



VISION 2030



AGRICULTURAL DEVELOPMENT CORPORATION

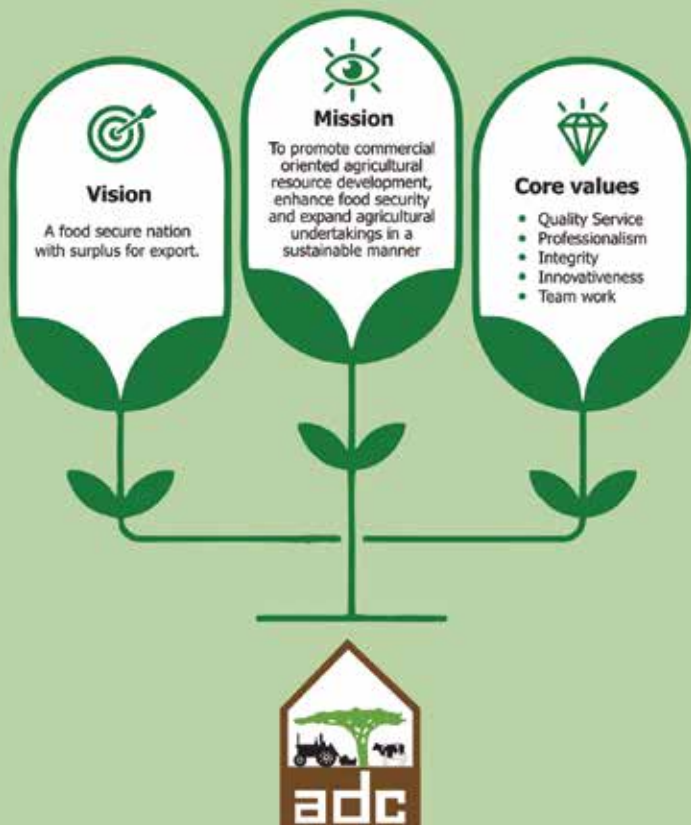
STRATEGIC PLAN 2023-2027



Excellence in Agriculture







Excellence in Agriculture

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DEFINITIONS OF CONCEPTS AND TERMINOLOGIES

Baseline: A description of the initial state of an indicator before the start of a project/program, against which progress can be assessed or comparisons made.

Key Activity: Action Taken or work performed, through which inputs are mobilized to produce outputs.

Key Results Areas: They are broad areas in which you are expected to deliver results.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of program or project.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Indicator: A means for measurement progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Strategic Issues: These are problems or opportunities emanating from situational analysis that the Corporation has to manage in order to be able to fulfill its mandate and mission.

Strategic Goal: General qualitative statement on what the Corporation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundation of your plan and need to be set at the start of the planning process.

Strategic Objective: These are what the Corporation commits itself to accomplish in order to achieve strategic goals. Strategic Objectives should be SMART; they establish performance levels to be achieved on priority issues and measure of success in fulfilling critical mission statement elements.

Target: A result to be achieved within given time frame.

ABBREVIATIONS AND ACRONYMS

ADC	Agricultural Development Corporation
AU	African Union
AWP	Annual Work Plans
BETA	Bottom-Up Economic Transformation Agenda.
CS	Company Secretary
CSR	Corporate Social Responsibility
DVS	Directorate of Veterinary Services
EAC	East African Community
ERP	Enterprise Resource Planning
FAO	Food and Agriculture Organization
FC	Financial Controller
FY	Financial Year
HBDD	Head of Business Development Department
HR	Human Resources
HTD	Head of Technical Department
ICT	Information, Communication and Technology
ILRI	International Livestock Research Institute
KAGRIC	Kenya Animal Genetic Resource Centre
KALRO	Kenya Agricultural & Livestock Research Organization
KCB	Kenya Commercial Bank
KEBS	Kenya Bureau of Standards
KEPHIS	Kenya Plant Health Inspectorate Service
KRA	Key Results Area
M&E	Monitoring & Evaluation
MD	Managing Director
MDAs	Ministries, Departments & Agencies
MERL	Monitoring, Evaluation, Reporting and Learning
MTP IV	Fourth Medium-Term Plan
NBK	National Bank of Kenya
NCPB	National Cereals and Produce Board
NEMA	National Environmental Management Authority
PC	Performance Contract
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PR	Public Relations
R&D	Research & Development
SDG	Sustainable Development Goals
TMSIP	Technical Manager Strategy Implementation and Planning
ToRs	Terms of References
UN	United Nation
UM	Unit Manager
WIBA	Work, Injury and Benefits Act

FOREWORD



DR. ABDILLAHI S. ALAWY,
CHAIRPERSON, ADC BOARD.



**ADC
supports the
government's
agricultural
value chain
by ensuring
food security
through the
provision of
quality seeds,
superior
livestock
breeds that is
affordable to
the Kenyan
farmer.**

The Agricultural Development Corporation (ADC) has developed its Strategic Plan 2023/2027 in response to the government's renewed focus on agriculture as a key component in reviving the country's economy. Global conflicts, such as the war in Ukraine and the impact of COVID-19, have created pressure on food systems worldwide, leading to food shortages and supply chain concerns. As a result, government bodies have been forced to address this problem in various ways.

The Bottom-Up Economic Transformation Agenda (2023-2027) aims to drive economic growth in Kenya and inclusive development for all citizens. The agricultural transformation initiative seeks to improve productivity, thereby increasing income and reducing the country's reliance on food imports by 30 percent.

ADC supports the government's agricultural value chain by ensuring food security through the provision of quality seeds, superior livestock breeds that is affordable to the Kenyan farmer. The current environment in which the Corporation operates, including the slowdown of the global economy, climate change, and rising population has made its role increasingly challenging. The Corporation will continuously

respond to the dynamic changes through vigorous and strategic interventions outlined in this plan.

Precision farming is one technology the Corporation plans to upscale and adopt in realizing its vision of being a global leader in sustainable agricultural resource development. Technologies such as digitalization will offer significant potential to address farm management, productivity, sustainability, and resilience challenges facing optimal production particularly in the face of impending climate challenges.

The plan will guide ADC in fulfilling its core mandate by supporting enhanced large scale production, reducing seed maize prices, and improving agro-processing. Infrastructure development to boost and support the mandate will include the installation of irrigation infrastructure mechanization and efficiency in farming. Crop protection and weed control will be handled through smart farming

application for all enterprises.

This Strategic Plan has been developed through a consultative process, considering lessons learned from the previous strategic plan and emerging trends in the operating environment. It aligns with the 2010 Constitution of Kenya, Vision 2030, the United Nations Sustainable Development Goals (SDGs), the Agricultural Sector Transformation and Growth Strategy (2019 - 2029), BETA, other national and international policy documents.

The ADC Board of Directors is committed to ensuring proper policies and procedures are in place to guide the implementation of the strategic plan. In addition, the Board will provide the necessary support through continual oversight and intervention where appropriate.



DR. ABDILLAH S. ALAWY,
CHAIRPERSON, ADC BOARD.

PREFACE AND ACKNOWLEDGEMENTS



DR. WILSON TONUUI ,
MANAGING DIRECTOR.



This plan is anchored on Agricultural Transformation and Inclusive Growth pillar under the Bottom-Up Economic Transformation Agenda (BETA), understanding the critical role we play in agriculture, food security for sustainability in the country.

Since the establishment of ADC through CAP 346 in 1965 and the subsequent revision to CAP 444 of 1986, the Corporation has withstood the test of time progressing through various administrative and policy dispensations and here we are in the digital era. Strategic plan formulation could be as old as the Corporation having being conceptualized and developed out of budget exercises carried out in the 1950s in the United States though widely adopted in the west through mid-1960s and throughout the 1970s. Traditionally, the concept of strategic planning was tied to the private sector and it was until the 1990s and early 2000s that the concept gained prominence in the country. While the concept was pioneered in the private sector, its success attracted its adoption in the public sector and here we are setting down our policy guidelines which will dictate our progress for the next five years.

This plan is anchored on Agricultural Transformation and Inclusive Growth pillar under the Bottom-Up Economic Transformation Agenda (BETA), understanding the critical role we play in agriculture, food security for sustainability in the country. Through fostering partnerships, harnessing technological advancements, and investing in the professional

development of our workforce, we aim to be at the forefront of driving positive change within the agricultural sector.

This Strategic plan is our commitment to realizing our vision where we stand as a beacon of prosperity, innovation, and shared success in achieving Excellence in Agriculture. I would like to compare this document to a maritime navigation book in its full structure and purpose and I can confidently say that we have set the bearing and our ship is ready to set sail. With this document we can maneuver any turbulence, keep the ADC ship steady, streamline communication within various compartments, adapt to changing tides, guide decision making for the captain and the

crew, keep the ship in control in the high seas and propel it in the right direction till we dock in 2028 for a review and implementation of a new guide.

I extend my gratitude to all those who have contributed to the formulation of this plan, including our dedicated strategic plan formulation committee, the staff, the board of directors, esteemed partners, and the communities we are privileged to serve. I am confident that they fully own the document and believe it will be a bearing towards achieving Excellence in Agriculture.



DR. WILSON TONUJ,
MANAGING DIRECTOR ADC.

EXECUTIVE SUMMARY

The 2023-2027 Strategic Plan has been developed to replace the previous Strategic Plan after reaching the conclusion of its formal cycle.

A participatory approach was adopted in developing the 2023-2027 Strategic Plan. This entailed holding workshops and receiving memoranda from internal and external stakeholders. Analysis of the Corporation's performance during previous implementation period was undertaken and lessons learnt documented. Evaluation of the Corporation's operating environment focusing both on internal and external environment was carried out. An extensive stakeholder analysis was carried out to map out key stakeholders and their likely influence to the institutional performance.

The Corporation has identified six KRAs and eight strategic objectives in response to the strategic issues identified in the situation analysis. The KRAs and strategic objectives will guide implementation of the strategic plan in order to support Agriculture sector.

Activities to be pursued under each of the strategic objectives were formulated and an implementation plan developed. The Corporation requires approximately KES 23.3 billion during the implementation period to achieve the identified goals. The principal source of funds to actualize the activities set in this Strategic Plan will be the internally generated funds (KES 18 billion) and Government of Kenya (KES 5 billion). However, a robust resource mobilization plan has also been developed to ensure consistent and diverse funding streams. Finally, a MERL framework for tracking the implementation of the Strategic Plan was established.





CHAPTER 1

INTRODUCTION



1.1 Strategy as Imperative for Organization Success

The Corporation's strategy aims at achieving its objectives in the most effective and efficient manner to fulfill its mandate. It is also about understanding the challenges, trends, stakeholders, customers, and their needs.

The ADC is a government organization whose function is to support the Agricultural sector in Kenya. It was established in 1965 through an Act of Parliament Cap346, to facilitate the land transfer program from European settlers to locals following attainment of the country's independence. After the land transfer, ADC's function was redefined to include promotion of agricultural development in the country through initiation, assistance and expansion of agricultural projects and enterprises. Presently, the Corporation derives its mandate from the ADC Act, Cap 444 which is to:

- i. Promote the production of Kenya's essential agricultural inputs as the Corporation may decide from time to time, such as seeds and pedigree livestock including hybrid seed maize, other cereal seeds, potato seed, pasture seed, pedigree cattle, sheep, goats, pigs, poultry and bees.
- ii. Undertake such activities as the Corporation may decide from time to time so as to develop agricultural production in specific fields of production.
- iii. Participate in activities of agricultural production which are commercially viable.
- iv. Participate in agricultural productions which are related to primary and secondary functions of the Corporation and which in the view of the Corporation are commercially viable.

1.2 Context of Strategic Planning

The strategic plan was developed in consideration of national development priorities, regional and international development frameworks as follows:

- 1.2.1 United Nations 2030 agenda for sustainable development
- 1.2.2 African Union Agenda 2063
- 1.2.3 East African community vision 2050
- 1.2.4 The Constitution of Kenya
- 1.2.5 Kenya vision 2030, Bottom-up Economic Transformation Agenda and Medium-Term Plan IV
- 1.2.6 Sector Policies and Laws

CHAPTER 2

STRATEGIC DIRECTION



2.1 Mandate

The mandate and core functions of Agricultural Development Corporation are set out under the Act of Parliament, Cap 444 as follows:

- (i) Promote the production of Kenya's essential agricultural inputs as the Corporation may decide from time to time such as seeds and pedigree livestock including hybrid seed maize, other cereal seeds, potato seed, pasture seed, vegetable seed, pedigree cattle, sheep, goats, pigs, poultry and bees.
- (ii) Undertake such activities as the Corporation may decide from time to time so as to develop agricultural production in specific fields of production.
- (iii) Participate in activities of agricultural production which are commercially available.
- (iv) Participate in agricultural productions which are related to primary and secondary functions of the Corporation and which, in the view of the Corporation, are commercially viable.

2.2 Vision Statement

A food secure nation with surplus for export.

2.3. Mission Statement

To promote commercially oriented agricultural resource development, enhance food security and expand agricultural undertakings in a sustainable manner

2.4 Strategic Goals

The strategic goals identified here are the desired outcomes addressing strategy issues where each goal is a direct outcome of a strategic issue, each of which is related to the Vision and Mission:

- (i) To improve cash in-flows.
- (ii) To enhance Corporate image and communication.

- (iii) To improve production and productivity of all enterprises.
- (iv) To increase sales volumes of ADC products and services.
- (v) To maximize on the opportunities bestowed on the Corporation through its assets.
- (vi) To enhance institutional capacity.
- (vii) To institutionalize corporate governance mechanism and culture.
- (viii) To mitigate effects of climate change.

2.5 Core Values

- Quality Service
- Professionalism
- Integrity
- Innovativeness
- Team work

2.6 Quality Policy Statement

ADC will implement the ISO 9001:2015 Quality Management System (QMS) in line with the Corporation mandate, aspirations outlined in this Strategic Plan, internal processes and national regulations. The Corporation will also continuously improve the performance of its internal processes through innovation, business process re-engineering, and human resource development to meet its customers' needs. ADC will regularly review its QMS to ensure the corporate objectives are met.



CHAPTER 3

SITUATIONAL AND STAKEHOLDER ANALYSIS



Table 3. 1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Partner with private sector and National government on implementation of food security pillar in BETA. • County Government for products like Artificial insemination (IA), semen and certified seeds. • Government initiative to increase land under irrigation thus opportunity for ADC to increase production. • Government focus on food nutrition resulting in production of orphaned crops presenting ADC opportunity of bulking orphaned crop seed. 	<ul style="list-style-type: none"> • Political instability can negatively affect productivity and lead to loss of properties as experience in 2007/08. • Political incitement. • Economic downturn – adverse economic conditions affecting consumer spending. • Unfavorable government policies. (GMO issues, mergers).
Economic	<ul style="list-style-type: none"> • Feedlotting structures which will tremendously develop Kenya's beef industry. • Access to investment funds from AFC and other financial institutions. • Established networks with agricultural research institution and agriculturally based processing companies. • Increased demand for organic products especially beef in ADC ranches. 	

Environmental Factor	Opportunities	Threats
	<ul style="list-style-type: none"> • Huge market potential for ADC products and services i.e., seed maize, seed potato, dairy animals/products, beef animals/products, honey. • Demand by interested parties in leasing land in Galana Kulalu Ranch. • Market share expansion - untapped customer segments present opportunities for growth in sales and market share. • Opportunities for diversification into apiculture, housing, water purification and bottling and avocado farming. • Value addition of ADC Products. • Increase supply of products to meet the high demand. 	<ul style="list-style-type: none"> • High cost of inputs, high production cost hence low margins. • High cost of credit making it difficult to service loans and increase investment. • Unfair competition.
Social	<ul style="list-style-type: none"> • ADC brand is widely respected in the country. • Collaborative partnerships with national government and County for more initiatives and marketing of ADC brand. 	<ul style="list-style-type: none"> • Security threat which includes land encroachment, theft of produce, illegal grazers, diseases outbreak due to porous borders.

Environmental Factor	Opportunities	Threats
Technological	<ul style="list-style-type: none"> • Adoption of modern technology in order to optimize efficiency in operations and animal breeding technologies. • Green energy initiatives such as solar production in expansion ADC land, biogas and wind power. • Availability of modern technology and mechanization. • New technologies to enhance products, services and operational efficiency. 	<ul style="list-style-type: none"> • Potential of cybercrime and threats. • High level of technology obsolescence. • Introduction of transgenic organisms.
Legal	<ul style="list-style-type: none"> • Enabling legal frameworks and favorable government policies. 	<ul style="list-style-type: none"> • Changes in statutory and regulatory frameworks. • Corruption in judicial system.
Ecological	<ul style="list-style-type: none"> • Conservancy and eco-tourism. 	<ul style="list-style-type: none"> • Unpredictable weather resulting to low yields, high losses due to reliance on rain fed agriculture. • Livestock and crop diseases affecting productivity and high costs. • Climate change causing drought and floods. • Outbreaks of plant and animal diseases.

Table 3. 2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	<ul style="list-style-type: none"> Existing partnerships with key players in Agricultural sector. Supportive Board. Established procedures and policy framework. 	<ul style="list-style-type: none"> Weak linkage between corporate planning and provision of resources. Weak internal controls and structures to enhance accountability. Bloated staff in some units resulting in wage arrears. Lack of clear communication strategy. Non- performing leases and partnerships increasing risk of litigation, loss of revenue and negative publicity. Inadequate induction process. Lack of enterprise specialization.
Internal Business Processes	<ul style="list-style-type: none"> Performance management system. Access to agricultural fairs and events. 	<ul style="list-style-type: none"> Manual processes which are inefficient and time consuming. Low brand visibility. Significant post-harvest losses occasioned by poor storage facilities. High cost of production and low productivity. Controlled pricing for some products.

Factor	Strengths	Weaknesses
Resources and Capabilities	<ul style="list-style-type: none"> • Large tracts of land across all ecological zones. • Availability of resources such as machinery, building that allows large scale production enjoying economic of scale. • Qualified technical staff with in-depth experience in agriculture, livestock and other support functions. • ADC is a trusted brand in agricultural products such as seed maize, seed potato, livestock breeds and semen. • Strategic partnerships with key stakeholders. • Readily available market for majority of ADC products. 	<ul style="list-style-type: none"> • Underutilization of the rich asset base owned by the Corporation. • Inadequate financial resources that hinder implementation of planned activities and increase investment. • Unmotivated workforce due to poor remuneration. • Corporate culture is not entrepreneurial. • Understaffing. • Aging workforce. • Use of manual processes to manage HR function and low ICT uptake in workflows. • Insecurity and pilferages. • Litigation issues. • Lack of standardization in reporting.

3.1.5 Analysis of Past Performance

A review of the Corporation's achievements during implementation of the previous plan period was undertaken. Key achievements, challenges and lessons learnt were identified.

1.1.5.1 Key Achievements

KRA 1: Economic Perspective.

Under the objective to build a sustainable financial base, the Corporation achieved;

- (i) 70% in financial devolvement of units.
- (ii) Received Ksh. 302.5 million funding from the government.
- (iii) Developed an effective debt management policy.

KRA 2: Customer Focus.

Under the objective to continually improve customer satisfaction, the Corporation achieved;

- (i) Timely addressed complaints and was awarded an average of 90% from Ombudsman.
- (ii) Achieved an average of 5% s
- (iii) Increased publicity by opening social media accounts and increased interaction.
- (iv) Increased visibility at 70% in branding in our units.
- (v) 90% in CSR activities.
- (vi) Communication policy was developed and was 70% implemented.

KRA 3: Internal Business Processes

Under the objective to Increase productivity in all our enterprises the Corporation achieved the following:

- (i) Seed maize yield of 2,497Kgs/Ha, representing 65% of the target.
- (ii) Commercial maize yield of 44 x 90kgs/Ha, representing 75% of the target.
- (iii) Citrus yield of 17 tones/Ha of oranges, representing 56% of the target.
- (iv) Hay yield of 202 bales/Ha, representing 73% of the target.
- (v) Attained a 75.5 % calving rate compared to 85% target.

Under the objective to attain optimum utilization of resources enterprises the Corporation;

- (i) Made hay in Mutara ranch.
- (ii) Sugarcane was introduced in isolation area.
- (iii) Supply of raw materials enhanced in Feed mill and achieved 75.5%.

Under the objective to Re-engineer internal business process;

- (i) Website was upgraded and maintained.
- (ii) We attained 95.5% on power connectivity.
- (iii) Increased internet connectivity and number of computers and accessories.
- (iv) Enhanced use of ICT by acquisition of Voice over internet protocol (VOIP), zoom, use of social media to interact with customers, mobile money transfers services, and integration with e-citizen platform.
- (v) Acquired 60 computers and 2 servers.

KRA 4: Capacity Building and Innovation

Under the objective of strengthening institutional capacity to be able to achieve its mandate, the Corporation;

- (i) Work environment was improved by 80%.
- (ii) Achieved reduced staff turnover -2.3%
- (iii) Staff straining achieved 24%.
- (iv) Achieved 90% organizational structuring.
- (v) Reviewed performance management system-84%.

KRA 5: Corporate Governance

Under the objective of institutionalizing corporate governance mechanisms and culture, the Corporation;

- (i) Internal audit policy in place.
- (ii) Quality policy developed and approved.
- (iii) Board annual performance evaluation was undertaken as required which was at 100%.
- (iv) Board induction and training done for all new board members.

KRA 6: Environmental Sustainability

Under the objective of conducting business in a manner that preserves and conserves environment, the Corporation;

- (i) Enforced 30m policy requirement in riparian areas.
- (ii) We liaised with manufactures to dispose expired chemicals as required.
- (iii) Planted 34,646 trees in our farms.
- (iv) Targeted to have tree nursery in every farm but achieved 50%.

3.1.5.2 Challenges

Among the notable challenges that the Corporation faced during the period include:

- (i) Financial constraints hindered implementation of identified activities in the plan as well as planned mitigation measures to minimize impacts of climate change thus non-achievement of set targets on key enterprises.
- (ii) Poor infrastructure contributed to post harvest loses both on transportation and storage.
- (iii) High reliance on rain-fed agriculture affected attainment of planned yields in the period as a result of erratic weather.
- (iv) Low adaptation of modern technology especially storage technology

as well as harvesting technologies impacted negatively efficiency in operations.

- (v) Weak internal control environment leading to pilferage of farm produce.
- (vi) Insufficient forages and pasture leading to low productivity in milk production.
- (vii) Disease outbreaks leading to severe reduction in livestock numbers in the ranches.
- (viii) Inadequate facilitation for monitoring and evaluation.
- (ix) Substantial variance between the work plan budget and the allocated budget.

3.1.5.3 Lessons Learnt

The Key lessons drawn from the performance of the 2019-2024 Plan were:

- (i) The need to mitigate financial constraints by increasing revenue generating streams, increase production in enterprises, increase funding from the government and securing funds by increase of credit.
- (ii) Improve our infrastructure by modernize our cold storages in Nakuru and all storage facilities in all our units to reduce post-harvest losses.
- (iii) Implement irrigation farming in our farms.
- (iv) Digitization of all our processes.
- (v) Invest more in machinery for hay making and silage to facilitate high milk production.
- (vi) Fence our ranches and work closely with security apparatus to minimize disease outbreak.
- (vii) Implement a robust monitoring and evaluation system and data management information system to support the M&E function. This will ensure real data for planning ahead.
- (viii) The need to sensitize the staff and stakeholders on the highlights of the strategic plan in order to be informed of what is expected of them.
- (ix) The need to have a risk management plan.



CHAPTER 4

STRATEGIC ISSUES, GOALS AND KEY RESULTS AREAS



This chapter identifies strategic issues arising from the situational and stakeholder analysis. These strategic issues affect implementation of the Corporation's mandate and are the basis for development of the strategic goals and key result areas.

4.1 Strategic Issues

- (i) Cash in-flows
- (ii) Customer satisfaction & corporate visibility
- (iii) Availability of quality/certified products
- (iv) Increase Sales and Marketing of ADC products and services
- (v) Partnership and external collaboration
- (vi) Institutional Capacity
- (vii) Compliance of regulatory framework on governance
- (viii) Climate change effects

4.2 Strategic Goals

The Strategic plan has identified strategic goals to address the strategic issues identified as follows: -

- (i) To improve cash in-flows
- (ii) Enhance corporate image and Communication.
- (iii) To improve production and productivity of all enterprises
- (iv) To increase sales volumes of ADC products and services
- (v) To maximize on the opportunities bestowed on the Corporation through its assets
- (vi) Enhance Institutional Capacity
- (vii) To institutionalize corporate governance mechanism and culture.
- (viii) To mitigate effects of climate change

4.3 Key Results Areas

KRA1: Financial Performance

KRA2: Customer Focus

KRA3: Internal Business Processes

KRA4: Capacity Building and Innovation

KRA5: Corporate Governance

KRA 6: Environmental Sustainability

Table 4. 1: Strategic Issues, Goals and Key Results Areas

Strategic issues	Goal	Key Results Area
Cash in-flows	To improve cash in-flows	Financial Performance
Customer satisfaction & corporate visibility	To enhance Corporate image and Communication.	Customer Focus
Availability of quality/ certified products	To improve production and productivity of all enterprises	Internal Business Processes
Sales and Marketing of ADC products and services	To increase sales volumes of ADC products and services	
Partnership and external collaboration.	To maximize on the opportunities bestowed on the Corporation through its assets	
Institutional Capacity	To enhance Institutional Capacity	Capacity Building and Innovation
Compliance of regulatory framework on governance	To institutionalize corporate governance mechanism and culture.	Corporate Governance
Climate change effects	To mitigate effects of climate change	Environmental Sustainability



CHAPTER 5

STRATEGIC OBJECTIVES AND STRATEGIES



The Corporation has identified strategic objectives to implement the strategic goals and key result areas. The objectives are guided by the sustainable balanced score card model. This section outlines specific causes of actions to achieve the strategic objectives.

5.1 Strategic Objectives and Strategies

Table 5.1 outlines strategic objectives, outcomes and provides the five-year projections.

Table 5. 1: Outcomes and Projections

KRA1: Financial Performance							
			Projections				
Strategic Objective	Outcome	Outcome indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO 1.1: To build a sustainable financial resource base	Increased Revenues and funds	Amount of internally generated revenue (KES.M)	2,418	2,902	3,482	4,178	5,014
		Amount of funds received from the government and public private partners (KES. M)	125	984	1,273	1,461	874
		Amounts of credit received from banks and other Financial Institutions (KES.M)	60	100	115	165	160
		Amount of historical debts reduced (KES. M)	280	280	280	280	280
		Amount set aside for asset replacement (KES. M)	25	50	55	60	67

KRA1: Financial Performance							
Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO2:1: To enhance the corporate image		Percentage of profit to sales/turnover	5	7.5	10	12.5	15
		Revaluation of ADC land and Buildings (KES. M)	11	17	13	14	16
	Enhanced brand image, visibility and stakeholder relations	Increased brand awareness (Brand awareness Survey (%) ¹	-	-	3	-	6
		Improved Employee perception (Employee perception survey) (%) ²	-	-	2	-	5
		Improved stakeholder awareness (Stakeholder survey (%) ³	-	-	5	-	12
	Enhanced Customer satisfaction survey (Customer satisfaction survey) (%) ⁴	-	3	5	7	8	

¹A survey has not yet been conducted but will be conducted in year 1 and we intend to increase by 3 % in year 3 and 6 % in year 5.

²A survey has not yet been conducted but will be conducted in year 1 and we intend to increase by 2 % in year 3 and 5% in year 5

³A survey has not yet been conducted but will be conducted in year 1 and we intend to increase by 5 % in year 3 and 12 % in year 5

⁴A survey has not yet been conducted but will be conducted annually with an increase of 3, 5, 7 and 8 % in year 2, 3, 4 and 5 respectively

KRA3: Internal Business Processes							
		Projections					
Strategic Objective	Outcome	Outcome indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO3:1: To increase production and productivity of all enterprises	Optimal production and productivity in crop and livestock enterprises	Increase yield per unit area (%)	5	12.5	25	25	25
		Use of improved and new seed varieties (No)	4	6	2	2	2
		Increase milk yield (kgs) per cow/ day	12	13	14	15	17
		Increase dairy herd size (%)	10	10	10	10	10
		Increase in beef herd size (%)	10	10	10	10	10
SO3:2 Increase Sales and Marketing of ADC products and services	Increase sales and market share	Increase in sales (KES Million)	2,418	2,902	3,482	4,178	5,014
		Increase demand for our goods and services (%)	16	18	33	33	33
		Increase distribution agents for ADC semen and seed products (NOs)	42	42	47	52	57

KRA3: Internal Business Processes							
			Projections				
Strategic Objective	Outcome	Outcome indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO3:3 Partnership with other stakeholders	Improve Road infrastructure	Length of road upgraded (KMs)	10	10	10	10	10
	Application of innovations and technologies	No. of technologies applications.	1	-	1	-	-
KRA 4: Capacity Building and Innovation							
			Projections				
Strategic Objective	Outcome	Outcome indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO4:1: Strengthen the Corporation's human resource capacity	Improved professionalism, efficiency and effectiveness	Improved employee satisfaction (%)	-	3	4	5	5
		Reduced skills gap (%) ⁵	-	10	20	35	35
		Improved average of all employees' performance evaluation rating. (NOs)	8	8.3	8.5	8.7	8.9
SO4:2: Re-engineer internal business processes in line with global practices.	Automation and Integration of all internal systems through development of ICT	Improved data accuracy and reporting (%)					
			-	-	-	75	95

⁵ The Corporation plans for a skills gap analysis to be undertaken in Year 2 i.e. 2024/2025 which will form the baseline analysis to establish the existing skills gap level of staff. The Corporation targets to progressively implement the training recommendations on existing skills gap as identified, in Year 2, 3, 4 and 5. The next skills gap analysis will be undertaken in Year 5 i.e. 2027/2028.

⁶ Currently reporting time is 14 days, with ERP reporting will be real time. Real time data

KRA 4: Capacity Building and Innovation							
Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
		Turnaround time (days) ⁶ analyzing	14	14	-	-	1
		Integration of information within departments (%)	-	-	-	80	100
		Integration of information within departments (%)	-	33	55	77	100
KRA 5: Corporate Governance							
Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO5:1: To enhance good governance practices	Adherence to regulatory framework.	Board evaluation performance rating (%)	75	80	85	75	80
	Enhanced Corporate culture	Development & Implementation of a Corporate Communication Policy (%)	.7	.8	.9	-	5
KRA 6: Environmental Sustainability							
Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 6.1: Reduce adverse effects of Climate change	Increased forest cover.	Number of trees planted	46,250	50,875	55,500	60,125	64,750

5.2 Strategic Choices

Table 5. 2: Strategic Objectives and Strategies

KRA	Strategic Objectives	Strategies
KRA 1: Financial Performance	Objective 1: To build a sustainable financial resource base	<ul style="list-style-type: none"> i. Optimize internally generated revenues ii. Increase access to funding iii. Increase access to credit facilities iv. Management of debts v. Establish a sinking fund for fixed assets replacement vi. Devolve financial management to Units vii. Asset management.
KRA 2: Customer Focus	Objective 1: To enhance the corporate image	<ul style="list-style-type: none"> i. Conform all our services to the Service Charter ii. Engage stakeholders through various platforms, initiatives & media iii. Capacity building iv. Branding
KRA 3: Internal Business Processes	Objective 1: To increase production and productivity of all enterprises	<ul style="list-style-type: none"> i. Increase production and productivity of the crop enterprises ii. Increase production and productivity of the livestock enterprises iii. Strengthen Research and Development iv. Enhance optimal resource utilization

KRA	Strategic Objectives	Strategies
	Objective 2: Increase Sales and Marketing of ADC products and services	<ul style="list-style-type: none"> i. Increase outlets for corporation products and services (recruit more sales agents and open more ADC shops) ii. Setting competitive pricing for ADC products and services
	Objective 3: Partnership with other stakeholders	<ul style="list-style-type: none"> i. Establish and operationalize Project Committee programs for partnerships for projects with other stakeholders ii. Develop a policy for partnership engagements
KRA 4: Capacity Building and Innovation	Objective 1: Strengthen the Corporation's human resource capacity	<ul style="list-style-type: none"> i. Enhance human resource capacity ii. Ensure that employees engaged is the optimal number of staffing iii. Develop staff skills and competencies and enhance staffing levels iv. Attract, retain and maintain competent and motivated employees v. Compliance with constitutional requirements on gender and persons with disability (PWDs) representation.

KRA	Strategic Objectives	Strategies
	Objective 2: Re-engineer internal business processes in line with global practices.	Facilitate automation and integration of the Corporation's business processes
KRA 5: Corporate Governance	Objective 1: To regulate and enforce Good Governance Practices	<ul style="list-style-type: none"> i. Compliance with Mwongozo code of governance ii. Timely monitoring of the board performance iii. Corporate Communication
KRA 6: Environmental Sustainability	Objective 1: Reduce adverse effects of Climate change	<ul style="list-style-type: none"> i. Agro forestation ii. Protection of riparian areas iii. Establish mechanisms for green energy iv. Adopt appropriate solid waste management practices v. Engage partners on carbon credit market



CHAPTER 6

IMPLEMENTATION AND COORDINATION FRAMEWORK



The Corporation will put in place an implementation and coordination framework for the successful implementation of the Strategic Plan. This chapter gives a description of the various components of the implementation plan.

6.1 Implementation Plan

To deliver on its mandate in a dynamic operating environment, the Corporation will strengthen its infrastructure, financial and human resources. The Strategic Plan will be cascaded to all levels of the Corporation for ownership and ease of implementation. Implementation of the strategic plan will be done through annual budgets, work plans and performance contract cycle. The Corporation will also collaborate and partner with various stakeholders during implementation of the plan.

6.1.1 Action Plan

The Implementation matrix indicates a summary action plan constituting strategic issues, strategic goals, KRAs, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budget and responsibilities. The implementation matrix is presented as Table 6.1 in the detailed strategic plan

6.1.2 Annual Work plan and Budget

The Corporate annual work plan and budget will be extracted from the Strategic Plan implementation matrix and will adopt activity-based costing to inform the annual budget.

6.1.3 Performance Contracting

Performance contracting is aimed at improving efficiency and effectiveness in the management of the Public Service. This is guided by performance contracting guidelines and takes into consideration government priorities and organization core priority areas. Annual performance contracts will be prepared and linked to the annual work plans. This will ensure that implementation of the strategic plan is also linked to the performance contract and productivity improvement plan.

6.2 Coordination Framework

The Corporation aims to inculcate an organizational culture that promotes teamwork, professionalism and integrity with a holistic approach to

operations. In order to enhance institutional capacity, the Management is alive to the need of integrating technology in work processes and procedures as part of the corporate automation agenda, the importance of using data analytics for informed decision-making, enhancing the performance management system, development and implementation of succession management plans, and skills and competence development of the human resource capital. The Corporation has a total proposed manpower budget of 1,662 employees with an in-post of 1,574 staff. The Corporation's strategic objective will focus on strengthening human resource capacity by implementing strategies that address staffing gaps, the need to review staff establishment for optimal staffing, enhance the performance management system (PMS), develop staff skills and competencies, attract and retain competent employees by implementing HR retention strategies and best practice.

6.2.1 Institutional Framework

The institutional framework herein describes the organizational structure, rules, regulations, policies and procedures that will support implementation of the strategic objectives and goals. The Corporation has revised the HR Policy and Procedures Manual, proposed a reviewed Organization Structure and developed Career Guidelines and Grading Structure (ADC1-ADC12), Standard Operating Procedures (SOPs) as part of the policies that will drive the strategic initiatives. The proposed organization is still subject to review to reflect any gaps that are prevailing in line with the current Government's BETA agenda.

6.2.2 Staff Establishment, Skills set and Competence Development

The Corporation has seen 124 employees retire from service in the past four years, and projections over the next five years (2023- 2028) shows a total of 157 are expected to retire from service before the end of this strategic period. The analysis illustrated critical positions form part of the staff separation by retirement. The Corporation has undertaken an assessment of the current staffing levels as well as skills and competencies to assess and address the existing gaps. The staff establishment is presented in table 6.2 in the detailed strategic plan.

6.2.3 Leadership

Leaders have primary responsibility for implementing the chosen strategy. While an action plan involves many discrete tasks, at the core the leader

must build an organization that can carry out the strategy. The leader builds both an organizational culture and an organizational capability for executing strategy. The pledge kept by the leader is responsible for encouraging the institutions to become successful, and this success comes out of making effective decisions for the formulation of strategy and their enactment. Leaders give directions to what is the course of performance and the ways to accomplish it.

6.2.4 Systems and Procedures

Building on focus on continuous performance improvement, the Corporation will adopt appropriate systems, policies, strategies and plans to measure manage and improve productivity and ultimately entrench a culture of productivity. This will involve interventions on productivity awareness creation, measurement and improvement. We shall also implement a Quality Management System based on ISO 9001:2015.

6.3 Risk Management Framework

The Corporation is committed to effectively implement its mandate and achieve the strategic objectives set out in this Strategic Plan. In doing so, and in line with the Risk Management Guidelines, the Board will put in place mechanisms and internal controls to mitigate any risks that may affect the achievement of its strategic objectives. The Board has identified possible risks likely to be encountered during its strategic period 2024/2027 and has developed their mitigation measures as presented in Table 6.4 in the detailed strategic plan.

CHAPTER 7

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES



7.1 Financial Requirements

This will entail the startup monetary resources that the corporation has to finance its operations. The necessary resources must be availed to achieve set goals and remain stable over the long term

Table 7. 1: Financial Requirements for Implementing the Strategic Plan

Cost item	Projected resource requirement (KES million)				
	Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Financial Performance	316	347	348	354	363
KRA2: Customer Focus	10,399	4,999	7,899	4,999	7,899
KRA3: Internal Business Processes	2,721.9	3,927	4,318.05	4,703.5	5,232.5
KRA4: Capacity Building and Innovation	51.27	49.97	17.77	20.57	20.82
KRA5: Corporate Governance	34.6	73.5	50.6	42.1	32.2
KRA 6: Environmental Sustainability	2	4.75	5.75	4.75	5.25
Administrative Cost	31.36	44.07	47.48	51.30	56.62
Total	3,167.53	4,451.29	4,795.55	5,181.22	5,718.29
					23,303.88

Table 7. 2: Resource Gaps

Financial Year	Estimated financial requirements (KES million)	Estimated Allocations (KES million)	Variance (KES million)
Year 1	3,167.53	2,603	564.53
Year 2	4,451.29	3,986	465.29
Year 3	4,795.55	4,870	-74.45
Year 4	5,181.22	5,804	-622.78
Year 5	5,718.29	6,052	-333.71
Total	23,303.88	23,315	-1.13

7.2 Resource Mobilization Strategies

This section seeks to inform and guide on the proposed efforts towards sustainable financing of the Corporation programs and operation. Strategies for mobilizing resources to support the implementation of the strategic plan and ultimately fulfill the corporation vision and mission are as follows;

1. Internal generated funds

The corporation will rely on internally generated revenue from sales of products from the enterprises and other sources. The Corporation shall engage in activities that shall increase unit productivity in our operations. This will be supported by the installation of irrigation infrastructure for high value crops and reducing livestock movements through zero grazing which increases livestock productivity. (Refer to strategies on financial performance and internal business processes).

2. Engage the government for funding

The Corporation still has some under-utilized resources such as land in our Ranches. It will identify and write project proposals for funding by the government. Such includes Livestock re-stocking programs, improvement of farm machinery and equipment as well as farm infrastructure (Refer to strategies on financial performance and internal business processes).

3. Engage in Partnerships

The Corporation shall continue identifying partners in an effort to fully utilize the excess resource capacity through Public Private Partnerships, Joint Ventures and Carbon Credit arrangements. All such engagements

should be beneficial to the Corporation. (Refer to strategies on financial performance and internal business processes).

4. Enhance access to Credit

The Corporation shall negotiate with banks, other financial institutions as well as trade creditors for cheap credit facilities. Such credit facilities shall be for durations determined by the enterprises to which the same were sought. To improve access to credit, the Corporation shall re-value its land and buildings which shall improve its balance sheet. (Refer to strategies on financial performance).

5. Value Addition

Value addition practices are a set of processes that the organization undertakes to increase the value of its offerings for its customers. The practice aims at enhancing the quality, functionality, and overall appeal of the products thereby increasing their marketability and customer satisfaction. Among products for consideration for value addition is milk, commercial maize and commercial wheat. (Refer to strategies on internal business processes).

6. Increase Unit Productivity

The Corporation shall engage in activities that shall increase unit productivity in our operations. This includes setting up irrigation infrastructure for high value crops and reducing livestock movements through zero grazing which increases yields per cow. (Refer to strategies on internal business processes).

7. Competitive pricing of goods and services

The Corporation shall endeavor price its products at fair market prices that would attract customers compared to competitors. Key in this are the product prices and leases entered into by the Corporation with the private sector through partnerships and collaborations (Refer to strategies on internal business processes).

8. Diversification

The Corporation shall continue bringing on board diverse enterprises in an effort to minimize risks associated with one line products and increase its revenues from the new streams. Among new entrants for consideration during the strategic period include; oil crops and carbon credits (Refer to strategies on internal business processes).

8. Establish a sinking fund

The Corporation shall set aside funds equivalent to 10% of the annual depreciation charge and 20% of value of livestock deaths above the 4% allowable for both fixed assets and livestock replacement respectively (Refer to strategies on financial performance).

7.3 Resource Management

1. **Reduce operational costs:** The Corporation shall continue adapting technologies that reduce operational costs. Such technologies include minimum tillage and automation in operations (Refer to strategies on internal business processes and customer focus).
2. **Reduce machinery down time:** The Corporation shall revamp its Engineering Services Unit ensuring that fast moving spares are adequately procured and stocked. (Refer to strategies on financial performance and internal business processes).
3. **Outsourcing some operations:** The Corporation shall continue partnering with service providers in some of its activities in its operations. This includes land preparation, planting and wheat harvesting. However, quality of machinery for contract work shall be certified before engagement. (Refer to strategies on internal business processes).
4. **Empower divisions/departments/units in their functions:** This will enhance supervision of the operations during the strategic period. (Refer to strategies on financial performance and capacity building and innovation).
5. **Establish and maintain proper budgetary and financial systems and controls:** This will ensure that enterprises carried out by the Corporation are profitable. (Refer to strategies on financial performance).
6. **New ERP:** Replace the current accounting system with a more elaborate ERP system: This will reduce operational costs and ensure quick decision making and approvals. (Refer to strategies on capacity building and innovation).
7. **Devolving the financial management to the Unit:** This will ensure efficiency in operations improving on the performance of individual units. (Refer to strategies on financial performance).



CHAPTER 8

MONITORING, EVALUATION & REPORTING FRAMEWORK



Monitoring, Evaluation, Reporting and Learning (MERL) is vital to the successful implementation of this Strategic Plan. The framework will monitor, evaluate and report on progress towards planned objectives and provide feedback on the status of implementation for informed decision making.

8.1 Monitoring Framework

ADC has set goals to be achieved by 2027. The strategies to achieve the goal must be implemented in an orderly and coordinated manner. Consequently, a comprehensive review of progress of the Strategic Plan shall be done on a quarterly and annual basis through the approved annual work plans and coordinated by the Planning Department. The Planning Department shall routinely ensure that strategies are implemented, performance is measured, and progress reports are made and discussed, and corrective action taken where necessary. All the Divisions and Departments shall be accountable for the completion of tasks indicated in their respective work plans. MERL will be integrated for all Corporation's programs and projects and will involve:

- Development of a logical M&E Framework for the Corporation.
- Identification of key performance indicators to be monitored.
- Developing annual monitoring and evaluation plans.
- Preparation of quarterly and annual progress review reports on the implementation of the Strategic Plan.
- Conduct evaluation of selected areas in delivery of its mandate.
- Monitoring of compliance with the Corporation's internal policies, strategies and procedures.

8.2 Performance Standards

The Corporation MERL will be based on internationally accepted norms and standards. This will involve:

- Relevance
- Efficiency
- Effectiveness
- Success
- Sustainability

8.2.1 Institutional Framework

The institutional and policy framework will allow for effective implementation of the M&E function through development of an M&E policy and guidelines. For the implementation of the Plan to be effective, the MERL shall be an integral part of the Corporation's Performance Management System and will be linked to staff appraisal system. The Managing Director shall ensure that a Performance Management System is implemented, actual performance is measured against negotiated targets at all levels and feedback provided to key actors in the implementation. Monitoring and evaluation will be coordinated by the CPA Division. The Corporation's Human Resources for the M&E function should be established in the Corporation schemes of service and career progression guidelines. The CPA Division shall also develop the Corporation's M&E policy and guidelines.

8.2.2 Monitoring Plan

Monitoring plans will be prepared annually and will describe what shall be monitored, type of data and information required and their sources, data collection methods and tools, frequency of data collection and responsibility. This shall be cascaded to all members of staff to enable them understand and plan for their respective roles. The monitoring matrix will consist of clear performance indicators, resources requirements and responsibility for their achievement shall be developed in line with activities in the Strategic Plan.

8.3 Evaluation Framework

Evaluations will be carried out to determine the achievement of targets, efficiency, effectiveness, impact and sustainability of the Corporation in meeting its mandate and strategic priorities. Evaluation of the strategic plan shall be undertaken at Mid-term and End-term as guided by the M&E Framework. The outcome indicators and targets to be evaluated are presented in Table 8.1 in the detailed strategic plan.

8.3.1 Mid-Term Evaluation

The mid-term review will give a status report on implementation achievements, challenges, lessons learnt and take corrective measures where necessary and will be done by end of FY 2025/26.

8.3.2 End-Term Evaluation

The final evaluation of this Strategic Plan shall be carried out at the end of the planned period to determine the extent to which the activities undertaken met the objectives, the achievements realized, challenges faced and mitigation measures, lessons learnt and the way forward to guide the subsequent plan in FY 2027/28.

8.4 Reporting Framework and Feedback Mechanism

Progress reporting on implementation of the Strategic Plan is important in measuring performance and informing decision making. The progress reports will be done through the annual work plans and will involve:

- a) Monthly reports will be prepared by the Divisions/Departments and presented to Management meetings for review.
- b) Quarterly reports will be prepared by the Management and presented to the Board of Directors and to relevant MDAs as required.
- c) Annual Reports will be prepared by the Management and presented to the Board of Directors and relevant MDAs and stakeholders in compliance with statutory or regulatory requirements. During reporting.

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