework	One collaboration framework						2	Head of CPS & ERM

Strategic Initiative 1.3		Crop Diversification to Enhance Food Security							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.3.1 Develop policy guidelines on crop diversification for food security	Policy document	1						1	Head of CPS & ERM
1.3.2 Establishment of model farms to showcase diversification	Model farms established	2 farmers per year						3	Heads of Directorates

Strategic Initiative 1.4		Collaborate with Relevant Institutions to Enhance Irrigation and Water Use Management							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.4.1. Develop joint strategies with counties, NIB and other agencies on enhancing irrigation and water use management practices in agriculture	Strategy Document	1						1	Head of CPS & ERM
1.4.2. Promote PPP investments in irrigated agriculture	Promotion initiatives	2 (horticulture, food crops)						1	Heads of Directorates

Strategic Initiative 1.5		Optimization of land use							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.5.1 Mapping of scheduled crop areas using GIS	Suitability maps	Maps for 20 scheduled crops		2	6	6	6	10	Head of CPS& ERM
1.5.2 Facilitate stakeholder dialogue on optimal land use and sustainable agriculture	Stakeholder consultation forums	2 per year per Directorate						8	Heads of Directorate
1.5.3 Enhance institutional capacity for data collection and collation on agricultural land use	Integrated data collection system	One system						3	Head of CPS & ERM

Strategic Initiative 1.6		Enhance Management of Inputs and Farm Produce							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.6.1 Develop comprehensive growers' manuals to guide production	Growers manuals for scheduled crops	20	3	3	5	5	4	4	All Heads of Directorates
1.6.2 Undertake a gap analysis for standards and regulations for input supply	Input supply needs assessment report	One						2	All Heads of Directorates
1.6.3 In collaboration with relevant stakeholders(County government, KEBS,KEPHIS,PCPB)develop and implement standards and regulations for input supply	Standards and regulations for input supply	4			1	2	1	3	All heads of Directorates
1.6.4 Develop a register of input suppliers and users	Register of input suppliers	One for each Directorate						1	All Heads of Directorates
1.6.5 Publish and create awareness on the registered input suppliers and the accessibility of inputs	Register of input suppliers uploaded to the AFA website	8 registers						2	All Heads of Directorates

Strategic Initiative 1.7		Strengthen Extension Services							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.7.1 Develop a research-extension-farmer engagement framework to facilitate the identification of research gaps in order to provide innovative solution	Engagement framework	one						1	Head of CPS & ERM
1.7.2 Develop a collaboration framework between counties and research institutions on the use of existing ATC for innovation and technology transfer	MoUs	5						1	Heads of Directorates

Strategic Initiative 1.8		Encourage “Green Growth” Economy							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) June 2017 – June 2022					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.8.1 Undertake sector-wise environmental audit to ensure compliance	Environmental audit report	8			3	2	3	8	All Heads of Directorates
1.8.2 Encourage diversification into appropriate non-traditional agricultural crops to safeguard the environment and reduce vulnerability to climate change	Baseline survey on scheduled areas prone to environmental vulnerability to climate change	4			1	2	1	2	Head of CPS & ERM
1.8.3 Sensitize the value chain players on the best environmental practices (BEPs) in agriculture and the benefits such as carbon credits	Number of trainings	10 focused trainings (5 per year) on BEPs				5	5	5	All Heads of Directorates
1.8.4 Promotion programs on climate change adaptation and mitigation measures in agriculture	Number of promotion programs on climate change and mitigation measures	8			3	3	2	4	All Heads of Directorates

Strategic Initiative 1.8		Encourage “Green Growth” Economy							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) June 2017 – June 2022					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
1.8.5 Continuously monitor emerging environmental issues that impact on the value chains	Repository	One						1	Head of CPS & ERM

Goal 2: Upgrading Kenya's agricultural value chains for Employment Creation and Income Generation

Objective 1: To enhance Competitiveness of Kenya's Agricultural Sector

Strategic Initiative 2.1		Enhance Competitiveness of Kenya's Agricultural Sector							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
2.1.1 Select and prioritize agricultural value chains	List of priority value chains	1						0	All Heads of Directorates
2.1.1 Conduct value chain mapping and comprehensive appraisals with a focus on pro-poor considerations	Value chain analysis reports	14	3	2	3	3	3	7	All Heads of Directorates
2.1.2 Undertake feasibility studies on value addition for all the priority crops	Feasibility study reports	6	Coffee		Miraa	Sweet potato	Groundnuts	6	All Heads of Directorates
			Specialty tea						
			vegetables						

Strategic Initiative 2.1		Enhance Competitiveness of Kenya's Agricultural Sector							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
2.1.3 Formulate an upgrading strategy for each selected value chain	Value chain upgrading strategies	14	3	2	3	3	3	7	All Heads of Directorates
2.1.4 Conduct international and regional comparative learning studies on best practices in production, marketing, regulation, governance, value-chain development and value addition	Benchmarking Reports	16	Coffee Pyrethrum Coconut Sugar Rice Tea Cotton	Tea Macadamia	Sugar Coffee	Horticulture Miraa	Pyrethrum Sisal	16	All Heads of Directorate

Strategic Initiative 2.2		Enhancing Value Addition and Agro-Processing							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
2.2.1 Establish a value addition Centre of Excellence and information hub at AFA	Centre of excellence	5	Sugar		Coffee HQ	Tea	Nuts and Oil crops	5	All Heads of Directorates
2.2.2 Dissemination of appropriate technologies on value addition to stakeholders	Technologies disseminated	15	5	5	5	5	5	8	All Heads of Directorates
2.2.3 Promote product diversification e.g. specialty tea, Robusta coffee	Diversified products	27	1	2	8	8	8	15	All Heads of Directorates
2.2.4 Equip technology incubation centre at KALRO Tea Research Institute	Functional Technology Incubation centre	1						10	All Heads of Directorates
2.2.5 Set up common-user facility at Dongo Kundu special economic zone for access by SMEs	Pre-feasibility study report	1		Pre- feasibility study	Feasibility study	Common user facility		1000	Head of Tea Directorate
	Feasibility study report	1							
	Common-user facility	1							

Strategic Initiative 2.3		Establish Agro - Cluster and Network Development Programme							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
2.3.1 Facilitate cluster selection and formation	Number of clusters identified	One per Directorate		Coffee				4	All Heads of Directorates
2.3.2 Set up value chain participant councils	Number of value chain councils	One per Directorate						2	All Heads of Directorates
2.3.3 Undertake capacity assessment study for the clusters to determine the capacity and training needs	Capacity assessment reports	One per Directorate						4	All Heads of Directorates
2.3.4 Vision building and action planning for the cluster	Detailed action plan	One per Directorate						2	All Heads of Directorates
2.3.5 Develop and implement a capacity-building programme for the clusters on governance and management practices and guide the development of governance codes	Capacity building programme	One per Directorate						3	All Heads of Directorates

Strategic Initiative 2.4		Strengthen Technological and Innovation Capabilities							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
2.4.1 Integrate Science, Technology and Innovation into AFA strategies	AFA strategies incorporating STI	One per Directorate						1	All Heads of Directorates
2.4.2 Establish relevant formal partnerships with research organisations on technology & innovation	Number of Partnerships arrangements with research institutions	one per Directorate						2	All Heads of Directorates
2.4.3 Hold innovation awards events to recognise top innovators in the sector	Innovation awards events	One event per year						10	All Heads of Directorates
2.4.4 Train and sensitize and create awareness for cottage industries on good manufacturing and hygiene practices	Number of Trainings and Agricultural Shows and exhibitions	Coffee – 2 Tea – 8 Sugar – 3 Nuts and Oil Crops – 2 Fibre Crops – 5 Horticulture – 5 Per year Total – 125						10	ALL Heads of Directorates
2.4.5 Facilitate comparative learning tours with leading industries in various countries	Reports of study tours	40 One per directorate per year						8	All Heads of Directorates

Strategic Initiative 2.4		Strengthen Technological and Innovation Capabilities							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
2.4.6 Create internal and external centers for excellence	centers for excellence	8 One per directorate						8	All Heads of Directorates
2.4.7 Create Quality circles that meets regularly and brainstorm on innovations	Quality circles	8 One per directorate						4	All Heads of Directorates
2.4.8 Organize for Innovation and power talks to staff	Innovation and power talks	40 One per directorate per year						8	All Heads of Directorates

Goal 3: Enhancing Market Access and Integration into Global Value Chains

Objective 1: To Promote Market Access of Kenya's Agricultural Products

Strategic Initiative 3.1		Promote Increase in Product and Market Diversification							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
3.1.1 Undertake research on potential international, regional and domestic markets	Market research reports	8			8			8	All Heads of Directorates
3.1.2 Develop market exploration and expansion strategies	Market exploration strategies	8			8			1	All Heads of Directorates

Strategic Initiative 3.1		Promote Increase in Product and Market Diversification							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
3.1.3 Develop and implement a promotion strategy for local consumption	Promotion strategy for local consumption	32						10	All Heads of Directorates
	Report of the baseline survey								
	Implementation report								
	Impact assessment report								
3.1.4 Develop a product diversification strategy based on market demand	Product diversification and value addition strategy	8				8		4	All Heads of Directorates
3.1.5 Promote the implementation of the strategy by value chain players	Stakeholder meetings and forums	8					8	4	All Heads of Directorates
3.1.6 Disseminate information on the business opportunities available	Stakeholder meetings and forums	24			8	8	8	8	All Heads of Directorates

Strategic Initiative 3.2		Enhance Compliance with Standards and Other Market Access Requirements							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
3.3.1. Develop/customize training modules on food safety requirements, HACCP, TBT/SPS requirements, ISO 9001/14001, ISO/IEC 17065 and other standards	Number of training modules	40 One per Directorate per year						10	All Heads of Directorates
3.3.2. Implement training programmes for industry professionals and County extension officers	Training programme	40 One per directorate per year						4	All Heads of Directorates
3.3.3. Identify producers of scheduled crops with whom to pilot a traceability system to improve international market access	Producers implementing traceability system	4 value chains	Horticulture		Coffee	Tea	Sugar	10	All Heads of Directorates

Strategic Initiative 3.4		Provide Trade Promotion Services							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
3.4.1. Introduce export support and trade information services including database for market players	Repository	1						1	All Heads of Directorates
3.4.2 Expand existing and promote exports to exiting emerging international markets by 2022	Number of international markets for scheduled crop products	40 One per Directorate per year						80	All Heads of Directorates
3.4.3 Promote the sale of products labelled with Kenyan Marks of Origin	Number of Promotions	24 One per Directorate per year						10	All Heads of Departments
3.4.4 Build the capacities of value chain players on export packaging, labelling and branding	Packaging expo	5	1	1	1	1	1	5	All Heads of Departments
3.4.5 Strengthen the capacity of local traders to exploit trade opportunities under preferential trade agreements e.g. AGOA, EPA, COMESA, EAC and bilateral agreements	Number of training/sensitization forums	10		2	3	3	2	5	All Heads of Directorates
3.4.6 Sensitizations, registration and certification of stakeholders using Kenyan Marks of Origin	Number of training/sensitization forums	10		2	3	2	3	5	All Heads of Directorates

Goal 4: Establish Standards and Enforce Regulations

Objective 1: Develop Scheduled Crops Policy and Regulatory Framework for Competitiveness and Consumer Protection

Strategic Initiative 4.1		Review the Scheduled Crops Regulatory Framework							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.1.1 Hold consultative forums with industry stakeholders and relevant arms of government within the provisions of the regulatory framework	Reports of consultative forums	160 4 per Directorate per year						10	All Heads of Directorates
4.1.2 Assess the impact of the legal review of the scheduled crops sub sectors	Impact assessment reports	8 One per Directorate						4	Company Secretary and Head of Legal Services

Strategic Initiative 4.1	Review the Scheduled Crops Regulatory Framework								
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.1.1 Hold consultative forums with Industry stakeholders and relevant arms of government within the provisions of the regulatory framework	Reports of consultative forums	240 10 per Directorate per year						120	Head of Legal affairs
4.1.2 Assess the impact of the legal review on the scheduled crops sub- sectors	Regulatory impact Assessment	8 One per Directorate						8	Head of Legal affairs
4.1.3 Develop a risk based regulatory framework for AFA that transforms market intervention initiatives into a modern risk and crisis management tool	Regulatory risk register	1						1	Head of Legal affairs
	Risk based regulatory framework for AFA	1							
4.1.4 Develop Regulations for Aflatoxin Prevention and Control	Draft regulations presented to stakeholders Draft regulations submitted to MoALF&I	2						3	Head of Food Crops Directorate
4.1.5 Develop an appropriate infrastructure, technologies and capacity building for reduced aflatoxin in crops	Aflatoxin Management Manual Stakeholder Capacity building forums	1 10			Manual	5 forums	5 forums	5	Head of Food Crops Directorate

Strategic Initiative 4.1	Review the Scheduled Crops Regulatory Framework								
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.1.6 Develop Regulations for the Potato value chain	Draft regulations presented to stakeholders	1						3	Head of Food crops Directorate
	Draft regulations submitted to MoALF&I	1							

Strategic Initiative 4.2	Develop and Harmonize Policies and Sector Regulations								
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.2.1. Identify and participate in international (e.g. Codex) and regional (e.g. EAC) meetings related to agricultural policies and standards	Reports of meetings attended	At least one meeting per year						10	All Heads of Directorate
4.2.2. Ensure harmonization of regulations with regional and international levels	Harmonised regulations	100%						6	Head of Legal Services
4.2.3. Notify the WTO and all regional trading blocs on proposed regulations having impact on trade	Notification to Kenya's WTO focal point Regulations incorporating feedback from WTO member states	100%						0.1	Head of Legal Services

Strategic Initiative 4.2		Develop and Harmonize Policies and Sector Regulations							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.2.4. Lobby for the gazettelement of the Regulations	Lobbing initiatives	8						8	Head of Legal Services
4.2.5. Carry out detailed review of the scheduled crops regulations	Review reports	100%						8	Head of Legal Services

Strategic Initiative 4.3	Review and Develop Product Standards and Codes of Practice at each Level of the Scheduled Crops Value Chain								
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.3.1. Develop/Review the standards and code of practice to include all the processes and address emerging concerns	Standards Codes of practice	50 Standards 1 code of practice per Directorate						8	All Heads of Directorates
4.3.2. Harmonize National crops standards with regional and international standards in collaboration with KEBS to eliminate need for multiple standards	Harmonized standards	100%						0.5	All Heads of Directorates
4.3.3. Develop and implement manuals and tools to assist producers and private sector comply with codes of practice and product specifications	User Manuals Industry guides & self-assessment checklists	One per Directorate						8	All Heads of Directorates
4.3.4. Conduct periodical product analysis across the value chain to check on compliance to quality aspects	Product analysis reports	160 4 reports per Directorate per year						5	All Heads of Directorates
4.3.5. Conduct regulatory impact assessment	Regulatory impact assessment reports	One per Directorate						8	Head of Legal Services

Strategic Initiative 4.3		Review and Develop Product Standards and Codes of Practice at each Level of the Scheduled Crops Value Chain							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.3.6. Develop harmonized enforcement procedures to ensure compliance to standards and regulations	Harmonized enforcement procedures	One per Directorate			8			1	All Heads of Directorates
4.3.7. Develop criteria for scheduling crops	Criteria	1						0.2	Head of CPS & ERM

Objective 2: Ensure 100% Enforcement of all Standards and Regulations

Strategic Initiative 4.4		Introduce Mechanisms for Registration and Licensing of Industry Players							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.4.1 Register and license industry players dealing with scheduled crops	Database of registered players	One per Directorate						5	All Heads of Directorates
4.4.2 Enforce penalties for late registration and non-compliance	Register of non-compliance and penalties levied	One per Directorate						0.5	All Heads of Directorates
4.4.3 Maintain registers of agreements between players in the commodity value chains	Register	One per Directorate						0.2	All heads of Directorates

Strategic Initiative 4.5		Enhance Self-Regulation							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.5.1 Develop self-regulation industry guides	Self-regulation industry guides	One per Directorate						8	All Heads of Directorates
4.5.2 Train industry players on guidelines for self-regulation	Training reports	One per Directorate						8	All Heads of Directorates
4.5.3 Carry out verification audits	Verification audits reports	24 1 audit per quarter per directorate						4	All Heads of Directorates
4.5.4 Benchmarking with other countries on best practices in self-regulation	Reports of benchmarking Tours	24 (Refer to 2.4.5) 1 per Directorate per year						0	All Heads of Directorates
4.5.5 Develop Codes of Practice for Scheduled Crops	Codes of Practice	One per priority Crop (Refer to 2.1.1)						2	

Strategic Initiative 4.6		Establish Product Certification Schemes							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.6.1 Conduct risk analysis on scheduled crops production systems	Risk analysis reports	8 (one per Directorate)						2	All Heads Of Directorates
4.6.2 Collaborate with relevant players to carry out tests and analysis to validate product quality and safety status	Collaboration framework	1						2.5	All Heads Of Directorates
	Compliance reports	100%							
4.6.3 Carry out periodic surveillance audits	surveillance audits reports	100%						5	All Heads Of Directorates
4.6.4 Undertake Stakeholder sensitization on regulations, standards and best practices	Reports of sensitization forums	One forum per year for all the priority crops (refer to 2.1.1)						8	All Heads Of Directorates

Strategic Initiative 4.7		Develop the Capacity of AFA to be a Certification Body for Primary Products							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
4.7.1 Acquire accreditation by KENAS	Accreditation certificate	1						5	Director General
4.7.2 Train the technical services teams on testing, inspection and certification procedures	Training reports	8 2 per year						6	All Heads of Directorates
4.7.3 Develop a partnership framework with KEBS and other agencies for use of their labs for testing and inspection	Partnership framework	1						2	Director General
4.7.4 Procure inspection, testing and certification equipment	Inspection, testing and certification equipment	100% (as per need and budget)						8	Heads of Directorates
4.7.5 Implement an import and export certification system	AFA Import and Export Certification Protocol	1						4	All Heads of Directorates
4.7.6 Undertake Certification of Processing facilities and pack houses to Food Standard Hazard Analysis Critical Control Point - HACCP	Register of Certificates Issued	100% on compliance						4	Director General
4.7.7 Develop and implement a local certification system for food	AFA Local Food Certification Protocol	100%						10	Head of Food Crops Directorate

Goal 5: To Strengthen AFA's Institutional Framework

Objective 1: To Achieve Operational Efficiency for Sustainability

Strategic Initiative 5.1		Develop AFA's Capacity to Deliver on its Strategic Objectives and Activities							
Strategic Activities	Output Indicator	Target	Implementation Period (Quarterly) June 2017 – June 2022					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.1.1 Carry out a capacity needs assessment	Capacity needs assessment report	1						6	Head of HRD & Admin
5.1.2 Develop strategies on capacity building	AFA capacity building strategy	1						0	Head of HRD & Admin
5.1.3 Provide capacity building in the identified areas	Strategy implementation Reports	One per year						10	Head of HRD & Admin
5.1.4 Assess the impact of capacity development initiatives	Impact assessment report	2						2	Head of HRD & Admin

Strategic Initiative 5.2		Undertake Business Processes Transformation							
Strategic Activities	Output Indicator	Target	Implementation Period (Quarterly) June 2017 – June 2022					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.2.1 Engage a consultant to undertake a BPR exercise	Contract with consultant	1						10	Head of HRD & Admin
5.2.2 Document as-is and to-be process maps for all business processes	Process maps	15 one per Department/Directorate						2	All Heads of Directorate/ Departments
5.2.3 Develop and review policies and procedures manuals	Policies and procedures manuals	15						3	All Heads of Directorates and Departments
5.2.4 Sensitize staff on all the policies and procedures manuals	Staff trainings	75 one per Department/Directorate per year						3	All Heads of Directorate/ Departments

Strategic Initiative 5.3		Manage Risk and Compliance to the AFA Act, Crops Act and AFA Governance and Risk Management Framework							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.3.1 Ensure compliance to the legal and regulatory framework	Legal audit report	100% compliance						3	Company Secretary and Head of Legal
5.3.2 Constitute comprehensive Board Governance structures	Customized Mwongozo Code	1						0.1	Company Secretary and Head of Legal
5.3.3 Develop and implement a comprehensive institutional governance framework	AFA Governance framework	1						1	Company Secretary and Head of Legal
5.3.4 Develop and implement a risk management framework including policies and strategies across all AFA functions	Risk management framework	1						1	Head of CPS & ERM
5.3.5 Train staff on ethics, integrity, code of conduct & corruption prevention	Training Reports	5						5	Head of Internal Audit
5.3.6 Institute mechanisms for corruption prevention	Corruption prevention mechanisms	5						5	Head of Internal Audit
5.3.7 Undertake corruption perception surveys	Report of corruption perception survey	1						2	Head of Internal Audit

Strategic Initiative 5.4		Automation of AFA Processes and Enhancement of ICT Infrastructure							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.4.1 Implement ERP system	System requirement report	3						80	Manager ICT
	Licence								
	Implementation report								
5.4.2 Integrate ERP system with AFA-IMIS, EPM, ERM, Audit system, GIS, EDMS and KESWS (TradeNET Payment Gateway)	Integration requirement report	2						20	Manager ICT
	Implementation Report								
5.4.3 Upgrade the network infrastructure of all Directorates	Baseline survey	4						20	Manager ICT
	Contract of works								
	Sign-off Certificate								
	Satisfaction survey								
5.4.4 Develop a detailed ICT strategy and policies including integration strategy	Policy	3						2	Manager ICT
	Strategies								
5.4.5 Develop a uniform corporate email domain for the entire AFA	Registered corporate AFA domain	1						0	Manager ICT
5.4.6 Develop an online registration and licensing system, self-regulation	System requirement report	3						2	Manager ICT
	Project sign-off								

Strategic Initiative 5.4		Automation of AFA Processes and Enhancement of ICT Infrastructure							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
and compliance, checks and integration with relevant Stakeholders	Implementation report								
5.4.7 Develop and implement an AFA Disaster Recovery Plan (DRP)	Disaster recovery plan	1		Quarterly back up reports				2	Manager IT
	Back up reports(quarterly)	16	Plan						
5.4.8 Develop information reference system – linking with counties and other agencies for data collection, dissemination monitoring and evaluation	Agreement with collaborating agencies	3						5	Manager ICT
	Scope								
	Reports generated by the system								

Objective 2: Develop a high Performance Culture

Strategic Initiative 5.6		Review and Enhance the Organisational Design							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.6.1 Carry out a work load analysis and undertake job evaluation	Work load analysis report	1						0	Head of HRD & Admin
5.6.2 Review and implement a new organizational structure to operationalize the AFA and Crops Act 2013	organizational structure	1						23	Head of HRD & Admin
5.6.3 Develop staff job descriptions & communicate them in line with the strategy	AFA Scheme of service	1						0	Head of HRD & Admin
5.6.4 Develop and implement a career progression policy to support succession planning and career growth	Career Progression Policy	1						0.5	Head of HRD & Admin
5.6.5 Develop and review the staff manual and sensitize staff on it	Staff manual with all HR policies	1						3	Head of HRD & Admin
	Distribution List	1							
	Staff sensitization Forums	8							

Strategic Initiative 5.7		Implement the Balanced Scorecard							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.7.1 Undertake training of staff on the balanced scorecard	Training reports	4						3.5	Head of HRD & Admin
5.7.2 Develop individual staff scorecards	Individual scorecards	100%						0	Head of HRD & Admin
5.7.3 Carry out semi-annual performance reviews for all staff	Semi-annual review reports for all staff	100%						0	Head of HRD & Admin
5.7.4 Operationalize performance based recognition reward and sanctions	Reward and sanctions Policy	1						2	Head of HRD & Admin
	Enforcement Report	100%							

Strategic Initiative 5.8		Enhance Capacity Building							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.8.1 Carry out training needs assessment on competence and other cross cutting issues	Training Plan	1						0	Head of HRD & Admin
5.8.2 Carry out the actual training as per the training needs assessment	Report of implementation of the training plan	One per year						30	Head of HRD & Admin
5.8.3 Develop and implement an e-learning strategy and platform	E-learning strategy	1						3	Head of HRD & Admin
	Implementation report of the e-learning programs	1 report per year		Strategy					
5.8.4 Build highly robust and innovative Human Resources	Employee satisfaction index	70%						0	Head of HRD & Admin
5.8.5 Undertake employee productivity survey	Consolidated AFA Appraisal Report	1 per year						3	Head of HRD & Admin
5.8.6 Carry out competency assessment	Competency report	1						0	Head of HRD & Admin
5.8.7 Build leadership capacity in the existing management team	SLDP Certificates	15	3	3	3	3	3		Head of HRD & Admin
5.8.8 Develop a system for data and knowledge management and sharing amongst the staff	Repository	1						3	Head of HRD & Admin
5.8.9 Strengthen Regional and County Coordination	one stop regional and boarder point offices	10						12	Head of HRD & Admin

Strategic Initiative 5.9		Ensure a Healthy Workplace Environment							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.9.1 Develop and implement a change management strategy including an organizational culture change programme	change management strategy	1						12	Head of HRD & Admin
5.9.2 Develop, update and implement an asset maintenance schedule	Asset maintenance register	1 (register per year)						0	Head of HRD & Admin
5.9.3 Formulate and finalize an Asset Management and Tenancy Policy for AFA	Tenancy Policy	1						1	Head of HRD & Admin

Objective 3: Attain a Stakeholder Satisfaction Index of 80%

Strategic Initiative 5.10		Formulate a Comprehensive Stakeholder Engagement Framework							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.10.1 Carry out customer satisfaction surveys and identify stakeholders needs	Customer Satisfaction survey report	1							Head of Corporate Communications
5.10.2 Resolve customer complaints in a timely manner	Complains handling register	1						0	Head of Corporate Communications
5.10.3 Review and display the AFA service charter at all service points in both English and Kiswahili	Reviewed service charters displayed in Departments and Directorates in English and Kiswahili	100%						1	Head of Corporate Communications
5.10.4 Deploy automated customer service feedback for each customer service point	Automated feedback platform	1			Automated protocol				Head of Corporate Communications
	Reports generated from service points	1 per year							
5.10.5 Develop an online system for stakeholder interaction e.g. licensing, compliance checks, FAQs	An online platform	2						2	Manager ICT
	AFA mobile application								
5.10.6 Develop and implement AFA communication policy	Communication policy	1						0	Head of Corporate Communication
	Implementation Report	1 per year							

Strategic Initiative 5.10		Formulate a Comprehensive Stakeholder Engagement Framework							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.10.7	Involve stakeholders in policy making and ensure public participation	Invitation for public participation in policy making						2	Head of Corporate Communication

Objective 4: Promote Financial Sustainability

Strategic Initiative 5. 11		Mobilise Resources to Finance AFA's Internal Operations							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.11.1	Prepare and submit budgets for government grants	Annual Budgets	1					2.5	Head of Finance
5.11.2	Develop and implement a comprehensive resource mobilization strategy	AFA Resource mobilization strategy	1					1.2	Head of Finance
	Implementation report	1 Annual	Strategy						
5.11.3	Establish a functional resource mobilization unit to focus on mobilizing resources for AFA and the scheduled crops sub sectors	Management Report on the Resource Mobilization Unit	1 Annual					0	Head of Finance
5.11.4	Collect fees from inspection, testing and certification services	Financial Report	1 Annual					2.5	Head of Finance

Strategic Initiative 5. 11		Mobilise Resources to Finance AFA's Internal Operations							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.11.5 Collect fees from rental income and investment income	Management Report	1 Annual						0	Head of Finance
5.11.6 Invest in high income generating activities	Management Report	1 Annual						0	Head of Finance

Strategic Initiative 5. 12		Adopt Prudent Financial Management Practices Activities							
Strategic Activities	Output Indicator	Target	Implementation Period (Yearly) 2017/18 – 2021/22					Budget (M K.sh)	Responsibility
			Y1	Y2	Y3	Y4	Y5		
5.12.1 Compliance with statutory budget process	Approved budget	1 Annual						0	Head of Finance
5.12.2 Introduce cost reduction measures	Management Report	1						1.2	Head of Finance
5.12.3 Ensure enforcement of proper financial management practices	Management Report	1 Annual						2.5	Head of Finance
5.12.4 Undertake asset valuation and verification and maintain a combined assets register	Management Report	1 Annual						0	Head of Finance



5 MONITORING AND EVALUATION FRAMEWORK

5.1 OVERVIEW

Monitoring and evaluation is a framework for implementing the Strategic Plan. It measures the extent to which planned activities and targeted outputs are being achieved. Through M&E, AFA will be able to identify where the organization intends to be and how to get there and evaluate achievement of desired targets within the plan period.

In summary, the M&E system assists in:

- 1) Evaluation of strategies, procedures and policies; and identifying areas that need adjustment
- 2) Providing a framework for reporting on progress
- 3) Identification of key lessons
- 4) Improving the programming of new interventions and strategies

5.2 MONITORING AND EVALUATION FRAMEWORK

AFA has set goals that have to be achieved by 2022. The strategies to achieve these goals must be implemented in an orderly and coordinated manner. Consequently, a comprehensive monitoring and evaluation framework will be put in place to provide the requisite feedback in the sourcing and utilization of the resources towards successful implementation.

The implementation plan will be monitored at the following levels:

Board of Directors and Board Committees	Specific reports delivered on performance to the Board of Directors and Board committees
Director General	Weekly, monthly and quarterly oversight over all Directorates and Departments to ensure that progress and results are in line with the Strategic Plan
Heads of Directorates and Departments	Daily, weekly, monthly and quarterly review of Directorates & Departments
Individual staff	Daily performance in line with personal goals and targets aligned with the Strategic Plan

To ensure the overall co-ordination of the M&E framework within the Authority, the following will be done:

- 1) An M&E committee will be formed to continually monitor the progress of the Strategic Plan. This committee will consist of Heads of Directorates and Departments.



- 2) The DG, Heads of Directorates and Departments to champion the implementation strategy
- 3) The Heads of Directorates and Departments to hold monthly meetings chaired by the Director General. During the meetings, the Heads of Directorates and Departments to provide feedback on implementation of their strategies together with areas they feel require changes in strategic approach
- 4) On a quarterly basis, the M&E committee to report to AFA Board on the progress made towards achievement of the planned goals
- 5) Annual reviews should be made so that the changes found necessary through the constant monitoring and evaluation mechanism are brought on board
- 6) The objectives and initiatives should be cascaded to all AFA's Directorates and Departments detailing the key activities required by the Directorates and Departments to implement the strategic objectives
- 7) Directorate and Departmental plans should then be rolled every year and level of achievement of the corporate goals documented
- 8) The Authority will undertake an evaluation of this Strategic Plan implementation in 2021 and initiate the development of the next cycle Strategic Plan

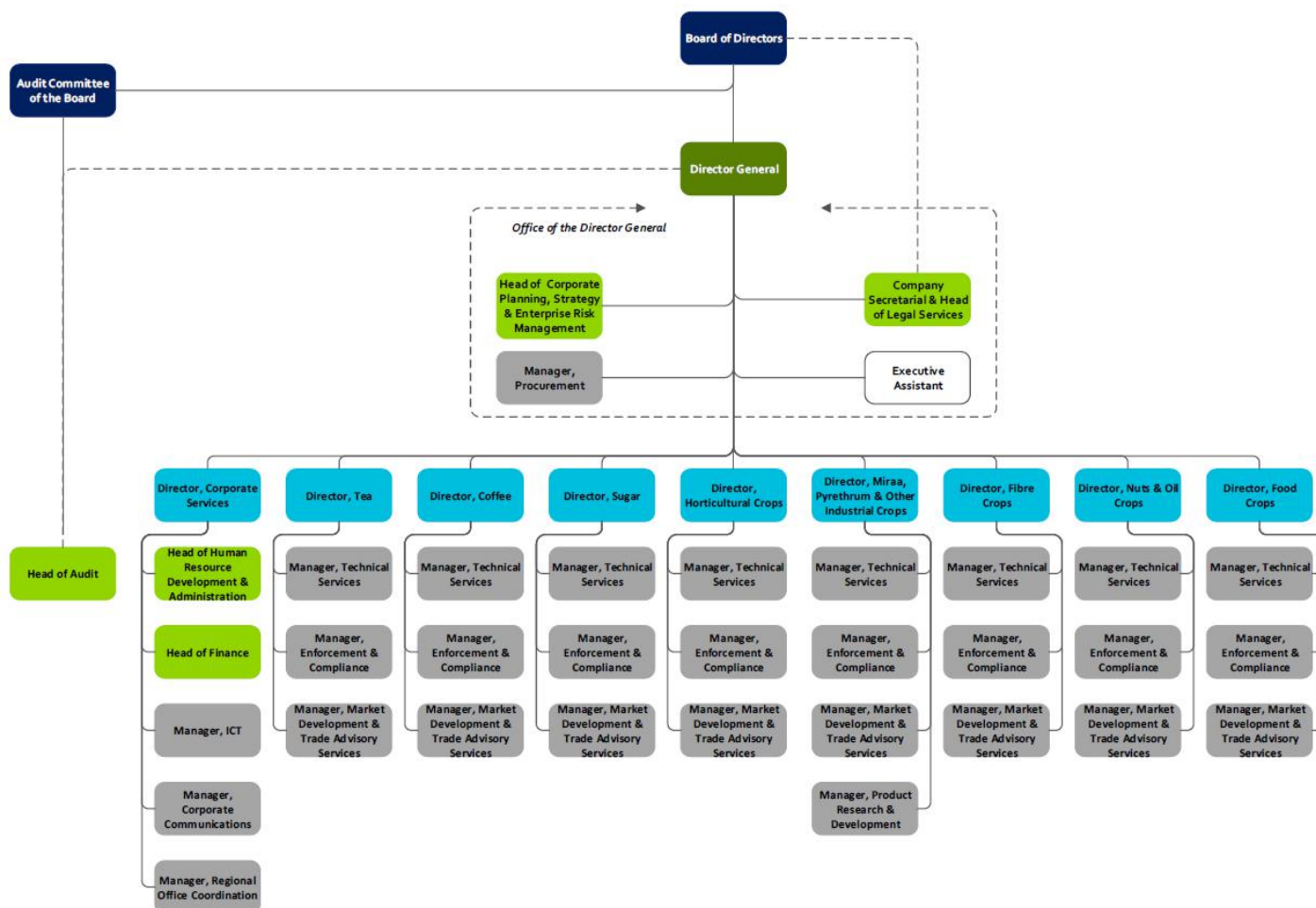
5.3 REPORTING AND INFORMATION SHARING

Information sharing and reporting will be key in implementation of this Plan. It will also provide a mechanism for monitoring and evaluation. The M&E Committee will be meeting quarterly to share amongst themselves and report emerging challenges facing implementation. Reports on the implementation status of the Plan will also be made available quarterly and annually by the Committee.

5.4 SUSTAINABILITY FRAMEWORK

To ensure organizational sustainability required to support all the strategic priorities set out in this Plan, the following need to be addressed:

- 1) Framework for collaboration in execution of mandates between AFA and the County Government.
- 2) Comprehensive culture and change management program.
- 3) Enabling Organization Structure
- 4) Transparent and robust corporate governance, which includes Board support and focus on the organization and cohesion between National and County governments.



5.5 ORGANIZATION STRUCTURE



6 RISK MANAGEMENT FRAMEWORK

Creation of adequate conditions for implementation, including the design and adoption of a strategic risk management policy, procedures, as well as duties and responsibilities of different units is the most critical step towards effective implementation of AFA's Strategic Plan. Of importance in the effective implementation of the Strategic Plan is the whole architecture of the internal infrastructure including an effective organizational structure, quality personnel, robust budgeting processes, availability of resources, effective and timely management information systems, and monitoring and control systems that accomplish the business goals in an effective and efficient manner.

6.1 STRATEGIC PLAN IMPLEMENTATION RISKS

There are several risks to the implementation of this Strategic Plan. It is therefore prudent that these risks be analyzed to ensure that precautionary measures are taken in good time to prevent failure of the plan's implementation. One of the fundamental risks that can affect the implementation of this Strategic Plan falls in the broad category of strategic risks. This risk is a function of the compatibility of an institution's strategic goals, the business strategies developed and resources employed to achieve strategic goals, and the quality of implementation of those goals.

Strategic risks can arise from two main sources, external and internal.

6.1.1 External risk factors

External risk factors are factors that AFA has no control over, and affect or deter the realization of the goals determined in the Strategic Plan. Such factors include; changes in the legal frameworks, economic factors and technological changes.

6.1.2 Internal risk factors

Internal risk factors are those factors that AFA has control over, and deter the realization of the goals determined in the Strategic Plan. Such factors include; organizational structure, work processes and procedures, lack of resources (financial, human), poor communication, and resistance to change.

6.2 RISK MITIGATION FRAMEWORK

AFA will employ the following risk mitigation strategies in the implementation of this Strategic Plan:

- 1) Business management and controls which include;
 - Good corporate governance
 - Timely and effective communication
 - Quality personnel and their ongoing training
 - An effective organisation structure
- 2) An effective risk management system



3) Effective internal audit function

6.2.1 Risk Management Function

AFA will set up a risk management function reporting results of risk monitoring to the Board of Directors and Senior Management; and will be responsible for ensuring that effective processes are in place for:

- 1) Identifying and profiling risks
- 2) Developing a robust risk framework
- 3) Establishing policies, practices and other control mechanisms to manage risks
- 4) Reporting results of risk monitoring to the Board and Senior Management



7. RESOURCE MOBILIZATION STRATEGY

This section seeks to inform and guide AFA's efforts towards sustainable financing of its programmes and operations. It proposes strategies for mobilizing resources to support the implementation of the Strategic Plan and the ultimate fulfilment of the Authority's Vision and Mission.

AFA will undertake a financing needs assessment of the sector and develop a comprehensive Resource Mobilization Strategy. Some of the sources of revenue for AFA during the period will include:

- 1) Internally Generated Revenue-** AFA will rely on internally generated revenues mainly from registration and licensing fees and export levies.
- 2) Grants from National Government** -AFA will continue to rely on the exchequer to finance its operations.
- 3) Funds from Donors and Development Partners** - Potential donors will include international development organizations, foreign governments and NGOs.
- 4) Partnerships with the Private Sector** - The private sector plays a key role in the development of the sector especially for the capital-intensive projects. AFA will therefore develop strategic financing approaches to achieve implementation of such projects efficiently and effectively through PPP.
- 5) Diaspora Investments** - Kenyans in the diaspora can be a major source of investments in the sector. AFA will explore ways of attracting this group to invest in the sub sectors.



Appendix 1 Analysis of Inter – Sector Linkages for all Scheduled Crops

#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
Crops with breeding program under compulsory certification				
1	Sugarcane	Sugar	1) Sugar 2) Molasses 3) Biogas 4) Refined sugar 5) Fuel	Produce energy by recycling waste to be used in other sectors e.g. coffee and tea
2	Tea	Tea	Packaging of teas (orthodox, purple, handmade, specialty and green tea)	1) Use of energy from waste products of sugar, coconut 2) The need to package and process tea will increase the demand for processing and packaging services.
3	Coffee	Coffee	1) Packaging of coffee 2) Coffee capsules 3) Coffee berry syrup	Use of energy from waste products of sugar, coconut during roasting
4	Rhodes grass	Food Crops	Animal feeds	Development of the livestock sector by provision of quality feed
5	Irish potatoes	Food Crops	1) French fries (Chips) 2) Potato chips (Crisps) 3) Flour	Food and hospitality sector
6	Cotton	Fibre Crops	1) Animal feed – from oil cake 2) Edible oil - from cotton seed oil 3) Paint – from cotton seed oil 4) Textiles	Development of the livestock sector by provision of quality feed
7	Sunflower	Nuts and Oil	1) Cooking oils 2) Animal feeds 3) Paints, vanishes and plastics 4) Pesticide 5) Cosmetics and soaps 6) Bio – Diesel	1) Development of the livestock sector by provision of quality feed 2) Use in other agricultural subsectors as a pesticide 3) Development of the transport sector by provision of bio – diesel 4) Development of the natural products sector by provision of natural cosmetics and soaps 5) Development of the real estate sector by provision of quality paints and vanishes



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
8	Soya beans	Food Crops	1) Breads and snacks 2) Adhesives, paints, inks 3) Soy flour 4) Alcohol 5) Cosmetics 6) Butter and margarine 7) Detergents & coffee creamer 8) Animal feeds (poultry & pigs)	1) Used in the cosmetics subsector 2) Food and beverages sector 3) Development of the livestock sector by provision of quality feed
9	Beans	Food Crops	1) Bean sauce 2) Bean starch noodles	Food and beverages sector
10	Barley	Food Crops	1) Brewing and malting (beers) 2) Biodegradable plastics 3) Poultry and cattle feed 4) Ethanol manufacturing 5) Paint stripping	1) Food and beverages sector through beer making 2) Ethanol used in the energy sector 3) Beef/ meat processing subsector by provision of quality feed
11	Finger millet	Food Crops	1) Flour 2) Livestock feed 3) Beer making	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
12	Maize	Food Crops	1) Flour 2) Corn oil 3) Livestock feed 4) High maltose corn syrup 5) Sayatex- oxidized starch	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
13	Pearl millet	Food Crops	1) Flour 2) Stalks used as building and thatching materials 3) Livestock feed	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
14	Rice	Food Crops	1) Rice bran oil 2) Rice husks used as livestock feeds 3) Rice noodles 4) Rice flour	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			1) Rice- based alcoholic beverages 2) Rice vinegar 3) Rice milk 4) Rice syrup	
15	Sorghum	Food Crops	1) Flour 2) Livestock feed 3) Production of lager beer 4) Malt based drinks 5) Weaning foods	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
16	Wheat	Food Crops	1) Whole grain and cereals formulation 2) Wheat based cosmetic raw materials 3) Ethanol manufacture 4) Beer manufacture 5) Tea and coffee substitutes	1) Food and beverages sector 2) Ethanol used in the energy sector
17	Wheat (Pasta)	Food Crops	1) Flour 2) Animal feed	Development of the livestock sector
Crops with breeding program under voluntary certification				
18	Bananas	Horticulture	1) Banana juice 2) Rotationally moulded plastics 3) Used as organic manure 4) Livestock feed 5) Used to wrap foods	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
19	French beans	Horticulture	1) Salads 2) Health benefits, reduce cholesterol	Used in the food and beverages sector
20	Silver Leaf Desmodium	Food Crops	High Protein Fodder crop	Development of the livestock sector by provision of quality feed
21	Lupin	Food Crops	1) Dietary fibre and antioxidant 2) Edible lupin seeds 3) Livestock and poultry feed 4) Ornamental plants in gardens	Development of the livestock sector by provision of quality feed



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
22	Lucerne	Food Crops	1) Produce rubisco protein for human consumption 2) Fodder crop 3) Pharmaceuticals	1) Health and pharmaceutical sector 2) Development of the livestock sector by provision of quality feed
23	Green leaf Desmodium	Food Crops	1) Hay and silage 2) Forage	1) Milk products and milk processing sector through quality livestock feed 2) Development of the livestock sector by provision of quality feed
24	Setaria	Food Crops	Animal fodder	1) Milk products and milk processing sector through quality livestock feed 2) Development of the livestock sector by provision of quality feed
25	Congo signal	Food Crops	1) Cereal and grass forages 2) Cover crop and weed controller 3) Silage and hay	1) Milk products and milk processing sector through quality livestock feed 2) Development of the livestock sector by provision of quality feed
26	Coloured guinea grass	Food Crops	1) Hay 2) Cover crop/ soil erosion control	Development of the livestock sector by provision of quality feed
27	Pyrethrum	Miraa, Pyrethrum and other Industrial Crops	1) Aerosols 2) Agricultural sprays 3) Livestock sprays 4) Powder dusts 5) Household insecticides -Mosquito coils 6) Pymarc (animal feed)	1) Use in other agricultural subsectors as a pesticide 2) Used in animal health, crop protection and public health.
28	Cassava	Food Crops	1) Production of industrial caramel 2) Production of Monosodium glutamate (MSG) 3) Making adhesives	Food and beverages sector
29	Sweet potato	Food Crops	Sweet potato flour	Food and beverages sector
30	Kenaf	Fibre	1) Core fibres for making paper and cardboard products, newspapers 2) Forage	1) Used in paper industry 2) Development of the livestock sector by provision of quality feed
31	Sesame	Nuts and Oil	1) Sesame oil 2) Ingredient in cuisine	Food and beverages sector



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			3) Preservative 4) Cooking oil production	
32	Safflower	Nuts and Oil	1) Cooking oil and margarine production 2) Produce human insulin 3) Safflower oil used as medicine	1) Health sector and pharmaceuticals 2) Food sector
33	Ground nut	Nuts and Oil	1) Peanut butter 2) Cheese 3) Peanut flour 4) Pods used as livestock feed 5) Pods burned as fuel 6) Peanut oil	1) Food production sector 2) Development of the livestock sector by provision of quality feed
34	Pigeon pea	Food Crops	1) Green manure 2) Pigeon peas stems used for thatching, 3) Fencing and firewood	Other agriculture sub sectors
35	Dolichos bean	Food Crops	1) Livestock forage 2) Ornamental plant 3) Medicinal plant	1) Development of the livestock sector by provision of quality feed 2) Health sector
36	Cowpea	Food Crops	1) Human diet 2) Livestock feed 3) Organic manure	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
37	Chick peas	Food Crops	1) Chickpea flour 2) Animal feed	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
Crops with no breeding program				
38	Oats	Food Crops	1) Oat flour 2) Feed for horses 3) Beer manufacture 4) Extract used as skin care	1) Beauty products sector 2) Beef/ meat processing sector through quality feed 3) Development of the livestock sector by provision of quality feed
39	Rye	Food Crops	1) Beer and whiskey manufacture 2) Animal fodder 3) Rye flour	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
40	Triticale	Food Crops	1) Ethanol fuel production 2) Bio fuel potential 3) Bio plastics production 4) Enzymatic production 5) Used in flour based products	1) Energy sector through ethanol production 2) Transport sector through Bio fuel production
41	Broad beans	Food Crops	1) Human consumption 2) Livestock feed	Development of the livestock sector by provision of quality feed
42	Cluster bean	Food Crops	1) Green manure 2) Forage crop 3) Guar gum used in mining, petroleum drilling and textile manufacturing	Development of the livestock sector by provision of quality feed
43	Pea	Horticulture	1) Flour (when dry) 2) Instant soup 3) Canning	Food and hospitality sector
44	Common vetch	Horticulture	1) Cover crop 2) Organic matter 3) Livestock feed 4) Leguminous plant	1) Development of the livestock sector by provision of quality feed 2) Improved milk production and milk processing sector
45	Castor bean	Nuts and Oil	1) Castor oil used in medicine 2) Lubricants	Development of pharmaceuticals and health sectors
46	Jojoba	Nuts and Oil	1) Livestock feed 2) Liquid wax/ jojoba oil 3) Cosmetics and beauty care products 4) Bio oils	1) Beauty and cosmetics industry 2) Development of the livestock sector by provision of quality feed
47	Linseed	Nuts and Oil	1) Linseed oil 2) Wood finish 3) Gilding oil 4) Bind wood dust 5) Animal care products 6) Earthen floors	1) Useful in the real estate sector 2) Development of the livestock sector by provision of quality feed



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			7) Cookware seasoning 8) Animal feed	
48	Oil seed rape	Nuts and Oil	1) Cooking oil 2) Bio diesel	Energy sector through bio diesel production
49	Flax	Horticulture	1) Flax oil 2) Fibre 3) Beverages and dietary compliments	Food and beverages sector
50	Sisal	Fibre	1) Ropes 2) Carpets 3) Mattresses 4) Spa products 5) Slippers 6) Sisal extraction used to make Bio gas, 7) Building materials and pharmaceutical ingredients 8) Livestock feed 9) Forage for honey bees	1) Energy sector through biogas production 2) Real estate sector by provision of building materials 3) Health 4) Development of the livestock sector by provision of quality feed sector
51	Beet	Horticulture	1) Food colour 2) Medicinal plant 3) Wine making 4) Tomato paste 5) Jam and sauces	1) Food and beverages sector 2) Health sector
52	Turnip	Horticulture	1) Antioxidant 2) Rich in minerals & vitamins 3) Nutritious root vegetable	Food and beverages sector
53	Flower species	Horticulture	1) Perfumes 2) Insects repellents 3) Cosmetics 4) Pigments 5) Luteins	1) Beauty and cosmetics industry 2) Pesticides subsector



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			6) Floral dyes 7) Jelly 8) Rose water 9) Gulkand	
54	Blue stem grass	Miraa, Pyrethrum and other Industrial Crops	1) Forage for horses and cattle 2) Hay 3) Bio fuel- ethanol production 4) Landscaping	1) Energy sector 2) Development of the livestock sector by provision of quality feed
55	Buffed grass	Miraa, Pyrethrum and other Industrial Crops	1) Hay, Pasture and fresh forage 2) Erosion control	Development of the livestock sector by provision of quality feed
56	Cock's foot	Miraa, Pyrethrum and other Industrial Crops	Hay grass with high sugar content	Development of the livestock sector by provision of quality feed
57	Columbus grass	Miraa, Pyrethrum and other Industrial Crops	1) Making fresh forage 2) Soil cover	Development of the livestock sector by provision of quality feed
58	Paspalum grass	Miraa, Pyrethrum and other Industrial Crops	1) Golf tees, fairways, roughs 2) Parks/ recreational turf 3) Sod production 4) Erosion control	Recreational and leisure through parks decorations



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
59	Rye grass	Miraa, Pyrethrum and other Industrial Crops	High quality forage	Development of the livestock sector by provision of quality feed
60	Sudan	Miraa, Pyrethrum and other Industrial Crops	1) Pasture 2) Hay 3) Silage	Development of the livestock sector by provision of quality feed
61	Love grass	Miraa, Pyrethrum and other Industrial Crops	Erosion control- cover crop	Other agriculture subsectors through soil erosion
62	Bermuda grass	Miraa, Pyrethrum and other Industrial Crops	Livestock forage	Development of the livestock sector by provision of quality feed
63	Butterfly pen	Horticulture	1) Herbal medicines 2) Green manure 3) Ornamental crop 4) Hay	Development of the livestock sector by provision of quality feed
64	Centrosema	Horticulture	1) Livestock feed 2) Cover plant	Development of the livestock sector by provision of quality feed
65	Clover	Horticulture	1) Livestock fodder 2) Organic manure	Development of the livestock sector by provision of quality feed
66	Leucaena	Horticulture	1) Green manure 2) Charcoal source	1) Energy sector through charcoal production 2) Development of the livestock sector by provision of quality feed



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			3) Livestock fodder 4) Cover crop	
67	Siratro	Horticulture	1) Fodder crop 2) Cover crop to prevent soil erosion	Development of the livestock sector by provision of quality feed
68	Stylosanthes	Horticulture	1) Animal forage 2) Improve soil fertility through nitrogen fixation 3) Organic manure	Development of the livestock sector by provision of quality feed
69	Amaranth	Horticulture	1) Making dyes 2) Amaranth seed flour	Dye used in textile industry
70	Artichoke	Horticulture	1) Herbal tea 2) Artichoke cocktail	Pharmaceuticals sector
71	Asparagus	Horticulture	1) Pasta 2) Salad	Food and beverages sector
72	Sugar beet	Horticulture	1) Bio butanol fuel 2) Alcoholic drinks manufacture 3) Bio plastics	1) Energy sector 2) Food and beverages sector
73	Broccoli/cauliflower	Horticulture	1) Antioxidant 2) Medicine	Natural products sector
74	Brussels sprouts	Horticulture	1) Salads 2) Medicine	Natural products sector
75	Cabbage	Horticulture	1) Fermented cabbage reduces risks of cancer 2) Livestock feed	1) Food and beverages sector 2) Development of the livestock sector by provision of quality feed
76	Cantaloupe/muskmelon	Horticulture	1) Penicillin production 2) Salads	Pharmaceuticals sector
77	Carrot	Horticulture	1) Skin and hair products 2) Shampoos and conditioners 3) Carrot juice 4) Beauty creams	1) Beauty and cosmetics industry 2) Food and beverages sector
78	Celery/celeriac	Horticulture	Vegetable, salads and sandwiches	Food processing
79	Chicory	Horticulture	1) Medicine to eliminate intestinal worms	Health sector



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			2) Salads 3) Beer flavours 4) Coffee mixtures 5) Pure chicory drinks	Food and beverages sector
80	Chinese cabbage	Horticulture	Vegetable- stew, salads and soup	Food and beverages sector
81	Chirvil	Horticulture	1) Making soups and sauces 2) Vegetable 3) Aids digestion and lowers high blood pressure	Food and beverages sector
82	Collards/kale	Horticulture	1) Vegetable 2) Cow feed when in excess	Food production sector
83	Coriander	Horticulture	1) Garam masala ingredient 2) Soups 3) Making spices	Food and beverages sector through spices making
84	Cucumber	Horticulture	1) Beauty products and cosmetics 2) Natural hydrator 3) Medicinal value	1) Beauty and cosmetics industry 2) Pharmaceutical sector due to its medicinal and health benefits
85	Dill	Horticulture	1) Herbal tea 2) Traditional medicine	Pharmaceuticals industry due to its health benefits
86	Eggplants	Horticulture	1) Vegetable 2) Antioxidant phenols	Food and beverages sector
87	Endive	Horticulture	Soups, stew, salad	Food and beverages sector though salads making
88	Garden cress	Horticulture	1) Sandwiches and salads 2) Traditional medicine- reduce symptoms of asthma	Food and beverages sector
89	Karella	Horticulture	1) Medicinal herb 2) Karalla juice	Pharmaceuticals sector due to its medicinal value
90	Kohlrabi	Horticulture	1) Vegetable 2) Cattle feed	1) Food production sector 2) Development of the livestock sector by provision of quality feed
91	Leek	Horticulture	Vegetable	Food production sector
92	Lettuce	Horticulture	1) Vegetable	1) Food and beverages sector



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			2) Medicinal herb 3) Antioxidant 4) Cooking oils	2) Pharmaceuticals industry due to its health benefits
93	Okra	Horticulture	1) Vegetable 2) Medicinal herb	Food production sector
94	Onion	Horticulture	1) Vegetable 2) Natural preservative	Food processing sector
95	Parsley	Horticulture	1) Parsley salad/ vegetable 2) Medicinal herb 3) Antioxidant	1) Pharmaceuticals industry due to its medicinal value 2) Food and beverages sector
96	Parsnip	Horticulture	1) Vegetable 2) Herbal medicine 3) Used to feed pigs	1) Food sector 2) Development of the livestock sector by provision of pig and horses feed
97	Pepper	Horticulture	1) Pepper oil 2) Pepper oleoresin 3) Ground pepper 4) Pepper paste 5) Pepper cookies	Food processing industry as a natural flavour
98	Pumpkin/squash/courgette	Horticulture	1) Food 2) Leaves used as vegetables 3) Pumpkin spice 4) Beauty products 5) Hair products	1) Beauty and cosmetics industry 2) Food production sector
99	Radish	Horticulture	1) Vegetable 2) Radish juice	Food sector as a vegetable
100	Rhubarb	Horticulture	1) Pies 2) Bread products 3) Fruit cups 4) Candy-type products	Food and beverage sector
101	Rutabaga	Horticulture	1) Human food	1) Food and beverages sector



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			2) Livestock food	2) Development of the livestock sector by provision of quality feed
102	Spinach	Horticulture	1) Spinach smoothie 2) Spinach antioxidant	1) Food and beverages sector
103	Swiss chard	Horticulture	3) Swiss chard salad 4) Swiss chard smoothie	2) Food and beverages sector
104	Tomato	Horticulture	1) Tomato juice 2) Tomato paste 3) Tomato pomace 4) Tomato puree 5) Tomato sauce 6) Tomato seed oil	Food processing sector
105	Water cress	Horticulture	1) Salad green 2) Sandwiches	Food and beverages sector
106	Water melon	Horticulture	1) Watermelon juice 2) Watermelon salad 3) Jam 4) Pickle 5) Wine	Food and beverages sector through wine production
107	Coconut	Nuts and Oil	1) Palm wine 2) Coconut milk 3) Dye and mouthwash 4) Mats, brooms, roofing thatch, furniture, mattresses stuffing 5) Mosquito repellent	1) Food and beverages sector through wine production 2) Real estate sector through building materials and furniture making
108	Cashewnut	Nuts and Oil	1) Cashew butter 2) Roasted and salted cashew nuts 3) Sugar coated cashew nuts 4) Products from cashew nut shell-(CSNL, Resin, dusting powder and Cardenol)	Food sector
109	Indigenous vegetables	Horticulture	1) Flour	Food sector



#	Crop	Directorate Responsible	Value addition opportunities	Linkages with other sectors and subsectors
			2) Dried vegetables	
110	Guava	Horticulture	1) Guava pulp 2) Guava juice 3) Guava syrup 4) Guava nectar	Food and beverages sector
111	Fruit trees	Horticulture	1) Fruit juices 2) Flour 3) Fibre – makes ropes 4) Fruit jams 5) Making wine	Food and beverages sector
112	Macadamia	Nuts and Oil	1) Fuel 2) Fertiliser 3) Mulch 4) Cosmetics (soap, sun cream, shampoo) 5) Animal feed 6) Salad oil 7) Macadamia Butter 8) Baking ingredient	1) Beauty and cosmetics industry 2) Food production sector 3) Livestock sector



Appendix 2 Governance Framework

Key

Item	Description
Accountable (A)	Has overall responsibility and accountability for a particular activity
Responsible (R)	Responsible for implementing a certain activity
Informed(I)	Does not implement but merely kept informed or in the loop

N.B There can only be one accountable entity but there can be several implementing entities.

Functions	Description	National Government			County Governments	Value Chain actors
		AFA	Ministries	Institutions (KALRO, KIRDI, KEBS)	Governor/CECs	
Information generation	Devise and maintain a system for regularly obtaining information on current and future production, prices and movement in trade, to determine and effect a balanced distribution of scheduled crops	R	I	I	A	I
Agricultural production	Provide agricultural extension services or farmer advisory services				A	
	Construct grain storage structures				A	
	Enhance inputs supply chain management - avail farm inputs such as certified seeds, fertilizer and other planting materials, such as cassava cutting or potato vines to farmer				A	
	Capacity build County staff on agricultural production practices& provide technical support	A				
	Ensure secure domestic food supply for the country	R	A	R	R	R
	Promote increase in area under production	R	R		A	
Agro-processing and value addition	Promote the increase product diversification and value added products	R		A	R	R
	Supply chain management of agricultural produce to agro- processing plants	R		A		R

Functions	Description	National Government			County Governments	Value Chain actors
		AFA	Ministries	Institutions (KALRO, KIRDI, KEBS)	Governor/CECs	
Science, Technology and Innovation	Establish linkages with various Governments and private research institutions for the conduct of studies and researches designed to promote the production, marketing and processing of Scheduled Crops;	A	R	R	R	I
	Establish experimental stations and seed farms for the development of varieties suitable to the agro-climatic conditions of the area and markets that will provide greatest value added to Scheduled Crops	R	I	A	R	I
	Be responsible for determining the research priorities in agriculture and to advise generally on research thereof;	R	I	A	R	I
	Develop, adapt and disseminate new agricultural technologies,	R		A	R	I
	Establish linkages and coordination with international and regional research agencies	I	R	A	R	I
	Resource mobilization for agricultural research	I	R	A		
Sector laws, policies and strategies	Provide enabling environment for the development of the Crop Sub-sector	R	A		R	
	Determine and promote the implementation of agricultural policies and measures;	R	A		R	
	Formulate general and specific policies for the development of scheduled crops	R	A		R	
	Promote and advise on strategies for value addition prior to the export of crops from Kenya	R	A		R	
	Formulate & review agricultural policies	R	A		R	
	Develop and enact bills and regulatory frameworks	R	A		R	

Functions	Description	National Government			County Governments	Value Chain actors
		AFA	Ministries	Institutions (KALRO, KIRDI, KEBS)	Governor/CECs	
	Capacity build County governments on policies and strategies	A	R			
	Liaise with other government agencies in development of sectoral and inter-sectoral policies and legal frameworks	R	A		R	
	Coordinate matters of international protocols and conventions		A			
	Formulate and review County specific policies	I	I		A	
	Implement National and County specific policies	R	R		A	
Regulations	Prescribe development and regulation measures with respect to each scheduled crop	A	R		R	I
	Regulate the production, processing, marketing, grading, storage, collection and transportation of scheduled crops	A	R		R	
	Set National standards	R		A	R	I
	Set enforcement rules and regulations	A			R	I
	Develop and enact legislation and regulatory frameworks for County specific policies	I			A	
	Enforce regulations and standards on quality control of inputs, produce and products from the scheduled crops sub sectors	A			R	I
	Facilitate product certification	A			R	I
	Monitor implementation of regulations and quality control standards	A			R	
Services & programmes	Develop surveillance programmes, testing services, produce certification programmes & services	A			R	R
	Conduct farmers' training programs aimed at increasing their knowledge on production technologies and on market potentials and prospects for various types of crops, through farmer training institutions				A	

Functions	Description	National Government			County Governments	Value Chain actors
		AFA	Ministries	Institutions (KALRO, KIRDI, KEBS)	Governor/CECs	
	Develop programmes to intervene on soil and water management and conservation of the natural resource base for agriculture;				A	
	Manage agricultural training centres and agricultural mechanization stations				A	
	Undertake land development services such as construction of water pans for horticultural production for food security				A	
	Provide infrastructure to promote agricultural production and marketing as well as agro-processing and value chains	R			A	
Funding	Advise the National government and the County governments on agricultural levies for purposes of planning, enhancing harmony and equity in the sector	A	R			
	Collect fees from conformity assessment services	A			R	
	Enhance accessibility to affordable credit and insurance packages for farmers and incentives for investors	R			A	
Market access and product development	Coordinate and enforce National and cross-County trade policies;	R	A		R	I
	Participate in development, implementation and coordination of international trade protocols and agreements;	R	A		R	I
	Create linkages with other agencies to develop infrastructure to promote product development (under PPP arrangement)				A	I
	Promotion of new international and regional market access for agricultural products	A	I		R	I
	Facilitate marketing and distribution of scheduled crops through monitoring and dissemination of market information	A			R	I



Functions	Description	National Government			County Governments	Value Chain actors
		AFA	Ministries	Institutions (KALRO, KIRDI, KEBS)	Governor/CECs	
	Promote the establishment of wholesale markets in identified major centres of the country	R			A	I
	Promote the establishment of agricultural produce collection centres in viable areas	R			A	I



Appendix 3 AFA's Agriculture Sector Regulatory Milestones

Agriculture Sector Milestones
<p>Agro – processing and value addition</p> <ol style="list-style-type: none"> 1. Promote value addition of 6 Nuts and Oils Products by 2020(Coconut, Cashew nut, Palm oil, Macadamia, Ground nuts and Sunflower) 2. Promote value addition of 7 Food Crops (Beans, sweet potatoes, Irish Potatoes, Maize, Rice, Wheat and Sorghum) by 2022 3. Promote value addition for 3 products for Sugar (Refined Sugar, Electricity & briquettes, Ethanol Production) 4. Promote modern agro-processing and value addition in the processing of Coffee and end use products by 2022 5. To promote increased manufacture of specialty teas (Green/white/purple/Instant tea/Orthodox tea) from 3 million kgs to 10 million kgs by 2022 6. Promote value addition during processing and end use products of Pyrethrum to target agriculture, human and animal health 7. Promote value addition of horticultural crops (Mango, Banana, Avocado & Chili) by 2022 8. Promote value addition of Fibre crops by 2022
<p>Marketing and Trade</p> <p>To expand existing and promote export to emerging international markets by 2022</p> <ol style="list-style-type: none"> 1. Coffee – 4 emerging international markets by 2022 2. Tea - At least 2 new markets 3. Fibre crops - 3 new international markets by 2022 4. Pyrethrum - To promote the increased usage of Kenya pyrethrum products in the global market by 2022- (identify at least one product formulation for organic market, malaria and related diseases control, livestock vectors and crop protection) 5. Horticulture - 3 new international markets by 2022 6. Food Crops – Promote 3 new international markets 7. Nuts and Oils - Promote at least 1 new market for Coconut, Cashew nut and macadamia 8. Sugar – Focus on undertaking studies on potential markets. Pilot sugar exports to regional and international markets identified in the studies <p>To expand existing and promote export to emerging regional markets by 2022</p> <ol style="list-style-type: none"> 1. Coffee - 5 emerging regional markets 2. Tea - At least 2 new markets 3. Food crops - develop 2 regional markets 4. Fibre – at least 1 new regional market

Agriculture Sector Milestones

5. **Horticulture** - 3 new regional markets
6. **Pyrethrum**- To promote the increased usage of Kenya pyrethrum products in the global market - (identify at least one product formulation for organic market, malaria and related diseases control, livestock vectors and crop protection)
7. **Nuts and Oils**- at least 1 new market for macadamia, coconut and cashew nuts

To promote increase in domestic consumption by 2022

1. **Coffee** -Increase in local consumption by at least 5%
2. **Tea** -Increase in local consumption by at least 15%
3. **Food crops** -Increase the domestic market for indigenous food crops by 10%
4. **Fibre** - To promote 4 new domestic markets (Public Procurement Entities)
5. **Horticulture** - 3 new domestic markets
6. **Pyrethrum**-Obtain new registrations, Capacity build new formulators, and promotion of IEC on pyrethrum products
7. **Nuts and Oil** -Increase in local consumption by at least 2%
8. **Sugar** - focus on meeting the local demand



