



MINISTRY OF AGRICULTURE AND LIVESTOCK DEVELOPMENT

**STRATEGIC PLAN
2023 – 2027**



Vision

A food and nutrition secure, and wealthy nation anchored on an innovative, commercially oriented and competitive agricultural sector.

Mission

To improve the livelihood of Kenyans and ensure food and nutrition security through creation of an enabling environment and ensuring sustainable natural resources management.

Core Values

- Professionalism
- Integrity
- Efficiency and Responsiveness
- Partnership
- Equity

FOREWORD

I am delighted that the Ministry has developed its 2023-2027 strategic plan which is a vital roadmap that will shape the future growth and development of agriculture and livestock sector. The mandate of the Ministry is to create an enabling environment for sustainable development of agriculture and livestock for food and nutrition security and economic development. The theme of the Strategic Plan is “Food and Nutrition Security and improved income for all”. The theme underpins our desire and commitment to work with others to fulfill our nation’s collective aspiration of transforming Kenya into a newly industrialized, middle-income country providing a high quality of life to all its citizens in a clean and secure environment as envisioned in our development blueprint, the Kenya Vision 2030 and the Bottom-up Economic Transformation Agenda (BETA) plan.

It is notable that the agriculture sector is a major contributor to the economy and remains high on the national development agenda in terms of food and nutrition security, income generation, employment creation and export earnings. However, for the country to reap maximum benefits, the sector has to be fundamentally transformed to make it modern, commercially oriented and competitive. To realize the country’s aspirations of food and nutrition security, there is need for collective and concerted efforts to turn around the sector and the overall national economy as envisaged in the Kenya Vision 2030. Towards this end, the Ministry is continuing to implement the sector-wide Agriculture Sector Transformation and Growth Strategy (ASTGS), 2019 - 2029.

For successful implementation of this Strategic Plan, the Ministry will embrace the Whole Government Approach; and strengthen collaboration with all stakeholders and development partners. Deliberate efforts will be made to ensure greater private sector participation through Public Private Partnerships (PPPs) framework with an aim to foster employment creation, income generation and wealth creation for all Kenyans.

Finally, it is my expectation that all the stakeholders will offer their cooperation and support towards the successful implementation of this Strategic Plan. This is envisaged to facilitate realization of the desired goal of being a food and nutrition secure country and achievement of socio-economic development for improved livelihoods of all Kenyans.

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PREFACE AND ACKNOWLEDGEMENT

This Strategic Plan will guide the State Departments under the Ministry in the implementation of agricultural policies and priorities in the next five years. The Plan has been prepared in line with Kenya Vision 2030 and its fourth Medium-Term Plan; the Bottom-up Economic Transformation Agenda Plan; the Agricultural Sector Transformation and Growth Strategy; and other regional and international development agenda.

The Plan has set out key result areas, strategic objectives and strategies that will be pursued in order to achieve tangible and measurable outcomes. In this regard, the State Departments has identified five key result areas to be implemented over the plan period. These are: Agricultural policy, legal and institutional framework, agricultural production and productivity, agricultural value addition, market access and trade, food and nutrition security, and social inclusion in agriculture. Achievements in these key result areas will transform the predominantly smallholder agricultural sector to a modern and market-oriented one, besides ensuring 100 percent food and nutrition security in Kenya. This strategic plan will be the basis for the formulation of the State Departments work plans, resource bidding-MTEF budget process and performance contracts.

We acknowledge the importance of collaborative efforts and partnerships in achieving the agriculture sector goal and objectives; and we remain dedicated to engaging with all the stakeholders while implementing the strategic plan. The success of this strategic plan depends on collective efforts of the sector players. Therefore, we eagerly look forward to collaborating with all stakeholders to drive the desired positive change and transform Kenya into a prosperous and inclusive nation.

The process of preparing this Strategic Plan was highly consultative and participatory. A team consisting of technical officers from across the State Departments was established to spearhead the development of this strategic plan. We wish to acknowledge the guidance and counsel of the Cabinet Secretary during the entire strategic planning process. In a special way, we appreciate the dedication and commitment of all the Heads of Directorates and Departments, the Strategic Planning Secretariat and all the stakeholders that have made it possible to actualize this document. It is our conviction that with dedication and team work, this Strategic Plan will be implemented effectively to realize the mandate of the Ministry and largely contributes towards achievement of our country socio-economic aspirations.

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ACRONYMNS AND ABBREVIATIONS

AAM	African Armyworm Management
AB&MDD	Agribusiness and Market Development Directorate
ABRS	Animal Breeding and Regulatory Services
AES	Agricultural Engineering Secretary
AFA	Agriculture and Food Authority
AHITI	Animal Health Industry Training Institute
AIRC	Agricultural Information Resource Centre
AMR	Antimicrobial Resistance
AnGR	Animal Genetic Resources
ANITRAC	Animal Identification and Traceability
APRR	Director Agricultural Policy, Research and Regulations
ARD	Agriculture and Rural Development
ART	Animal Reproductive Technologies
AS	Agriculture Secretary
ASAL	Arid and Semi-Arid Lands
ASDS	Agriculture Sector Development Strategy
ASTGS	Agricultural Sector Transformation and Growth Strategy
ATDC	Agricultural Technologies Development Centres
AU	African Union
B2B	Business to Business
BETA	Bottom-Up Economic Transformation Agenda
BSL	Biosafety Laboratory
CAADP	Comprehensive African Agricultural Development Programme
CAPF	County Agribusiness Partnership Framework
CASIC	County AMR Stewardship Inter-agency Committee
CIGs	Common Interest Groups
CoK	Constitution of Kenya
COVID	Corona Virus Disease
CPPMD	Central Planning and Project Monitoring Department
CVL	Central Veterinary Laboratory
DCR&M	Director Crop Resources and Management
DHRM	Director Human Resource Management
DICT	Director of Information, Communication and Technology
DLP	Director Livestock Production
DLPRR	Director Livestock Policy, Research and Regulations
DoP	Director of Planning
DRIVE	De-Risking, Inclusion and Value Enhancement of Pastoral Economies
DSET	Diagnostic Services and Efficacy Trials
DSVZS	Disease Surveillance, Vector and Zoological Services
DTI	Dairy Training Institute
DVS	Director Veterinary Services
EAC	East African Community
EBVs	Estimated breeding values
EDPs	Enterprise Development Plans
ENABLE	Empowering Novel Agribusiness-Led Employment

EPDWM	Emerging Pests, Diseases and Weeds Management
ERS	Economic Recovery Strategy
EWS	Early Warning System
FAM	Fall Armyworm Management
FMD	Foot and Mouth Disease
FPOs	Farmer Producer Organizations
GDP	Gross Domestic Products
GoK	Government of Kenya
Ha	Hectares
ICT	Information, Communication and Technology
ILRI	International Livestock Research Institute
ISO	International Standards Organization
KALRO	Kenya Agricultural and Livestock Research Organization
KAMIS	Kenya Agriculture Markets Information System
KASEP	Kenya Agriculture Sector Extension Policy
KEBS	Kenya Bureau of Standards
Kgs	Kilograms
KIAMIS	Kenya Integrated Agriculture Management Information System
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KLIP	Kenya Livestock Insurance Programme
KNBS	Kenya National Bureau of Statistics
KRA	Key Result Area
KSA	Kenya School of Agriculture
LEZ	Livestock Export Zone
LIMS	Laboratory Information Management System
LITS	Livestock Identification and Traceability System
LMIS	Livestock Market Information System
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MEL	Monitoring Evaluation and Learning
MoUs	Memorandum of Understanding
MSMEs	Micro Small and Medium Enterprises
MT	Metric Tonnes
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NAVCDP	National Agricultural Value Chain Development Project
NTB	Non Tariffs Barrier
NGO	Non-Governmental Organization
NPC	National Project Coordinator
PC	Project Coordinator
PESTLE	Political, Economic, Social, Technological, Environmental, Legal and Ecological
PLCI	Public Land Commercialization Initiative
POEs	Port of Entries
PP&FSD	Plant Protection and Food Safety Directorate
QMS	Quality Management System
QQB	Quelea Quelea Bird

RVIL	Regional Veterinary Investigation Laboratory
SA	Secretary Administration
SACCOs	Saving and Credit Cooperatives Organization
SAGAs	Semi-Autonomous Government Agencies
SDA	State Department for Agriculture
SDGs	Sustainable Development Goals
SDLD	State Department for Livestock Development
SDM&ETC	State Departments' Monitoring and Evaluation Technical Committee
SLDP	Strategic Leadership Development Programme
SMC	Senior Management Course
SOPs	Standard Operating Procedures
SPAS	Staff Performance Appraisal System
SPS	Sanitary and Phytosanitary Standards
SRA	Strategy for Revitalizing Agriculture
TBT	Trade Barrier Tarrifs
TIM	African Armyworm Management
TIMPs	Technologies Innovations and Management Practices
TLUs	Tropical Livestock Units
TNT	The National Treasury
TWENDE	Towards Ending Drought Emergencies
VCAs	Value Chain Actors
VEES	Veterinary Epidemiology and Economics Section
VMGs	Vulnerable and Marginalized Groups
VPH	Veterinary Public Health
WOAH	World Organization for Animal Health
WRS	Warehouse Receipt System

EXECUTIVE SUMMARY

This is the Ministry's fifth generation five years (2023-2027) strategic plan that will be instrumental in the implementation of its mandate and gives an insight on annual work plan and budgeting, performance contracting for the Ministry in the next five years. The plan espoused that Ministry of Agriculture and Livestock Development was created by Executive Order No. 2 of 2023 and it comprised of two State Departments namely; State Department for Agriculture and State department for Livestock Development. The overall mandate of the Ministry is to create an enabling environment for sustainable development and management of crop and livestock resources. The vision of the ministry is to have a food secure and wealthy nation anchored on an innovative, commercially oriented and competitive agricultural sector, while its mission is to improve the livelihood of Kenyans and ensure food and nutrition security through creation of an enabling environment and ensuring sustainable natural resources management.

In view of the Ministry significance in economic and social development of the country through enhancing food and nutrition security; provision of raw materials for manufacturing; employment and wealth creation; foreign exchange earnings and sustainable management of the environment, the strategic plan was developed in considerations the global, regional commitments and national development agenda. These include; Sustainable Development Goals No. 1 and 2 on no poverty and zero hunger respectively, African Union agenda 2063 goals No. 1, 3, 4, 5 and 7 on high standard of living, health and well-nourished citizens, modern agriculture for increased production and productivity and environmentally sustainable and climate resilient economies respectively. East African Community vision 2050. At national development arena, the strategic plan is aligned to the Constitution of Kenya, Vision 2030 Fourth Medium Term Plan, Bottom-Up Economic Transformation Agenda (BETA) focusing on improved agricultural production and productivity, value addition and marketing in the prioritized value chains namely; tea, textile & apparel, edible oils, rice, dairy, beef and leather development. It also integrated the aspirations of the Agricultural Sector Transformation and Growth Strategy 2019- 2029 that envisages promotion of an innovative, commercially oriented and modern agriculture, among other sector policies were included.

To deliver on its mandate, the Ministry developed a five-year strategic plan for the period 2023-2027. The strategic plan sets out Ministry's vision, mission, core values, goals, quality objective statement, key issues, key result areas, strategic objectives and strategic interventions. The key identified strategic issues are; Inadequate agricultural policy, legal and institutional framework; Low agricultural production and productivity; Limited value addition, market access and trade; Food and nutrition insecurity; Low involvement of youth, women and vulnerable groups in agriculture. To address issues and challenges raised identified, the Ministry will focus on five key strategic objectives namely to: develop appropriate policy, legal and institutional framework sustainable agricultural development; increased agricultural production and productivity; improved agricultural value addition, market access and trade; enhanced food and nutrition security; increased youth, women and vulnerable groups involvement in agricultural value chains. The objective will be achieved by implementing the following the key result areas: Agricultural

policy, legal and institutional frameworks; Agricultural production and productivity; Agricultural value addition, market access and trade; Food and nutrition security; and Social inclusion in agriculture.

In order to implement this strategic plan effectively, **KShs 334,107 million** will be required. The funds will be mostly sourced from the government exchequer, internally generated revenue, and stakeholders. Nevertheless, the Ministry strive to mobilize resources for implementing the targeted strategies from development partners and NGOs to bridge the existing shortfall estimated at **KShs 112,123 million**. The ministry will put in place measures to ensure prudent management of resources and assure value for money is attained. To ensure seamless implementation of the strategic plan, the Ministry will undertake monitoring and evaluation of all activities and produce progress reports on quarterly and annually basis. The key instruments to be used for monitoring will the Annual Workplan Plans, Performance Contracts and Performance Appraisal System for the human resources performance. To ensure planned targets are realized, a midterm and end-term evaluations will be conducted and appropriate measures taken on the findings.

CHAPTER ONE: INTRODUCTION

The chapter provide a background of the Ministry and the strategic plan importance in the execution of ministry's mandate. The chapter discuss role of the Ministry in global, regional and national development agenda. It also provide a history of the ministry since its inception and its role in agricultural sector development and management. It conclude with methodology approach used in developing this strategic plan.

1.1 Strategy as an Imperative for Organizational Success

The Ministry of Agriculture and Livestock Development as established vide Executive Order No. 2 of 2023 has two State Departments namely, State Department for Agriculture and State Department for Livestock Development. It has twenty-eight (28) Autonomous and Semi-Autonomous Government Agencies (SAGAs), ten (10) Agricultural Training Institutions, ten (10) Agricultural Technology Development Centres (ATDC), fifteen (15) Animal Genetic Conservation Stations, five (5) Veterinary Efficacy Trial Centres; two (2) National and eight (8) Regional Veterinary Laboratories, thirteen (13) Ports of Entry and one (1) National Livestock Recording Centre with five (5) Regional Genetic Evaluation Centres.

The overall mandate of the Ministry is to create an enabling environment for sustainable development and management of crop and livestock resources. The Ministry plays a key role in economic and social development of the country through enhancing food and nutrition security; provision of raw materials for manufacturing; employment and wealth creation; foreign exchange earnings and sustainable management of the environment as guided by the Constitution of Kenya, Kenya Vision 2030, various sector policies, legislations, strategies and standards. In line with the Constitution of Kenya on functions of the national government, the Ministry plays a role in agricultural policy, veterinary policy, capacity building and technical assistance to the counties, consumer protection through interventions on production of safe food and regulations on handling potentially hazardous agricultural inputs and veterinary drugs, and public investment through development projects.

This strategic plan is therefore instrumental in enabling the Ministry to deliver on its mandate. It has strategies that are aligned to the national development priorities under the economic pillar of the Kenya Vision 2030, the fourth Medium Term Plan, the Bottom-Up Economic Transformation Agenda (BETA) as well as other national, regional and international obligations. The plan will inform the development of work plans as well as targets in medium-term expenditure framework and formulation of the annual budgets during the period.

The strategic plan has been developed through a participatory process and strategy formulation has been informed by a review of the performance of the ministry under the previous plan, drawing

from lessons learned, policy trends and factors in the environment in order to improve performance in the plan period.

1.2 The Context of Strategic Planning

The development of this Plan took into considerations the global, regional commitments and national development agenda. These include; Sustainable Development Goals (SDG's), African Union (AU), East African Community (EAC), The Constitution of Kenya, Vision 2030, BETA priorities, Fourth Medium Term plan and sector policies.

1.2.1. United Nations 2030 Agenda for Sustainable Development

The Ministry will contribute directly to Sustainable Development Goals No. 1 and 2 on no poverty and zero hunger respectively. Indirectly, it contributes to goals: No. 3 on good health and well-being through ensuring food safety for human consumption, No. 8 on decent work and economic growth; No. 9 on industry, innovation and infrastructure; No. 13 action to combat climate change and No. 15 on reverse land on degradation and halt bio-diversity loss.

1.2.2 African Union Agenda 2063

African Union Agenda 2063 is Africa's blueprint to achieve inclusive and sustainable social economic development over a 50-year period. The commitments focus on agricultural transformation through: increasing financing and investments in agriculture; ending hunger by doubling agricultural productivity and halving post-harvest losses; tripling intra-African trade in agricultural commodities and services; enhancing resilience of livelihoods and production systems to climate variability and related risks and halve poverty levels. The Ministry will contribute towards the attainment of Goals No. 1, 3, 4, 5 and 7 on high standard of living, health and well-nourished citizens, modern agriculture for increased production and productivity and environmentally sustainable and climate resilient economies respectively.

1.2.3 East African Community Vision 2050.

The EAC vision 2050 lays out a broad perspective in which the region optimizes the utilization of its resources to accelerate productivity and the social wellbeing of its people. The vision goal for agriculture is to increasing investment and enhancing agricultural productivity for food security and a transformation of the rural economy. In this regard, Ministry implements:

- i. EAC Standard Operating Procedures (SOPs) on Animal Health 2019 which provides recommendations for a regional control that reduce spread of trans-boundary animal diseases resulting from movement of live animals. The SOPs also facilitate trade of live animals, harmonize health certification schemes and other measures related to live movement within EAC.
- ii. EAC 2021 Mutual Recognition Procedure for the registration of veterinary medicines that require registering of veterinary vaccines and pharmaceutical products have been harmonized in all EAC Partner States.

- iii. EAC Leather and Leather Products Strategy which prioritize the development of a competitive domestic leather industry to provide affordable and quality options of leather products for the State Partners.
- iv. The East African Community (EAC) Council of Ministers developed and adopted the EAC Livestock Policy in 2016. Kenya being a member of EAC is obligated to implement this policy areas of agricultural intervention through the Ministry. The specific policy objectives to be implemented are: Securing access to basic production inputs and security to stimulate productive use of livestock assets; Building resilience to risks and shocks to secure livestock assets; Enhancing growth in livestock productivity and competitiveness for livelihood benefits; Sustaining growth in livestock productivity and competitiveness adaptable to dynamics in the livestock value chains.

1.2.4. Constitution of Kenya

The Constitution of Kenya (CoK), Article 43 (c) underscores the Bill of Rights and states that every person has the right to be free from hunger and to have adequate food of acceptable quality. Article 60 (1) (c) emphasizes sustainable and productive management of land resources. In this regard, the Ministry is obligated to ensure fulfillment of CoK aspirations in all its interventions.

The CoK has delineated the roles of the national and the 47 county governments as stipulated in the Fourth Schedule. The National government is mandated to undertake development of Agricultural and Veterinary policies, capacity building and technical assistance to counties and national public investment. In this regard, the Ministry will continue creating an enabling environment for agricultural resources development and management,

1.2.5. Kenya vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Kenya Vision 2030 identifies agriculture as one of the key sectors under the economic pillar expected to drive the economy to the projected 10 percent growth annually. The Ministry is therefore central to the achievement of Vision 2030 goal of “a globally competitive and prosperous country with a high quality of life by 2030”, through the flagships projects namely Implementation of the consolidation of Agricultural Reforms Legislations, Fertilizers Cost Reduction and establishment of Livestock Disease Free Zones.

The Fourth Medium Term Plan (MTP IV) for 2023-2027

In the Fourth Medium Term Plan (MTP IV), agriculture is expected to grow at a rate of 7 percent through; increasing agricultural production and productivity, disease and pest control, crop and livestock insurance, post-harvest management, market development, natural resource management, strengthening institutions, development of policies and legal frameworks, increasing youth and women participation in modern agriculture, and implementation of regional and international protocols and commitments.

The Government “Bottom-up Economic Transformation Agenda (BETA)” prioritizes the agricultural sector focusing on improved agricultural production and productivity, value addition and marketing. The prioritized value chains are tea, textile & apparel, edible oils, rice, dairy, beef and leather development. The BETA plan states that Kenya has a big potential to develop its agricultural sector based on three agricultural pillars; food security, reduction on food imports and grow exports. The Ministry will also contribute to BETA pillar on MSMEs through incubation along agricultural value chains.

1.2.6. Sector Policies and Laws

This strategic plan has integrated the aspirations of the Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019- 2029 that envisages promotion of an innovative, commercially oriented and modern agriculture. The Strategic plan is also guided by the Sessional Paper No. 1 of 2021 for Agricultural Policy, Sessional Paper No.2 of 2020 for Veterinary Policy, Sessional paper No. 3 of 2020 for National Livestock policy, National Agricultural Soil Management Policy 2023, Phytosanitary Policy 2023, among others sector specific policies and strategies, Acts, international treaties and conventions.

1.3 History of the Ministry

Historically, the Ministry of Agriculture and Livestock had its origin in the year 1903 as the Ministry of Agriculture, Animal Husbandry and Water Resources. During the colonial period, agricultural institutions were created to support settler practicing agro production, processing and marketing. Since Independence, the Ministry has undergone mergers and splits with closely related functions of crop and livestock development, fisheries, water, cooperatives and Environment. Despite the transformations, the core functions of the Ministry have been on policy formulation, promotion of technologies, and provision of advisory and regulatory services, among others geared towards food and nutrition security and safety. However, upon promulgation of Constitution of Kenya 2010 that established 47 counties and the National government, some of the agricultural functions were devolved. The National government is mandated on agricultural policies and capacity building and technical assistance to counties. The Ministry continues to create an enabling environment for agricultural resources development to ensure fulfillment of CoK aspirations.

The Ministry has been contributing to national development through its aspirations of attaining national food and nutrition security guided by various sector policies, legislations, strategies and standards. Previously, the Ministry was guided by government policies which included Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003-2007 which was implemented in the agricultural sector through the Strategy for Revitalizing Agriculture (SRA) 2004-2014. The ERS was succeeded by Kenya Vision 2030 in which agriculture was identified as a key sector in economic pillar. The aspiration of the Kenya Vision 2030 was cascaded in the sector through Agriculture Sector Development Strategy (ASDS) 2010-2020 which was phased

out and succeeded by Agriculture Sector Transformation and Growth Strategy (ASTGS) 2019-2029.

1.4 Methodology of Developing the Strategic Plan

The process of preparation of the strategic plan was initiated upon receiving guidelines on preparation of the fifth generation strategic plans from The National Treasury and Economic Planning. A technical committee was appointed with terms of reference to develop the Ministry's Strategic Plan for 2023-2027.

The Committee reviewed the previous strategic plan 2018-2022 and identified strategic issues based on results achieved, challenges encountered and emerging issues. Based on this analysis, the Committee identified critical priorities that needs to be addressed to spur agricultural sector growth. Further, the Committee considered the MTP IV and Bottom-Up Economic Transformation Agenda (BETA) that focuses on improved agricultural production and productivity, value addition and marketing, Agriculture Sector Transformation and Growth Strategy (ASTGS) and relevant policies governing the agricultural sector as well as regional and global commitments.

The draft strategic plan was circulated to internal and external stakeholders for inputs and their submissions were incorporated. Finally, the Plan was presented to the stakeholders for validation and thereafter, submitted to State Department for Economic Planning for review and feedback.

CHAPTER TWO: STRATEGIC DIRECTION

This chapter outlines the mandate, vision & mission statement which provides the Ministry's aspirations over the Medium Term 2023-2027. It further identifies the Ministry's strategic goals, core values and the quality policy statement.

2.1 Mandate

The Ministry derives its mandate from Executive Order No. 2 of 2023, as follows;

2.1.1 State Department for Agriculture

The State Department for Agriculture mandate are: National agricultural policy management; National food policy; Strategic food reserves; Agricultural crops development, Regulations and promotion; Agriculture financing; Phytosanitary services and international standards compliance; Policy on agricultural training; Agricultural land resources inventory and management; Agricultural mechanization policy management; Policy on land consolidation for agricultural benefit; Agricultural insurance policy; Agricultural extension policy and services standards; Capacity building policy for agricultural staff: Crop research and development; Support in administration of irrigation Schemes; Agriculture seed research and development; Crop genetic research; and Bio-safety management.

2.1.2 State Department for Livestock Development

The State Department for Livestock Development mandate are: Livestock policy management; Development of livestock industry; Veterinary services and disease control policy; Range development and management; Livestock marketing; Promotion of dairy industry; Livestock insurance policy; Livestock branding; Promotion of bee keeping and apiculture; Promotion of quality of hides and skins; Leather sector development and promotion of value chain; Livestock research and development; Animal genetic research; and Tsetse fly and Trypanosomiasis research and control. It is also oversee the running of Semi-Autonomous Government Agencies (SAGAs) and training institutions under its purview.

2.2 Vision Statement

A food secure and wealthy nation anchored on an innovative, commercially oriented and competitive agricultural sector.

2.3 Mission Statement

To improve the livelihood of Kenyans and ensure food and nutrition security through creation of an enabling environment and ensuring sustainable natural resources management.

2.4 Strategic Goals

The strategic goals are:

- i. Appropriate enabling environment for sustainable agricultural development;
- ii. Increased agricultural production and productivity;
- iii. Improved agricultural value addition, market access and trade;
- iv. Enhanced food and nutrition security;
- v. Increased youth, women and vulnerable groups involvement in agricultural value chains

2.5 Core Values

To deliver on the given mandate and achieve the above vision and mission, the Ministry will be guided by the following core values:

- i) **Professionalism:** Apply the highest standards of service delivery.
- ii) **Integrity:** Uphold honesty, uprightness and reliability at all times.
- iii) **Transparency and accountability:** Be open and answerable to the various stakeholders.
- iv) **Partnership:** Efforts shall be made to deliver as one through enhanced collaboration/ learning and sharing.
- v) **Equity:** Ensure impartial and equitable representation of all forms of diversity within our processes.
- vi) **Effectiveness:** To be responsive and exceed customer expectations in provision of services.

2.6 Quality Policy Statement

The Ministry is committed to promoting sustainable and competitive agriculture and livestock development to enhance food and nutrition security, wealth and employment creation, income generation and poverty reduction by providing efficient and effective support services.

To achieve this, the Ministry shall formulate and review national agricultural policies, disseminate information, provide technical services and laboratory testing and interpretation of results that meet or exceed the expectations and requirements of its clients and stakeholders. Further, the Ministry shall establish quality objectives at relevant functions that are responsive to the changing needs of its clients as enshrined in the core values.

In pursuit of this commitment, top management shall ensure compliance to all customers and applicable legal requirements and continual improvement by monitoring and annually reviewing the policy and quality objectives, and effective implementation of established Quality Management Systems; ISO 9001:2015 and laboratory management system ISO/IEC 17025:2017.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDERS ANALYSES

This chapter describes the internal and external environment factors that promote or inhibit Ministry's operations. This includes strengths, weaknesses, opportunities and threats. It further provides a review of implementation of the previous strategic plan highlighting key achievements, challenges encountered and lessons learnt. It concludes with the role of various stakeholders in the implementation of this Strategic Plan.

3.1 Situational Analysis

This section focuses on the external and internal environment and analysis of the past performance.

3.1.1 External Environment

This section highlights the macro environment, which focuses on major external factors, which have both direct and indirect impact on decision-making and performance.

3.1.1.1 Macro-environment

In order to effectively plan and implement strategic interventions in the Ministry, it was important to understand the operating environment and the factors that are likely to impact positively or negatively on its operations. To ensure effective implementation of this strategic plan, an assessment of external environment was carried out. The process involved analysis of Ministry's opportunities and threats in regard to political, economic, social, technological, environmental and legal factors (PESTEL).

3.1.2 Summary of Opportunities and Threats

The emergent opportunities and threats that are inherent in implementation of this strategic plan were identified, analyzed and summarized in table 3.1.

Table 3.1: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	<ul style="list-style-type: none">• Political goodwill;• Supportive policy and legal framework• Global, continental and regional agreements that recognize the sector;• Existence of National, Regional and Global bodies	<ul style="list-style-type: none">• Changes in foreign policies by external partners;• Regional and international conflicts;• Political instability
Economic	<ul style="list-style-type: none">• Availability of national, regional and global markets• Availability of partners to facilitate the development of the sector;• Existence of a vibrant private sector in agricultural value chains;• Increased demand for agricultural products;	<ul style="list-style-type: none">• Competition from other countries exporting to common markets;• Intense competition from imports;• Changing market requirements (standards) and consumer preferences;

Factor	Opportunities	Threats
	<ul style="list-style-type: none"> Existing legal framework for public-private partnerships 	<ul style="list-style-type: none"> Exchange rate variation; High cost of agricultural inputs
Social	<ul style="list-style-type: none"> Well educated citizens; High population growth; Responsive farming community; Existence of basic agricultural husbandry skills from the socio-cultural occupation of pastoral communities. 	<ul style="list-style-type: none"> Resource based inter-community conflicts; Socio-cultural practices; Change in agricultural land use and loss of biodiversity; Brain drain
Technological	<ul style="list-style-type: none"> Well-developed ICT technologies; Well-developed agricultural value chain technologies; High demand for research products. Availability of traditional tolerant crops varieties. 	<ul style="list-style-type: none"> Cyber-attacks; Dynamic ICT technologies; Influx of inappropriate agricultural technologies. Loss of indigenous crops varieties
Environmental	<ul style="list-style-type: none"> Existence of diverse agro-ecological zones; Availability of natural resources for expansion of agriculture e.g. land, water 	<ul style="list-style-type: none"> Climate change effects Emergence of new crop and livestock diseases and pests Introduction of invasive species
Legal	Well established national institutions to support legislation processes	<ul style="list-style-type: none"> Lengthy legislation process Illegal trans-border trade of agricultural products

3.1.3 Internal Environment

To understand developments in the internal environment, Ministry conducted a comprehensive analysis of micro-environment to identify strengths and weaknesses that have implications on the implementation of this plan. This section discusses elements within the Ministry that ensure efficient and effective service delivery. These include governance and administrative structures, internal business process and resources, and capabilities.

3.1.3.1 Governance and Administrative Structures

The Ministry was established through Executive Order No. 2 of 2023. The Ministry has two State Departments i.e. the State Department for Agriculture and the State Department for Livestock Development, six technical directorates and two Administrative and support services. The directorates are: Agriculture; Agricultural Research; Agriculture Mechanization and Technology Development; and Administrative and support services under the State Department for Agriculture; and Veterinary Services; Livestock Production; Livestock Policy, Research and Regulations; and Administrative and support services under the State Department for Livestock Development.

To effectively execute its mandate as indicated in section 2.1, the Ministry oversees the running of 30 Autonomous, Semi-Autonomous Government Agencies (SAGAs). Under the State Department for Agriculture, there are 22 SAGAs and National Biosafety Appeals Board, while under the State Department for Livestock Development there are 8 SAGAs. The Ministry has 10 ATDCs, 10 agricultural training institutions, 15 livestock genetic conservation and 5 efficacy trial centres.

3.1.3.2 Internal Business Processes

To deliver on its mandate, the Ministry is in the process of automating its processes to improve on its effectiveness and efficiency, in line with the digital super highway in the BETA plan. In addition, the Ministry has accredited three veterinary investigation laboratories on ISO 17005:2015 and is pursuing QMS certification for other laboratories under its purview to ensure that the processes meet quality standards.

Further, the Ministry facilitates import and export of inputs, equipment, machinery and agricultural products through inspection, certification and licensing. It is also responsible for advising other arms of government on agricultural matters.

To ensure effective and efficient service delivery, the Ministry conduct capacity building and technical assistance to the counties. In addition, facilitating import and export of animal and animal products through inspection, certification and licensing. It is also responsible to advise other stakeholders in the animal resource industry.

3.1.3.3 Resources and Capabilities

The Ministry has competent and experienced human resource, infrastructure countrywide and has put in place resources mobilization strategies to facilitate execution of its mandate. However, financial and human resources are insufficient constraining its operations. To deliver on its mandate, the Ministry will restructure institutions to make them more effective and efficient in service delivery. Human resource capacity in terms of numbers, skills and knowledge will be enhanced. The Ministry will also enhance coordination of stakeholders to ensure formation of strategic linkages and partnerships for improved service delivery.

On resource mobilization, the Ministry will continue to embrace Public Private Partnership (PPP's) and strategic partnerships in the sector to ensure that identified priorities are fully implemented. Further, the Ministry will ensure prudent utilization of resources during the Plan period.

3.1.4 Summary of Strengths and Weaknesses

Based on analysis on internal environment, a summary of strength and weaknesses of the Ministry is shown in Table 3.2.

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	<ul style="list-style-type: none"> i. Existing agricultural policies, strategies and guidelines, technical manuals ii. Existence of agriculture sector inter-governmental linkages ii. Affiliations with regional and international associations and organizations; v. Clear organizational structure with well-defined responsibilities and job descriptions v. Regular internal consultations across state departments, directorates and units. 	<ul style="list-style-type: none"> i. Inadequate legislative framework ii. Weak enforcement of policy and legal framework iii. Weak implementation of policies and strategies iv. Weak cross-border collaboration and coordination on disease control. v. Inadequate inter-governmental coordination vi. Inadequate cooperation and collaboration with stakeholders
Internal Business process	<ul style="list-style-type: none"> i. Existence of internal business process for digitalization ii. Conducive environment for business operations 	<ul style="list-style-type: none"> i. Inadequate agricultural data and information for planning and decision making ii. Inadequate exposure to emerging technologies. iii. Inadequate research and development.
Resources and capabilities	<ul style="list-style-type: none"> i. Knowledgeable and competent technical staff ii. Availability of agricultural production assets iii. Availability of animal disease control facilities iv. Availability of animal genetic resources in the animal conservation centers v. Big Data Center to support data management, data sharing infrastructure vi. Existence of agricultural training institutions. vii. Supportive development partners 	<ul style="list-style-type: none"> i. Inadequate financial resources ii. Low staffing levels; iii. Aging personnel iv. Gaps in career progression and succession management; v. Unsecured institutional lands; vi. Insufficient physical facilities – ICT, transport and office space vii. Weak knowledge management systems viii. Encroachment of strategic institutional land

3.1.5 Analysis of Past Performance

A comprehensive review of the Ministry’s strategic plan for the period 2018-2022 was undertaken to establish the extent of its implementation. A number of planned activities were achieved whereas others were not due to various factors beyond the Ministry’s control. The key achievements, challenges, emerging issues and lessons learnt are as detailed below;

3.1.5.1 Key Achievements

- i. Sessional Paper No.2 of 2020 on Veterinary Policy; Sessional Paper No.3 of 2020 on Livestock Policy; Sessional Paper No. 1 of 2021 on Agricultural Policy; The National Agriculture Soil Management Policy 2023 and National Phytosanitary Policy 2023 finalized and approved by the Cabinet;
- ii. Draft Kenya Agriculture Sector Extension Policy (KASEP) and Draft National Agricultural Research System Policy were finalized for submission to Cabinet; National Agricultural Insurance Policy; Draft National Agricultural Mechanization Policy; Draft Kenya Leather Development Policy; Draft Sugar Industry Revitalization Policy; Draft Coffee Industry Policy; Draft Urban and Peri-urban Agriculture Policy; Draft Organic Agriculture Policy; National Bixa Marketing Policy; and Draft National Food Safety Policy were developed.
- iii. Agriculture Sector Transformation and Growth Strategy 2019-2029, Institutional Capacity Strengthening Plan (ICSP) developed, the National Agriculture Marketing Strategy 2023, Kenya Climate Smart Agriculture Strategy and Implementation Framework and the National Rice Development Strategy (2020-2029), Cereal Crops Strategy and Digitization Strategy, 2019 were developed and launched. Draft National Avocado Strategy 2021 and National Mango Strategy were developed.
National Livestock Master Plan was initiated; Risk-based Strategic Plan for Control of Foot and Mouth Disease (2019 –2024); National Strategy for the Control and Eradication *Peste des Petits Ruminants* (2017-2027); National Strategy for the Prevention and Control of Anthrax in Humans and Animals in Kenya (2021-2036); National Strategy for Control of African Swine Fever (2021 – 2026); National Strategy for the Prevention and Control of Brucellosis in Humans and Animals in Kenya (2021 – 2040); One Health Strategic Plan for the Prevention and Control of Zoonotic Diseases in Kenya (2021 – 2025); Animal Identification and Traceability Strategy (2020 – 2030); Hides, Skins and Leather Development Strategy; African Swine Fever Risk Communication and Community Engagement Strategy 2022-2026; National Livestock Feed Strategy and Action Plan (2022-2032), Rangeland and Pastoralism Strategy 2021-2031; Animal Breeding Strategy; Apiculture Strategy; Poultry Strategy; Camel Strategy; Antimicrobial Resistance Strategy & Action Plan were developed.
- iv. Food and Feed Safety Coordination Bill 2021 was approved by Cabinet; The Plant Protection Act, Cap 324 was reviewed and Plant Protection Bill 2022 finalized for submission to Cabinet; Pest Control Product Act Cap 346 reviewed and Pest Control Products Bill; and Mechanization Bill 2021 developed; National Cereals Produce Board Act Cap 338 reviewed to National Food Reserve and Trading Corporation Bill (NCPB Bill) 2021; Warehousing Receipt Systems (WRS) Act, 2019) Tea Act 2020 were finalized and launched. Livestock Bill 2023; Animal Health Bill 2023; Veterinary Public Health Bill 2023; Animal Welfare and Protection Bill 2023 were developed; Hides, Skins and Leather Trade Act (Cap 359) reviewed, Meat Control Act (Cap 366) amended, and Kenya Leather Development Authority Bill developed.

- v. Regulations developed were: Warehouse Receipt System; Irish Potato Regulations; the Fiber Crops Regulations; Coffee General Regulations; Oils and Nut Crops Regulations; Sugar Regulations; Food Crops Regulations; Coffee General (Amendment) Regulations 2022; Capital Markets (Coffee Exchange) Regulations 2020; Horticultural Crops Regulations 2020; Miraa Regulations 2022 and National Cereals and Produce Board (National Food Reserve) Regulations; Animal Identification and Traceability Systems Regulations; Poultry Regulations; Pigs Industry Regulations; Dairy Industry Regulations, Animal Breeding Regulations, Animal Feeds Regulations; Apiculture Regulations; Poultry Regulations; Livestock Training Institutions Regulations; and Livestock & Livestock Products Regulations; and Antimicrobial Use Guidelines.
- vi. Institutional reforms were:
- a) Veterinary Medicines Directorate was operationalized to regulate production and distribution of veterinary drugs and medicines in the country and to ensure compliance with standards;
 - b) Warehouse Receipting System Council was operationalized to regulate warehousing sector and implement provisions of the Warehouse Receipt System (WRS) Act;
 - c) Tea Act 2020 was enacted to provide for regulation and development of tea and for establishment of the Tea Board of Kenya after amendment of AFA Act;
 - d) Institutional frameworks that were reviewed include:
 - National Cereals and Produce Board Cap 338 to provide for establishment of Kenya Food Reserve & Trading Corporation, establishment of the Food Balance Sheet Committee for purposes of price and stock stabilization.
 - Other proposed amendments of AFA Act to provide for the creation of regulatory agencies including Coffee, Sugar, Food Crops/Horticultural Crops and Industrial crops.
 - Coffee Bill 2021: To provide for regulation and development of coffee and for establishment of the Coffee Board of Kenya.
 - Sugar Bill 2020: To provide for regulation and development of sugarcane subsector and for establishment of the Sugar Board of Kenya
- vii. Under fertilizer subsidy, 59,358 MT was availed to 134,822 beneficiaries in 25 counties. The subsidy scheme has transitioned to the e-voucher program implemented in 38 Counties targeting Maize, Coffee, Rice, Irish Potato and Sorghum Value Chains;
- viii. Registered 1,474,046 farmers in 41 counties to access assorted agricultural inputs (fertilizer, seed, agro-chemicals, lime) through e-voucher input management system;
- ix. Kenya Integrated Agricultural Management Information System (KIAMIS) adopted and utilized on national farmers' registration and Big Data Centre established;
- x. Engaged and mentored 4,218 animal health interns;
- xi. Installed 350 milk coolers with a total capacity of 1.12 million litres per day aimed to improve milk market access and reduce post-harvest losses;

- xii. A model feedlot with a capacity of 400 head of cattle was established in Chemogoch, Baringo County;
- xiii. Three veterinary laboratories (Kericho RVIL, Kabete CVL and Embakasi FMD) were ISO/IEC17025:2017 accredited;
- xiv. Two (2) livestock markets per county were connected to Kenya Agricultural Markets Information System (KAMIS);
- xv. A total of 18,012 households in 8 ASAL Counties insured their livestock annually through Kenya Livestock Insurance Programme (KLIP);
- xvi. A total of 17 boreholes and 6 shallow wells were sunk; and 26 water pans, 2 rock catchments and 6 sand dams were established to improve water availability in ASAL;
- xvii. Aailed 1,000MT of traditional high value crop assorted seeds to Tharaka Nithi, Busia, Siaya, Kiambu, Embu, Meru, Machakos, Makueni, Kwale, Kilifi, Kajiado, Murang'a and Tana River counties as drought adaptation intervention and for food and crops diversification;
- xviii. In 2021 and 2022, the Ministry provided fertilizer subsidy to tea industry which lowered the cost of fertilizer from KSh.3,500 per 50kg to KSh.2,473 per 50Kg bag;
- xix. To promote efficient cane production, KShs. 1.5 billion was rolled out to compensate farmers and plant maintenance was conducted in 4 public sugar mills; Sony, Chemilil, Muhoroni and Nzoia; and
- xx. Aailed 15,000 Kg Bt Cotton seeds to farmers and over 30,000 new acres put under cotton production.

3.1.5.2 Challenges

During the implementation of 2018-2022 strategic plan, various challenges encountered by the organization included;

- i. Inadequate policy, legislative and institutional framework;
- ii. Inadequate financial, human and physical resources;
- iii. Delays/non-disbursement of exchequer;
- iv. Inadequate M&E system for the sector;
- v. Unsecured and encroachment of institutional land;
- vi. Poor breeding and management of livestock;
- vii. Sanitary and phytosanitary concerns affecting trade;
- viii. Effects of climate change;
- ix. Global crisis which included COVID-19 pandemic and countries conflicts;
- x. High cost of agricultural inputs; and
- xi. Declining agricultural land due uncontrolled subdivision and change land use from agricultural production.

3.1.5.3 Lessons Learnt

The following were the main lessons learnt during the implementation of the Strategic Plan 2018-2022 which will be applied in the implementation of this Strategic Plan. The lessons include: -

- i. **Importance of ICT:** Disruption by the Covid-19 pandemic pointed out and magnified the facilitative and critical role of ICT platforms in fostering efficiency in service delivery.
- ii. **Monitoring and Evaluation (M&E):** Effective M&E enhance efficient utilization of resources for timely achievement of the desired results and decision making.
- iii. **Collaboration Framework:** Collaboration between the National, County governments and other stakeholders are key in the programmes/projects formulation and implementation, generation and utilization of data/information for decision making.
- iv. **Evidence-based planning:** Absence of evidence-based planning resulted to limitation of informed decision making. Further allocation of resources should be based on real needs and value to society.

3.2 Stakeholder Analysis

The Ministry has a wide range of stakeholders who play a complementary role which is critical for realization of its objectives and successful implementation of this strategic plan. Table 3.3 maps the key stakeholders and their complementary roles.

Table 3.3: Stakeholder Analysis

S/No	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the Ministry
1.	Agro-producers and producer organizations	Crop and livestock value chains production	Supportive policies and capacity building	<ul style="list-style-type: none"> • Sustainable agricultural production; • Compliance with legal framework • Commercialization agricultural value chains
2.	Training and research Institutions e.g. KIPPRA, KALRO, ILRI, Universities.	<ul style="list-style-type: none"> • Research Technologies development and dissemination; • Capacity development 	<ul style="list-style-type: none"> • Research agenda setting • Collaboration in curricula development 	<ul style="list-style-type: none"> • Development of appropriate technologies • Collaboration in policy formulation • Capacity building; and • Adequate curricula
3.	Parliament	Legislation and appropriation of financial resources	<ul style="list-style-type: none"> • Comprehensive agricultural policies, Bills and budgets. • Prudent resources utilization 	Approve Policies, Bills and Budget

S/No	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the Ministry
4.	County governments	Extension service delivery and policy implementation	<ul style="list-style-type: none"> • Capacity building and technical assistance • Comprehensive policies and legal frameworks for agricultural development 	<ul style="list-style-type: none"> • Implementation of agricultural policies and programmes/projects; • Provide agricultural data • Provision/facilitation of agricultural extension services and VCAs adoption of technologies
5.	Private sector (input suppliers, processors, service providers)	Support agricultural value chain activities	Supportive policies and legal frameworks for livestock and crop development.	<ul style="list-style-type: none"> • Quality inputs supply • Compliance with legal frameworks • Value addition and marketing of produces
6.	Agricultural Society of Kenya	Promotion of agro-technologies	Policy guidance	Technologies promotion
7.	National Council for Science, Technology and Innovation	Approval of agricultural research programmes and facilities	Adequate Agricultural research agenda that addresses sector issues	<ul style="list-style-type: none"> • Approval of agricultural research programmes and facilities • Mobilize funding for agricultural research
8.	Civil society (NGOs, CBOs)	Community mobilization, lobbying and advocacy	Provision of innovations and technologies dissemination	<ul style="list-style-type: none"> • Collaboration in policy development • Awareness creation and publicity
9.	Financial institutions	Provision of financial services	Supportive policy and legal framework	Provision of affordable credit and insurance for agricultural VCAs
10.	Development Partners	Support agricultural development programmes	Good governance and prudent resources utilization	Financial and technical support to implement projects/programmes
11.	Regional/ International bodies	Technical support and lobbying	Collaboration in addressing global priorities	Capacity building and technical support
12.	Media	Publicity and dissemination of information	Provision of adequate agricultural information	Publicity and awareness creation on agricultural development agenda, policies and innovations
13.	Other MDAs	Synergies and Capacity building	Partnership and collaboration in service delivery	Complementary in policy and programmes

S/No .	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the Ministry
				development and implementation

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

The chapter outlines the key strategic issues that are as a result of situational and stakeholder analysis. It also describes Ministry's strategic goals and key result areas for the strategic plan period.

4.1 Strategic Issues

The strategic issues are:

- i. Inadequate agricultural policy, legal and institutional framework;
- ii. Low agricultural production and productivity;
- iii. Limited Agricultural value addition, market access and trade;
- iv. Food and nutrition insecurity;
- v. Low involvement of youth, women and vulnerable groups in agriculture;

4.1.1. Inadequate Agricultural Policy, Legal and Institutional Framework

The agriculture sector requires an appropriate policy, legal and institutional framework to enable it to effectively deliver on its contribution to food and nutrition security, sustainable socio-economic development and accelerated industrialization. Based on the situation analysis, the framework is inadequate for exploitation of potential. Various policies, Bills, regulations, strategies and plans are required to guide the sector development within a framework guided by the Constitution, international obligations and standards.

Institutions among them veterinary investigation laboratories, veterinary efficacy and genetic conservation centres, milk analysis laboratories, strategic holding grounds, livestock industry training institutes, Kenya School of Agriculture and Agricultural Technologies Development Centres are limited by inadequate infrastructure to carry out their mandate effectively. The institutions are critical in developing essential skills for the sector and supporting value chain actors through capacity building, technical assistance, disease control, food safety and quality assurance. Some of the institutions are threatened by encroachment therefore there is need to secure the titles of ownership and fence them.

4.1.2. Low Agricultural Production and Productivity

Kenya grapples with a challenge of low agricultural production and productivity that significantly impedes the nation's food and nutrition security as well as economic development. One of the primary contributors to this issue is climatic change, marked by unpredictable rainfall patterns and prolonged droughts, which adversely affect crop yields and livestock productivity. Limited access to credit, technology, and quality agricultural inputs further constrains the agricultural sector, preventing farmers from adopting advanced practices and technologies that could enhance productivity. Issues related to land fragmentation and tenure insecurity also present obstacles where smallholder farmers often work on fragmented plots of land, making it challenging to achieve economies of scale and adopt mechanized farming. Inadequate infrastructure, such as poor

roads and storage facilities, also contributes to post-harvest losses, diminishing the overall output of the agricultural sector.

4.1.3. Limited Agricultural Value Addition, Market Access and Trade

Value addition is essential in transforming raw agricultural commodities into processed or value-added products, thereby increasing their market value, improving shelf life, and catering to diverse consumer preferences. This will promote commercialization, producer and product aggregation and enhance access to market. However, the agricultural sector is constrained by inadequate market information, infrastructure, sanitary and phytosanitary controls, value addition technologies and low production volumes.

4.1.4. Food and Nutrition Insecurity

Kenya faces frequent food shortages as a result of persistent droughts in most parts of the country which largely affects food production as the country depends mainly on rain-fed agriculture. In addition, high food prices and low purchasing power for large proportion of the population due to high level of poverty results in food and nutrition insecurity. The Ministry is obligated to ensure 100 percent food and nutrition security by implementing strategies that improve availability, access and consumption of diverse nutritious and safe foods, as envisaged in the government development agenda and Constitution of Kenya, Bill of Rights.

4.1.5 Low Involvement of Youth, Women and Vulnerable Groups in Agriculture

The main hindrance in agricultural sector is ensuring optimal utilization of youth potential in contributing to the sectoral goals of achieving food and nutrition security, income generation, decent employment and wealth creation. The average age of farmers in the country is above 60 years, yet the country has a youthful population. It is therefore critical to realign the country back on the right path of growth in the agricultural sector and the youth need to play a critical role in attaining this goal. The Ministry aims at developing new opportunities for youth participation in agricultural value chains which is vital to the growth of the agricultural economy of the country.

4.2 Strategic Goals

The strategic goals are:

- i. Appropriate enabling environment for sustainable agricultural development;
- ii. Increased agricultural production and productivity;
- iii. Improved agricultural value addition, market access and trade;
- iv. Enhanced food and nutrition security;
- v. Increased youth, women and vulnerable groups involvement in agricultural value chains

4.3 Key Results Areas

The key result areas for the Ministry are:

- i. Agricultural policy, legal and institutional frameworks;

- ii. Agricultural production and productivity;
- iii. Agricultural value addition, market access and trade;
- iv. Food and nutrition security; and
- v. Social inclusion in agriculture.

Table 4.1 summarizes the key strategic issues affecting Ministry and provides goals and key result areas to be achieved during the strategic plan period.

Table 4.1: Strategic Issues, Goals and KRA

Strategic Issue	Goal	Key Result Area (KRA)
Inadequate agricultural policy, legal and Institutional framework;	Appropriate enabling environment for sustainable agricultural development	Agricultural policy, legal and institutional Framework
Low agricultural production and Productivity;	Increased agricultural production and productivity.	Agricultural production and productivity
Limited value addition, Market Access and Trade;	Improved agricultural value addition, market access and trade;	Agricultural value addition, market access and trade
Food and nutrition insecurity;	Enhanced food and nutrition security;	Food and nutrition security
Low involvement of youth, women and vulnerable groups in agriculture;	Increased youth, women and vulnerable groups involvement in agricultural value chains	Social inclusion in agriculture

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines strategic objectives guided by the identified strategic goals and key result areas. It also provides strategies to be implemented in achieving the strategic objectives. The chapter further summarizes outcomes, annual projections, key result areas in respect to strategic objectives and strategies.

5.1 Strategic Objectives

5.1.1 To Strengthen Agricultural Policy, Legal and Institutional Framework;

The Ministry aims at developing, reviewing and finalizing agricultural policies, Bills/Acts, regulations (Annex 1) and master-plans to create an enabling environment for sustainable transformation and growth of the agricultural sector. In accordance with the Constitution of Kenya, the development of agricultural policies and legal framework is a key function of the Ministry under the National Government. In cognizance of the fact that agricultural growth and transformation depends on collaborative and coordinated efforts of multi-stakeholders' contributions in the sector, the Ministry will ensure that formulation of policy, legal and regulatory framework will be participatory, involving all key stakeholders. Further, the Ministry will restructure institutions to make them more effective and efficient in-service delivery, human capacity in terms of numbers, skills and knowledge will be enhanced. Also, the Ministry will enhance coordination of the stakeholders to ensure formation of strategic linkages and partnerships for improved service delivery. In addition, data management system will be strengthened to enhance evidence-based decisions, design of sound policies, empowering of farmers and other stakeholders

5.1.2 To Increase Agricultural Production and Productivity;

In order to realize sustainable agricultural production and productivity for food and nutrition security, employment creation and foreign exchange, the Ministry aims at building capacity for county governments, value chain actors and other stakeholders to improve delivery of extension and advisory services, improve access to affordable agricultural inputs, promote increase agricultural mechanization, improve breeding, enhance pest and disease management, and promote research and technology development and transfer.

5.1.3 To Improve Agricultural Value Addition, Market Access and Trade;

Agricultural marketing is a key driver for a commercialized agriculture. To accelerate agricultural commercialization, foster trade and promote market access for agribusiness and economic development, the ministry aims to improve the quality and safety of agricultural produce, reduce post-harvest losses, promote value addition, improve agricultural marketing infrastructure, improve market information system, and reduce non-trade barriers to foreign markets.

5.1.4 To Enhance Food and Nutrition Security;

Food and nutrition security should be promoted through availability (yield and production), access (prices and purchasing power), utilization (nutrition and cooking) and stability (minimizing disruptions to availability). The Ministry will enhance food and nutrition security by implementing the following strategies; Food and crop diversification, Miraa farmers livelihood improvement, agricultural insurance and strengthen agricultural mechanization along value chains.

5.1.5 To Increase Involvement of Youth, Women and Vulnerable Groups in Agriculture;

The Ministry recognizes the potential of agriculture and related value chains to solve the problem of youth unemployment and empowerment of youth, women and vulnerable people. Increasing involvement of youth, women and vulnerable groups in agriculture has the potential to contribute to the government agenda of achieving 100% food and nutritional security by 2030 in addition to creating employment. To actualize involvement of youth, women and vulnerable groups in agricultural value chain development, the ministry undertakes to involve youth, women and vulnerable people in modern agriculture, financial and Agri-Business mentorship for Youth through Empowering Novel Agribusiness-Led Employment (ENABLE- Youth) and inclusion of pastoralist financial services.

Table 5.1 provides a five-year projection for the strategic objectives highlighting outcome, outcome indicators and annual targets.

Table 5.1: Outcomes Annual Projection

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
KRA 1: Agricultural Policy, Legal and Institutional Framework							
SO1: To strengthen policy, legal and institutional framework	Appropriate enabling environment for sustainable agricultural development	Agricultural contribution to GDP	19.0	21	22	24	26
KRA 2: Agricultural production and productivity							
SO2: To increase agricultural production and productivity	Increased agricultural production and productivity	Quantity of leather produced (MT)	9,900	10,800	14,400	16,650	18,900
		Amount of milk produced	5,544	5,821	6,112	6,418	6,739
		Amount of meat produced	717	789	868	955	990
		Amount of honey produced	25	30	35	40	45

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Enhanced sustainable agricultural land management	Quantity of maize produced per acre (bags per acre)	15	17.5	18	18.5	20
		Quantity of rice (MT)	250,000	280,000	300,000	350,000	400,000
		Quantity of clean coffee produced	75,000	90,000	110,000	125,000	150,000
		Quantity of tea produced	540,000	580,000	600,000	680,000	745,000
		Quantity of edible oils produced	150,000	200,000	300,000	350,000	400,000
		Quantity of cotton produced (Bales where 1 bale=226.8kg)	20,000	50,000	100,000	150,000	200,000
		Acreage of lands with soil conservation structures	100,000	200,000	300,000	400,000	500,000
KRA 3: Agricultural value addition, market access and trade							
SO3: To improve value addition, market access and trade	Improved value addition, market access and trade	Value of marketed agricultural produce (Ksh. billion)	603945	646221	691456.	739858	791648
	Reduced Post-harvest on agricultural produce	Percentage change in post-harvest losses of maize	25	27	13	9	5
		Percentage change in post-harvest losses in milk	5.5	5	4	3	2
	Increased agricultural mechanization along value chains	Level of agricultural operations mechanized (%)	30	35	40	45	50
KRA 4: Food and nutrition security							

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
SO4: To enhance food and nutrition security	Enhanced food and nutrition security	Proportion of food secure households					
KRA 5: Social inclusion in Agriculture							
SO5: To increase involvement of youth, women and vulnerable groups in agriculture	Increased youth, women and vulnerable groups involvement in agricultural value chains	No. of youth involved in modern agriculture	90	225	225	300	300

5.2 Strategic Choices

The Ministry made choices that will be pursued to achieve the strategic objectives. In making the choices, it came up with a number of feasible alternatives, evaluated the alternatives and chose specific strategies as depicted in Table 5.2

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
Agricultural policy, legal and institutional frameworks	To agricultural strengthen policy, legal and institutional framework	<ol style="list-style-type: none"> 1. Develop/review agricultural policies, legal, regulatory framework and strategies; 2. Improve human resource capacity; 3. Enhance agricultural digitization services; 4. Strengthen and modernize agricultural institutions (KSA,AIRC, Livestock institutions, labs, farms, POEs) and titles deeds 5. Capacity building and technical assistance to Counties
Agricultural production and productivity	To increase agricultural production and productivity	<ol style="list-style-type: none"> 1. Strengthen e-voucher inputs subsidy; 2. Promote priority agricultural value chains; 3. Revitalize industrial crops; 4. Enhance disease and pest management; 5. Support agricultural engineering, innovation, and technologies development and mechanization; 6. Promote sustainable agricultural land use and range management; 7. Strengthen drought risk management and climate change adaptation and mitigation 8. Enhance agricultural research; 9. Improve availability of quality and safe agricultural inputs;

KRA	Strategic Objective(s)	Strategies
		10.Strengthen safety of agricultural produce and prudent use of agro-inputs; 11.Improve animal genetics
Agricultural value addition, market access and trade;	To improve agricultural value addition, market access and trade	<ol style="list-style-type: none"> 1. Post-harvest management 2. Promote value addition on agricultural produce; 3. Support market information system and intelligence; 4. Promote market access and competitiveness in domestic and export markets 5. Support development of modern and maintenance of existing livestock marketing infrastructure 6. Strengthened agricultural mechanization
Food and nutrition security	To enhance food and nutrition security	<ol style="list-style-type: none"> 1. Food and crops diversification 2. Miraa farmers livelihood improvement 3. Agricultural Insurance
Social inclusion in agriculture	To increase involvement of youth, women and vulnerable groups in agriculture	<ol style="list-style-type: none"> 1. Involve youth in modern agriculture 2. Empowering Novel Agribusiness-Led Employment (ENABLE- Youth) in Kenya 3. Inclusion of pastoralist financial services

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter outlines the implementation and coordination framework of the strategic plan. It captures: the implementation plan, action plan, Annual Workplan and Budget, Performance Contracting, Coordination Framework, Institutional Framework and Risk Management Framework.

6.1 Implementation Plan

This implementation plan describes a comprehensive action plan for implementation of the strategic plan. It further gives an insight on annual work plan and budgeting, performance contracting for the Ministry in the next five years. The resources to support the plan will be through the Government of Kenya (GOK) annual budget to fund the programmes/projects. In addition, further funding will be supported by external resources from Development partners in form of loans and grants.

6.1.1 Action Plan

The following matrix plan gives an elaborate action plan which constitutes the strategic issue, goal, key result area outcome and the strategic objectives, strategies, activities, expected outputs, output indicators, annual targets & budgets in the respective years and persons responsible for implementation of the various activities. The action plan is presented as an implementation matrix covering the entire plan period as presented in Table 6.1

Table 6.1: Implementation Matrix

KRA 1 Agricultural policy, legal and institutional frameworks

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Strategic Issue: Inadequate agricultural policy, legal and institutional framework																
Strategic Goal: Appropriate enabling environment for sustainable agricultural development																
KRA: Agricultural policy, legal and institutional frameworks																
Outcome: Appropriate enabling environment for sustainable agricultural development																
Strategic Objective: To strengthen agricultural policy, legal and institutional framework																
Strategy 1.1 Develop agricultural policies, legal, regulatory framework and strategies	Develop/ review policies	Policy documents developed/ reviewed	No. of policies	21	8	4	3	3	3	400	200	150	150	150	APRR, DLPRR	Parliament/ AG
	Develop/ review Bills	Bills developed/ reviewed	No. of bills	25	10	8	7	-	-	600	480	560	-	-	APRR, DLPRR	Parliament/ AG
	Develop/ review regulations	Regulations developed/ reviewed	No. of regulations	23	8	8	7	-	-	320	320	280	-	-	APRR, DLPRR	Parliament/ AG
	Develop/ review strategies	Strategies developed/ reviewed	No. of strategies	37	15	8	6	6	2	600	320	240	240	80	APRR, DLPRR	Parliament/ AG
	Develop National Agriculture Master Plan	National Agriculture Master Plan	Percent completion	100	50	100	-	-	-	100	100	-	-	-	CPPMD	AS, AES, RS
	Finalize Livestock Master Plan	Livestock Master Plan finalized	Percent completion	100	25	50	100	-	-	100	200	100	-	-	DLPRR	Counties
	Support implementation of the Livestock Master Plan	Counties supported	No. of counties	47	-	-	20	20	7	-	-	50	50	30	DLPRR	Counties
	Monitor implementation of policies and programmes	Policies and programmes monitored	Percentage level of implementation	100	100	100	100	100	100	200	200	200	200	200	APRR, DLPRR	Counties
Strategy 1.2 Improve human	Undertake staff capacity building	Staff capacity built	No. of staff	1,661	1,661	1,661	1,661	1,661	1,661	100	100	100	100	100	DHRMD	PSC

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
resource capacity	Recruit appropriate cadres of staff	Staff recruited	No. of staff recruited	500	100	100	100	100	100	50	50	50	50	50	DHRMD	PSC
Strategy 1.3 Enhance agricultural information and knowledge management	Train county agricultural officers on data digitalization	County agricultural officers trained	No. of officers	200	40	40	40	40	40	2	2	2	3	3	DCRM	KNBS, Counties
	Conduct agricultural census	Agricultural census conducted	No. of agricultural census	1	-	1	-	-	-	500	1,000	-	-	-	DCRM, DLP, DVS	KNBS, Counties
	Carry out agricultural seasonal surveys	Agricultural seasonal surveys	No. of agricultural seasonal surveys	10	2	2	2	2	2	100	100	100	100	100	DCRM	KNBS, Counties
	Develop/ review and operationalize agri-digital systems	Data systems developed/re viewed	No. of data systems	5	1	1	1	1	1	20	20	20	20	20	DCRM, DLP, DVS	KNBS, Counties, KALRO
	Establish and maintain livestock information and knowledge management centre	Functional knowledge management center	Percent completion	100	10	60	90	100	-	20	100	80	20	-	DLP, DVS	KNBS, Counties, KALRO
Strategy 1.4 Strengthen and modernize agricultural institutions (KSA, AIRC, Livestock institutions, labs, farms, POEs)	Develop/ rehabilitate infrastructure (offices, laboratories, efficacy trial centers)	Infrastructure developed/ rehabilitated	Percent completion level	100	20	40	60	80	100	1,004	1,809	1,188	1,057	1,000	DLP, DVS	Public works
	Certification and accreditation of laboratories: Quality Management System (ISO 9001: 2017)	Laboratories certified and accredited for ISO 17025:2017 and ISO 9001:2017	No. of laboratories	8	4	5	6	7	8	50	55	60	65	70	DVS, DLP	KENAS

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	and Laboratories Management System (ISO 17025: 2017)															
	Modernize infrastructure in Livestock Training Institutes	Livestock industry training institutes upgraded	No. of institutions	9	9	9	9	9	9	1,019	1,004	941	728	570	DVS/DLP	Public Works
	Establish a Leather Training Institute in Ngong	Leather Training Institute established	Percent completion	100	-	20	50	75	100	-	30	50	100	125	DVS	Public Works
	Establish Livestock Training Institute in Mogotio	Livestock Training Institute established	Percent completion	100	-	50	75	100	-	-	100	120	150	-	DVS/DLP	Public Works
	Survey institutional lands and acquire title deeds	Institutional lands surveyed and secured	No. of land parcels	33	-	7	10	10	6	-	700	1,000	1,000	600	DVS/DLP	NLC
	Construct Kenya School of Agriculture and Satellite campuses	Kenya School of Agriculture and satellite campuses constructed	No. of campuses	6	1	2	1	1	1	175	350	180	185	200	DCRM	Public Works
Strategy 1.5	Develop and disseminate technical packages for various value chains	Technical packages developed and disseminated	No of technical packages	10	2	2	2	2	2	10	10	10	10	10	DCRM	AIRC, Counties
	Capacity build counties on rangeland management	Counties Capacity built	No. of counties	23	5	10	8	-	-	15	30	24	-	-	DLP	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	Capacity build counties on crops and livestock disease & pest management	Counties capacity built.	No. of counties	47	30	35	40	43	47	180	210	240	250	270	DVS, PPFSD	Counties
	Capacity build counties on supervision and regulation of AI service	Counties capacity built	No. of counties	47	3	10	15	15	4	6	30	45	45	8	DVS	Counties
	Capacity build counties on hides and skins technologies	Counties trained	No. of counties trained	47	3	10	15	15	4	6	30	45	45	8	DVS	Counties
	Capacity build national and county staff on food safety standards, SPS, TBT and NTB measures	National and county staff capacity built	No. of staff	200	50	50	50	50	50	10	10	10	10	10	DVS	Counties, Ministry of Trade
	Capacity build county technical staff on agricultural technologies and innovations	Counties capacity built	No. of counties	47	10	15	15	7	-	30	45	45	21	-	DCRM, DVS, DLP	Counties
Sub-Total										5,617	7,605	5,890	4,599	3,604		

KRA 2: Agricultural Production and Productivity

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support	
Strategic Issue: Low agricultural Production and Productivity																	
Strategic Goal: Increased agricultural production and productivity																	
KRA: Agricultural production and productivity.																	
Outcome: Increased production per Unit																	
Strategic Objective: To increase agricultural production and productivity																	
Strategy 2.1 Strengthen e-voucher inputs subsidy	Distribute inputs subsidy to targeted farmers	Farmers accessing farm inputs	No. of farmers	2,000,000	400,000	400,000	400,000	400,000	400,000	500	1,580	1,515	300	3,000	DCR &M	Counties	
		Fertilizer distributed	Quantity of fertilizer (MT)	846,260	246,260	150,000	150,000	150,000	150,000	7,000	5,000	5,000	5,000	5,000	DCR &M	Counties	
		Agricultural lime distributed	Quantity of agricultural lime (MT)	8,900	1600	2500	1600	1600	1600								
		Agrochemicals accessed by farmers	Agro chemicals (Litres)	315,728	60,728	72816	60,728	60,728	60,728								
		Certified seeds accessed by farmers	MT of certified seeds	1,790	590	300	300	300	300								
Strategy 2.2 Promote priority agricultural value chains	Support farmers to access certified oil crops seeds	Farmers supported to access certified oil crop seeds (canola/coconut/soya beans)	Quantity of seeds (MT) availed	300	100	50	50	50	50	304	350	375	380	400	DCR &M	Counties	
	Supply oil palm seedlings supplied to farmers	Oil palm seedlings supplied to farmers	No. of seedlings "000"	2,500	500	500	500	500	500	450	460	470	480	490	DCR &M	Counties	
	Avail sunflower seed availed to farmers	Sunflower seed availed to farmers	Quantity of sunflower seeds (MT)	4,904	900	1094	1000	1000	1000	194	244	238	250	300	DCR &M	Counties	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	Promote production of cotton seeds	Certified cotton seeds (BT cotton and hybrid) produced	Quantity of certified cotton seed (MT)	70	10	20	20	20	-	100	200	200	200	0	DCR &M	Counties / KALRO
	Avail cotton seed to farmers	Cotton seeds availed to farmers	MT. of seed cotton	1,320	250	320	250	250	-	504	90	99	112.5	0	DCR &M	Counties
	Support rice production	Basic seeds produced	MT of basic seed	30 MT	6	6	6	6	6	5	7	10	12	15	DCR &M	Counties / KALRO
		Rice seed availed to farmers	MT of basic seed	2,800 MT	500	800	500	500	500	85	85	93.5	102	110.5	DCR &M	Counties
Strategy 2.3 Revitalize horticultural and industrial crops	Provide farmers with certified pyrethrum plantlets	Farmers provided with pyrethrum plantlets	No. of plantlets	6,000	1200	1200	1200	1200	1200	200	300	200	200	200		Counties
	Establish nurseries of clean avocado and mango seedlings	Mangoes and avocado seedling nurseries established	No. of national nurseries	5	2	1	1	1	200	300	200	100	200	300	DCR &M	Counties
	Establish incubation centres for specialty Teas	Specialty Tea incubation centres established	No. of incubation centres.	8	4	2	2	-	-	2,000	2,000	2,000	2,000	-	DCR &M	TBK/ Counties
	Establish common user facilities for Tea Value Chain - Dongo Kundu	Common user facility for Tea Value Chain at Dongo Kundu established	% completion of a common	100	10	30	80	100								
	Avail coffee farmers with seedlings	Farmers provided with Coffee seedlings	No. of seedlings	600,000	120,000	120,000	120,000	120,000	120,000	20	20	20	20	20	DCR &M	AFA
Strategy 2.4 Enhance disease and	Promote technologies for Aflatoxin	Technologies on	No. of technologies	5	5	5	5	5	5	98	190	290	390	400	PP& FSD	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
pest management		Aflatoxin promoted														
	Control Quelea Quelea	Quelea Bird controlled	No. of Quelea colonies	150	30	30	30	30	30	45	55	75	95	115	PP&FSD	Counties
	Control FAW, AAW and emerging pests	FAW, AAW and emerging pests controlled	Quantity of assorted pesticides (Lts)	358,500	71,700	71,700	71,700	71,700	71,700	132	150	200	225	300	PP&FSD	Counties
	Establish and maintain strategic animal vaccines reserve for priority livestock diseases;	Strategic animal vaccines reserve established and maintained	Doses of animal vaccines (millions)	5	1	1	1	1	1	113	120	130	145	150	DVS	KEVEV API
	Undertake surveillance and mapping of priority animal diseases and pests	Surveillance and mapping of priority diseases and pest undertaken	No of surveys / maps	40	8	8	8	8	8	16	16	16	16	16	DVS	Counties
	Strengthen active animal disease surveillance along international borders	Active animal disease surveillance strengthened	No. of surveillances	20	4	4	4	4	4	12	15	18	20	23	DVS	Counties / EAC
	Develop a veterinary laboratory sample referral and transport system	A functional laboratory sample referral and transport system	% completion level	100	20	60	100	-	-	5	20	25	0	0	DVS	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	Roll out Animal Identification and Traceability (ANITRAC)	ANITRAC rolled out	No. of counties covered	47	10	10	10	10	7	100	120	150	170	100	DVS	Counties / ICT
Strategy 2.5: Support agricultural engineering, innovation and technologies development and mechanization	Modernize ATDCs	ATDCs modernized	No. of ATDCs	5	1	1	1	1	1	90	90	90	90	95	AES	Counties
	Develop appropriate agricultural engineering technologies/ innovations at ATDCs	Agricultural / innovations technologies developed	No. of technologies / innovations	50	10	10	10	10	10	60	70	75	80	85	AES	Counties
	Incubate MSMEs on agricultural engineering technologies	MSMEs incubation	No. of MSMEs for agricultural value chains	500	100	100	100	100	100	50	55	60	65	70	AES	Counties
	Establish agricultural mechanization hubs	Agricultural mechanization hubs established	No. of agricultural mechanization hubs	28	5	7	7	5	4	1,000	1,400	1,400	1,000	800	AES	Counties
Strategy 2.6 Promote sustainable agricultural land use and range management	Undertake soil and water harvesting and rangelands restoration	Enhanced sustainable landscapes for resilient food systems	Km of soil conservation structures	3,000	400	600	800	600	600	60	120	120	100	100	DLP & AES	Counties
			No. of water harvesting structures	100	19	21	25	20	15	190	210	250	200	150	DLP & AES	Counties
			No. of Hectares of rangelands conserved and restored "000"	100	10	20	30	20	20	150	250	350	250	200	DLP	Counties
	Conduct cadastral survey to map physical	Maps showing physical boundaries of rangelands;	% completion of rangeland maps	100	20	50	80	90	100	10	20	20	10	10	DLP	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	boundaries of rangelands;															
	Research agenda setting on rangeland resources development and management	Improved availability of technologies and innovations on rangeland management	No. of technologies and innovations	5	1	1	1	1	1	30	30	30	30	30	DLP	KARLRO/ Counties
	Support implementation of public land commercialization initiative for food, feed and seeds production (PLCI)	Public land Commercialized	Area in Ha. "000"	300	60	60	60	60	60	1,500	1,500	1,500	1,500	1,500	AES & DLP/DVS	NLC/ KALRO / ADC/ KPS/ NYS
	Support carrying capacity of the rangelands by livestock off-take programs	Livestock off-take programs supported	No. of immature off takes	354,000	70,800	70,800	70,800	70,800	70,800	1,400	1,400	1,400	1,400	1,400	DLP	Counties
	Restored and conserved Agricultural land	Agricultural land restored and conserved	Area of land of land conserved in hectares(Ha)	500,000	100,000	100,000	100,000	100,000	100,000	40	40	40	40	40	AES	Counties
	Adoption of innovative Sustainable land use management practices	Adopted Innovative sustainable agricultural land use practises	No. of Innovative Sustainable Agricultural Land use Management practises	25	5	5	5	5	5	5	5	5	5	5	AES	Counties
	Establish SMES on	SMEs on Sustainable	No. of SMES on	100	20	25	25	15	15	20	25	25	15	15	AES	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	Sustainable Agricultural land use management	Agricultural Land use Management established	Agricultural sustainable land use management													
	Build resilience of Agricultural systems against climate change	Enhanced technical capacity of SMEs and Stakeholders on climate change	No. of SMEs /stakeholders adopting climate resilient technologies	4,000	800	1000	1200	1000	1000	9,8	9,8	9,8	9,8	9,8	AES	Counties
2.7: Strengthen drought risk management and climate change adaptation and mitigation	Support hay conservation	Sufficient forage conserved for livestock feed security	Quantity of fodder conserved	10 Million bales	2	2	2	2	2	200	200	200	200	200	DLP	Counties
	Provide seasonal early warning advisories in Agriculture	Seasonal early warning advisories provided	No. of advisories	20	4	4	4	4	4	50	50	50	50	50	DVS / DLP & DRC M	KMD/ Counties
	Promotion of ecosystem based adaptation and mitigation measures	Rangeland ecosystem adaption incentivized	No. of Ecosystem adaptation measures implemented	5	1	1	1	1	1	20	20	20	20	20	DLP	Counties
Strategy 2.8 Enhanced Agricultural Research	Develop crop Technologies, Innovations and Management Practices (TIMPS);	Crop TIMPS (varieties, seeds, seedlings) developed	No. Crops TIMPs	160	15	40	40	40	25	230	380	235	230	175	DRI	Counties / KALRO
	Develop livestock TIMPS;	Livestock TIMPS (e.g. breeds) developed;	No. livestock TIMPs	80	15	20	20	15	10	560	555	405	280	200	DLP RR	Counties / KALRO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support	
	Improve soil health	Soil health services improved	No. of soil samples testing reports “000”	30	0.5	5	10	7	7.5	10	100	150	200	250	DRI	KALRO	
	Promote research on AMR	Research on AMR promoted	AMR research conducted	5	1	1	1	1	1	25	25	25	25	25	DVS	Counties / ILRI/ UON	
Strategy 2.9	Improve availability of quality and safe agricultural inputs	Conduct field inspection and monitoring for sanitary control of animal feeds	No. of field inspections	1,500	300	300	300	300	300	10	12	15	17	20	DVS	Counties	
		Develop a framework for livestock feed reserves	Framework for livestock feed reserves developed	No. of framework developed	1	1	-	-	-	-	20	-	-	-	-	DLP	DLED/ SLRD
		Inclusion of animal feed in digital food balance sheet	Animal feed included in digital food balance sheet	No. of digital feed balance sheet developed	20	4	4	4	4	4	10	10	10	10	10	DLP	CRRD
		Support establishment of feed storage infrastructure	Feed storage infrastructure developed	No. of infrastructure	10	3	3	2	1	1	30	30	20	10	10	DLP	Counties
		E-registration of dairy farmers & other service providers	Dairy farmers & other service providers registered in the e-platform	No. of dairy farmers & other service providers	700,000	350,000	350,000	-	-	-	100	120	0	0	0	DLP	Counties
		Develop Dairy farmers e-voucher subsidy	Dairy farmers accessed subsidy	No. of dairy farmers	700,000	700,000	700,000	700,000	700,000	700,000	2,800	2,800	2,800	2,800	2,800	DLP	Counties
Strategy 2.10		Establish/	Governance and	No. of coordination	1	1	1	1	1	1	50	60	70	60	60	DVS	Counties / MOH/

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Strengthen safety of agricultural produce and prudent use of agro-inputs	strengthen governance and coordination mechanisms of AMR using a One health approach	coordination mechanisms of AMR established	mechanisms on AMR													NEMA/ Fisheries
		County AMR Stewardship Inter-agency Committee (CASIC) operationalized	No. of operational CASICs	47	14	25	35	47	-	42	75	105	141	0	DVS	Counties
	Undertake stakeholders sensitization on IPC and AMR	Stakeholders sensitization on AMR undertaken	No. of stakeholders	2,000	400	400	400	400	400	10	12	14	17	20	DVS	Counties
Strategy 2.11 Improve animal genetics	Promote quality, safe animal genetic materials and reproductive technologies	Quality assurance of animal genetic materials	Conception rate (%)	70	40	50	60	65	70	10	20	30	40	60	DVS	KAGRC / ADC/ Counties
	Develop/ Review breeding programmes for specific livestock breeds	Breeding programmes developed	No. of breeding programmes	6	1	2	1	1	1	20	40	20	20	20	DLP	KALRO / KAGRC / ADC/ Counties
	Facilitate production and multiplication of improved agricultural germplasm	Assorted crop germplasm produced	Quantities of assorted crop germplasm (MT)	80	0	20	20	20	20	90	27	27	18	90	DRC M	ADC/ KALRO
	Develop Community based	Community based AnGR conservation	No. of conservation programmes	13	5	3	2	2	1	20	10	7	7	6	DLP	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	conservation programmes	programmes developed														
	Develop protocols for in-situ conservation	Protocols for in-situ conservation developed	No. of protocols	25	10	6	5	2	2	30	20	9	7	7	DLP	Counties
	Support establishment of beef centre of excellence Narok	Beef Centre of excellence in place	No. of Beef Centres of excellence	1	1	1	1	1	1	600	600	600	600	200	DLP	Public Works
	Establish bee bulking sites	Bee bulking sites established	No. of bee bulking sites	3	1	1	1	-	-	125	125	125	0	0	DLP	Counties / Public Works
	Support improved pasture and fodder production	Pasture and fodder production improved	Quantity of pasture and fodder (Million MT)	17.4	1	4.1	4.2	4.4	4.7	150	600	700	800	1,000	DLP	Counties
Sub-Total										22,017	22,338	22,236	20,671	20,679		

KRA 3: Agricultural Value Addition, Market Access and Trade

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Strategic Issue: Limited value addition, market access and trade																
Strategic Goal: Improved agricultural value addition, market access and trade																
KRA: Agricultural value addition, market access and trade																
Outcome: Improved value addition, market access and trade																
Strategic Objective: To improve value addition, market access and trade																
Strategy 3.1 Post-harvest management	Promote investment in post-harvest technologies in food processing hubs/	Enhanced capacity in cold chains/hubs/ aggregation centres/ storage facilities	Capacity (MT)	7,000	2,205	3,600	5,000	6,000	7,000	300	200	200	143	143	DLP DRC M AES	Counties,

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	aggregation centres/ storage facilities															
Strategy 3.2 Promote value addition on agricultural produce;	Registration & geo-referencing geo-tagging of smallholder farmers across all wards	Smallholder farmers registered and linked to e-voucher, agro-weather and market advisory services	No. of smallholder farmers registered, geo-tagged and linked to E- voucher services (Million)	5	3	1	1	-	-	800	200	200	50	50	AS	Counties
	Construct and equip aggregation and value addition facilities and develop linkages	Aggregation and value addition facilities constructed and equipped	No. of aggregation and value addition facilities constructed and equipped	64	0	20	30	14	0	25	75	75	50	25	AES/ AS	Counties
	Facilitate access to financial services to Agri-food producers, FPOs and other value chain actors	FPOs and value chain stakeholders provided with technical assistance to access finance	No. of FPOs and value chain stakeholders facilitated to access financial services	52	0	12	20	20	0	243	728	728	485	243	AS	Counties
	Support FPOs to develop bankable business proposals EDPs for funding	Bankable business proposals EDPs for funding developed	No. of FPOs supported to develop bankable business proposals	250	0	50	100	100	0	0	678	1356	1356	0	AS	Counties
	Provide technical support to farmers to	Farmers embracing suitable	No. of farmers accessed suitable	50,000	0	5,000	15,000	20,000	10,000	0	226	678	904	452	AS	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	identify and access suitable irrigation technologies	irrigation technologies	irrigation technologies													
	Promotion and linkage of Agri-VCOs to agricultural business digital systems.	Agri-VCOs linked Agricultural business digital systems promoted	No. of Agri-VCOs	8	1	2	2	2	1	100	150	150	150	50	AS	Counties
	Support expansion of honey processing capacities	Enhanced honey processing capacities	Quantity of honey processed (000'MT)	175	25	30	35	40	45	40	45	50	60	70	DLP	Counties
	Support aggregation of smallholder milk producers	Smallholders milk producers aggregated	No. of milk producers aggregated	500,000	100,000	100,000	100,000	100,000	100,000	50	60	70	80	100	DLP	Counties
	Establish model feedlots	Develop livestock feedlots	No. of livestock feedlots developed	3	1	1	1	-	-	60	100	40	0	0	DLP	Counties
		Operational community feedlots	No. of community feedlots	354	54	75	75	75	75	6,400	8,898	8,898	8,898	8,898	DLP	Counties
		Enhanced high value meat products	No. of livestock from feedlots (Million)	7	1.0	1.2	1.4	1.6	1.8	5	7	7.5	8	10	DLM &A	Counties
	Stimulate delivery of quality hides and skins to tanneries	Hides and skins delivered to tanneries	Quantity of hides delivered to tanneries (MT)	10,000	1,000	1,500	2,000	2,500	3,000	30	35	40	45	50	DVS	KLDC Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
			Quantity of Skins delivered to tanneries (MT)	70,000	10,000	12,000	14,000	16,000	18,000	20	25	30	35	40	DVS	KLDC Counties
Strategy 3.3 Support market information system and intelligence	Collect, collation and dissemination of market information	Data collected and disseminated	No. of disseminations	1200	240	240	240	240	240	20	20	20	20	20	AS	Counties
	Integrate Livestock Market Information System- (LMIS) with KIAMIS.	Livestock marketing information system integrated with KIAMIS	No. of livestock markets linked with KIAMIS	100	50	70	100	100	100	10	10	10	10	10	DLP	Counties
Strategy 3.4 Promote market access and competitiveness in domestic and export markets	Conduct market research/ surveys	Market research/ surveys undertaken	No. of market research/surveys	10	2	2	2	2	2	30	30	30	30	30	AS	Counties
	Establish county veterinary services inspection capacity in dairy industry	Counties supported to carry out inspection in dairy industry	No. of counties supported	47	7	10	10	10	10	4	5	5	5	5	DVS	Counties
	Implementation of residue monitoring and surveillance plans for meat, milk and honey	Residue monitoring and surveillance plans for meat, milk and honey implemented	No. of meat, milk and honey samples collected and analyzed	3,000	600	600	600	600	600	10	10	10	10	10	DVS	Counties
	Sensitize inspectors and law enforcement	Sensitized inspectors and law enforcement officers	No. of inspectors trained	225	45	45	45	45	45	9	9	9	9	9	DVS	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	agencies on standards/ regulations for trade on agricultural products															
	Harmonize Kenya agricultural products Standards with Regional Standards	Standards harmonized with regional standards	No. Standards harmonized	50	10	10	10	10	10	2	2	2	2	2	DVS	Counties
Strategy 3.5 Support development of modern and maintenance of existing livestock marketing infrastructure	Complete Bachuma Livestock Export Zone (LEZ) (Quarantine Facility)	Bachuma LEZ (Quarantine Facility) competed	% Completion	100	80	100	-	-	-	80	120	0	0	0	DVS	AES Counties
	Construct Lamu Livestock Pre-Export Quarantine Facility	Lamu Livestock Pre-Export Quarantine Facility	% Completion	100	0	30	50	70	100	44	45	60	230	2,121	DVS	KPA AES
	Operationalize Bachuma LEZ and Lamu Livestock Pre-Export Quarantine facilities	Bachuma LEZ and Lamu Livestock Pre-Export Quarantine facilities operationalized	No. of operational facilities	2	-	-	-	1	1	0	0	0	2	2	DVS	Private Investor
	Support development/ rehabilitation of livestock markets infrastructure	Livestock market infrastructure developed/ rehabilitated	No. of markets	20	5	10	5	-	-	100	200	100	0	0	DLP	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	Promote establishment of community feedlots	Develop livestock feedlots	No. of livestock feedlots developed	2	-	-	1	1	-	0	100	70	80	160	DLP	Counties
		Operational community feedlots	No. of community feedlots	354	54	75	75	75	75	6,400	8,898	8,898	8,898	8,898	DLP	Counties
	Support aggregation of milk	Milk coolers installed	No. of milk coolers installed	640	220	220	200	-	-	2,000	4,000	3,000	0	0	DLP	Counties
		Capacity building dairy farmer organization on aggregation	No. of farmer organization s capacity built	640	220	220	200	-	-	400	200	445	0	0	DLP	Counties
	Develop livestock holding grounds with sanitary infrastructure and linked to export grade abattoirs	Livestock holding grounds developed	No. of strategic holding grounds developed	62	-	10	20	30	2	0	1,000	2,000	3,000	200	DLP	AES Counties
Strategy 3.6 Strengthened Agricultural Mechanization	Construction of Aggregation /Storage facilities and equip with driers	Aggregation /Storage facilities constructed	No. of Aggregation Centres constructed	5	1	1	1	1	1	80	80	80	80	80	AES	Counties
		Aggregation /storage facilities equipped with driers	No. of driers procured ,tested and installed	500	100	80	120	100	100	2,240	1,792	2,668	2,240	2,240	AES	Counties
Sub-Total										19,502	27,948	29,929	26,880	23,918		

Result Area 4: Food and Nutrition Security

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Strategic Issue: Food and Nutrition Insecurity																
Strategic Goal: Enhanced food and nutrition security																
KRA: Food and nutrition security																
Outcome: Food secure households																
Strategic Objective: To enhance food and nutrition security																
Strategy 4.1 Food and crops diversification	Expand area under maize production	Maize production increased	No. of 90 Kg bags of maize	197.2 million	36	38	41.2	46	52	600	700	800	850	900	DCRM	Counties
	Expand area under rice	Rice produced	Quantity of rice (MT)	1.58 million	250,000	280,000	300,000	350,000	400,000	200	200	200	200	200	DCRM	Counties
	Expand area Irish potatoes seeds	Irish potatoes produced	Quantity of Irish potato (MT) million	16 million MT	2.4	2.8	3.2	3.6	4	400	400	400	400	400	DCRM	Counties
	Avail drought tolerant crop seeds	Drought tolerant crop seeds availed	Quantity of drought tolerant seeds (MT)	1,750 MT	250	300	350	400	450	200	200	200	200	200	DCRM	Counties
	Maintenance of the national food reserve	National Food Reserve	White Maize(Mill ion 90 kg bags)	8 Million (90 kg bags)	3	1.6	1.4	1	1	4,000	2,500	2,000	1,500	1,500	DCRM	Counties / NCPB
			Beans (90kg bags)	250,000	50,000	50,000	50,000	50,000	50,000	400	300	200	100	50	DCRM	Counties / NCPB
			Canned beef (MT)	100	20	20	20	20	20	500	400	300	200	100	DLP	Counties / NCPB
			Powdered milk (MT)	50	10	10	10	10	10	400	300	200	100	50	DLP	Counties / NCPB
Develop and disseminate nutrition sensitive information packages	No of nutrition sensitive packages developed	No of nutrition sensitive packages	10	2	2	2	2	2	10	10	10	10	10	DCRM	Counties	
Strategy 4.2 Miraal farmers livelihood improvement	Construction of market sheds	Market sheds constructed	No. of market sheds	25	5	5	5	5	5	35	40	40	40	40	AES	Counties
	Construction of earth dams/water pans	Earth dams / water Pans constructed	No. of earth Dams /water Pans constructed	20	4	4	4	4	4	25	30	30	30	40	AES	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	Drilling and equipping of boreholes	Boreholes	No. of Boreholes drilled and equipped	35	7	7	7	7	7	36	50	50	70	80	AES	Counties
Strategy 4.3 Agricultural Insurance	Support uptake of crop insurance by farmers in 41 Counties	Farmers access subsidized crop insurance	No. of farmers covered	2 Million	400,000	400,000	400,000	400,000	400,000	374	1000	1000	500	500	DCRM	Counties
	Support to Livestock Insurance targeting the ASAL counties	Reduced livestock mortalities due to impacts of drought	No. of Tropical Livestock Units Insured (TLUs)	125	25	50	75	100	125	1,602	1,600	1597	1596	1595	DLP	Counties
Sub-Total										8,782	7,730	7,027	5,796	5,665		

KRA 5: Social Inclusion in Agricultural Sector

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Strategic Issue: Low involvement of youth, women and vulnerable groups in agriculture																
Strategic Goal: Increased youth, women and vulnerable groups involvement in agricultural value chains																
KRA: Social inclusion in agriculture																
Outcome: Increased youth, women and vulnerable groups involvement in agricultural value chains																
Strategic Objective: To increase involvement of youth, women and vulnerable groups in agriculture																
Strategy 5.1 Involve youth in modern agriculture	Incubate youths into agriculture	Youth in agriculture incubated	No. of youth	1,587	387	300	300	300	300	90	225	225	300	300	DCRM	Counties
	Avail credit to youths in agriculture	Credit availed to youth in agriculture	No. of youth accessing credit	1,200	300	300	300	200	100							
	Support youth and women MSMEs in poultry, rabbits and pigs value chains.	Youth and women MSMEs in poultry, pigs and rabbits VCs supported	No. programs designed and set up.	5	2	2	1	0	0	160	150	170	170	100	DLP	Counties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KShs. Millions)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Strategy 5.2 Empowering novel agribusiness-led employment	Train and incubate youth	Youth trained and incubated	No. of youth	2,080	580	400	400	400	300	401	121	244	200	-	DCRM	Counties
	Rebranding 4K Clubs and Young Farmers Clubs	4K Clubs and Young Farmers Clubs rebranded	No. of 4-K and Young Farmers Clubs	4,890	140	850	1100	1300	1500	150	150	175	200	200	DCRM	Counties
	Establishing centres of excellence	Youth centres of excellence established	No. of centres of Excellence	6,250	1,000	1,450	1,750	2050	-							
Strategic Inclusion of 5.3 pastoralist financial services	Training of pastoralists on financial services for drought risk mitigation	Pastoralists trained on financial services for drought risk mitigation	No. of accounts operated by pastoralists in ASALs	50,000	5,000	7,000	8,000	10,000	20,000	250	300	350	400	410	DLP	Counties
Sub-Total										1,051	946	1,164	1,270	1,010		

6.1.2 Annual Workplan and Budget

The plan encompasses all aspects of the Ministry's functions, serving as the practical guide that will inform its annual work plans for the next five years which will further be cascaded into the Ministry's Medium Term Expenditure Framework (MTEF) budget process as well as the human resource planning.

6.1.3 Performance Contracting

The plan encompasses all aspects of the Ministry's functions, serving as the practical guide that will inform its annual work plans which will further be cascaded into the Ministry's performance contract for the next five years.

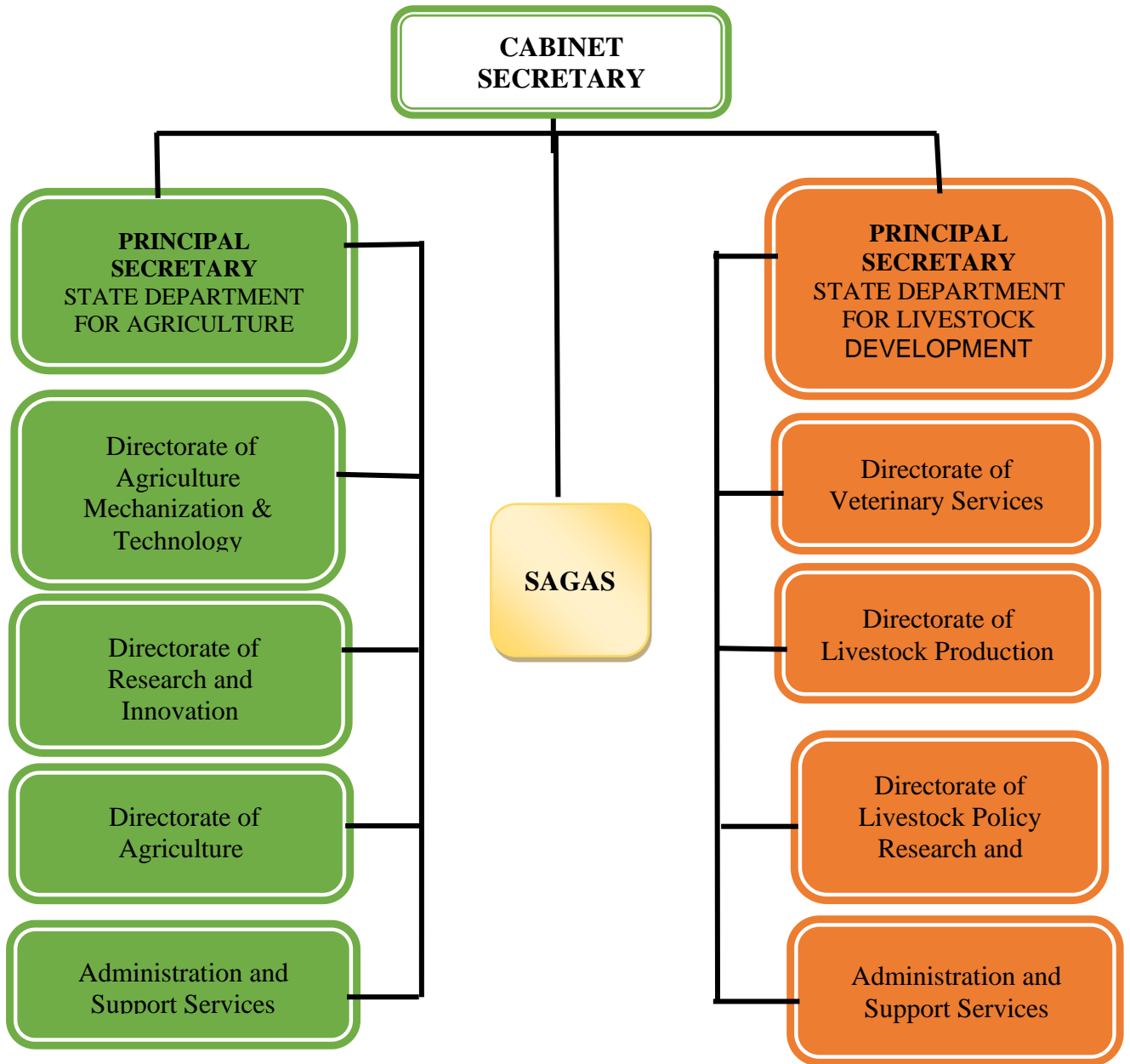
6.2 Coordination Framework

The Ministry will coordinate its activities and programmes through the two State Departments which will be solely responsible for results in each activity. The implementation matrix has outlined the lead for each activity. In addition, the accountability framework will be cascaded further through departmental Strategic Plans and Annual Work Plans which will be aligned to this Strategic Plan. The framework is clearly described through institutional framework; staff establishment, skills set and competence development; leadership; and systems and procedures.

6.2.1 Institutional Framework

The overall responsibility for the Implementation of this Strategic Plan lies with the Ministry's top management. Therefore, the implementation of this strategic plan will require adequate organization structure as shown in figure 1.

Figure 1: Organogram



6.2.2 Staff Establishment, Skills Set and Competence Development

The State Department for Agriculture has a total of 659 in-post staff against an authorized establishment of 606 while the State Department for Livestock Development has a total of 1,002 in-post staff against an authorized establishment of 1,794 staff. The details of the current staff establishment are provided in Table 6.2. The skills gap and competence development both for technical and support staff are well elaborated in Table 6.3. There is a big succession management challenge because majority of the existing employees are scheduled to exit service within this planning period. In this regard, the following measures will be undertaken:

- i) Recruitment of skilled staff as the need arises;
- ii) Staff capacity building;
- iii) Ensuring appropriate schemes of service for all cadres of staff; and
- iv) Institutionalizing performance contracting and performance appraisal system.

Table 6.2: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Level (B)	In post (C)	Variance D= (B-C)
State Department for Agriculture				
Technical	382	735	246	489
Non-Technical	224	346	413	-67
Total	606	1,081	659	422
State Department for Livestock Development				
Technical	1,437	2,605	619	1,986
Non-Technical	357	787	383	404
Total	1,794	3,392	1,002	2,390

Table 6.3 Skills Set and Competence Development

S/No	Cadre	Skill Set	Skills Gap	Competence Development
A) Technical Staff				
1.	Certificate holders	Two year certificate,	Supervisory	Supervisory Management Course
2.	Diploma holders	Diploma, higher diploma	SMC Supervisory	Supervisory Management and Senior Management Course (SMC)
3.	Degree holders	Basic relevant degree, Relevant master's \Degree	SLDP SMC	Senior Management Course (SMC), Strategic Leadership Development Programme (SLDP)
B) Support Services Staff				
1.	Certificate holders (Human resource assistants, Records management assistants, Office administrative assistants, supply chain assistants, hospitality assistants (cooks), enrolled nurses,	Two year certificate,	SMC	Supervisory Management Course
2.	Diploma holders Human resource Assistants, Records management Assistants, Office administrative assistants, supply chain assistants, hospitality assistants (cooks), enrolled nurses,	Diploma, higher diploma	SMC	Supervisory Management and Senior Management Course (SMC)
3.	Degree holders	Basic relevant degree, Relevant master's Degree	SLDP SMC	Senior Management Course (SMC), Strategic Leadership Development Programme (SLDP)
		Team building skills Analytical skills Presentation skills Leadership skills Negotiation Skills	Team building skills Analytical skills presentation skills Leadership Skills Monitoring and Evaluation skills	

S/No	Cadre	Skill Set	Skills Gap	Competence Development
		<p>Monitoring and Evaluation skills</p> <p>Prioritization skills</p> <p>Resource Mobilization skills</p> <p>Planning skills</p> <p>Budgeting Skills</p> <p>Networking skills</p> <p>Protocol</p> <p>Communication Skills, training skills, GIS and Earth observation</p> <p>Conflict Resolution Skills</p> <p>Project Planning, Management and coordination</p> <p>Need continuous improvement</p> <p>Planning and budgeting</p> <p>Policy formulation, Administrative matters, Performance Management, Public Participation, Contract management and project delivery.</p> <p>Computer Aided design(CAD)Computer application, GIS</p> <p>Investigation and Report writing skills</p> <p>TOT (Training of trainers) skills</p> <p>Speech writing skills</p> <p>Communication skills</p> <p>Filing/ data and information ma...</p> <p>Development skills</p> <p>Interpersonal skills</p> <p>Soft skills and evaluation skills</p> <p>Instructor's Training Course</p>	<p>Prioritization skills</p> <p>Resource Mobilization skills</p> <p>Planning skills</p> <p>Budgeting skills</p> <p>Networking skills</p> <p>Protocol</p> <p>Advancing project planning and management skills</p> <p>Advanced Finance Management and procurement skills</p> <p>ToT, strategic leadership skills</p> <p>Career growth, appreciation and challenging engagements</p> <p>Foreign Language</p> <p>Corporate governance, Environment impact assessment (EIA)</p> <p>Corporate governance</p> <p>CAD (AutoCad,SolidWorks)</p> <p>Computer skills</p> <p>Environment, SMC</p> <p>Technology skills (mapping softwares, remote sensing skills, and crop modelling skills</p> <p>Agricultural policy formulation skills</p> <p>Analysis skills</p> <p>Legislation drafting skill</p>	

6.2.3 Leadership

The strategic plan is spearheaded by the top management in the Ministry i.e. the Cabinet Secretary and Principal Secretaries in the State Department for Agriculture and State Department for Livestock Development. This is cascaded to various Directorates, Departments, Divisions and Units within the ministry. The two State Department's Principal Secretaries are to offer leadership in coordinating the execution of the strategic activities relevant to the Key Result Areas.

6.2.4 Systems and Procedures

The Ministry will review its internal systems, processes and Standard Operating Procedures (SOPs) to ensure effective and efficient implementation of this plan. Further, it will adopt quality standards, digitalization and value chain execution framework.

6.3 Risk Management Framework

The Ministry has categorized various risks that might hinder the realization of this Strategic Plan. These risks are prioritized based on likelihood of occurrence and expected impact with suggested mitigation measures and reporting of the level of these risks. This is clearly shown in Table 6.4

Table 6.4: Risk Management Framework

S/ No	Risks	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)
1.	Political interference	High	High	High	• Lobbying and advocacy
2.	Scarce resources	Medium	High	High	• Resource mobilization from TNT, Development Partners,
3.	Exclusion of stakeholders in processes.	Low	Medium	Medium	• Adequate stakeholders mapping.
4.	Obsolete technology	Medium	Medium	Medium	• Procure and upgrade the ICT equipment and capacity building on technologies
5.	Climate change effect(Drought/floods)	High	High	High	• Adopt to climate smart production technologies. • Formulate climate smart agricultural policies
6.	Unconducive policy, legal and institutional framework	High	Medium	Medium	• Formulate appropriate policy, legal and institutional framework
7.	Unfavorable taxation regime on inputs, products and services	High	High	High	• Lobbying for favorable taxation rates.

S/ No	Risks	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)
8.	Fluctuation on commodities prices	High	Medium	Medium	<ul style="list-style-type: none"> • Value addition to agricultural products. • Farmers cooperatives/ cottage industries established. • Contract farming.
9.	High prices for inputs	High	Medium	Medium	<ul style="list-style-type: none"> • Establish government targeted subsidy for inputs.
10.	Communal land tenure system hindering sustainable productivity	Medium	High	High	<ul style="list-style-type: none"> • Community capacity building on land management • Adjudication and titling of lands.
11.	Emerging agricultural diseases and pests	High	High	High	<ul style="list-style-type: none"> • Develop disease and pests' Early warning system, contingency plans, vaccinations and outbreak response protocols.
12.	Legal trade barriers	High	High	High	<ul style="list-style-type: none"> • Bilateral and multilateral agreements.
13.	Unscrupulous agricultural inputs	High	High	High	<ul style="list-style-type: none"> • Enforcement of standards. • Development of quality assurance testing labs.
14.	Bio-insecurity	High	High	High	<ul style="list-style-type: none"> • Review bio-security systems • Invest in appropriate security and surveillance systems.

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter summarizes the resource requirements to implement the identified priorities in this strategic plan. It also provides an analysis of estimated resource available to the Ministry over the next five years. Arising from the gap between the financing trend and the resource requirements, the chapter provides the resource mobilization strategies that the Ministry will pursue to bridge the funding gap and ensure successful implementation of the Strategic Plan.

7.1 Financial Requirements

The Ministry developed estimates of resources required and prepared a budget for the implementation of the action plan (Section 6.1.1) on financial year basis as demonstrated in table 7.1. The total budget required amounts to KShs **334,107** Million.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (KShs. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1	5,617	7,605	5,890	4,599	3,604	27,318
KRA 2	22,017	22,338	22,236	20,671	20,679	107,941
KRA 3	19,502	27,948	29,929	26,880	23,918	128,177
KRA 4	8,782	7,730	7,027	5,796	5,665	35,000
KRA 5	1,051	946	1,164	1,270	1,010	5,441
Administrative Cost	5,644	6,556	6,624	5,921	5,487	30,230
Total	62,613	73,123	72,870	65,137	60,363	334,107

The Ministry determined the resource gaps by demonstrating the variance between resource requirement verses available resources as indicated in table 7.2. Resource allocation for the first three years was guided by the MTEF budget estimates while the two outer years was projected based on allocation trends.

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Allocations (KSh. Mn)	Variance (KSh. Mn)
2023/24	62,613	42,038	20,575
2024/25	73,123	43,311	29,812
2025/26	72,870	47,303	25,567
2026/27	65,137	48,585	16,552
2027/28	60,363	40,776	19,617
Total	334,107	222,013	112,123

7.2 Resource Mobilization Strategies

The Ministry will articulate resource mobilization strategies to bridge the determined resource gaps in table 7.2. The Ministry shall employ practical, feasible and realistic strategies to mobilize resources from both internal and external sources to implement this strategic plan successfully.

The funding to implement the Strategic Plan is expected to come more from the Government through the Medium-Term Expenditure Framework (MTEF). However, past experience has shown that Government budget is inadequate to implement the prioritized activities. To bridge the gap, efforts will be made to mobilize funding from development partners to support some of the programmes and projects. In addition, the Ministry will continue to embrace Public Private Partnership (PPP's) and strategic partnerships in the sector to ensure the identified priorities are fully implemented among other strategies described below. Further, the Ministry will ensure prudent utilization of resources during the Plan period.

7.2.1. Government Exchequer

The Ministry will enhance resource mobilization from the Government to supplement its Recurrent and Development budget. This will be actualize by development of concept notes on various programmes/projects aimed at improved services delivery. The Ministry will continue to strengthen Budget Implementation Committee that will ensure full participation in all the MTEF budgetary processes to justify the budgetary requirements for identified priorities.

7.2.2. Internally Generated Revenue.

The Ministry generates revenue from various service delivered in terms of GoK recurrent Appropriation In Aid (A.I.A) channeled to the Accounting Officer. In order to enhance A.I.A collection, the Ministry will support sources of revenue generation by developing a framework for reinvesting a proportion of collection to facilitate enhanced revenue generation. In addition, the Ministry will ensure adequate capacity is developed in terms of personnel and infrastructure in the strategic institutions generating revenue. Further, the Ministry will strive to enhance monitoring of the A.I.A collection with an optimum goal of digitalization of the process in line with government policy.

7.2.3. Development Partners

Development partners (both international and local NGOs) play an important role in providing financial and technical support. The Ministry will continue to develop funding proposals and present to potential donors through The National Treasury and Economic Planning for funding. The targeted development partners include; World Bank (WB), International Fund for Agricultural Development (IFAD), African Development Bank (AfDB), SIDA, Intergovernmental Authority for Development (IGAD), Japan International Cooperation Agency (JICA), Alliance for Green Revolution in Agriculture (AGRA), Green Climate Fund (GCF), Germany Corporation for International Cooperation (GiZ), European Union (EU), United States Agency for International Development (USAID), and Food and Agriculture Organization (FAO).

7.2.4. Stakeholders

The Ministry collaborates with its stakeholders on various issues along the agricultural value chains. The Ministry will continue to undertake stakeholders' analysis, map and engage them in order to achieve prioritized activities in this strategic plan. Some of the potential collaborative partners that the Ministry will engage as discussed in table 3.3 include: research and training institutions, professional and paraprofessional associations, NGOs in the sector, law enforcement agencies, farmers associations, Government Ministries, Departments and Agencies (MDAs), World Organization for Animal Health (WOAH), County Governments among others.

7.3 Resource Management

The Ministry will ensure efficient use of resources by digitalization processes. Further, the Ministry will strengthen Budget Implementation Committee (BIC), Project Committee (PC), Contract Implementation Teams (CITs) and Ministerial Human Resource Advisory Committee to provide guidance on implementation of identified priorities. The spending Units will develop adequate annual work plans and procurement plans to guide prioritized activities implementation.

To ensure value for money the Ministry will continue to undertake pre-feasibility and feasibility studies to inform capital investments and enhance synergy through collaboration with other programmes, stakeholders and development partners for efficiency in realization of programmes/projects development objectives.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter provides a robust Monitoring, Evaluation and Reporting Framework. This is in addition to performance standards and feedback mechanisms on implementation of identified priorities in this strategic plan. The information generated will be critical for evidence-based decision making by the management.

8.1 Monitoring Framework

Monitoring is an important management tool that will help in making timely and targeted decisions aimed at successful implementation of the Strategic Plan while enhancing the Ministry's performance. Within the context of this Strategic Plan, monitoring shall focus on outputs and outcomes at the project/programme, institutional and administrative levels. This shall require that: All stakeholders are guided by this plan in relation to their monitoring functions and procedures attached to their mandate; The Ministry implements this plan with respect to each programme and project being undertaken; Other actors involved in the implementation of the plan shall establish structures for the purpose of ensuring success of the programmes and reporting of progress. The key targets and indicators for this strategic plan are presented in the implementation matrix and organized into annual targets. The targets will form the basis for Annual Work Plans (AWPs), Performance Contracts and Staff Performance Appraisal System (SPAS). The Directorates, Divisions, Sections and Units will prepare and submit quarterly and annual M&E reports to the head of CPPMD for compilation and discussion by the respective State Departments' Monitoring and Evaluation Technical Committee (SDM&ETC).

8.2 Performance Standards

The Ministry will adhere to internationally accepted norms and standards in monitoring and evaluation of this strategic plan, which will include relevancy, efficiency, effectiveness, success and sustainability. To ensure adequate data for key result areas, the lead and supporter identified in the action plan section 6.1 coordinated by Directors, Central Planning and Project Monitoring Departments in the Ministry will be responsible.

8.3 Evaluation Framework

The Strategic Plan focus on various types of evaluation which include: Process evaluations; Mid-term and End-term evaluation; Reviews, Self-evaluations and Risk evaluation. The following provisions are recommended for successful evaluation of projects, programmes, and service delivery: all evaluations shall be conducted within the prescribed framework and according to the principles specified by this strategic plan and to be developed to ensure objectivity, reliability and credibility; the Ministry shall form M&E Technical Committees to commission and manage evaluations; the Ministry shall undertake all evaluations either solely or in collaboration with other

actors. Table 8.1 describes the key result area, outcome and outcome indicators to be evaluated during mid-term and end-term period of this strategic plan.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year (2022/23)	Mid-Term Period (2025/26)	End-Term period (2027/28)
KRA 1: Agricultural Policy, Legal and Institutional Framework	Appropriate enabling environment for sustainable agricultural development	Agricultural contribution to GDP		19	22	26
KRA 2: Agricultural production and productivity	Increased agricultural production and productivity	Quantity of leather produced (MT)		9,900	14,400	18,900
		Amount of milk produced		5,544	6,112	6,739
		Amount of meat produced		717	868	990
		Amount of honey produced		25	35	45
		Quantity of maize produced per acre (bags per acre)		15	18	20
		Quantity of rice (MT)		250,000	300,000	400,000
		Quantity of clean coffee produced		75,000	110,000	150,000
		Quantity of tea produced		540,000	600,000	745,000
		Quantity of edible oils produced		150,000	300,000	400,000
		Quantity of cotton produced (Bales where 1 bale=226.8kgs)		20,000	100,000	200,000
		Enhanced sustainable agricultural land management	Acreage of lands with soil conservation structures		100,000	300,000
	KRA 3: Agricultural value	Improved value addition,	Value of marketed agricultural		603944.8	691456.4

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year (2022/23)	Mid-Term Period (2025/26)	End-Term period (2027/28)
addition, market access and trade	market access and trade	produce (Ksh. billion)				
	Reduced Post-harvest on agricultural produce	Percentage change in post-harvest losses of maize		25	13	5
		Percentage change in post-harvest losses in milk		5.5	4	2
	Increased agricultural mechanization along value chains	Level of agricultural operations mechanized (%)		30	40	50
KRA 4: Food and nutrition security	Enhanced food and nutrition security	Proportion of food secure households				
KRA 5: Social inclusion in Agriculture	Increased youth, women and vulnerable groups involvement in agricultural value chains	No. of youth involved in modern agriculture		90	225	300

The Ministry commits to undertake midterm evaluation of this strategic plan in line with Kenya Evaluation Guidelines 2020 and Kenya Norms and Standards for M&E. The Ministry will collect data and assess the implementation of the planned goals, objectives, targets and strategic activities against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and prepare reports. The Mid-term evaluation will also provide a scorecard on the extent to which the commitments have been achieved and identify bottlenecks and emerging issues that may hinder attainment of the goals and objectives.

8.1.1 End-Term Evaluation

This will involve data collection and analysis at the end of the Strategic Plan period to determine the implementation status of policies, projects and programmes among other activities in order to establish the extent to which they have achieved their objectives and to assess their overall performance. This end-term evaluation will assess overall implementation effectiveness, identified challenges encountered and draw lessons for preparation of the next phase five years Strategic Plan 2028-2032.

8.4 Reporting Framework and Feedback Mechanism

The Strategic Plan will be implemented through the annual work plans. The reporting will therefore include the quarterly progress reports and annual performance reports. Each implementing Directorate/Division in the Ministry will prepare quarterly and annual reports in the prescribed format, which will be submitted to the Directors, Central Planning and Project Monitoring Department for consolidation and discussion with the Ministry's top Management, including the Principal Secretaries in the two State Departments and the Cabinet Secretary. Monitoring will be undertaken on a continuous basis and reporting on a quarterly basis, at mid-year, annually and at the end of the Plan period leading to the preparation of the following reports:

8.4.1 Quarterly Progress Report

These will include information on key indicators against set targets for the quarter informed by annual work plans. The quarterly progress report will be used for reviewing progress in implementing annual work plans.

8.4.2 Annual Progress Report

At the end of every financial year, an annual progress report will be prepared that objectively highlights key achievements against set targets.

8.4.3 Evaluation Reports

- i. Mid-term review evaluation report: Given the dynamic nature of the sector, execution of the plan will require a comprehensive review to capture the emerging issues during strategic plan implementation. The mid-term review report will inform any requisite changes required in the programmes and projects for the remaining plan period.
- ii. End of plan period report: At the end of the Strategic Plan period, there will be an end plan review to identify achievements against each set target, with an overall assessment of performance. The review will also identify challenges encountered and make recommendations to inform the next review and planning process.

ANNEX 1: POLICY, LEGAL AND INSTITUTIONAL REFORMS

The sector will undertake the following policy, legal and institutional reforms to facilitate the growth of the Agriculture and Livestock sector.

Agricultural Policies Reforms

- i. National Agricultural Mechanization Policy
- ii. National Food and Nutrition Security Policy 2012
- iii. National Agriculture Insurance Policy
- iv. Kenya Agricultural Sector Extension Policy (KASEP) 2022
- v. National Agricultural Soil Management Policy
- vi. National Agricultural Research System Policy
- vii. National Food Safety Policy
- viii. Sugar Industry Policy
- ix. Coffee Industry Policy
- x. National Phytosanitary Policy
- xi. National Seed Policy 2010
- xii. Urban and Peri - Urban Agriculture Policy
- xiii. Kenya Leather Development Policy
- xiv. Develop Agriculture Master Plan
- xv. Develop Kenya Livestock Master Plan
- xvi. Finalize Development of Veterinary Laboratory Policy

Agricultural Legal Reforms

- i. Agricultural Mechanization Bill
- ii. Agricultural Soil Management Bill
- iii. Review the National Cereal and Produce Board Act (CAP 338)
- iv. Review Crops Act No. 16 of 2013
- v. Review Agriculture and Food Authority Act No 13 of 2013
- vi. The Kenya National Trading and Food Reserve Corporation Bills
- vii. Finalize the Pest Control Products Bill
- viii. Finalize Livestock Bill;
- ix. Develop the Kenya Leather Development Bill;
- x. Finalize Development of Animal Health Bill
- xi. Finalize Development of Veterinary Public Health Bill
- xii. Finalize development of Animal Welfare and Protection Bill
- xiii. Finalize Development of the Animal Production Professionals & Technicians Bill

Agricultural Regulations

The sector will develop crops regulations on: Seeds for Vegetative Propagated; Under Plant Protection Act (Draft Plant Protection (General); Draft Plant Protection (Bio-controls); Draft Plant

Regulations Imports and Export); Conservation, Access and Benefits Sharing of Genetic Resources; Pest Control Products and Agricultural Mechanization;

Development of regulations on livestock sub sector will relate to: Animal Health, Veterinary Public Health, Animal Welfare and Protection, Animal Feeds, Animal Breeding, Livestock and Livestock Products Marketing, Poultry Industry, Pig Industry and Livestock Identification and Traceability.

Agricultural Institutional Reforms

The sector shall establish a livestock inputs and products regulatory authority to regulate among others; production, manufacturing, importation, exportation, distributions and sales of livestock inputs, products, equipment, plant and machinery, and services along the livestock value chain.

Agricultural Strategies

The following strategies will be developed to inform the implementation frame work for the policies and also to guide in the achievement of a vibrant and competitive commodity specific subsectors. These Strategies are: National Agricultural Marketing; Cereal Crops, National Avocado, National Mango, National Bixa Marketing, Agricultural Mechanization, Agricultural Soil Management, Oil And Nuts, Pyrethrum, Cotton, Review the Kenya Youth Agribusiness Strategy; Dairy Industry; Beef; Bees; Zoological Services; Livestock Identification and Traceability; Animal Welfare; Livestock Feeds; Leather development; Poultry industry development; Pig industry development; Camel development; Rabbit development; National Co-operative Marketing and Investment Strategy (NCMIS) and Review Kenya Strategic Plan for Agriculture and Rural Statistics (Ken_SPARS).