



**Kenya Plant Health
Inspectorate Service
(KEPHIS)**



STRATEGIC PLAN 2017/18 - 2021/22



KENYA PLANT HEALTH INSPECTORATE SERVICE (KEPHIS)

THE STRATEGIC PLAN

2017/2018 – 2021/2022

Managing Director

Dr. Esther Kimani

Editorial Team

Nicholas Tunya
Hellen Mwarey
Joseph Kigamwa
Caroline Kavu
Catherine Muraguri

Copyright 2019

Kenya Plant Health Inspectorate Service (KEPHIS)

No part of this publication may be used without the written permission of KEPHIS



KEPHIS staff inspecting roses before export at Jomo Kenyatta International Airport, Nairobi



World class equipment at the Analytical Chemistry Laboratory at headquarters, Nairobi. KEPHIS assures that the quality of produce destined for overseas markets meet the market requirements

FOREWORD



The Government of Kenya through its economic Blueprint, Vision 2030 seeks to propel the country to achieving economic development with an average 10 percent growth rate that will enhance the country's status to a middle-income economy. The Agriculture sector continues to take centre stage and remains the main catalyst of Kenya's economic growth. During the second Medium Term Plan (MTP) period (2013-2017) growing crops and livestock production contributed an average of 27.3% of the national Gross Domestic Product (GDP). According to the Kenya National Economic Survey 2017, contribution to GDP by crops and livestock, consistently improved from 26.2% in 2012 to 32.6% in 2016 thus making it the dominant sector. The sector contributes about 75% of industrial raw materials, 60% of export earnings, 65% of Kenya's total exports by volume and 60% of employment. Various agricultural sub-sectors, including Tea, Coffee and Horticulture rank as the highest foreign exchange earners for the country. At the domestic level, the need for sustained agricultural productivity is crucial in ensuring food security for

the country as well as creating income and wealth for large and small scale farmers.

Kenya Plant Health Inspectorate Service (KEPHIS) plays an important role in ensuring the Kenya's economic growth is sustained as envisaged in Vision 2030. In its two decades of existence, the Corporation has focused on delivering its mandate and has established strong systems and processes that ensure high quality agricultural inputs and produce in the sector. KEPHIS ensures that its mandate is achieved through development of 5 year strategic plans.

I am pleased to unveil this 2017/18-2021/22 KEPHIS Strategic Plan, which provides the road map for meeting our vision of **“Healthy plants, safe trade and sustainable agro-environment for a prosperous Kenya.”** In developing this strategic plan, the Corporation has taken into consideration key Government priorities outlined in the Constitution, the Vision 2030, MTP III, *the Big 4 Agenda*, the Ministry of Agriculture, Livestock, Fisheries and Irrigation (MOALFI) Strategic Plan, the Agriculture Sector Transformation and Growth Strategy (ASTGS) and other relevant policy documents together with challenges faced in the implementation of the previous strategic plan and lessons learnt. In addition, considerations have been made to capture relevant areas in the United Nations Sustainable Development Goals (SDGs), the African Union Comprehensive Africa Agriculture Development Programme (CAADP), African Union (AU) Agenda 2063 as well as other regional and International policy documents.

In Developing this Strategic Plan, it was important to look back and review the past. It is worth noting that the agriculture sector is dynamic and the operating environment has changed drastically in the last five years. The development of this Plan has gone through a review of the KEPHIS 2012/13-2016/17 Strategic Plan and a participatory consultation process among the key stakeholders, management, Board of Directors and staff.

The process reviewed the vision, mission and core values and agreed on the strategic objectives to pursue in realizing our mandate. Based on this contextual analysis, the Corporation formulated strategic objectives focusing on: protecting plants from pests, weeds and invasive species; improving the legal and regulatory framework;

enhancing agricultural productivity; facilitating trade; enhancing the Corporation's and stakeholder capacity; mobilizing and ensuring optimal utilization of resources and embarking on aggressive visibility and corporate image.

Sustainability remains a major factor amid adjustments in budgetary allocations from The Exchequer. In this regard, the Corporation shall focus under the Resource Mobilization and Management theme on strategies to enhance the Corporation's revenue streams and new service areas that shall boost the organization's financial resource base. This shall go a long way in ensuring that KEPHIS sustains its operations and fulfills its mandate.

The KEPHIS Board of Directors is committed to the implementation of the Corporation's Strategic plan. The Board will work towards sustaining existing linkages with all the relevant Government Ministries, Departments and Agencies and other stakeholders to ensure coherence and enhance synergies in delivery of its mandate.

Implementation of the Strategic Plan will be regularly monitored and evaluated by the Board

and management to ensure that emerging issues are identified and addressed promptly. Changes in the operational environment; emerging government policies and statutory requirements; resource availability and recommendations arising from the continuous monitoring, evaluation and reporting framework will be taken into consideration during the mid-term review of the Plan. The Board shall also ensure performance management continues to be the main measure of the Corporation's service delivery, and shall continuously strive to serve our clients as effectively and efficiently as possible.

I take this opportunity to thank the entire team involved in the formulation of this Strategic Plan, including the Board of Directors, management, key stakeholders and staff for their unreserved commitment to the process. The Board of Directors have no doubt whatsoever that the 2017/18 - 2021/22 Strategic Plan will be successfully implemented.

Robin M. Achoki
BOARD CHAIRMAN



Seed germination at the seed testing laboratory in Nakuru; here seeds are checked to confirm they will develop into healthy new plants

PREFACE



It is my pleasure to present to you the KEPHIS Strategic Plan 2017/2018 - 2021/2022. This is indeed a great moment and milestone for the Corporation, having gone through two decades of existence as a Corporation.

KEPHIS has grown tremendously in the past twenty years of its existence with key notable achievements being: enactment and operationalization of the KEPHIS Act, enhanced use of technology through implementation of Enterprise Resource Planning (ERP) and Electronic Certification Systems (ECS), accreditation of laboratories, certification to Quality Management Systems (QMS), compliance with market requirements and capacity building of staff and clients.

The operations of KEPHIS are within the confines of the KEPHIS Act 2012, the State Corporations Act (CAP 446), the Seeds and Plant Varieties Act (CAP 326) and the Plant Protection Act (CAP 324). Kenya is also a signatory to various international conventions and treaties which KEPHIS implements. These include OECD Fruit and Vegetables Schemes, OECD Seed Schemes and OECD Forest Seed and Plant Scheme, the International Plant Protection Convention (IPPC), International Union for the Protection of New Varieties

of Plant (UPOV), The World Trade Organization-Sanitary and Phytosanitary Agreement (WTO-SPS), CODEX Alimentarius Commission, Common Market for Eastern and Southern Africa (COMESA) and East African Community (EAC), among others. KEPHIS also participates in regional and international standard setting and harmonization meetings to facilitate compliance to set standards. In this new strategic plan, KEPHIS will strengthen its legal and regulatory framework and continue to partner with regional and international bodies for the benefit of its clientele.

In the past strategic planning period, KEPHIS assured the quality of seed, fertilizers, water for irrigation suitability, soil and pesticide formulations. This was made possible through KEPHIS accredited laboratories at Karen (Headquarters), Muguga, Nakuru and Kitale. Re-accreditation of the laboratories to ISO 17025 was achieved during the period for the Analytical Chemistry Laboratory at Headquarters and the seed testing laboratory in Nakuru. The Plant Health Laboratory, at the Plant Quarantine and Bio-Security station attained its accreditation in 2013/2014. This has been a major confidence booster especially for clients undertaking entomology, virology, nematology, bacteriology and mycology related tests.

Plant health is a core area for KEPHIS and in retrospect, the country has gone through numerous challenges in terms of crop pest and disease emergence that included Leaf miner (*Tuta absoluta*), Maize Lethal Necrosis Disease (MLND), Potato Cyst Nematode (PCN) and Fall Army Worm (FAW). In the new strategic plan, KEPHIS intends to work with partners and other agencies in developing strong Early Warning Systems for plant pests and for early detection and management. The Corporation shall also put in place a research unit to work with other research agencies as a compliment in the fight against introduction of harmful organisms in the country. Enhancement of surveillance activities and border control will also be ensured as a critical step towards protecting Kenya's agriculture.

Capacity building remains a key focus area for KEPHIS with enhanced ICT Systems. During the period, the Corporation expanded the ECS to include other fresh produce crops and launched the Import Certification System (ICS) for certification of plant imports and integrated it to the Kenya National Single Window System. The Corporation also implemented interventions towards capacity building of both staff

and clients. During the previous planning period, KEPHIS in collaboration with the University of Nairobi, Centre of African Biosciences International (CABI) and other partners continued to operationalize the Centre of Phytosanitary Excellence (COPE) and trained practitioners in the horticultural sector at local and regional levels. The Corporation intends to strengthen COPE into an independent centre and streamline its operations to attract more support and clients.

KEPHIS will also focus on building capacity for farmers and players in county governments as a way of ensuring compliance to standards at the grass root levels. This is expected to enhance productivity and create market access for local agricultural produce. The Corporation shall also sustain progress on staff skill development to meet the necessary competencies required for the agriculture sector.

Performance Management with emphasis on results-based management has taken centre stage with KEPHIS prioritizing the implementation of the Kenya Government Performance Contracting system. In addition, the Corporation has successfully subscribed to, and maintained certification to the ISO 9001:2008 Quality Management System. In the next planning phase, the Corporation will transit to the ISO 9001:2015 requirements.

Strategies that help optimization of resource use and allocation shall be deployed in order to ensure

sustainability for the Corporation. To implement the Strategic Plan, the estimated budget is KES 7.825 billion. KEPHIS intends to enhance networks and collaboration with local and international development partners with a view to exploring avenues of cooperation in the areas of plant protection, seed trade facilitation and laboratory work. The concept of Public-Private-Partnership will also be enhanced in various aspects and operations of the Corporation with the view of creating more business models.

KEPHIS takes cognizance of the Corporation's visibility and brand. Re-engineering of the KEPHIS brand will be one of the key focus areas in the implementation of this Strategy and will endeavour to build and maintain a strong corporate brand.

The Corporation shall implement a robust monitoring framework that will track performance on a continuous basis to ensure that planned strategies, objectives and activities are achieved. KEPHIS is confident that with the support of all stakeholders and partners, we shall attain our vision of ***“Healthy Plants, Safe Trade and Sustainable Agro-Environment for a Prosperous Kenya.”***

In conclusion, I take this opportunity to sincerely thank the Board, management and staff for the time invested in the development of this Strategic Plan.

Esther Kimani, PhD
MANAGING DIRECTOR



The hass avocado variety: Kenya's avocados are the best in the world and KEPHIS works with other agencies to open up markets where the fruit can be exported

EXECUTIVE SUMMARY

Kenya Plant Health Inspectorate Service (KEPHIS) is a regulatory body that was established under the State Corporations Act (CAP 446) pursuant to Legal Notice No. 305 of 18th October 1996. Currently, KEPHIS operates under the KEPHIS Act No.54 of 2012, that was assented to on 31st December 2012 by H.E. The President of Kenya. Under the first schedule of the KEPHIS Act, KEPHIS is mandated to implement the Agriculture Produce (Export) Act (CAP 319), Plant Protection Act (CAP 324) and the Seeds and Plant Varieties Act (CAP 326). The role of the Corporation is to undertake regulatory function in the agricultural sector relating to plant protection and seeds and plant varieties that assures the quality of agricultural inputs and produce, thereby promoting sustainable agriculture and economic growth.

The development of this Strategic Plan (2017/18-2021/22) enabled us to examine the contextual environment in which we operate, explore the factors and trends that affect the way we perform our core functions, seek to meet and fulfill our vision and mission, identify strategic issues which must be addressed and develop and implement strategies for attaining the pre-determined objectives. The implementation of this roadmap is expected to positively impact KEPHIS and its stakeholders. Arising from review of the relevant documents, workshops and stakeholder consultations, the vision, mission, core values, goals, objectives and strategies outlined here under were agreed upon.

Our Vision: ***Healthy plants, safe trade and sustainable agro-environment for a prosperous Kenya.***

Our mission: ***To provide a science based regulatory service by assuring plant health, quality of agricultural inputs and produce for food security, globally competitive agriculture and sustainable development.***

To accomplish our vision and mission, KEPHIS commits itself to observing our core values of ***customer focus, professionalism and integrity, teamwork, results oriented, innovation and creativity, and corporate social sustainability***, as it implements its strategic objectives and strategies.

Eight (8) objectives were identified to enable achievement of our vision and mission, which are:

Protecting plants from pests, weeds and invasive species. This objective will be attained by: enhancing diagnostic and advisory services; safeguarding against introduction and spread of harmful organisms; supporting implementation of the Bio-safety Act; enforcing regulations on imports; carrying out pest surveillance, emergency response and reporting.

Facilitate, Review and Strengthen the Policy, Legal and Regulatory Framework. This objective will be accomplished by: formulating a national Sanitary and Phytosanitary Policy; reviewing the National Seed Policy, legal and regulatory framework for purposes of alignment to international frameworks and best practice; and lobbying for enactment of revised legal and regulatory frameworks.

Contributing towards improved levels of agricultural productivity. This objective will be attained by: facilitating introduction and production of agricultural inputs, improved technologies and establishment of pest free areas; undertaking plant variety testing and protection; and undertaking seed certification.

Supporting Food safety, Market Access and Compliance. The strategies for achieving this objective are: export inspections and certification; implementation of requirements for official controls; undertaking analysis of agricultural produce for pesticide residues and contaminants including aflatoxin; facilitating research to enhance certification regulations and participation in standard setting, review, harmonization and market access negotiations.

Building staff, stakeholders and infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate. This objective will be attained by: enhancing staffing levels and skills; implementing human resource best practices; enhancing capacity for stakeholders and SMEs; enhancing ICT infrastructure and systems; improving automation of KEPHIS operations (upgrade existing systems and development of new systems); enhancing the infrastructural facilities; enhancing asset management; enhancing Performance Management; developing and implementing a risk management system; and enhancing COPE.

Mobilizing adequate financial resources and ensure optimal allocation and utilization to enable full implementation of programmes and activities.

This objective will be accomplished by: broadening service/product base; enhancing fundraising; and implementing sound financial management.

Enhancing synergies through information and resource sharing with stakeholders and partners.

This objective will be realized by: conducting stakeholder analysis and mapping; enhancing interaction with international, regional and domestic networks; identifying and implementing suitable communication channels; promoting co-regulation with stakeholders.

Enhancing the visibility and corporate image of KEPHIS.

This objective will be attained by: enhancing communication and image-building frameworks; undertaking corporate re-branding and conducting corporate social sustainability initiatives.

In order to achieve the objectives and strategies, an Implementation Matrix (Annex 1) has been formulated. The matrix sets out a framework for monitoring, evaluation and reporting of the Plan's implementation status quarterly and shall form the basis for annual Performance Contracting targets.



Analyses at the Analytical Chemistry Laboratory at KEPHIS Headquarters in Nairobi

ABBREVIATIONS AND ACRONYMS

ARIPO	African Regional Intellectual Property Organization	KEPHIS	Kenya Plant Health Inspectorate Service
ASAL	Arid and Semi-Arid Land	KNSWS	Kenya National Single Window System
ASDS	Agricultural Sector Development Strategy	MOALFI	Ministry of Agriculture Livestock, Fisheries and Irrigation
ASTGS	Agriculture Sector Transformation and Growth Strategy	M&E	Monitoring and Evaluation
AU	African Union	MDAs	Ministries, Departments and Agencies
CAADP	Comprehensive Africa Agricultural Development Program	MLND	Maize Lethal Necrosis Disease
CABI	Centre of African Biosciences International	MTP	Medium Term Plan
CBD	Convention for Biological Diversity	NEMA	National Environmental Management Agency
CIMMYT	International Maize and Wheat Improvement Center	NEPAD	New Partnership for Africa's Development
COMESA	Common Market for Eastern and Southern Africa	NGOs	Non-Governmental Organization
COPE	Center of Phytosanitary Excellence	NPPO	National Plant Protection Organization
DFSS	Directorate of Food Safety Services	NPT	National Performance Trials
DPH&B	Directorate of Plant Health and Bio-security	OECD	Organization for Economic Development Cooperation
DCS	Directorate Corporate Services	PCN	Potato Cyst Nematode
DSC&PVP	Directorate of Seed Certification and Plant Variety Protection	PBR	Plant Breeders' Rights
DRTS&C	Directorate of Research, Training, Strategy & Compliance	PESTEL	Political, Economic, Social, Technological, Ecological and Legal
DUS	Distinctness, Uniformity and Stability of Plant Varieties	PRA	Pest Risk Analysis
EAC	East African Community	SME	Small and Medium Enterprise
ECS	Electronic Certification System	SFR	Strategic Food Reserve
EU	European Union	SDGs	Sustainable Development Goals
FAO	Food and Agriculture Organization	SPS	Sanitary and Phytosanitary
GDP	Gross Domestic Product	SWOT	Strength Weaknesses Opportunities Threats
GMO	Genetically Modified Organism	UPOV	International Union for the Protection of New Varieties of Plants
ICIPE	International Centre for Insect Physiology and Ecology	USD	United States Dollar
ICT	Information and Communication Technology	USDA	United States Department of Agriculture
ICS	Import Certification system	WTO	World Trade Organization
IGAD	Inter-governmental Authority on Development	WTO-SPS	The World Trade Organization-Sanitary and Phytosanitary Agreement
IPPC	International Plant Protection Convention		
ISO	International Organization for Standardization		
ISTA	International Seed Testing Association		

CONTENTS

FOREWORD	VI
PREFACE	VIII
EXECUTIVE SUMMARY	X
ABBREVIATIONS AND ACRONYMS	XII
1. INTRODUCTION	2
1.1 Background	2
1.2 Kenya Plant Health Inspectorate Service (KEPHIS)	2
1.3 The Strategic Planning Process	2
1.4 Organization of the Plan	3
2. KENYA'S CHALLENGES IN THE AGRICULTURE SECTOR, DEVELOPMENT AGENDA AND ACHIEVEMENTS	5
2.1 Kenya Vision 2030	5
2.2 The Third Medium Term Plan (2018 to 2022)	6
2.3 Agriculture Sector Transformation and Growth Strategy (ASTGS)	6
2.4 Emerging Issues and Challenges in the Agricultural Sector	7
2.5 Role of Kenya Plant Health Inspectorate Service (KEPHIS) in contributing towards the Kenya Development Agenda	7
3. SITUATION ANALYSIS	11
3.1 Introduction	11
3.2 Review of Past Performance	11
3.2.1 Key Achievements	11
3.2.2 Key Challenges	11
3.2.3 Lessons Learnt	11
3.3 Environmental Scanning	11
3.3.1 External Environment Analysis	11
3.3.2 Internal Environment Analysis	14
3.4 The SWOT Analysis	15
4. STRATEGIC FRAMEWORK	19
4.1 Introduction	19
4.2 Mandate	19
4.3 Core Functions	19
4.4 Vision	19
4.5 Mission	19
4.6 Core Value Statements	19
4.7 Strategic Themes, Issues, Objectives, and Strategies	20
5. IMPLEMENTATION OF THE STRATEGIC PLAN	23
5.1 Introduction	23
5.2 Implementation Plan	23
5.3 Organizational Structure and Human Capacity	23
5.4 Coordination Mechanism	24
5.5 Accountability	24
5.6 Risk Management	24
6. FINANCIAL RESOURCES	28
7. MONITORING, EVALUATION AND REPORTING	31
7.1 Introduction	31
7.2 Strategies for Monitoring and Evaluation	31
7.2.1 Plan Implementation Team	31
7.2.2 Cascading the Plan to all Staff	31
7.2.3 Departmental and Individual Annual Work Plans	31
7.2.4 Data and Information Collection Procedures	31
7.2.5 Regular/Periodic Meetings	31
7.3 Monitoring Tools	31
7.3.1 Customer feedback	31
7.3.2 Cost-benefit analysis	31
7.3.3 Variance Analysis	31
7.3.4 Ratio Analysis	32
7.3.5 Budgetary Control	32
7.4 Progress Reports	32
7.5 Annual and End Term Review	32
7.6 Linking M&E to Annual Performance Contracts	32
ANNEX 1: IMPLEMENTATION MATRIX	33
NOTES	64



An Avocado nursery in Embu County: KEPHIS certifies nurseries to ensure that farmers get seedlings free from pests and diseases thus enhancing harvests

CHAPTER ONE: INTRODUCTION AND BACKGROUND



1. INTRODUCTION

1.1 Background

The Agriculture sector continues to take centre stage and remains the main catalyst of Kenya's economic growth. During the second Medium Term Plan (MTP) period (2013-2017) growing crops and livestock production contributed an average of 27.3% of the national Gross Domestic Product (GDP). According to the Kenya National Economic Survey 2017, contribution to GDP by crops and livestock, consistently improved from 26.2% in 2012 to 32.6% in 2016 thus making it the dominant sector. The sector contributes about 75% of industrial raw materials, 60% of export earnings, 65% of Kenya's total exports by volume and 60% of employment.

1.2 Kenya Plant Health Inspectorate Service (KEPHIS)

Kenya Plant Health Inspectorate Service (KEPHIS) is a regulatory body that was established under the State Corporations Act (CAP 446) pursuant to Legal Notice No. 305 of 18th October 1996. KEPHIS operates under the KEPHIS Act No.54 of 2012. KEPHIS is mandated to implement the Agriculture Produce (Export) Act (CAP 319), Plant Protection Act (CAP 324), and the Seeds and Plant Varieties Act (CAP 326). The role of the Corporation is to undertake regulatory function in the agricultural sector in matters relating to plant protection, seeds and plant varieties that assures the quality of agricultural inputs and produce, thereby promoting sustainable agricultural and economic growth.

The functions of KEPHIS as encapsulated in the KEPHIS Act No. 54 of 2012 are to:

- (a). Regulate matters relating to plant protection, seeds and plant varieties;
- (b). Administer and enforce Sanitary and Phytosanitary measures;
- (c). Support the administration and enforcement of food safety measures;
- (d). Establish service laboratories to monitor the quality and levels of toxic residues in agro-inputs, irrigation water, plants, soils and produce;
- (e). Be the principal advisor to the Government on issues relating to seeds and planting material;
- (f). Implement plant variety protection in Kenya, administer plant breeders' rights and maintain

- the Plant Breeders' Rights Register;
- (g). Undertake plant variety testing and description, seed certification and plant quarantine control;
- (h). Undertake inspection and grading of plants and plant produce at the ports of entry and exit;
- (i). In consultation with other relevant agencies, develop and implement standards for seed and plant materials;
- (j). Implement and enforce national biosafety regulations on the introduction and use of genetically or living modified species of plants, insects and micro-organisms, plant products and other related species;
- (k). Regulate import and export of plants and plant materials;
- (l). In consultation with other relevant agencies, regulate the commercial exploitation of naturally occurring plants and plant-related micro-organisms;
- (m). Register and license seed merchants, seed growers, agents and any other person who may be required to be registered under the provisions of this Act or any of the laws specified in the First Schedule;
- (n). Enter into association with such other bodies or organizations or authorized persons as the Board may consider desirable or appropriate in furtherance of the purposes for which the Service is established;
- (o). Be the liaison office for international conventions relating to plant variety protection, plant protection, seed certification and dealing with endangered species or any other related conventions.

KEPHIS as a science-based organization relies heavily on technology in its functions for delivery on the institutional mandate. There were technological advancements in many areas including laboratory testing/diagnostics and ICT during the implementation of the 2013-2017 strategic plan. Changes in Sanitary and Phytosanitary standards in the international markets and emerging issues (pests and diseases) led to new challenges in meeting market requirements. The dynamic environment under which KEPHIS operates called for a review of the strategic objectives to guide the institution.

1.3 The Strategic Planning Process

The process of developing this Plan relied heavily on an extensive review of the relevant documents including the Constitution of Kenya (2010), Vision

2030, MTP I, MTP II, MTP III, ASTGS (2019 to 2029), ASDS (2010 to 2020) and other documents in the agriculture sector. A self-administered questionnaire was used to collect primary data from the Board, Senior Management and Heads of Department. The questionnaire elicited information on past performance, current status and the projected operating environment of KEPHIS. More information was collected through key informant interviews and observation. The pertinent data was analyzed to identify and prioritize the strengths, weaknesses, opportunities and threats facing KEPHIS. This further culminated in the identification of strategic issues and development of the strategic framework in terms of the vision, mission, core values, objectives and strategies.

Finally, a strategy planning workshop was held at KEPHIS headquarters on June 16, 2017 with the Board, Senior Management and heads of departments in attendance. The workshop formulated the Vision and Mission statements as well as core values. On the basis of the revised mission, vision and core values, objectives were developed, and relevant

strategies crafted. Thereafter a two-day workshop was held at KEPHIS headquarters on June 21st and 22nd, 2017 with senior management and heads of departments to develop the implementation matrices. The document was further reviewed in February 2019 to align it with the MTP III, Big 4 Agenda and the ASTGS. The process also included consultative meetings with staff and other stakeholders.

1.4 Organization of the Plan

The Plan is organized in seven chapters. Chapter 1 outlines the introduction and background giving the justification for developing the Plan. Chapter 2 presents Kenya's Achievements and Development Challenges while the Situation Analysis is contained in Chapter 3. The Strategic Framework is explained in Chapter 4. Chapter 5 focuses on how the Plan will be implemented while Chapter 6 presents the resource flows, revenue and expenditure projections. Chapter 7 summarizes the monitoring and evaluation mechanism of the Plan.



Hybrid coconut under quarantine in Matuga, Kwale County: KEPHIS together with stakeholders are promoting the production of hybrid coconut to uplift the economic and living standards of coastal communities

CHAPTER TWO: KENYA'S CHALLENGES IN THE AGRICULTURE SECTOR, DEVELOPMENT AGENDA AND ACHIEVEMENTS



2. KENYA'S CHALLENGES IN THE AGRICULTURE SECTOR, DEVELOPMENT AGENDA AND ACHIEVEMENTS

The Vision 2030, MTP III and the ASTGS describe the emerging issues, challenges and lessons learnt in Kenya's agricultural sector.

2.1 Kenya Vision 2030

Kenya Vision 2030 is the Country's development blueprint covering the period between 2008 and 2030. It aims at transforming Kenya into a newly industrialized, middle-income country providing a **high-quality life** to all its citizens by the year 2030. The blueprint is anchored on three pillars: **economic, social and political**.

The **economic pillar** consists of eight priority sectors: **agriculture** and livestock, manufacturing, tourism, trade, business process outsourcing, financial services, Oil, Gas and mineral resources and the Blue Economy. Agriculture is expected to deliver seven per cent annual economic growth rate envisaged under the economic pillar. To achieve this growth, transforming smallholder agriculture from subsistence to an innovative, commercially oriented and modern agricultural sector is critical. This transformation is to be accomplished through transforming key institutions in agriculture, livestock, forestry and wildlife to promote agricultural growth; increasing productivity of crops, livestock and tree cover; introducing land-use policies for better use of high- and medium-potential lands; developing more irrigable areas in arid and semi-arid lands for both crops and livestock; improving market access for smallholders through better supply chain management; and adding value to farm, livestock and forestry products before they reach local, regional and international markets.

The Vision 2030 has identified **four major challenges** that continue to face the agricultural sector. These are:

- Productivity levels for many crops are below potential and for some agricultural produce

yield and value over a 5-year period have either remained constant or are on the decline. Although yield is only a partial gauge of performance, it reflects the available production technology. Using the United States maize yield of 10.75 metric tonnes per hectare, in one of the states, as a benchmark the Kenyan 5.0 metric tonnes per hectare can be improved. Forest cover and tree productivity have been on the decline while population growth has led to increased human-wildlife conflict. Forest cover is estimated at 7% against the United Nations recommendation of 10%.

- Land in the high and medium potential areas as well as in arid and semi-arid lands (ASALs) remains under-exploited for agricultural production. Much of the available cropland remains under-utilised with smallholder farmers using only 60% of their land for agricultural production. About 84% of the country is ASAL and is not suitable for rain-fed farming due to low and erratic rainfall. Development of suitable plant varieties and irrigation for these areas will improve productivity. It is estimated that intensified irrigation can increase agricultural productivity fourfold and, depending on the crops and varieties, incomes can be increased.
- The productivity of the agricultural sector is constrained by inefficiencies in the supply chain resulting from limited storage capacity, lack of post-harvest services and poor access to product markets. Vision 2030 calls for proactive efforts to maintain existing markets and create new ones to increase Kenya's bargaining power in global agricultural markets. The Kenya Flower Council estimates that there are over 60 markets worldwide for horticulture produce; however North America, Asia and Middle East markets remain underexploited.
- In agriculture, value addition determines the competitiveness of the country's produce in world markets. However, Kenyan farmers export semi-processed, low-value produce, which accounts for 91 per cent of total agriculture-related exports. The limited ability to add value to agricultural produce coupled with high production costs make exports less competitive. According to a study done by Tea Board of Kenya in 2012 there was a price difference of USD 1.24 per kilogram of tea between Kenya and Sri Lanka, owing to value addition; this is the estimated loss per kilogram of tea sold in Kenya due to low value addition. Value addition would

not only earn Kenya more foreign exchange but will also create jobs.

The Government will play its contributing component towards achievement of the Kenya Vision 2030 by; (i) transforming key institutions to promote agricultural growth; (ii) enhancing agricultural productivity; (iii) introducing land use policies for better utilization of high and medium potential lands; (iv) developing more irrigable areas in arid and semi-arid lands for agricultural production; (v) improving market access for farmers through better supply chain management; and (vi) adding value to farm and produce before they reach local and international markets.

2.2 The Third Medium Term Plan (2018 to 2022)

The Vision 2030 is being implemented through five-year medium-term plans (MTPs); already MTP II and III have been implemented. The MTP III to be implemented during the period 2018 to 2022, outlines the main policies, legal and institutional reforms as well as programmes and projects that the government plans to achieve. It builds on the achievements of the 1st and 2nd MTPs. It prioritizes implementation of the *Big 4 Agenda* initiatives which are; increasing manufacturing share of GDP, providing affordable housing, enhancing food and nutrition security and achieving 100% universal health coverage.

The agriculture sector is expected to play a significant role of ensuring food and nutrition security as well as driving the manufacturing sector through the provision of raw materials.

The MTP III, whose theme is: *Transforming Lives Advancing Socio-economic Development through the "Big Four"*, builds on the gains made so far by previous MTPs (I&II). MTP III envisages to move the economy towards a growth trajectory to achieve the 7 percent economic growth rate and achieve goals and targets outlined under the economic, social and political pillars of Kenya Vision 2030 by 2022. The MTP III implementation will be aligned to the Constitution, Vision 2030, key policies, legal and institutional requirements towards attainment of the *"Big Four"* initiatives and other priority programmes and projects.

Under this MTP III, the agriculture and livestock sectors will focus on the following Flagship projects and programmes: Agricultural Mechanization; Food

and Nutrition Security; Livestock Production; Value Chain Support; Youth and Women Empowerment in Modern Agriculture; Agricultural Insurance; Research and Capacity Building; Crop Diversification; Coastal Disease Free Zone; Strategic Food Reserve; Large Scale Production; Small Holder Productivity and Agro-processing; Agricultural Technology Development; Market Access and Product Development; Miraa Farmers Livelihood Improvement; Pastoral Resilience Building; Traditional High Value Crops; Comprehensive African Agricultural Development Program (CAADP) and Promotion of Investment and Cooperation in Agriculture.

2.3 Agriculture Sector Transformation and Growth Strategy (ASTGS)

The Agriculture Sector Growth and Transformation Strategy (ASTGS) is to be implemented from 2019 to 2029 and builds upon the Agriculture Sector Development Strategy (ASDS) of 2010 to 2020. The Ministry of Agriculture, Livestock, Fisheries and Irrigation (MOALF&I) has focused on nine flagship projects that serve as the core programmes for the 10-year period. These flagship projects draw on the status of agriculture today, a rigorous and thorough review of data, lessons from global best practices and local realities. The flagship projects will also help to transform the agriculture sector in Kenya, drive 100% food and nutrition security and ensure food is affordable, especially for vulnerable groups. The nine flagship projects to drive Kenya's 10-year transformation are as follows:

- Flagship 1: Target 1 million farmers, pastoralists and fishermen in an initial 40 zones served by 1,000 farmer-facing SMEs that provide inputs and equipment including for irrigation, processing and post-harvest aggregation.
- Flagship 2: Shift nationwide subsidies focus to register 1.4 million high-needs farming households and empower them to access a range of inputs from multiple providers, enabled by an e-voucher delivery system.
- Flagship 3: Set-up 6 agro-processing hubs across Kenya using a one-stop-shop rapid PPP process for local and export markets.
- Flagship 4: Unlock 50 new large-scale private farms (each with over 2,500 acres) with 150,000 acres under sustainable irrigation from existing infrastructure (e.g., rehabilitate dams, dual-purpose hydropower), with competitive bidding, and government provided infrastructure (e.g.

- power, roads)
- Flagship 5: Restructure the Strategic Food Reserve (SFR) to better serve 4 million high need Kenyans through competitive digital reserve stock and cost management with private sector, and price stability managed through the National Treasury.
- Flagship 6: Boost food resilience of 1.2 million farming and pastoralist households in ASAL through community driven design of interventions, and more active coordination of development partners and private sector resources through regional economic blocs.
- Flagship 7: Launch 3 knowledge and skills building programs focused on technical and management skills in the field for 200 national and county government transformation leaders, 1000 farmer-facing SMEs, and 3000 extension agents.
- Flagship 8: Strengthen research and innovation, and launch priority digital and data use cases for better decision making and performance management (first wave to include digital subsidy registration and delivery, farmer and SME performance, automated SFR buy / sell needs)
- Flagship 9: Actively monitor 2 key food system risks: i. sustainable and climate smart natural resource management including sustainable irrigation and water basin health, soil quality and land use; and ii. Crisis management for pests, diseases, climate and global price shocks.

2.4 Emerging Issues and Challenges in the Agricultural Sector

Emerging issues include:

- Multiplicity of taxes, levies and charges by the national and county governments;
- Agri-business as a source of mass employment.

Challenges facing the agricultural sector include:

- High reliance on rain-fed agriculture;
- The increased frequency of severe droughts and floods and outbreak of pests and disease as a result of global climate change;
- Sub-division of land into small uneconomic units and under-utilized land in some parts of the country;
- Low agricultural productivity due to low

- application of modern technology and innovation, inadequate capital and demand-driven research;
- Low and declining soil fertility due to poor farming methods;
- Frequent resource-use conflict between pastoralists and farmers;
- Pre and post-harvest losses due to inadequate storage facilities and poor handling of farm produce;
- Inadequate extension capacity;
- Export restrictions on agricultural produce;
- Limited access to affordable credit;
- Inadequate and poorly organized market access and marketing infrastructure;
- High cost of farm inputs;
- Poor physical infrastructure network in the rural areas;
- Inequality in resource access, ownership and control at household level;
- Underdeveloped agricultural value chain;
- Inadequate data for policy planning and development;
- Weak monitoring and evaluation systems.

Lessons Learnt in the agricultural sector include:

- A robust response to climate change should be part of overall planning with special emphasis on agriculture;
- Improved linkages and strong collaboration with all the stakeholders are key in ensuring food security;
- Evidence based policy planning and strengthening of monitoring and evaluation is critical at all levels of governance;
- Adoption of production methods that complement rain-fed agriculture is key to ensuring food security.

2.5 Role of Kenya Plant Health Inspectorate Service (KEPHIS) in contributing towards the Kenya Development Agenda

KEPHIS plays a critical role in the realization of the aspirations of the goals of all the three pillars of the Vision 2030. Towards meeting the Economic pillar goals and the SDG Goal Number 1 of no poverty and Number 2 of Zero hunger by increasing agricultural productivity and Food Security, KEPHIS does the following:



KEPHIS staff inspecting imported wheat inside a ship at Kilindini Harbour. KEPHIS checks that imported plants and plant materials meets the requirements of Kenya's Plant Import Permit (PIP)

- Inspection and certification of imports and exports of plants and plant produce;
- Awareness creation and training on Good Agricultural Practices (GAP) and market requirements thus enhancing investment in agriculture for wealth creation;
- Negotiations aimed at increasing market access for Kenyan agricultural products and produce which in turn contributes to economic growth;
- Providing pest risk analysis information for market access;
- Ensuring quality seed production in irrigation schemes by offering certification services in these areas;
- Undertake testing of soils for fertility evaluation, water for irrigation suitability, fertilizers, manures and agro-chemicals for quality assurance to facilitate optimal productivity;
- Undertake pest and disease surveillance to provide early warning systems to all within the farming system;
- Testing of food commodities of agricultural origin is also done to ensure compliance to food safety requirements. This contributes immensely to enhancement of the competitiveness of Kenyan products and hence an increase in their market access.
- Contributes to value addition through advisory services to farmers and inspection of produce.
- The strategic shift from over-reliance on rain-fed to irrigation agriculture has created increased demand for seed in new irrigation schemes.

The Social Pillar seeks to achieve a just, cohesive and equitable social development in a clean and secure environment. Towards meeting this pillar's goals, KEPHIS does the following:

- Monitoring environmental contaminants, level of pesticide residues, heavy metals and industrial pollutants in ecological and environmental

substrates, agricultural produce, foods and feeds. These are undertaken with a view to enhancing food safety and sustenance of environmentally friendly agriculture.

- Undertakes effective inspection and monitoring to guard against introduction and spread of noxious weeds and invasive plant species.
- Facilitating the availability of appropriate and climate-smart certified seed for the ASALs to ensure food security and nutrition.

The Political Pillar aims at an issue-based, people-centered, results-oriented and accountable democratic system. The implementation of activities towards customer-focused service delivery by KEPHIS are a key contribution towards this Pillar. Towards meeting the political pillar goals, KEPHIS does the following:

- Observance of anti-corruption, ethics and integrity principles;
- Promotion of results-based management;
- Facilitating public access to information and data;
- Implementation of service charters;

- Customer feedback mechanisms;
- Publicity campaigns;
- Provision of information on the Corporation's activities;
- Sensitization and training of stakeholders;
- Improvement in financial management.

An efficient, motivated and well-trained public service is one of the major foundations of the Kenya Vision 2030. Indeed, public service transformation is identified as key towards actualizing the goals of the Kenya Vision 2030. Towards this, KEPHIS continues to scale-up efforts to cascade the service charter; undertake capacity building of members of staff to enhance service delivery; implement the automation of service delivery processes to improve efficiency and speed; and review terms and conditions of members of staff. All these are implemented to ensure that KEPHIS plays its rightful role in the realization of the goals of the Kenya Vision 2030. KEPHIS will continue to implement its mandate to address the challenges identified in the agriculture sector under the MTP III.



A sorghum crop at Kambi Mawe , Makueni County

CHAPTER THREE: SITUATION ANALYSIS



3. SITUATION ANALYSIS

3.1 Introduction

This chapter presents an analysis of the performance of the 2013 – 2017 Strategic Plan in terms of achievements, challenges and lessons learnt and analysis of internal and external environments. The analysis led to identification of key strengths, weaknesses, opportunities and threats (SWOT) plus stakeholder analysis matrix.

3.2 Review of Past Performance

During the implementation of the Strategic Plan 2013-2017 there were enormous achievements, challenges faced and lessons learnt; these are detailed below.

A detailed analysis of the past performance of KEPHIS can be found in the Evaluation Report of the Strategic Plan 2013 -2017 (available on KEPHIS website: www.kephis.org).

3.2.1. Key Achievements

The achievements included but were not limited to:

- Enhanced use of technology in service delivery;
- Capacity building for staff;
- Accreditation of systems and processes;
- Commencement of KEPHIS Act No. 54 of 2012;
- Compliance with market requirements;
- Improvement of linkages with stakeholders;
- Improved international cooperation in trade and market access;
- Enhanced bio-security surveillance;
- Regional recognition as a center of excellence;
- Hosting of first international phytosanitary conference;
- Membership to OECD forest seed and plant scheme;
- Presidency to OECD fruits and vegetables scheme
- Implementation of e-phyto system;
- Harmonization of Kenya's seed regulations with COMESA seed regulations;
- Accession to UPOV 1991 from UPOV 1978 creating a higher standard for protection of plant breeder's rights.

3.2.2. Key Challenges

Despite the achievements in implementation of 2013-

2017 Strategic Plan, a number of critical challenges were encountered as follows:

- Emerging pests and diseases;
- Inadequate legal and regulatory framework;
- High turnover of technical staff;
- Inadequate funding;
- Dynamic market requirements;
- KEPHIS mandate not well understood by stakeholders;
- Increased demand for KEPHIS services;
- Inadequate service delivery infrastructure;
- Rapidly changing technologies;
- Devolved system of governance of agricultural functions;
- Effects of climate change in production systems.

3.2.3. Lessons Learnt

In the period under review, key lessons were learnt. The Corporation noted that there is need for:

- Managing change in the operating environment;
- Enhanced collaboration and stakeholder engagement;
- Increased capacity building of staff and stakeholders;
- Diversification of financial base;
- Sustaining and increasing the scope of accreditation;
- Enhanced regional and international recognition;
- Efficiency in resource utilization;
- Effective and efficient communication;
- Continued innovation in a dynamic environment.

To address the above challenges and taking into consideration lessons learnt, the 2018 – 2022 Strategic Plan has put in place relevant objectives and strategies for channeling KEPHIS resources and creating synergy towards progressively positioning KEPHIS on the right path to support the Government in achieving food and nutrition security.

3.3 Environmental Scanning

In developing the strategic plan, KEPHIS reassessed in totality the environment in which the institution operates i.e. external and internal environments; to ensure sustainability.

3.3.1. External Environment Analysis

KEPHIS does not operate in a vacuum. Therefore, the



All visitors and returning residents into Kenya are to declare any plants or plant materials in their possession to KEPHIS at border points.

Political, Economic, Socio-cultural, Technological, Ecological, and Legal (PESTEL) forces were reviewed. The outputs of the analysis are the key opportunities and threats which are expected to

positively and negatively influence performance of KEPHIS. The relevant factors and conditions are summarized in Table 3.1.

Table 3.1 External Environment Analysis

Dimension	Issues and/or developments that are likely to impact negatively or positively on KEPHIS capacity to achieve its objectives.				Effects the changes present in terms of opportunities and threats to KEPHIS	
	Globally	Regionally	Nationally		Opportunities	Threats
Economic Forces	<ul style="list-style-type: none"> Formation of regional trading blocks; Custom Unions; Free Trade Area & WTO Rising Unemployment BREXIT 	<ul style="list-style-type: none"> Establishment of the EAC, COMESA, NEPAD and ARIPO, Stable and Growing African Economy Higher rates of return on foreign investment in Africa Single continental market for goods and services under Continental Free Trade Area (CFTA) 	<ul style="list-style-type: none"> EAC Integration Stable local economy and Foreign exchange rates Emergence of strong middle class Rising unemployment Women and youth empowerment Incidences of corruption at National and County Levels 		<ul style="list-style-type: none"> Positive long-term economic growth forecasts Increased demand for certified/high quality seeds Expanded national, regional and international market Increase in foreign investments Increased interest in trade in plant materials Implementation of the EAC SPS protocol Enhance opportunity for providing leadership in capacity building as a centre of excellence in the region 	<ul style="list-style-type: none"> Frequent changes in standards leading to loss of market. Intensive and growing competition Slow growth in Global Economy High cost of doing business Fluctuations in inflation and exchange rates
Social-cultural Forces	<ul style="list-style-type: none"> Increasing world population Increased permanent migration to some countries increased spread of infectious diseases Increased health awareness 	<ul style="list-style-type: none"> Increased cross-border movements and interactions Urbanization and urban migration Expanding labour force Rise of the African middle-class consumer 	<ul style="list-style-type: none"> Rapidly growing labour force Rising crime and insecurity Increased land subdivision Rapid Population Growth 		<ul style="list-style-type: none"> Increased appreciation of need for quality agricultural inputs and produce Better informed public Social media and mobile technology used to sensitize stakeholders in seed and agricultural spheres Change in lifestyle and eating habits 	<ul style="list-style-type: none"> Growing unemployment Increased insecurity Increased sub division leading to reduced land available for seed and agricultural production Emerging health issues and social ills that adversely affect the workforce
Technological Forces	<ul style="list-style-type: none"> Growing use of ICT and e-business Global village phenomena Expansion of air and water connectivity Rapid Technological advancement 	<ul style="list-style-type: none"> Growing adoption of computer and ICT in business Automation of services 	<ul style="list-style-type: none"> Growing adoption of e-business Automation of services Cybercrime & Insecurity 		<ul style="list-style-type: none"> Increased capacity for e-services. Reduced costs of communication and connectivity Enhanced access to information Increased efficiency service delivery 	<ul style="list-style-type: none"> Staff layoff due to automation. Cyber and Data insecurity due to viruses, e-crime and Internet terrorism. Rapid technological changes
Ecological Forces	<ul style="list-style-type: none"> Global warming phenomenon Climate Change 	<ul style="list-style-type: none"> Increasing regional cooperation in environmental issues Involvement of NGOs and CBOs in agricultural & environmental issues. 	<ul style="list-style-type: none"> Existence of National Environment Management Authority (NEMA) Increased awareness on environmental issues Poor E-waste management systems 		<ul style="list-style-type: none"> Environmental Impact assessment becoming a legal requirement Increased demand for sustainable agriculture Increased diversity for growing environments for particular crop species and varieties Research on climate-smart agriculture Release of climate smart crop varieties 	<ul style="list-style-type: none"> Adverse climatic changes Increased pollution and entry of pollutants into the food chain Increasing health hazards for workers Emergence of new pests and diseases

3.3.2. Internal Environment Analysis

The internal environment analysis identified key assets, resources, skills and processes; these are outlined below.

3.3.2.1. Financial Resources

KEPHIS generates revenue from The Exchequer, charges for services rendered, grants from development partners, hire of conference & accommodation facilities and others. Table 3.2 presents KEPHIS revenue versus actual expenditure during the last plan period. It is vital that KEPHIS continues to diversify its revenue streams among other strategies to meet the increased demand for KEPHIS services and support successful implementation of the Strategic Plan.

Table 3.2: KEPHIS Revenue Versus Actual Expenditure for the period 2012-2017

Budget Versus Actual Expenditure					
Year	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	KES	KES	KES	KES	KES
Revenue	944,100,367	995,223,000	957,927,000	964,609,000	941,200,000
Actual Expenditure	907,429,625	935,325,000	991,956,000	1,109,127,000	996,091,000
Surplus /Deficit	36,670,742	59,898,000	(34,029,000)	(144,518,000)	(54,891,000)

Source: KEPHIS Annual Reports

3.3.2.2. Human Resource

Human resource is an important asset to the achievement of KEPHIS mandate and objectives. There is need for continuous investment for a highly skilled workforce to ensure effective response to opportunities and challenges of the industry in a timely and appropriate manner in an ever changing market environment. Therefore, KEPHIS will attract and recruit employees with requisite skills to maintain optimal number of staff. Further, the corporation will review the current organization structure; train and develop staff; implement a competitive compensation and reward system; implement an effective performance management system in order to retain and maintain a highly skilled workforce.

3.3.2.3. Legal and regulatory framework

The Corporation operates under the KEPHIS Act No. 54 of 2012, supporting Acts, regulations and policies. The KEPHIS Act stipulates the mandate and provides for structures necessary for effective service delivery. Due to the dynamic nature of the regulatory environment, there is need to formulate a national Sanitary and Phytosanitary policy; review

the national seed policy; review legal and regulatory framework for purposes of alignment to international frameworks and best practice as well as lobbying for enactment of revised legal and regulatory framework.

3.3.2.4. Information Communication Technology

Advances in information, communication and technology (ICT) continue to have decisive influences on operations of KEPHIS. Major strides have been made to improve the ICT infrastructure and systems namely; automation of human resource system, import and export electronic systems, initiation of the automation of the seed certification & plant variety system. KEPHIS will during the plan period, seek to leverage on the latest and most competitive ICT in order to enhance its service delivery processes.

3.3.2.5. Strategic Linkages and Alliances

KEPHIS has established strategic linkages and alliances with various international, regional and local bodies for purposes of harmonization and implementation of standards and technology transfer. The corporation also participates in various forums and subscribes to various standard setting bodies, schemes, committees and journals for purposes of; supporting regulatory work, sharing information, continuous learning and aligning with best practices and developments in the agriculture sector. It is

expected that this will enhance its oversight and regulatory roles. These linkages and alliances will continue to be maintained and enhanced in order to keep up with the industry best practices.

3.3.2.6. Governance and Management

The KEPHIS Board is fully constituted with Chairperson and board members in place as per KEPHIS Act No. 54 of 2012. The Board will continue to play its fiduciary and oversight role by providing strategic direction and policy guidance. The day

to day running of the corporation is undertaken by the Managing Director and other managerial staff by implementing approved annual performance contracts and workplans.

3.4 The SWOT Analysis

The situation analysis in section 3.3 outlines a number of Strengths, Weaknesses, Opportunities and Threats (SWOT) which are summarized in Table 3.3.

Table 3.3: The SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> • Local and internationally recognized accreditation and certification; • Availability of infrastructure; • Good corporate governance; • Competent and committed staff; • International recognition and membership to international organizations; • Advanced laboratories and inspection service; • Decentralized services for easy access; • Enhanced collaboration with stakeholders; • Ability to form and maintain linkages with collaborators and donors; • Staff with integrity; • Adoption of new technologies in service delivery; • High credibility nationally, regionally and internationally. 	<ul style="list-style-type: none"> • Enhanced cooperation with stakeholders; • Providing leadership in capacity building as a center of excellence in the region; • Strategic location in relation to East Africa and the region; • Readily available skilled manpower in the market; • A vibrant economy, liberalized market and improved agricultural growth leading to increased demand of KEPHIS services; • Expanding global markets; • Increased demand for certified and quality agro-products; • Support from development partners to fund projects; • Regional harmonization of policies; • Access to professional trainings and awareness fora; • Expanding legal mandate in food safety and germplasm maintenance.
Weakness	Threats
<ul style="list-style-type: none"> • Limited resources; • Inadequate specialized capacity in specific disciplines; • Inadequate visibility and awareness about some institutional services; • Inadequate regulations for implementation of KEPHIS Act, CAP 324, CAP 326 and other laws; • Inadequate provision for succession framework. 	<ul style="list-style-type: none"> • Liberalization of similar services; • Competition for customers and skilled staff; • Reduced funding from the Exchequer; • Competition for donor funding; • Heavy reliance on internally generated revenue which may be adversely affected by a change in policy; • Emergence of new SPS threats; • Changing market requirements; • Entry of unauthorized plant materials through porous borders, evasion of KEPHIS services and false declarations by some clients; • Emerging health issues and social ills that adversely affect the workforce; • Challenges in communication infrastructure; • Overlapping mandates, inadequate and changing legal framework; • Unpredictable weather patterns which affect agricultural production; • Shortages of goods and services in the supply market; • ICT security risks and threats; • Competition by other countries for the export market; • Changing socio-political environment; • Increased competition for land use leading to pressure on agricultural production; • Inadequate certified seed; • Entry of uncertified seed into the market; • Changes in technology; • Challenges in implementation of harmonized decisions or agreements.

Table 3.4: Stakeholder Analysis

Stakeholder	Role/Functions of the Stakeholder	Stakeholder's expectations from KEPHIS	What KEPHIS should do to meet stakeholder's expectations	What the stakeholder should do to assist KEPHIS
National Research Institutions	<ul style="list-style-type: none"> Provide technical expertise in areas such as risk assessment, training and diagnosis Research to support regulatory function 	<ul style="list-style-type: none"> Partnership in research Resource mobilization 	<ul style="list-style-type: none"> Provide timely information Create linkages and networks Mobilize resources 	<ul style="list-style-type: none"> Provide timely information Support expert participation
Consultative Group on International Agricultural Research (CGIAR)	<ul style="list-style-type: none"> Technical support Research Resource mobilization 	<ul style="list-style-type: none"> Facilitation for regional initiatives Playing of coordination role Provision of local fora for various interactions 	<ul style="list-style-type: none"> Provide forums and mechanisms for regional initiatives Create partnerships and agreements Develop proposals for regional initiatives 	<ul style="list-style-type: none"> Provide technical support to participating experts Support networks and partnerships Develop proposals for relevant activities
National Government / County Governments	<ul style="list-style-type: none"> Collaboration in certification Provision of relevant information Legal advisory and guidance Formulation of policy / enactment of legislation Enforcement of laws and regulations 	<ul style="list-style-type: none"> Collaboration and cooperation Conformity to policy framework 	<ul style="list-style-type: none"> Share policy information and strengthen collaboration. Capacity building of County staff 	<ul style="list-style-type: none"> Effectively communicate the policy framework Collaboration and cooperation
Regional and International Bodies and regulatory agencies (NPPOs, IPPC, OECD, CBD, WTO, ISTA, UPOV, ARIPO)	<ul style="list-style-type: none"> Standards setting and harmonization of International Policy Assist in capacity building and compliance Facilitates capacity development 	<ul style="list-style-type: none"> Contribution to standards development Continued participation in activities 	<ul style="list-style-type: none"> Participate in their activities Update membership Provide comments during standards development 	<ul style="list-style-type: none"> Effectively communicate regarding new standards under development and scheduled meetings Support capacity building Make the approved standards available Support relevant local programmes
Development partners	<ul style="list-style-type: none"> Support for capacity building programmes 	<ul style="list-style-type: none"> Developing proposals based on technical needs assessment Proper management and accountability of resources 	<ul style="list-style-type: none"> Regularly report on progress 	<ul style="list-style-type: none"> Timely response to requests Provide expertise when required
The Public / Farmer	<ul style="list-style-type: none"> Taxpayers / Beneficiaries of services 	<ul style="list-style-type: none"> Good Corporate Governance Compliance with the service charter Information on the role of KEPHIS Advisory services 	<ul style="list-style-type: none"> Embrace Good Corporate Governance Offer efficient and effective services as per the service charter Provide timely and sufficient information Corporate Social sustainability activities 	<ul style="list-style-type: none"> Adhere to statutory obligations Provide feedback on services offered by the Department Provide information and understand KEPHIS regulations
Seed Industry	<ul style="list-style-type: none"> Production, processing and marketing of quality seed to farmers, nationally and regionally. Provide a forum for interaction and information exchange among members and promote activities that lead to regulatory harmonization 	<ul style="list-style-type: none"> Efficient seed certification, variety registration and quality assurance services Collaboration in matters related to the seed industry Advisory services Authorization for self-regulation 	<ul style="list-style-type: none"> Build capacity of seed companies on quality management and self-authorization Provide quality certification services Offer efficient regulatory services 	<ul style="list-style-type: none"> Ensure prompt payment for services Abide by their obligations as spelt out in the law Participate in arbitration issues between its members Conduct training for its members Establish and observe code of ethics by members

Stakeholder	Role/Functions of the Stakeholder	Stakeholder's expectations from KEPHIS	What KEPHIS should do to meet stakeholder's expectations	What the stakeholder should do to assist KEPHIS
Certification & Accreditation bodies	<ul style="list-style-type: none"> Certification and accreditation of services 	<ul style="list-style-type: none"> Provision of guidelines and relevant literature Coordination of Proficiency Testing schemes 	<ul style="list-style-type: none"> Meet the necessary obligations Adhere to set standards 	<ul style="list-style-type: none"> Support capacity building Effectively monitor KEPHIS performance to ensure compliance Convene meetings and fora Timely update any revision to standards
Suppliers	<ul style="list-style-type: none"> Supply of quality goods and services 	<ul style="list-style-type: none"> Timely payments Conformity to government procurement procedures 	<ul style="list-style-type: none"> Maintain efficient system for processing payments Conform to statutory procurement procedures 	<ul style="list-style-type: none"> Provide adequate documentation Conform to KEPHIS specifications Prompt delivery
Phytosanitary industry (Exporters, Importers, Growers, Farmers and Farmer associations)	<ul style="list-style-type: none"> To meet market requirements and standards 	<ul style="list-style-type: none"> Quick inspection and certification services Up-to-date export and import information Advisory services 	<ul style="list-style-type: none"> Enhance capacity to enable timely service provision 	<ul style="list-style-type: none"> Provide required information on time Provide conducive environment and facilities for inspection Prompt payment for services
Other Regulatory agencies and Government bodies	<ul style="list-style-type: none"> Provide clearance for imports and exports Undertake collection of tax for dutiable consignments Collection and analysis of custom declaration forms with information on plant materials Collaboration in issuance of permits and enforcement of laws 	<ul style="list-style-type: none"> Continuous sensitization on developments in the sector Collaboration Enforcement of laws and regulations 	<ul style="list-style-type: none"> Ensure continuous engagement Collaboration 	<ul style="list-style-type: none"> Refer all plants and plant products consignments to KEPHIS before clearance Ensure compliance with set regulations Collaborate in joint stakeholder activities
Educational institutions	<ul style="list-style-type: none"> Provision of training Research in support of regulatory processes Technical expertise support and technology development 	<ul style="list-style-type: none"> Identification of training needs and researchable areas Collaboration Facilitate movement of germ-plasm for research 	<ul style="list-style-type: none"> Provide advisory services in curriculum development for TVETS and Universities Provide opportunity for internship and attachments for students 	<ul style="list-style-type: none"> Support expert participation Share the relevant expertise
The Media	<ul style="list-style-type: none"> Coverage of the organization's main activities and events Communicating to public on policies, regulations and technical advice 	<ul style="list-style-type: none"> Information on mandate, programs and activities Facilitation to research and writing of articles 	<ul style="list-style-type: none"> Timely provide information on mandate, programs and activities Create programs to plug information gaps about KEPHIS 	<ul style="list-style-type: none"> Sensitize the public on mandate, programs and activities Publicize KEPHIS services
Youth, Women and vulnerable groups	<ul style="list-style-type: none"> Carry out agricultural activities that are regulated by KEPHIS Contribution to Nutrition and food Security Provision of new technologies in the agricultural value chain 	<ul style="list-style-type: none"> Timely and up to date Information on mandate, programs and activities through best communication channels Continuous training and engagements 	<ul style="list-style-type: none"> Provide affirmative action towards opportunities and recruitment Training, attachments, contractual engagements and internships Provision of up to date information using effective communication channels 	<ul style="list-style-type: none"> Provide continuous feedback on our services Meet requirements for opportunities available

CHAPTER FOUR: STRATEGIC FRAMEWORK



4. STRATEGIC FRAMEWORK

4.1 Introduction

The strategic framework comprises of; the mandate, core functions, vision, mission, core values, strategic themes, strategic issues, objectives and corresponding strategies.

4.2 Mandate

To provide regulatory and advisory services for the protection of plants, seeds and plant varieties, agricultural inputs and produce in Kenya.

4.3 Core Functions

The core functions of KEPHIS are to: -

- (a). Regulate matters relating to plant protection, seeds and plant varieties;
- (b). Administer and enforce sanitary and phytosanitary measures;
- (c). Support the administration and enforcement of food safety measures;
- (d). Establish service laboratories to monitor the quality and levels of toxic residues in agro-inputs, irrigation water, plants, soils and produce;
- (e). Be the principal advisor to the Government on issues relating to seeds and planting material;
- (f). Implement plant variety protection in Kenya, administer plant breeders' rights and maintain the Plant Breeders' Rights Register;
- (g). Undertake plant variety testing and description, seed certification and plant quarantine control;
- (h). Undertake inspection and grading of plants and plant produce at the ports of entry and exit;
- (i). In consultation with other relevant agencies, develop and implement standards for seed and plant materials;
- (j). Implement and enforce national biosafety regulations on the introduction and use of genetically or living modified species of plants, insects and micro-organisms, plant products and other related species;
- (k). Regulate import and export of plants and plant materials;
- (l). In consultation with other relevant agencies, regulate the commercial exploitation of naturally occurring plants and plant-related micro-organisms;
- (m). Register and license seed merchants, seed growers, agents and any other person who may be required to be registered under the provisions

of this Act or any of the laws specified in the First Schedule;

- (n). Enter into association with such other bodies or organizations or authorized persons as the Board may consider desirable or appropriate in furtherance of the purposes for which the Service is established;
- (o). Be the liaison office for international conventions relating to plant variety protection, plant protection, seed certification and dealing with endangered species or any other related conventions.

4.4 Vision

Healthy plants, safe trade and sustainable agro-environment for a prosperous Kenya.

4.5 Mission

To provide a science based regulatory service by assuring plant health, quality of agricultural inputs and produce for food security, globally competitive agriculture and sustainable development.

4.6 Core Value Statements

Value statements constitute a set of beliefs and standards of behaviour that drive the KEPHIS agenda. They are essential and must be upheld as they are key to corporate culture and identity.

The following are our values:

- **Customer focus:** KEPHIS commits itself to attaining the highest standards in service delivery to all stakeholders.
- **Professionalism and Integrity:** KEPHIS is committed to operate in an honest, professional, transparent and responsible manner while implementing its operations to create and build right corporate culture.
- **Teamwork:** KEPHIS will adopt a participatory approach and ensure its staff work together while implementing its programmes and activities.
- **Results oriented:** KEPHIS will utilize results based management practices and allocate the necessary resources to attain its performance targets.
- **Innovation and Creativity:** KEPHIS will be a learning organization that embraces change and continuously enhances creativity and innovation in its business processes.
- **Corporate social sustainability:** KEPHIS will be a responsible corporate entity that addresses

the interests of the community in its areas of operation.

4.7 Strategic Themes, Issues, Objectives, and Strategies

The following strategic themes, issues, objectives and strategies have been identified as priority areas for implementation in the plan period for KEPHIS to successfully achieve its mandate, mission and vision.

Theme 1: Protection of Plant Resources

Strategic Issue 1: Pests, weeds and invasive species management

Objective 1: To protect plants from pests, weeds and invasive species

Strategies:

- 1.1. Enhance diagnostic and advisory services
- 1.2. Safeguard against introduction and spread of harmful organisms
- 1.3. Support implementation of Biosafety Act
- 1.4. Enforce regulations on imports while facilitating trade
- 1.5. Carry out pest surveillance, monitoring, emergency response and reporting

Theme 2: Legal and Regulatory Framework

Strategic Issue 2: There are gaps in the existing policy, legal and regulatory framework in relation to prevailing local, regional and international agricultural development issues

Objective 2: To establish a robust, facilitative policy, legal and regulatory framework for KEPHIS

Strategies:

- 2.1. Identify the gaps in the policy, legal and regulatory framework
- 2.2. Develop and/or align the policies, legal and regulatory framework to prevailing local, regional and international frameworks
- 2.3. Lobby for enactment of revised policies, legal and regulatory framework

Theme 3: Agricultural Productivity

Strategic Issue 3: Low levels of agricultural productivity

Objective 3: To contribute towards improved levels of agricultural productivity while responding to climate change

Strategies:

- 3.1. Facilitate introduction and production of quality inputs, establish pest free areas and improved technologies

- 3.2. Undertake Plant variety testing, release, registration and protection
- 3.3. Undertake Seed certification

Theme 4: Trade Facilitation

Strategic Issue 4: Need to support Food safety, Market access and Compliance

Objective 4: To Support Food safety, Market access and Compliance

Strategies:

- 4.1. Ensure export certification and inspection
- 4.2. Undertake analysis of agricultural produce for contaminants
- 4.3. Facilitate research to enhance certification for regulation
- 4.4. Participate in standard setting, review and harmonization and market access negotiations

Theme 5: Capacity Building

Strategic Issue 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate

Objective 5: To build staff, stakeholders and infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.

Strategies:

- 5.1. Enhance staffing levels and skills
- 5.2. Implement Human Resource Best Practices
- 5.3. Enhance capacity for stakeholders and SMEs
- 5.4. Enhance ICT infrastructure and systems
- 5.5. Improve automation of KEPHIS operations (upgrade existing systems and development of new systems)
- 5.6. Enhance the infrastructural facilities
- 5.7. Enhance Asset management
- 5.8. Enhance Performance Management
- 5.9. Develop and Implement a Risk management system
- 5.10. Enhance the Centre for Phytosanitary Excellence (COPE)

Theme 6: Resource Mobilization and Management

Strategic Issue 6: Limited financial resources and sub-optimal resource allocation and utilization.

Objective 6: To mobilize adequate financial resources and ensure optimal allocation and utilization for full implementation of programmes and activities

Strategies:

- 6.1. Broaden Service and Product base
- 6.2. Enhance Fundraising
- 6.3. Implement Sound Financial Management

Theme 7: Stakeholder Alliances and Partnerships
Strategic Issue 7: Need to enhance synergy collaboration and linkages with stakeholders and partners

Objective 7: To enhance synergies through collaboration and linkages with stakeholders and partners

Strategies:

- 7.1. Stakeholder analysis and mapping
- 7.2. Enhance interaction with stakeholders and partners
- 7.3. Enhance customer relations and feedback
- 7.4. Promote co-regulation with stakeholders

Theme 8: Corporate Brand Image

Strategic Issue 8: Need to enhance the visibility and Corporate brand of KEPHIS

Objective 8: To enhance the visibility and corporate image of KEPHIS

Strategies:

- 8.1. Undertake Corporate Social Sustainability (CSS) initiatives
- 8.2. Enhance communication and image-building framework
- 8.3. Undertake Corporate Re-branding



A greenhouse donated to Lunza Primary School in Kakamega County as part of KEPHIS' Corporate Social Sustainability initiative

CHAPTER FIVE: IMPLEMENTATION OF THE STRATEGIC PLAN



5. IMPLEMENTATION OF THE STRATEGIC PLAN

5.1 Introduction

This chapter provides a framework for operationalizing the strategic objectives through: enhanced organizational structure and human capacity; elaborated coordination mechanism with stakeholders; internal communication and reporting; management of various risk.

5.2 Implementation Plan

The implementation plan sets the requisite framework upon which monitoring and evaluation of the strategic plan will be done by documenting what needs to be done, when it needs to be done, by whom and the resources needed. It helps in the appraisal of performance and in the identification of any remedial actions. It operationalizes the strategic objectives and leads to better motivation of staff through clear assignment of responsibilities for implementing and

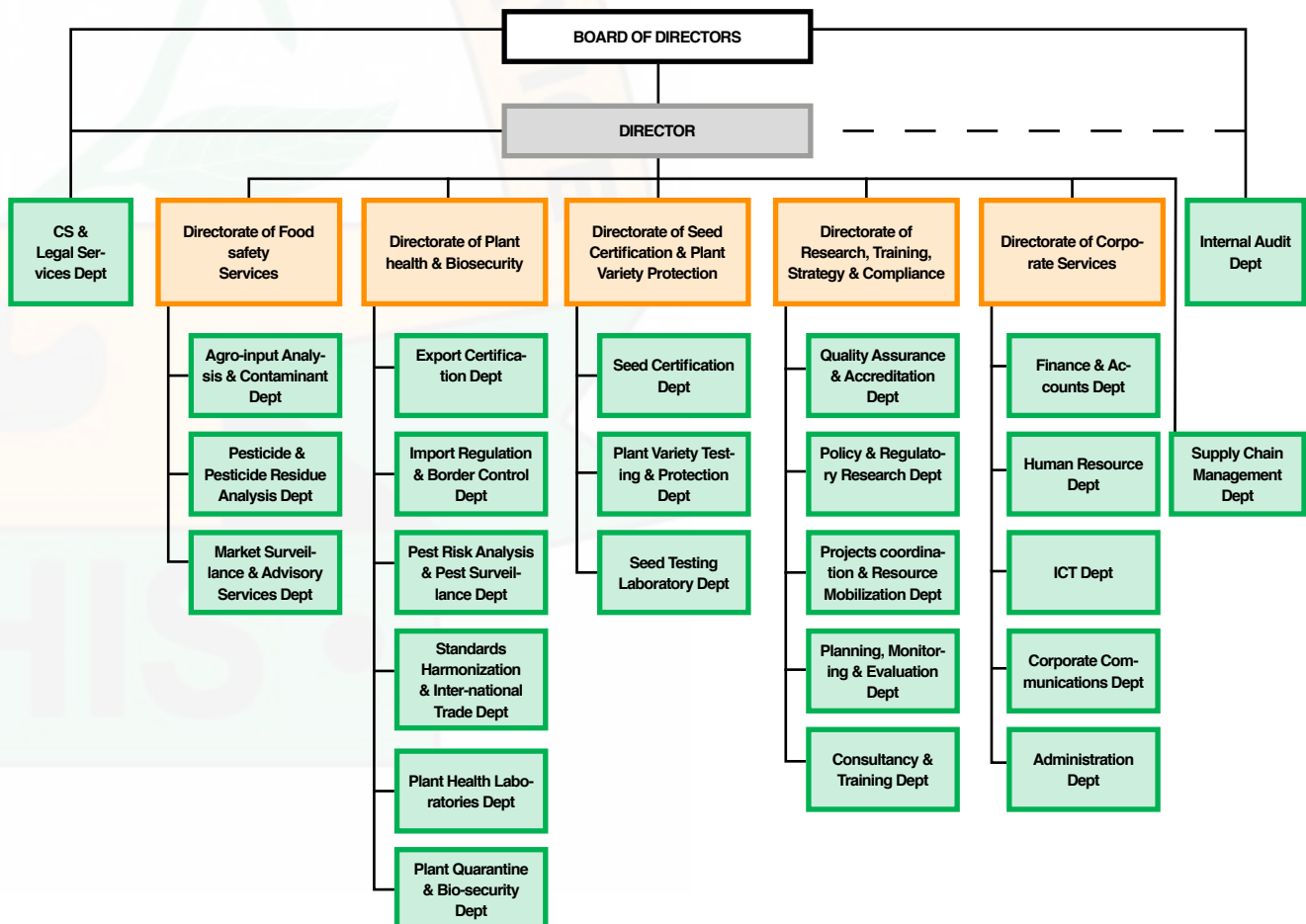
monitoring programmes. The relevant implementation plan matrices for KEPHIS are presented in Annex 1.

The implementation plan will further be cascaded into Annual Operational Plans which will constitute Directorate Annual Work Plans. These will in turn form the basis of the Individual staff Annual Work Plans. It thus creates clear linkages between the individual's work performance and the accomplishment of Strategic objectives, which in turn feed into the achievement of the national development agenda.

5.3 Organizational Structure and Human Capacity

The KEPHIS Organizational Structure is based on KEPHIS mandate as documented in the KEPHIS Act No. 54 of 2012 and is expected to deliver the strategic objectives. The structure has been enhanced to address emerging issues on biosecurity and food safety. Directorates and departments were formed; they will be staffed according to the functions inherent therein. Figure 1 shows the KEPHIS organizational structure.

Figure 1: KEPHIS organizational structure.



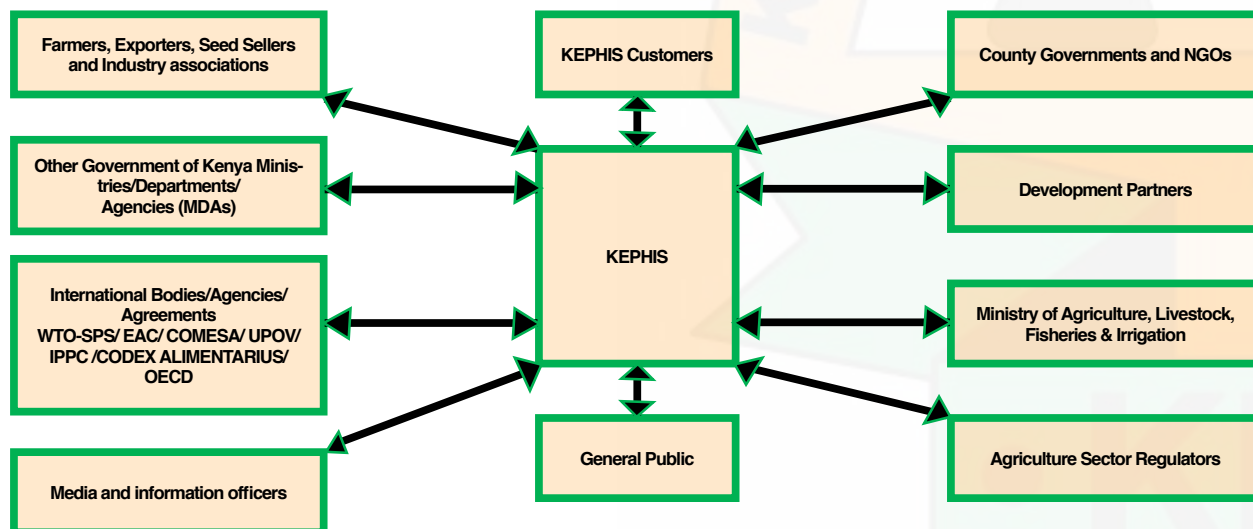
5.4 Coordination Mechanism

KEPHIS recognizes that the achievement of objectives, strategies and activities will require collaboration with various government ministries, departments, agencies (MDAs) and other stakeholders. In some cases, coordinating mechanisms already exist for actions that require cross-agency collaboration while in others, KEPHIS will have to establish similar coordinating mechanisms; this is depicted in Figure 2.

The internal coordination mechanism will be achieved through periodic meetings and reporting systems of various management and administrative organs of KEPHIS including the Board of Directors and its standing committees, the senior management and departmental committees, and other operational units in the organization structure. The implementation plan (Annex 1) shows what will be done and who will be responsible; it will also be a principal coordinative mechanism tool.

The operationalization of this coordination framework will be critical in realization of KEPHIS vision. KEPHIS will therefore maintain and enhance these stakeholder relationships.

Figure 2: Plan Coordination Framework



5.6 Risk Management

The implementation of this Plan is potentially exposed to various risks, namely strategic, operational, financial and technological. KEPHIS will forecast

5.5 Accountability

Generally, the Board of Directors will provide oversight, policy direction and evaluate the Plan's implementation. The Managing Director will be responsible for the overall performance and provide leadership in the implementation of the Corporation's strategies. Directors and Managers will be responsible for the day-to-day implementation, monitoring and evaluation of actual performance. The quantitative and qualitative targets in the Plan will be implemented through Annual Performance Contracts and targets in the individual staff work plans.

The implementation of this Plan requires proper utilization of financial, human and material resources. This demands that staff take responsibility and be accountable for their use. The implementation of the strategy depends significantly on how the planned activities and outputs are effectively delegated, monitored and evaluated. The organizational structure represents channels of communication; levels of authority; reporting systems as is illustrated in Figure 1.

possible risks under these categories and determine mitigation measures as shown in Table 5.1. The Corporation will continue to manage risks within the established enterprise risk management framework.

Table 5.1: Risks and Mitigation Measures

TYPE OF RISK	RISKS ANTICIPATED	RISK SCALE	RISK IMPACT	MITIGATION MEASURES
Strategic Risks	<ul style="list-style-type: none"> Accreditation scope not meeting consumer needs with emerging food safety and plant health concerns for analytical and diagnostics services 	Medium	High	<ul style="list-style-type: none"> Involve consumers in planning for accreditation expansion Allocate more funds to accommodate accreditation expansion Continuously scan the operational environment to take note of emerging issues Develop, validate and accredit new methods
	<ul style="list-style-type: none"> Inadequate external support 	Medium	High	<ul style="list-style-type: none"> Enhanced budgetary allocation and financial resource mobilization; and Optimal utilization of available resources revenue.
	<ul style="list-style-type: none"> Loss of international markets and credibility due to non-compliance to market requirements 	Medium	High	<ul style="list-style-type: none"> Improved pest detection, analytical capacity, enhanced certification systems and identification mechanisms Aggressive awareness creation, develop a business plan and market services
	<ul style="list-style-type: none"> Emergence of new regulated pests, use of unauthorized pesticides and other bio-security threats. 	Medium	High	<ul style="list-style-type: none"> Establishment of early warning systems and emergency response Strengthening of imports inspections Strengthening of surveillance, inspections and enhancement of Phytosanitary measures Enhance pest diagnostics Strengthening of pesticide and contaminants monitoring
	<ul style="list-style-type: none"> Inadequate legal and regulatory framework 	Low	High	<ul style="list-style-type: none"> Fast-track the passing of the applicable Acts and regulations
	<ul style="list-style-type: none"> High incidence of staff turn over 	Medium	High	<ul style="list-style-type: none"> Adopt best HR practices Develop and implement appropriate staff retention strategy
	<ul style="list-style-type: none"> Delays in completion of projects 	Medium	High	<ul style="list-style-type: none"> Prepare and adhere to implementation schedule, making adjustments where necessary to avoid stalled projects Strict adherence to public procurement procedures Ensuring adequate financial and technical capacity is in place before committing to major projects
	<ul style="list-style-type: none"> Possible loss of property, including land 	Medium	High	<ul style="list-style-type: none"> Secure ownership title deeds and insure property
	<ul style="list-style-type: none"> Underutilization of resources 	Low	Low	<ul style="list-style-type: none"> Initiate demand driven services Awareness creation in existing capacities
	<ul style="list-style-type: none"> Increased customer complaints 	Medium	High	<ul style="list-style-type: none"> Response to customer complaints promptly Improvement in service delivery
	<ul style="list-style-type: none"> Organizational resistance to change on new ideas which may affect performance 	Low	Medium	<ul style="list-style-type: none"> Develop and institutionalize a framework for acceptance and effective management of change
	<ul style="list-style-type: none"> Distantly located institutional offices 	Low	Low	<ul style="list-style-type: none"> Open up offices in all the counties to bring KEPHIS services closer to people
	<ul style="list-style-type: none"> Subjective performance management 	Low	High	<ul style="list-style-type: none"> Regular review of targets set Fair / harmonized performance management
Operational Risks	<ul style="list-style-type: none"> Inadequate equipment and infrastructure 	Medium	High	<ul style="list-style-type: none"> Long-term strategic planning for procurement of key equipment Establishment of appropriate infrastructure at service delivery centers Optimal use of available infrastructure
	<ul style="list-style-type: none"> Inadequate number of staff 	Medium	High	<ul style="list-style-type: none"> Optimize staff establishment through recruitment Rationalize staff deployment Promote the use of automation where possible Authorize KEPHIS services as per the Act Outsource non-strategic activities
	<ul style="list-style-type: none"> Inadequate capacity to keep pace with the dynamic technological trends 	Medium	Medium	<ul style="list-style-type: none"> Training in relevant areas Establish appropriate succession plan
	<ul style="list-style-type: none"> Inadequate financial resources 	High	High	<ul style="list-style-type: none"> Optimize the use of available resources Enhance revenue collection and resource mobilization Lobby for more budgetary allocation
	<ul style="list-style-type: none"> Extensive porous borders 	High	High	<ul style="list-style-type: none"> Bilateral negotiation with neighboring countries Sensitization of the communities along the borders Increased collaboration with partner institutions operating at the borders Regional harmonization and capacity building

TYPE OF RISK	RISKS ANTICIPATED	RISK SCALE	RISK IMPACT	MITIGATION MEASURES
	<ul style="list-style-type: none"> Inadequately informed clientele 	Low	Medium	<ul style="list-style-type: none"> Effective sensitization of the clientele on the Corporation's services Increased collaboration with the extension staff and other relevant agencies in the delivery of agricultural information
Financial Risks	<ul style="list-style-type: none"> Financial losses due to fraud, corruption, unethical practices and defaulting customers 	Medium	High	<ul style="list-style-type: none"> Adhere to KEPHIS financial and credit policy Strengthen internal financial controls
	<ul style="list-style-type: none"> Limited budgetary allocations and revenue collection for planned actions and requests 	Medium	High	<ul style="list-style-type: none"> Intensify revenue collection Negotiate for more budgetary allocation
	<ul style="list-style-type: none"> Unforeseen financial parameters e.g. inflation, changes in Govt. financial policies etc. 	Medium	Medium	<ul style="list-style-type: none"> Explore insurance options Build a strong financial base
Technological Risks	<ul style="list-style-type: none"> Rapidly changing Technology which renders current technology obsolete 	Medium	High	<ul style="list-style-type: none"> Enhancing capacity in human resource, ICT and other technologies to cope with everchanging environment
	<ul style="list-style-type: none"> Inappropriate technological infrastructure 	Low	Medium	<ul style="list-style-type: none"> Proven implementation methodology with clearly identifiable milestones Phased rollout strategy with dedicated rollout teams and fulltime management Pilot site proven before roll-out Expertise advise from experienced external consultants Clearly spelt-out system limitations
	<ul style="list-style-type: none"> Breach of system security 	Low	High	<ul style="list-style-type: none"> Regular review of policy to reflect contemporary ICT needs.



An analyst at the Plant Quarantine and Bio-security Station, Muguga

CHAPTER SIX: FINANCIAL RESOURCES



6. FINANCIAL RESOURCES

Successful implementation of the Strategic Plan will depend not only on the quality and commitment of staff, but also on the availability and efficient utilization of financial resources. The projected funds required for implementing the pertinent strategies, programmes and projects outlined in this Plan are summarized in Table 6.1. The eight strategic

themes will be achieved through various strategies and activities; the financial resources required for implementing the strategies and activities are outlined in the implementation matrix (annex 1). The total amount required for the period 2017/18-2021/22 is Kshs. 7.8 Billion which will be generated from internal and external sources over the same period, based on the projected cash inflows as outlined in Table 6.2; while Table 6.3 outlines the projected cash inflows and outflows over the Strategic Plan period.

Table 6.1. Strategic themes

STRATEGIC THEME	STRATEGIC OBJECTIVE	FY	FY	FY	FY	FY	TOTAL (IN MILLION KSH.)
		2017/18(IN MILLION KSH.)	2018/19 (IN MILLION KSH.)	2019/20 (IN MILLION KSH.)	2020/21 (IN MILLION KSH.)	2021/22(IN MILLION KSH.)	
1.PROTECTION OF PLANT RESOURCES	To protect plants from pests, weeds and invasive species.	98.15	121.20	195.75	166.00	182.80	763.90
2. LEGAL AND REGULATORY FRAMEWORK	To facilitate the review and strengthening of the policy, legal and regulatory framework so that it is in tandem with the prevailing local and international agricultural development issues.	1.20	30.20	11.20	14.95	9.95	67.50
3. AGRICULTURAL PRODUCTIVITY	To contribute towards improved levels of agricultural productivity.	158.45	205.43	212.21	311.20	320.95	1,208.24
4. TRADE FACILITATION	To support food safety, market access and compliance	72.40	84.15	91.92	97.02	101.97	447.46
5. CAPACITY BUILDING	To build staff, stakeholders and infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.	700.75	847.20	869.80	909.93	951.28	4,279.05
6. RESOURCE MOBILIZATION AND MANAGEMENT	To mobilize adequate financial resources and ensure optimal allocation and utilization to enable full implementation of programmes and activities.	16.30	18.60	22.30	24.55	25.30	107.05
7. STAKEHOLDER ALLIANCES AND PARTNERSHIPS	To enhance synergies through information and resource sharing with stakeholders and partners.	19.85	17.05	13.95	14.85	18.25	83.95
8. CORPORATE BRAND & IMAGE	To enhance the visibility and corporate image of KEPHIS.	16.90	17.70	32.31	17.33	15.96	100.20
9. OVERHEADS		157.00	165.47	136.28	103.17	209.54	771.46
	GRAND TOTAL	1,241	1,507	1,585.72	1,659	1,836	7,828.72

Table 6.2. Projected Cash Inflows

SOURCE	FY 2017/18(KSH. MILLIONS)	FY 2018/19(KSH. MILLIONS)	FY 2019/20(KSH. MILLIONS)	FY 2020/21(KSH. MILLIONS)	FY 2021/22(KSH. MILLIONS)	TOTAL (KSH. MILLIONS)
1.GOK GRANT	272	252	272	292	321	1,409
2.FEES FROM SERVICES RENDERED	883	1,016	1,118	1,230	1,352	5,599
3.CONFERENCE AND ACCOMODATION	6	11	9	10	11	47
4.OTHER INTERNALLY GENERATED REVENUE	7	12	11	7	7	44
5.GRANTS FROM DONORS	97	216	172	120	145	750
TOTAL	1,265	1,507	1,582	1,659	1,836	7,849

Table 6.3. Projected Revenues and Expenditure

TOTAL AMOUNTS (Ksh. Millions)						
Item Description	Year 17/18	Year 18/19	Year 19/20	Year 20/21	Year 21/22	TOTAL
Total Revenues	1,265	1,507	1,582	1,659	1,836	7,849
Total Expenditures	1,241	1,507	1,582	1,659	1,836	7,825
Gap/Surplus (Total Revenues less Total Expenditures)	24	0	0	0	0	24



Mature maize at the agricultural training college, Kitui County

CHAPTER SEVEN: MONITORING, EVALUATION AND REPORTING



7. MONITORING, EVALUATION AND REPORTING

7.1 Introduction

Monitoring the implementation of the strategic plan constitutes systematic tracking of activities and actions to assess progress. Progress will be measured against specific targets and timelines included in the Plan. The implementation plan helps staff to remain alert to any shortfalls or deviations and take early corrective action. Effective monitoring helps to identify difficulties and challenging areas, and to take immediate remedial action, thereby ensuring that the relevant targets are achieved. Regular reporting at all levels is necessary for follow-up and record keeping.

7.2 Strategies for Monitoring and Evaluation

7.2.1. Plan Implementation Team

A Strategic Plan Implementation Team will be appointed to follow up and ensure that strategies are being implemented, performance measured, progress reports are made and discussed, and corrective action is taken where necessary.

7.2.2. Cascading the Plan to all Staff

The Strategic Plan and its targets will be cascaded to all staff. This will help each member of staff to plan and implement the activities vis-à-vis their respective roles.

7.2.3. Departmental and Individual Annual Work Plans

Detailed annual work plans with clear performance indicators and assigned responsibilities will be developed for the Corporation and each staff. Key indicators that will inform management decision making will be identified and the frequency of reporting on these indicators will be determined. This will form the foundation of the Monitoring and Evaluation (M&E) system.

7.2.4. Data and Information Collection Procedures

Elaborate data and information collection templates and procedures will be developed to capture

performance as per the indicators and report appropriately to management. These procedures will be incorporated into existing and functional operating manuals so that they become part of regular work.

7.2.5. Regular/Periodic Meetings

Monthly Review Meetings at the Departmental level will be scheduled to ensure implementation is on track. Quarterly review meetings at the Management level will be scheduled to get and give feedback on the pertinent performance indicators. The overall oversight of the Strategic Plan and its implementation is a critical role of the Board of Directors; progress reporting will be an agenda item in all Board Meetings.

7.3 Monitoring Tools

KEPHIS will apply both quantitative and qualitative tools to monitor performance of respective departments. The major techniques of monitoring and evaluation that shall be used are progress reports (monthly and quarterly), customer feedback, cost-benefit analysis, variance analysis, ratio analysis and budgets.

7.3.1. Customer feedback

Customer satisfaction: KEPHIS shall undertake internal customer satisfaction surveys as well as independent surveys to establish customer perceptions and customer satisfaction index.

Customer complaints: Customer complaints will be monitored and reported to the Commission on Administrative Justice (CAJ). An annual score shall be given by CAJ.

Employee satisfaction surveys: KEPHIS shall undertake annual employee satisfaction surveys to determine the satisfaction levels of staff and draw recommendations for implementation towards improving their welfare.

7.3.2. Cost-benefit analysis

Cost-benefit analysis shall be done from time to time to evaluate the various activities and projects. This shall assist management in decision making and on what to prioritize in terms of strategy implementation.

7.3.3. Variance Analysis

The Management will compare the performance targets with the actual results to reveal any variances. As a consequence of variance analysis and identification of causes, KEPHIS shall take

appropriate remedial actions.

7.3.4. Ratio Analysis

Ratio analysis is concerned with efficiency of related objectives. Pertinent ratios will be calculated quarterly, semi-annually and annually and the actual results compared with the target ratios. The differences between target and actual ratios will be identified and analyzed. This analysis will invoke appropriate remedial actions. Trend analysis of the ratios will also be depicted to more clearly show which way the performance is heading.

7.3.5. Budgetary Control

Under this monitoring and evaluation process, actual revenues and expenses will continually be checked against planned results and variances investigated. If necessary, action plans will be changed so that they are brought in line with the budgeted results or the budget will be amended to take account of new developments.

7.4 Progress Reports

Progress reports will regularly be prepared by the implementing Departments as per the budgetary cycles. The Strategic Plan Implementation Team

will assist the departments in preparation and presentation of reports. The reports will describe actions taken by the departments toward achieving specific outcomes and strategies of the Plan and may include costs, benefits, performance measures and progress to date.

7.5 Annual and End Term Review

At the end of each financial year, a report will be produced and released to the public. An end term review will also be carried out at the end of the financial year 2021/22 and the summary of the results in terms of lessons learnt presented. These lessons will inform the next planning cycle and the same shared with both internal and external stakeholders.

7.6 Linking M&E to Annual Performance Contracts

KEPHIS performance objectives (targets) will be translated into Directorate objectives which will in turn be translated into Departmental and Individual objectives and targets. Implementation will be in line with the Performance Contracting guidelines. The performance contract targets will inform KEPHIS staff performance appraisal and reward systems.



Mature cowpeas at Kambi Mawe, Makeni County

ANNEX 1: IMPLEMENTATION MATRIX

Theme 1: STRATEGIC THEME: Protection of Plant Resources																	
STRATEGIC ISSUE 1 : Pests, weeds and invasive species management																	
Objective No 1: STRATEGIC OBJECTIVE: To protect plants from pests, weeds and invasive species																	
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome						Total for the Plan Period	Responsibility	Budget (K.sh. M)					
				Target for /17	Target for /18	Target for /19	Target for /20	Target for /21	Target for /22			17/18	18/19	19/20	2021	21/22	Total
Strategy 1.1 Enhance diagnostic and advisory services	Provide diagnostic services to farmers and other stakeholders	Continuous	Number of samples	500	520	550	580	600	2750	DPH&B DSC&PVP DFSS	5.00	6.00	7.50	9.00	9.50	37.00	
	Undertake plant health farm visits	Continuous	Number of farm visits	80	85	90	95	100	450	DPH&B DFSS	2.00	2.50	3.00	3.50	4.00	15.00	
	Undertake and sustain plant clinics	Continuous	Number of plant clinics	1	2	3	3	4	13	DPH&B DFSS	1.50	2.00	2.00	3.50	4.00	13.00	
	Establish e-pest technology advisory services	Once	E-pest technology established	-	-	1	-	-	1	DPH&B	-	-	2.00	-	-	2.00	
		Continuous	Number of users/ requests, communications	-	-	30	40	45	115	DPH&B	-	-	1.40	1.80	1.30	4.50	
		Continuous	Number of reports	-	-	1	1	1	3	DPH&B	-	-	7.00	7.00	4.00	18.00	
		Continuous	Number of samples from the region	-	-	10	15	20	45	DPH&B	-	-	3.40	3.80	2.30	9.50	
		Continuous	Number of people trained	-	-	45	50	57	162	DPH&B	-	-	7.00	7.00	4.00	18.00	
		Operationalize the plant health laboratory at the headquarter	2017/18	Plant health laboratory operational	1	-	-	-	-	1	DPH&B DFSS	5.00	-	-	-	-	5.00
		Sustain operations of the plant health laboratory at the headquarter	2018/2019-2021/2022	Operational status report	-	1	1	1	4	1	DPH&B	-	3.00	3.00	3.00	3.00	12.00
	Operationalize the micro-biology laboratory at the headquarter	2018/19	Micro-biology laboratory operational	-	1	-	-	-	1	DPH&B DFSS	0.20	1.50	0.10	0.40	0.10	2.30	
	Establish and maintain pest reference collections	Continuous	Number of collections	20	23	25	27	30	125	DPH&B	1.50	1.70	1.90	2.10	2.30	9.50	

Theme 1: STRATEGIC THEME: Protection of Plant Resources

STRATEGIC ISSUE 1: Pests, weeds and invasive species management

Objective No 1: STRATEGIC OBJECTIVE: To protect plants from pests, weeds and invasive species

Strategy	Activity	Time frame	Perfor- mance Indicator	Output/Outcome					Total for the Plan Period	Responsi- bility	Budget (K.sh. M)					Total
				Target for 2017 /18	Target for 2018 /19	Target for 2019 /20	Target for 2020 /21	Target for 2021 /22			17/18	18/19	2021	21/22		
	Develop pest diagnostic protocols	Continuous	Number of protocols developed	8	8	8	8	8	40	DPH&B	0.50	0.50	0.50	0.50	2.50	
	Validate pest diagnostic protocols	2019/2020 2021-2022	Number of protocols validated	-	1	-	1	2	2	DPH&B	-	-	-	10.00	20.00	
	Publish pest diagnostic protocols	2019/2020 2021-2022	Number of protocols published	-	1	-	1	2	2	DPH&B	-	-	-	0.50	1.00	
Strategy 1.2 Safeguard against introduction and spread of harmful organism	Undertake post entry quarantine controls	Continuous	Number of new quaran- tine facilities inspection	5	6	7	8	9	35	DPH&B	0.50	0.70	1.10	1.50	4.70	
		Continuous	Number of quarantine facility inspections (approved)	30	32	34	36	40	172	DPH&B	1.50	1.70	2.10	3.50	10.70	
		Continuous	Number of samples from quarantine facilities	250	275	300	325	350	1500	DPH&B	1.00	1.50	2.50	3.00	10.00	
	Facilitate gemplasm exchange	Continuous	Number of crops	2	3	4	4	4	17	DPH&B	1.50	2.00	3.00	3.50	12.50	
		Continuous	Number of cuttings/ plantlets/ vines distributed	600	700	800	900	1000	4000	DPH&B	0.5	1.00	2.50	3.00	9.00	
		2017/2018 2019-2020	Conserva- tion protocol developed	1	1	1	-	-	3	DPH&B	1.50	1.50	-	-	4.75	
		Continuous	Number of accessions conserved	20	30	40	40	40	170	DPH&B	2.50	3.00	4.00	4.00	17.0	
	Initiate development for gene bank for vegetative propagative material	2018/2019- 2021/2022	Gene bank in place	-	-	-	-	1	1	DPH&B	-	-	10.00	10.00	60.00	

Theme 1: STRATEGIC THEME: Protection of Plant Resources																
STRATEGIC ISSUE 1: Pests, weeds and invasive species management																
Objective No 1: STRATEGIC OBJECTIVE: To protect plants from pests, weeds and invasive species																
Strategy	Activity	Time frame	Perfor- mance Indicator	Output/Outcome					Responsi- bility	Budget (Ksh. M)						
				Target for 2017 /18	Target for 2018 /19	Target for 2019 /20	Target for 2020 /21	Target for 2021 /22		Total for the Plan Period	17/18	18/19	1920	2021	21/22	Total
	Conduct risk assessment to facilitate introduction of biological products	Continuous	Number of meetings	8	8	8	8	8	40	DPH&B	1.00	1.50	2.00	2.00	2.00	8.50
		Continuous	Number of products approved	10	15	20	25	30	100	DPH&B	-	-	-	-	-	0.00
	Develop a monitoring system for invasive species within phytosanitary systems	Continuous	Number of database of invasive species developed and updated	1	1	1	1	1	5	DPH&B	0.50	0.60	0.70	0.80	1.00	3.60
		Continuous	Number of surveillance and mapping for invasive species within Phytosanitary systems conducted	1	1	1	1	1	5	DPH&B	1.50	1.50	1.50	1.50	2.00	8.00
Strategy 1.3 Support im- plementation of biosafety Act	Carry out national perfor- mance trials and DUS to facilitate commercializa- tion of bio-tech crops	Continuous	Number of protocols devel- oped and adopted	1	1	1	1	1	5	DPH&B DSC&PVP	1.00	1.00	1.00	1.00	1.00	5.00
		Continuous	Number of trial sites established	7	4	2	2	2	17	DPH&B DSC&PVP	2.00	2.00	2.00	2.00	2.00	10.00
	Carry out surveillance, monitoring and detection of bio-tech crops	Continuous	Number of surveil- lance and monitoring conducted	1	1	1	1	1	5	DPH&B	1.50	1.50	1.50	1.50	2.00	8.00
	Carry out detection of bio-tech crops	Continuous	Number of test reports	10	12	14	16	20	72	DPH&B	1.50	1.70	2.00	2.20	2.50	9.90
	Undertake risk assess- ment for bio-tech crops	Continuous	Number of review reports	4	4	4	4	4	20	DPH&B	1.50	1.50	1.50	1.50	1.50	7.50
	Carry out inspection of bio-containment facilities and confined field trials	Continuous	Number of facilities inspected	4	4	4	4	4	20	DPH&B	0.75	0.90	1.20	1.50	2.00	6.35

Theme 1: STRATEGIC THEME: Protection of Plant Resources																
STRATEGIC ISSUE 1: Pests, weeds and invasive species management																
Objective No 1: STRATEGIC OBJECTIVE: To protect plants from pests, weeds and invasive species																
Strategy	Activity	Time frame	Perfor- mance Indicator	Output/Outcome					Target for the Plan Period	Responsi- bility	Budget (K.sh. M)					Total
				Target for 2017 /18	Target for 2018 /19	Target for 2019 /20	Target for 2020 /21	Target for 2021 /22			17/18	18/19	1920	2021	21/22	
	Develop and validate bio-tech crops analysis protocols	Continuous	Number of protocols developed	1	1	1	1	1	5	DPH&B	2.00	2.00	2.00	2.00	2.00	10.00
		Continuous	Number of protocols validated	1				1	2	DPH&B	-	3.10	-	3.10		6.20
Strategy 1.4 Enforce regulations on imports	Inspection of import consignments at ports of entry	Continuous	Number of PIPs issued	34,100	36,000	35,000	40,000	42,000	190,100	DPH&B	1.00	1.00	1.10	1.20	1.40	5.70
		Continuous	Number of consign-ment inspected	34,600	36,500	38,500	40,500	42,500	192,600	DPH&B	1.50	1.70	1.80	1.90	2.00	8.90
	Undertake laboratory diagnostics on imports for identification of plant pests	Continuous	Number of samples analysed	2000	2500	3000	3500	4000	15000	DPH&B	18.00	18.70	19.50	20.60	20.70	97.50
	Inspection of conveyance vessels	Continuous	Number of convey-ances inspected	200	500	600	600	600	2500	DPH&B	1.00	1.50	1.50	1.50	1.50	7.00
	Enhance access to import requirements	Continuous	PIOB up-loaded on the website	1	1	0	0	0	1	DPH&B	-	1.50	-	-	-	1.50
		Continuous	Number of import re-quirements updated on the website	10	12	14	16	18	70	DPH&B	0.5	0.50	0.50	0.50	0.50	2.50
		Continuous	Number of import re-quirements meetings held	4	4	4	4	4	20	DPH&B	1.20	1.50	1.60	1.70	2.00	8.00
	Undertake pest risk analy-sis on new imports	Continuous	Number of PRAs	10	12	14	16	18	70	DPH&B	3.00	3.20	3.50	3.60	3.80	17.10
	Provide PRA information for new exports	Continuous	Number of PRA reports	5	7	9	11	13	45	DPH&B	3.00	3.20	3.50	3.60	3.80	17.10
	Develop harmonised PRAs for priority crops in the region	Continuous	Number of harmonised PRAs	2	2	2	2	2	10	DPH&B	2.00	2.00	2.50	2.60	3.00	12.10

Theme 1: STRATEGIC THEME: Protection of Plant Resources

STRATEGIC ISSUE 1: Pests, weeds and invasive species management

Objective No 1: STRATEGIC OBJECTIVE: To protect plants from pests, weeds and invasive species

Strategy	Activity	Time frame	Perfor- mance Indicator	Output/Outcome					Total for the Plan Period	Responsi- bility	Budget (Ksh. M)					Total
				Target for 2017 /18	Target for 2018 /19	Target for 2019 /20	Target for 2020 /21	Target for 2021 /22			17/18	18/19	1920	2021	21/22	
Strategy 1.5 Carry out pest surveillance, monitoring, emergency response and reporting	Enhance development and use of surveillance tools and technologies	2018/2019	Number of standard Surveillance protocol developed	-	1	-	-	-	1	DPH&B	-	2.50	-	-	-	2.50
		Continuous	Surveil- lance tool procured	-	1	-	-	-	1	DPH&B	0.50	0.50	0.50	0.50	0.50	2.50
		Continuous	Number of surveil- lances conducted	8	10	15	16	17	66	DPH&B	20.00	25.00	30.00	35.00	40.00	150.00
		2017/2018 2020/2021	Mapping tool ac- quired	1	-	1	-	-	2	DPH&B	2.00	-	2.00	-	-	4.00
		2018/2019 2020/2021	Number of surveillance technolo- gies used	-	1	-	1	-	2	DPH&B	-	2.00	-	2.00	-	4.00
	Adapt technologies for pest management, treatment, and/or eradication of emerging pests	Continuous	Number of technol- ogies adapted and imple- mented	1	1	1	1	1	5	DPH&B DSC&PVP	1.50	1.50	1.50	1.50	7.50	
	Participate in manage- ment of emerging pests	Continuous	Number of emerging pests participated in manage- ment	2	2	2	2	2	10	DPH&B DSC&PVP	5.00	5.00	5.00	5.00	25.00	
	Establish pest reporting mechanisms for new pests	2018/2019	Docu- mented procedure	-	1	-	-	-	1	DPH&B	-	1.00	-	-	-	1.00
		Continuous	Implemen- tation report	1	1	1	1	1	4	DPH&B	-	1.00	1.00	1.00	4.00	

Theme 1: STRATEGIC THEME: Protection of Plant Resources																	
STRATEGIC ISSUE 1: Pests, weeds and invasive species management																	
Objective No 1: STRATEGIC OBJECTIVE: To protect plants from pests, weeds and invasive species																	
Strategy	Activity	Time frame	Perfor- mance Indicator	Output/Outcome						Total for the Plan Period	Responsi- bility	Budget (Ksh. M)					
				Target for 2017 /18	Target for 2018 /19	Target for 2019 /20	Target for 2020 /21	Target for 2021 /22	17/18			18/19	19/20	2021	21/22	Total	
	Establish early warning and emergency response mechanism	2018/2019	Early warning and emergency response mechanism established	-	1	-	-	-	-	1	DPH&B	-	2.00	-	-	-	2.00
		Continuous	Implementa- tion report	-	-	1	1	1	1	3	DPH&B	-	-	1.00	1.00	1.00	3.00
												98.15	121.2	195.75	166.0	182.8	763.90



Theme 2: STRATEGIC THEME : LEGAL AND REGULATORY FRAMEWORK																
STRATEGIC ISSUE 2: There are gaps in the existing policy, legal and regulatory framework in relation to prevailing local, regional and international agricultural development issues																
Objective No 2: To establish a robust, facilitative policy, legal and regulatory framework for KEPHIS																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Total for the Plan Period	Responsibility	Budget (Ksh. M)					
				Target for /18	Target for /19	Target for /20	Target for /21	Target for /22			17/18	18/19	19/20	2021	21/22	Total
Strategy 2.3 Lobby for enactment of revised policies, legal and regulatory framework	Lobby for reinstatement of CAP 319	2017/2018-2019/2020	Number of lobby meetings and re-instatement	-	1	1	1	1	4	CS&LS All Ds MD KEPHIS Board	0.25	0.25	0.25	0.25	1.00	
	Lobby for approval of Phytosanitary policy	2020/2021	Report	-	-	1	-	-	1	CS&LS All Ds MD KEPHIS Board	-	-	10.00	-	10.00	
	Lobby for approval of the recommended regulations following Gap analysis of the legal and regulatory framework to operationalize KEPHIS Act, CAP 326, CAP 324	2020/2021	Number of Meetings	-	-	1	-	-	1	CS&LS All Ds MD KEPHIS Board	0.30	0.30	0.30	0.30	1.50	
											1.20	30.2	11.20	14.95	9.95	67.50



Theme 3: AGRICULTURAL PRODUCTIVITY

STRATEGIC ISSUE 3: Low levels of agricultural productivity

Objective No 3: To contribute towards improved levels of agricultural productivity while responding to climate change

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome							Responsibility	Budget (k.sh. M)				Total	
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Total for the Plan Period	17/18		18/19	19/20	20/21	21/22		
Strategy 3.1 Facilitate introduction and production of quality inputs and improved technologies	Undertake soil analysis for fertility evaluation, and microbiological content	Continuous	Number of samples	200	220	240	260	280		1,200	DFSS	2.00	2.20	2.40	2.60	2.80	12.00
	Analyze water for irrigation suitability	Continuous	Number of samples	50	55	60	65	70		300	DFSS	0.80	1.00	1.50	1.80	2.00	7.10
	Analyze fertilizer for compliance to quality and safety (heavy metals).	Continuous	Number of samples	400	400	400	400	400		2,000	DFSS	0.60	0.66	0.73	0.80	0.88	3.67
	undertake surveillance and monitoring of fertilizers and environmental contaminants	Continuous	Number of samples	400	400	400	400	400		2,000	DFSS	2.50	3.00	3.50	4.00	4.50	17.50
	Provide services for nutritional analysis (Plant tissue, manures and animal feed)	Continuous	Number of samples	25	30	35	40	45		175	DFSS	0.25	0.30	0.40	0.45	0.50	1.90
	Certify seedling nurseries for clean planting material	Continuous	Number of nursery certificates	75	150	175	200	225		825	DPH&B DSC&PVP	1.50	2.00	2.00	2.50	2.50	10.50
	Facilitate importation of high quality planting materials	Continuous	Number of imported consignment Quantity (kg)	5,000	6,000	7,000	8,000	9,000		35,000	DPH&B DSC&PVP	0.40	0.50	0.60	0.70	0.80	3.00
	Monitor use of biological controls and related articles	Continuous	Number of bio-controls introduced	3	4	4	5	5		21	DPH&B	1.50	2.00	2.00	2.50	2.50	10.50
	Acquire and adopt rapid testing kits	Continuous	Number of types of kits/ strips	1	1	1	1	1		5	DPH&B	1.00	1.00	1.00	1.00	2.00	6.00
	Establish pest free areas (PFA)	Continuous	Number of sites	1	1	1	1	1		5	DPH&B	4.00	4.00	4.00	4.00	4.00	20.00
	Maintain and monitor pest free areas (PFA)	Continuous	Number of sites	1	2	3	4	5		15	DPH&B	4.00	4.00	4.00	54.00	46.00	112.00
	Establish and monitor pest free areas of production	Continuous	Number of sites	3	4	5	6	7		25	DPH&B	4.00	4.00	4.00	45.00	54.00	111.00

Theme 3: AGRICULTURAL PRODUCTIVITY																
STRATEGIC ISSUE 3: Low levels of agricultural productivity																
Objective No 3: To contribute towards improved levels of agricultural productivity while responding to climate change																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Responsibility	Budget (ksh. M)						
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22		Total for the Plan Period	17/18	18/19	19/20	20/21	21/22	Total
	Maintain pest free areas of production	Continuous	Number of sites	3	3	3	3	3	15	DPH&B	4.00	45.00	46.00	47.00	48.00	190.00
	Enhance use of pheromone traps in monitoring and management of pest	Continuous	Number of traps procured and used	500	700	900	1000	1500	4600	DPH&B DSC&PVP	3.00	3.50	4.00	5.00	7.00	22.50
		Continuous	Type of traps procured	2	2	2	2	2	10	DPH&B DSC&PVP	-	-	-	-	-	-
Strategy 3.2	Undertake Plant variety testing, release, registration and protection	Continuous	Number of candidates tested	100	100	100	100	100	500	DSC&PVP	12.00	12.00	12.00	12.00	12.00	60.00
	Conduct DUS testing	Continuous	Number of candidates	120	120	120	120	120	600	DSC&PVP	6.00	6.00	6.00	6.00	6.00	30.00
	Administer Plant Breeders Rights	Continuous	Number of applications	50	50	50	50	50	250	DSC&PVP	-	-	-	-	-	-
		Annual	Number of Titles grant	30	30	30	30	30	150	DSC&PVP	-	-	-	-	-	-
	Facilitate release of new varieties including gazette	Continuous	Number of varieties gazetted	40	45	50	50	50	235	DSC&PVP	0.30	0.32	0.33	0.35	0.36	1.66
	Develop and utilize genetic purity test for variety evaluation	Continuous	Number of methods	1	1	-	-	-	2	DSC&PVP	0.50	0.50	-	-	-0	1.00
	Undertake development and review of technical protocols	Continuous	Number of protocols	2	2	2	2	2	10	DSC&PVP	0.50	0.50	0.50	0.50	0.50	2.50
Strategy 3.3	Undertake Seed certification	Continuous	Number of seed merchant, SMEs	5	5	5	5	5	25	DSC&PVP	0.50	0.50	0.50	0.50	0.50	2.50
	Register seed growers, SMEs	Continuous	Number of seed growers SMEs	1,000	1,000	1,000	1,000	1,000	5,000	DSC&PVP	0.40	0.40	0.40	0.40	0.40	2.00
	Undertake seed field inspections	Continuous	Hectares inspected	25,000	25,500	26,000	26,500	27,000	130,000	DSC&PVP	20.00	21.00	22.05	23.15	24.31	110.51
	Undertake seed field inspections - irrigated	Continuous	Hectares inspected	8,000	8,000	8,000	8,000	8,000	40,000	DSC&PVP	-	-	-	-	-	-

Theme 3: AGRICULTURAL PRODUCTIVITY																	
STRATEGIC ISSUE 3: Low levels of agricultural productivity																	
Objective No 3: To contribute towards improved levels of agricultural productivity while responding to climate change																	
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome						Responsibility	Budget (k.sh. M)						
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Total for the Plan Period		17/18	18/19	19/20	20/21	21/22	Total	
	License seed sellers, SMES	Continuous	Number of seed sellers licensed, SMES	6,000	6,000	6,000	6,000	6,000	6,000		DSC&PVP	5.00	5.25	5.00	5.00	5.00	25.25
	Facilitate seed processing.	Continuous	Quantity (Tons) of seed processed	35,000	37,000	40,000	42,000	45,000	45,000	199,000	DSC&PVP	2.00	2.20	2.40	2.60	2.80	12.00
	Undertake seed sampling, testing	Continuous	Number of samples taken and tested	4,500	4,500	4,500	4,500	4,500	4,500	22,500	DSC&PVP	17.00	17.20	17.50	17.80	18.00	87.50
	Labelling and sealing	Continuous	Number of labels (Millions)	55	55	55	55	55	55	275	DSC&PVP	51.00	52.30	54.30	55.80	57.70	271.10
	Participate in proficiency/referee tests	Continuous	Number of tests	3	3	3	3	3	3	15	DSC&PVP	0.30	0.30	0.40	0.45	0.50	1.95
	Undertake pre and post control testing;	Continuous	Number of samples	1,000	1,000	1,000	1,000	1,000	1,000	5,000	DSC&PVP	4.50	4.60	4.70	4.80	4.90	23.50
	Undertake post certification survey	Continuous	Number of survey reports	12	12	12	12	12	12	60	DSC&PVP	4.00	4.20	4.50	4.70	5.00	22.40
	Monitor authorized private seed inspectors and analysts	Continuous	Number of authorized inspectors and analysts monitored	19	19	19	20	20	20	97	DSC&PVP	4.50	4.60	4.70	5.00	5.00	23.80
	Undertake development and review of technical protocols, certification documents and standards.	Continuous	Number of protocols	1	1	2	2	1	1	7	DSC&PVP	0.40	0.40	0.80	0.80	0.50	2.90
												158.45	205.43	212.21	311.2	320.95	1,208.24

Theme 4: TRADE FACILITATION																
STRATEGIC ISSUE 4: The need to support Market Access and Compliance																
Objective No. 4: To Support Market Access and Compliance																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Total for the Plan Period	Responsibility	Budget (K.sh. M)					
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22			17/18	18/19	19/20	20/21	21/22	Total
Strategy 4.1 Ensure export inspection and certification	Undertake grading and inspection of export produce	Continuous	Number of Phytosanitary certificates	360,000.00	361,000.00	365,000.00	370,000.00	370,000.00	1,826,000	DPH&B	13.70	13.18	14.18	13.46	14.10	68.62
	Inspect grading and treatment facilities	Continuous	Number of facility inspection	300	300	310	320	330	1,560	DPH&B	4.50	4.50	4.60	4.70	4.80	23.10
	Undertake registration of exporters and support SMEs	Continuous	Number of exporters Number of SMEs facilitated	20	25	30	35	40	150	DPH&B	0.30	0.35	0.40	0.50	0.55	1.70
	Undertake farm audits for compliance to SPS and market requirements (USDA, EU, interception/rejection follow ups, new client farm audits)	Continuous	Number of audits	250	270	290	310	320	1,440	DPH&B	10.00	12.00	13.10	13.70	14.30	63.10
Strategy 4.2 Undertake analysis of agricultural produce for contaminants	Undertake sampling of agricultural produce for contaminant analysis	Continuous	Number of pesticide residue samples Number of heavy metal samples Number of mycotoxin samples tested	800	800	850	900	1,000	4,350	DFSS	4.50	5.00	5.00	5.00	5.00	24.50
			Number of heavy metal samples	400	500	550	600	650	2,700	DFSS	2.00	2.20	2.20	2.30	2.40	11.10
			Number of mycotoxin samples tested	50	60	80	90	100	380	DFSS	1.80	2.00	2.10	2.20	2.30	10.40
	Undertake facility/farms checks for SPS compliance and market requirements for food safety	Continuous	Number of facilities/farms	40	45	50	60	70	265	DFSS	0.80	0.85	0.87	0.89	0.92	4.33

Theme 4: TRADE FACILITATION

STRATEGIC ISSUE 4: The need to support Market Access and Compliance

Objective No. 4: To Support Market Access and Compliance

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Total for the Plan Period	Responsibility	Budget (K.sh. M)					Total
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22			17/18	18/19	19/20	20/21	21/22	
	Disseminate test findings on National monitoring programs to relevant stakeholders	Continuous	Number of fora	4	4	4	4	4	20	DFSS	3.20	4.00	4.00	4.20	4.40	19.80
	Undertake residue field trials in support of registration of plant protection products and/or application of import tolerance	2018/19 -2021/22	Number of trials	1	1	1	1	1	4	DFSS	4.00	4.00	4.20	4.50	4.80	21.50
	Undertake pesticide residue and contaminants surveillance at entry points	Continuous	Number of samples	100	105	110	115	121	551	DFSS	2.00	2.10	2.17	2.32	2.32	10.91
	Undertake national food safety testing and monitoring	Continuous	Number of samples	100	200	500	600	800	2200	DFSS	3.0	8.0	10.5	11.0	12.0	44.5
	Create awareness on food safety	Continuous	Number of forums	1	3	5	7	8	24	DFSS	2.0	3.0	4.2	5.0	6.0	20.2
	Undertake food safety surveillance	Continuous	Number of surveillances	1	3	5	7	10	26	DFSS	1.0	2.0	3.55	4.5	5.0	16.05
Strategy 4.3 Facilitate research to enhance certification for regulation	Conduct GAP analysis impeding effective Phytosanitary regulation	Continuous	GAP Analysis report	1	1	1	1	1	5	DFTS&C DPH&B DFSS	2.00	2.00	2.00	2.00	2.00	10.00
	Support research activities towards strengthening certification regulation.	Continuous	Number of research activities	1	1	1	2	2	7	DFTS&C DPH&B DSC&PVP DFSS	3.00	4.00	4.00	5.00	5.00	21.00
	Research on emerging issues addressing food safety, plant health and biodiversity concerns	Continuous	Number of Protocols, proposals and reports developed	2	3	3	3	3	14	DFTS&C DPH&B DSC&PVP DFSS	4.50	4.50	4.50	4.50	4.50	22.50
	Publication of research and market findings	Continuous	Number of publications	1	2	2	2	3	10	DFTS&C DPH&B DSC&PVP	0.10	0.22	0.24	0.26	0.30	1.12

Theme 4: TRADE FACILITATION																	
STRATEGIC ISSUE 4: The need to support Market Access and Compliance																	
Objective No. 4: To Support Market Access and Compliance																	
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Total for the Plan Period	Responsibility	Budget (K.sh. M)					Total	
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22			17/18	18/19	19/20	20/21	21/22		
	Strengthen the national SPS committee	Continuous	Committee reports	4	4	4	4	4	20	DPH&B DFSS	3.00	3.00	3.00	3.20	3.20	3.20	15.40
Strategy 4.4 Participate in standard setting, harmonization and market access negotiations	Participate in Standards setting activities and implement recommendations	Annual	Number of standard setting meetings attended	20	20	20	20	20	100	DPH&B DSC&PVP DFSS	5.00	5.25	5.51	5.79	6.08	27.63	
	Review and development of standards (SPM, OECD standards, ISTA, UNECE)	Continuous	Number standards reviewed/ developed	1	1	1	1	1	5	DPH&B DSC&PVP DFSS	1.00	1.00	1.00	1.00	1.00	5.00	
	Participate in market access negotiations	Continuous	Number of new markets opened	1	1	1	1	1	5	DPH&B DSC&PVP DFSS	1.00	1.00	1.00	1.00	1.00	5.00	
											72.4	84.15	91.92	97.02	101.97	447.46	



Theme 5: CAPACITY BUILDING

STRATEGIC ISSUE 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate

Objective No 5: To build staff, stakeholders and Infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Responsibility	Budget (Ksh. M)						
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22		Total for the Plan Period	17/18	18/19	19/20	20/21	21/22	Total
Strategy 5.1: Enhance staffing levels and skills	Determine optimal manning levels	2017/18	Optimal Manning level report	-	1	-	1	-	2	DCS	-	1.00	-	0.5	-	1.50
	Review staff establishment	2017/18	Staff establishment report	1	-	1	-	-	2	DCS	0.10	0.10	0.10	0.10	0.10	0.50
	Undertake appropriate recruitment and deployment of staff	Continuous	Number of recruitments and deployments	1	1	1	1	1	5	DCS	2.00	2.00	2.00	2.00	2.00	10.00
	Undertake Training Needs Assessment	Annual	TNA report	1	1	1	1	1	5	DCS	0.20	0.20	0.20	0.20	0.20	1.00
	Develop training programmes	Annual	Number of training programmes developed	1	1	1	1	1	5	DCS	0.20	0.20	0.20	0.20	0.20	1.00
	Undertake training and development staff	Continuous	Number of staff trained	100	100	100	100	100	500	DCS	10.00	12.00	15.00	18.00	20.00	75.00
	Carry out training impact assessment	Continuous	Impact assessment reports	1	1	1	1	1	5	DCS	-	-	-	-	-	-
	Undertake Mentorship and coaching	Continuous	Number of staff mentored	10	15	20	25	30	100	DCS All Ds	-	-	-	-	-	-
		2017/18 2019/20	Number of mentors trained	27	-	27	-	-	54	All Ds	1.00	-	1.00	-	-	2.00
	Knowledge management framework	2018/19	Establishment of repository for knowledge management	-	1	-	-	-	1	All Ds	-	3.00	-	-	-	3.00
		Annual	Knowledge management Report	1	1	1	1	1	5	All Ds	-	-	-	-	-	-
	Management of Knowledge Management data: Update database for import and exporters and analyze trends	monthly	Number of updates for databases and analysed trends	12	12	12	12	12	60	DPH&B DSC&PVP	0.20	0.20	0.30	0.50	0.50	1.70
	Management of Knowledge Management data: Update database for export and exporters and analyze trends	monthly	Number of updated database and analysed trends	12	12	12	12	12	60	DPH&B DSC&PVP	0.20	0.20	0.30	0.50	0.50	1.70

Theme 5: CAPACITY BUILDING

STRATEGIC ISSUE 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate

Objective No 5: To build staff, stakeholders and Infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome						Responsibility	Budget (Ksh. M)					Total		
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Total for the Plan Period		17/18	18/19	19/20	20/21	21/22			
	Create awareness on benefits of using improved inputs, diagnostic services and practices	Continuous	Number of forums	10	10	10	10	10	10	50	DPH&B DSC&PVP	1.00	1.00	1.10	2.09	2.10	7.29	
	Create awareness on quarantine pests	Continuous	Number of farmers reached	1,000	1,200	1,500	1,600	1,700	7,000	7,000	DPH&B DSC&PVP	-	-	-	-	-	-	-
	Create awareness on surveillance	Continuous	Number of awareness forums	10	10	10	10	10	50	50	All Ds	5.00	5.00	5.00	5.00	5.00	25.00	
	Conduct capacity building in surveillance	Continuous	Number of trainings	1	1	1	1	1	5	5	DPH&B	0.50	0.50	0.50	0.50	0.50	2.50	
	Maintain and create capacity on export certification system (ECS) and Import Certification System (ICS)	Bi-Monthly	Training / Awareness reports	24	24	24	24	24	120	120	DPH&B	0.30	0.30	0.30	0.35	0.40	1.65	
	Train stakeholders on standards and market requirements	Annual	Number of trainings	10	10	10	10	10	50	50	All Ds	5.00	5.00	5.00	5.00	5.00	25	
	Create awareness on harmonised regional PRA protocols	Continuous	Number of awareness fora	2	2	2	2	2	10	10	All Ds	3.00	3.00	3.00	3.50	3.80	16.30	
	Train county staff, farmers, agribusinesses, training institutions and research institutions	Bi-annual	Number of County trainings	8	10	12	14	15	59	59	DSC&PVP DPH&B DRTS&C	2.50	3.0	3.5	4.0	4.50	17.5	
	Awareness creation and training of stakeholders and players in the industry to enhance capacity	Continuous	Number of awareness and training forums	8	9	10	12	14	53	53	DSC&PVP DPH&B DRTS&C	5.00	6.00	7.50	10.00	12.50	41.00	
	Undertake Youth Internships/Industrial attachments/Apprenticeships	Continuous	Number of interns/students	50	55	60	65	70	300	300	DCS	1.00	1.20	1.40	1.60	1.80	7.00	
	Undertake National Phytosanitary conference	Biannual	Conferences undertaken	1	-	1	-	1	3	3	All Ds	5.00	-	10.00	-	10.00	25.00	
	Participate in local, County, national, regional and international conferences	Continuous	Number of conferences attended	10	10	10	10	10	50	50	MD All Ds	15.00	16.00	17.00	18.00	19.00	85.00	

Theme 5: CAPACITY BUILDING

STRATEGIC ISSUE 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate

Objective No 5: To build staff, stakeholders and Infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Responsibility	Budget (Ksh. M)						
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22		Total for the Plan Period	17/18	18/19	19/20	20/21	21/22	Total
Strategy 5.4: Enhance ICT infrastructure and systems	Review and implement ICT governance framework	2017/18	Reviewed Governance framework in place	1	-	-	-	-	1	DCS	-	-	-	-	-	-
		Annual	Implementation reports	-	1	1	1	1	4	DCS	-	-	-	-	-	-
	Develop and implement ICT strategy	2018/19	ICT strategy document	-	1	-	-	-	1	DCS	-	2.00	-	-	-	2.00
		Annual	Implementation report	-	1	1	1	1	4	DCS	-	-	-	-	-	-
Review and implement a disaster recovery and business continuity plan	2018/19	2021/22	Reviewed Plan	-	1	-	-	-	2	DCS	-	1.50	-	-	1.50	3.00
		Annual	Implementation Report	-	1	1	1	1	4	DCS	1.00	1.00	1.00	1.00	1.00	5.00
	Annual	Employee computer ratio	1:2	1:1	1:1	1:1	1:1	1:1	1:1	DCS	5.00	7.50	10.10	5.00	5.00	32.60
Improve ICT infrastructure for sustainable business support	2017/18	2020/21	ICT Infrastructure plan developed	1	-	-	1	-	2	DCS	-	-	-	-	-	-
		Annually	Infrastructure plan implementation report	-	1	1	1	1	4	DCS	10.00	10.00	10.00	10.00	10.00	50.00
	Continuous	Implement Information Security Management system	-	1	1	1	1	1	1	DCS	-	4.00	2.00	2.00	2.00	10.00
Strategy 5.5: Improve automation of KEPHIS operations (upgrade existing systems & development of new systems)	Identify, review and adopt new technologies	Continuous	Number of new technologies identified and adopted	-	1	-	1	-	2	All Ds	10.00	5.00	15.00	12.00	5.00	47.00

Theme 5: CAPACITY BUILDING																
STRATEGIC ISSUE 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate																
Objective No 5: To build staff, stakeholders and Infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Responsibility	Budget (Ksh. M)						
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22		Total for the Plan Period	17/18	18/19	19/20	20/21	21/22	Total
	Implement an integrated back office (Finance, HR, Audit, planning) ERP system for effective administration support for the organization	2018/19 2019/20	ERP system in place	-	1	-	1	-	-	1	DCS	-	30.00	-	-	60.00
	Upgrade and maintain ECS system for enhanced export certification process	2018/19 Annual	Upgraded system in place linked to KNSWS Maintenance Report	-	1	-	1	-	-	5	DCS	1.00	1.00	1.00	1.00	5.00
	Review, improve and maintain the ICS system to Enable more effective import regulation	2019/20 2021/22	System review report ICS upgrade in place and linked to KNSWS	-	-	-	-	-	1	1	DCS	-	-	-	10.00	10.00
	Automate and maintain the Plant variety protection and seed certification process	Annual 2019/20	Maintenance report System in place	1	-	1	-	-	-	5	DCS	1.00	1.00	1.00	1.00	5.00
	Review, implement and maintain the Laboratory Information Management system	Annual 2017/18 2020/21	Automation and Maintenance Report System review report	-	-	-	-	-	1	2	DCS	-	-	14.00	13.80	27.80
	Automate the Field Surveillance and early warning system	Annual 2019/20	System review report Implementation and maintenance status report	1	-	1	-	-	-	5	DCS	1.00	1.00	1.00	1.00	5.00
Strategy 5.6: Enhance the infrastructural facilities	Review and implement gap analysis report on existing facilities	Annual	Review Report	1	1	1	1	1	1	5	DCS	0.10	0.10	0.10	0.10	0.50
	Implementation report	Annual	Implementation report	1	1	1	1	1	1	5	DCS	0.10	0.10	0.10	0.10	0.50

Theme 5: CAPACITY BUILDING															
STRATEGIC ISSUE 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate															
Objective No 5: To build staff, stakeholders and Infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.															
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Responsibility	Budget (Ksh. M)					
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22		Total for the Plan Period	17/18	18/19	19/20	20/21	21/22
Strategy 5.8: Enhance Performance Management	Develop and implement Performance Management policy	2017/18	Performance Management policy in place	1	-	-	-	1	DCS	0.10	-	-	-	-	0.10
		Continuous	Performance management policy implementation status	-	100	100	100	100	DCS	-	-	-	-	-	-
	Implement Performance contracting processes and other Performance frameworks.	Annually	PC negotiated and vetted	1	1	1	1	5	DRTS&C All Ds	0.50	0.50	0.50	0.50	0.50	2.50
	Undertake Performance appraisals for staff	Quarterly	PC implementation report	4	4	4	4	20	DRTS&C All Ds	-	-	-	-	-	-
		Annual	Performance Appraisal report	1	1	1	1	5	All Ds	-	-	-	-	-	-
		Annual	Annual work plans developed	1	1	1	1	5	DRTS&C All Ds	-	-	-	-	-	-
		Monthly	M and E reports	12	12	12	12	60	DRTS&C All Ds	-	-	-	-	-	-
		Bi-Annual	Work plan implementation	2	2	2	2	10	DRTS&C All Ds	0.40	0.40	0.40	0.40	0.40	2.00
		Annual	Projects Monitoring & Evaluation reports	1	1	1	1	5	DRTS&C	0.50	0.50	0.50	0.50	0.50	2.50
	Develop and implement a planning monitoring and evaluation framework	2019/20	M&E software system in place	-	-	1	-	-	DRTS&C DCS	-	-	3.00	-	-	3.00
		2019/20	Review & Evaluation of Strategic Plan report	-	-	1	-	2	DRTS&C DCS	-	-	0.20	-	0.20	0.40
		2021/22	Number of departmental M&E officers appointed and trained	38	-	-	-	38	DRTS&C	2.00	-	-	-	-	2.00
	Develop the 2022/23 – 2027/28 strategic plan	2021/22	The 2022/23 – 2027/28 strategic plan draft in place	-	-	-	-	1	DRTS&C	-	-	-	-	5.00	5.00

Theme 5: CAPACITY BUILDING																
STRATEGIC ISSUE 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate																
Objective No 5: To build staff, stakeholders and Infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Total for the Plan Period	Responsibility	Budget (Ksh. M)					
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22			17/18	18/19	19/20	20/21	21/22	Total
	Develop and implements Service delivery innovations	Continuous	Number of Service Delivery innovations developed and implemented	4	4	5	5	5	23	All Ds	1.00	1.00	1.00	1.00	1.00	5.00
	Undertake Corruption prevention at the Corporation	Quarterly	Reports on compliance to the EACC Act and corruption prevention guidelines	4	4	4	4	4	20	All Ds CS&LS	5	5	5	5	5	25
	Ensure compliance with Constitution and other statutory obligations	Quarterly	Quarterly reports on compliance to constitutional and other statutory obligations	4	4	4	4	4	20	All Ds CS&LS	-	-	-	-	-	-
	Ensure compliance to the Mwongozo code of conduct	Quarterly	Quarterly reports on compliance to the Mwongozo code of conduct	4	4	4	4	4	20	MD CS&LS BoD	-	-	-	-	-	-
	Ensure realization of National values and National cohesion at KEPHIS	Quarterly	Quarterly reports on activities on National values and National cohesion	4	4	4	4	4	20	All Ds CS&LS	-	-	-	-	-	-
Strategy 5.9: Develop and Implement a Risk management system	Develop Risk Management policy and framework	2017/18-2020/21	Risk Policy framework in place	1	-	-	1	-	2	DCS H-IA	1.00	-	-	1.00	-	2.00
	Implement Risk Management framework	Continuous	Level of implementation	100%	100%	100%	100%	100%	100%	All Ds H-IA	-	-	-	-	-	-
Strategy 5.10 Enhance the Centre for Physosanitary Excellence (COPE)	Strengthen COPE	2019/2020	COPE strengthen	-	1	1	1	1	4	DRTS&C	-	-	-	-	3.00	3.00
	COPE business plan	2018/19-2020/21	Business plan in place	-	-	1	1	1	3	DRTS&C	-	-	-	-	-	-

Theme 5: CAPACITY BUILDING																
STRATEGIC ISSUE 5: Inadequate capacity to facilitate efficient and effective delivery of the KEPHIS mandate																
Objective No 5: To build staff, stakeholders and Infrastructural capacity to facilitate efficient and effective delivery of the KEPHIS mandate.																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Total for the Plan Period	Responsibility	Budget (Ksh. M)					
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22			17/18	18/19	19/20	20/21	21/22	Total
	Enhance visibility and activities of COPE	2017/18 - 2021/22	Number of marketing campaigns on quarterly basis	4	4	4	4	4	20	DRTS&C	1.00	1.00	1.00	1.00	1.00	5.00
	Develop training programs in line with current market requirements and review curricular	Annual	Number training programs developed	5	6	7	8	10	36	DRTS&C	1.00	1.00	1.00	1.00	1.00	5.00
	Accredit Phyto-sanitary Practitioners after training	Annual	Number accredited	10	12	15	18	20	75	DRTS&C	1.50	2.00	2.50	3.00	3.50	12.50
	Identify and develop a pool of trainers	Annual	Number of trainers	5	5	5	5	5	25	DRTS&C	0.20	0.20	0.20	0.20	0.20	1.00
	Persons trained under COPE	Annual	Number trained	697	825	850	900	1000	4272		2.00	2.00	2.00	2.00	2.00	10.00
	Develop a training program for KEPHIS technical staff	Annual	Number of programs	2	4	4	4	4	18	DRTS&C	0.30	0.60	0.60	0.60	0.60	2.70
											700.75	847.20	869.80	909.93	951.28	4,278.96

Theme 6: STRATEGIC THEME: RESOURCE MOBILIZATION AND MANAGEMENT																
STRATEGIC ISSUE 6: Limited financial resources and sub-optimal resource allocation and utilization.																
Objective No.6: To mobilize adequate financial resources and ensure optimal allocation and utilization for full implementation of programmes and activities.																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Total for the Plan Period	Responsibility	Budget (Ksh. M)					
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22			17/18	18/19	19/20	20/21	21/22	Total
Strategy 6.1: Broaden Service/Product base	Undertake review of service/product mix to identify new sources of revenue	Continuous	Number of new services/products	2	2	2	2	2	10	DSC&PVP DPH&B DRTS&C	1.00	1.00	1.00	1.00	2.00	6.00
	Expand scope of laboratory, diagnostics and inspection services	Annual	Number of new methods	2	1	2	2	3	10	DSC&PVP DPH&B DRTS&C	1.50	1.00	2.00	2.00	2.00	8.50
		Annual	Business plans developed	1	1	1	1	1	5	DSC&PVP DPH&B DRTS&C	0.50	1.00	0.50	0.50	0.50	3.00
		Annual	New protocols developed	1	1	1	1	1	5	DSC&PVP DPH&B DRTS&C	1.00	1.00	1.00	1.00	1.00	5.00
		Annual	New areas of inspection	1	1	1	1	1	5	DSC&PVP DPH&B DRTS&C	0.50	0.50	0.50	0.50	0.50	2.50
Strategy 6.2: Enhance Fundraising	Enhance visibility and marketing of laboratory services	Continuous	Number of promotion activities	5	5	6	8	6	30	DPH&B DSC&PVP DRTS&C	2.00	2.50	4.00	4.00	3.00	15.50
	Explore opportunities for offering technical consultancy both locally and internationally.	Annual	Number of consultancies done	2	2	3	3	3	13	AllDs	1.50	1.50	2.00	2.25	2.50	9.75
	Pursue Public private partnerships on funding of programmes	Annual	Number of partnerships	1	1	1	1	1	5	AllDs	1.00	1.00	1.00	1.00	1.00	5.00
	Market the Conference facility	Continuous	Number of marketing campaigns	4	4	4	4	4	20	DCS	0.50	0.50	0.50	0.50	0.50	2.50
	Enhance utilization of resources e.g. land, buildings, grounds for revenue generation	Continuous	Revenue generated from facilities (Ksh. M)	5	10	12.5	15	17.5	60	DCS	3.00	4.00	6.00	7.00	7.00	27.00
	Identify funding gaps	Annual	Funding gaps report	1	1	1	1	1	5	AllDs	-	-	-	-	-	-
	Develop project coordination policy	2017/2018	Project coordination policy in place	-	1	-	-	-	1	DRTS&C	-	0.30	-	-	-	0.30

Theme 6: STRATEGIC THEME: RESOURCE MOBILIZATION AND MANAGEMENT																
STRATEGIC ISSUE 6: Limited financial resources and sub-optimal resource allocation and utilization.																
Objective No.6: To mobilize adequate financial resources and ensure optimal allocation and utilization for full implementation of programmes and activities.																
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Responsibility	Budget (Ksh. M)						
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22		Total for the Plan Period	17/18	18/19	19/20	20/21	21/22	Total
	Develop and submit concept notes and funding proposals to potential development partners.	Annual	Number of concepts and proposals developed	5	5	5	5	5	25	DRTS&C	0.30	0.30	0.30	0.30	1.50	
	Establish and Strengthen relationships and networks with development partners	Continuous	Number of new development partners engaged	2	3	5	6	8	24	DRTS&C	0.50	0.50	1.00	2.00	4.50	
	Lobby for additional Government funding	Continuous	Additional funding from Government (Ksh. M)	-	-	20	50	50	120	DCS	2.00	2.00	2.00	2.00	10.00	
Strategy 6.3: Implement Sound Financial Management	Develop/Review of financial management and procurement policies	2017/2018 2019/2020	Developed/ Reviewed policies	4	-	4	-	-	8	DCS	-	-	-	-	-	
	Identify and manage financial and procurement risks	Annual	Risk Assessment and implementation report	1	1	1	1	1	5	DCS	-	-	-	-	-	
	Enhance budgeting processes and controls	Continuous	Percentage Budget compliance	100	100	100	100	100	100	DCS	0.50	0.50	0.50	0.50	2.50	
	Develop and implement cost efficiency measures for all services rendered	Continuous	Cost savings (Ksh. M)	10	15	20	20	20	85	All Ds	-	-	-	-	-	
	Undertake periodic reviews of fees charged to ensure full cost recovery	Annual	Review report	-	-	-	1	-	1	All Ds	-	-	-	-	-	
	Enhance the efficiency and effectiveness of debt management and collection	Continuous	Percentage Compliance with credit policy	100	100	100	100	100	100	All Ds	0.50	0.50	0.50	0.50	2.50	
	Enhance use of technological financial solutions	Continuous	Number of technological solutions adopted	-	1	-	1	-	2	DCS	-	0.50	0.50	-	1.00	
	Enhance financial performance monitoring and reporting	Monthly	Financial reports	12	12	12	12	12	60	DCS	-	-	-	-	-	
											16.6	18.3	22.3	24.55	25.3	107.05

Theme 7: STRATEGIC THEME: STAKEHOLDER ALLIANCES AND PARTNERSHIPS

Strategic issue 7: Need to enhance synergy collaboration and linkages with stakeholders and partners

Objective 7: To enhance synergies through collaboration and linkages with stakeholders and partners

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome							Responsibility	Budget (K.sh. M)					Total
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Total for the Plan Period	17/18		18/19	19/20	20/21	21/22		
Strategy 7.1 Stakeholder analysis and mapping	Identify all KEPHIS stakeholders and identify suitable communications channels for them and implement	2017/18 2021/22	Stakeholder mapping and communications channels report	1	-	-	-	1	-	-	2	2.50	-	-	-	2.50	5
	Identify areas of engagement and collaboration	Semi-annually	Engagement and implementation report	2	2	2	2	2	2	10	All Ds	2.00	-	-	-	-	2
	Identify forums for engagement and collaboration	Quarterly	Number of forums attended	5	5	5	5	5	5	25	All Ds	1.50	0.50	0.50	0.50	0.50	3.5
Strategy 7.2 Enhance interaction with stakeholders and partners	Engage county governments on the KEPHIS mandate	Quarterly	Number of County Collaboration engagements	5	5	5	5	5	5	25	All Ds	2.00	2.00	2.00	2.00	2.00	10
	Participate in Policy and regulatory review and stakeholder collaboration forums on biosafety issues	Continuous	Number of meetings attended	6	6	6	6	6	6	36	DPH&B DSC&PVP DRTS&C	0.25	0.25	0.25	0.25	0.25	1.25
	Establish linkages with regional and international organisations on regional reference laboratories	Continuous	Number of Linkages made	5	5	8	8	8	8	34	DPH&B DSC&PVP DRTS&C	0.50	0.70	0.90	1.10	1.50	4.70
	Establish linkages to support surveillance and pest management with institutions such as CABi, CIMMYT, CIPE	Continuous	Number of institutions	2	2	2	2	2	2	10	DPH&B DRTS&C	0.50	0.50	0.50	0.50	0.50	2.50
	Participate and collaborate in stakeholder fora	Quarterly	Number of collaborative forums and linkages (invitations, meetings attended, joint activities)	40	40	40	40	40	40	200	All Ds	5.00	5.00	5.20	5.40	5.40	26.00
	Coordinate with other border agencies (Border agency management border coordination)	Annual	Number of Border coordination meetings	204	204	204	204	204	204	1020	All Ds	3.00	3.00	3.00	4.00	4.00	16.00
Strategy 7.3 Enhance customer relations and feedback	Establish communication strategy, engagement and feedback and implement, establish and implement social media strategy	2018/2019	Communication policy and strategy developed	-	1	-	-	-	-	1	All Ds	-	3.00	-	-	-	5.00

Theme 7: STRATEGIC THEME: STAKEHOLDER ALLIANCES AND PARTNERSHIPS

Strategic issue 7: Need to enhance synergy collaboration and linkages with stakeholders and partners

Objective 7: To enhance synergies through collaboration and linkages with stakeholders and partners

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome							Budget (K.sh. M)					Total
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Total for the Plan Period	Responsibility	17/18	18/19	19/20	20/21	21/22	
	Establish communication feedback mechanisms through print, electronic and social media	Annual	Number of feedback mechanisms established	5	5	5	5	5	5	5	5	5	5	5	5	1
	Conduct customer satisfaction surveys to gauge customer service levels for the Corporation	Annual	Number of external surveys undertaken	1	1	1	1	1	1	1	1	1	1	1	1	5
		Annual	Customer satisfaction index	71.3	720	740	760	780	780	780	780	780	780	780	780	-
	Undertake resolution of customer complaints	Quarterly	Internal Customer satisfaction surveys	4	4	4	4	4	4	4	4	4	4	4	4	-
		Quarterly	Customer complaints reports	4	4	4	4	4	4	4	4	4	4	4	4	-
	Service Charter reviews and implementation monitoring	Quarterly	Service Charter timelines monitoring reports	4	4	4	4	4	4	4	4	4	4	4	4	-
Strategy 7.4 Promote co-regulation with stakeholders		Hold joint consultative meetings with regulatory agencies in the HCAS and NTH and others	Quarterly	Meeting reports	4	4	4	4	4	4	4	4	4	4	4	1.50
	Participate in the development of good practice guides and industry codes of conduct	2018/19 2020/21	Codes of Practice and Good Practice guides	-	1	-	1	-	-	-	-	-	-	-	-	1.00
				Participate in the implementation and training on good practice guides and Codes of Practice	4	4	4	4	4	4	4	4	4	4	4	4
				19.85	17.05	13.95	14.85	18.25	83.95							

Theme 8: CORPORATE BRAND IMAGE															
STRATEGIC ISSUE 8: Need to enhance the visibility and Corporate brand of KEPHIS															
Objective 8: STRATEGIC OBJECTIVE: To enhance the visibility and corporate image of KEPHIS.															
Strategy	Activity	Time frame	Performance Indicator	Output/Outcome					Responsibility	Budget (Ksh. M)					
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22		Total for the Plan Period	17/18	18/19	19/20	20/21	21/22
Strategy 8.1: Enhance communication and image-building	Develop and implement corporate social sustainability (CSA) policy	2019/2020	corporate social sustainability (CSA) policy developed	-	1	1	-	1	DCS	-	-	1.0	-	-	1.00
	Undertake CSA activities	Quarterly	Number of CSA activities undertaken	5	5	5	5	5	DCS	1.00	1.50	1.50	1.50	1.50	7.00
	Monitor and evaluate CSA activities	Quarterly	Number of reports	4	4	4	4	4	DCS	0.5	-	0.35	0.25	0.25	1.35
Strategy 8.2: Enhance communication and image building framework	Review and implement visibility policy and strategy	2017/18	Visibility policy and Strategy in place	-	1	-	-	1	DCS	-	1.00	-	-	-	1.00
	Participate in field days, shows, trade fairs, media interactions, farmers forums	Annual	Number of field days, shows, exhibitions and media interactions	12	12	12	12	12	All Ds	12.00	12.00	12.00	12.00	12.00	60.00
	Prepare and disseminate packaged information	Annual	Percentage of packaged information published and disseminated (Production of banners, brochures, polo shirts, caps, annual reports and other merchandise)	100%	100%	100%	100%	100%	DCS	1.00	1.10	1.21	1.33	1.46	6.1
	Monitor and evaluate the corporate image	Monthly	Number of reports	12	12	12	12	12	DCS	0.5	-	0.35	0.25	0.25	1.35
Strategy 8.3: Undertake Corporate Re-branding	Initiate process of re-branding (Re-do logo, corporate colours, review tagline)	2018/19	New Brand, logo and tag line in place	-	1	-	-	1	DCS CS&LS	-	-	12.20	-	-	12.20
	Engage stakeholders	2018/19 2019/20 2021/22	Number of Stakeholder forums	-	6	6	6	6	All Ds	-	1.00	2.00	1.50	-	4.50

Theme 8: CORPORATE BRAND IMAGE

STRATEGIC ISSUE 8: Need to enhance the visibility and Corporate brand of KEPHIS

Objective 8: STRATEGIC OBJECTIVE: To enhance the visibility and corporate image of KEPHIS.

Strategy	Activity	Time frame	Performance Indicator	Output/Outcome						Budget (Ksh. M)						
				Target for 2017/18	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Total for the Plan Period	Responsibility	17/18	18/19	19/20	20/21	21/22	Total
	Engage staff	Annually	Number of staff awareness forums	1	1	1	1	1	5	DCS	0.30	0.30	0.30	0.30	0.20	1.40
	Communicate new corporate identity	Continuous	Number of Brand awareness forums		4	4	2	2	12	DCS	0.30	0.30	0.30	0.20	0.20	1.30
	Develop a brand manual	2020/21	Brand manual in place	-	-	-	1	-	1	DCS	0.50	0.50	-	-	-	1.00
	Audits for compliance	Annual	Number of compliance audits	1		1		1	3	DCS	0.30	-	0.60	-	0.10	1.00
	Establish communication feedback mechanism on branding	2018/19	Number of feedback mechanisms established	-	1	-	-	-	1	DCS	0.50	-	0.50	-	-	1.00
											16.9	17.7	32.31	17.33	15.96	100.20



KEPHIS Headquarters
P.O Box 49592 - 00100,Nairobi
Tel: 020 6618000
Cell: 0709 891000
Email: director@kephis.org
kephisinfo@kephis.org
[facebook.com/kephis](https://www.facebook.com/kephis) page
twitter: @kephiske
www.kephis.org