



VISION 2030



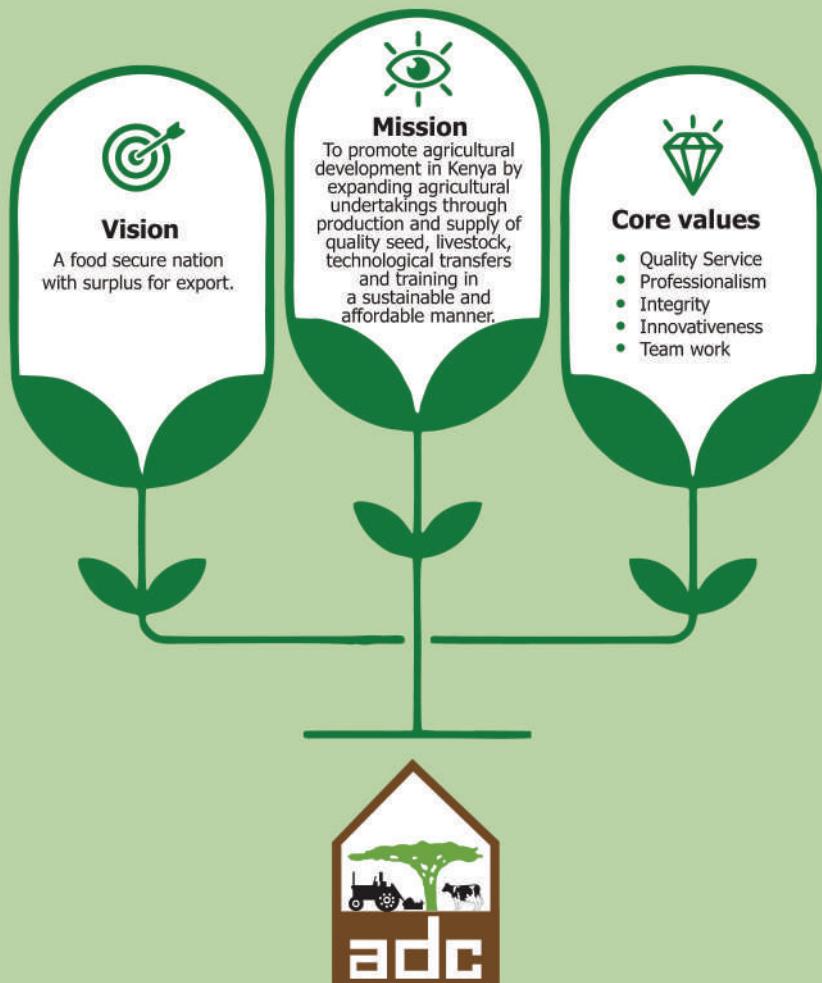
AGRICULTURAL DEVELOPMENT CORPORATION

STRATEGIC PLAN 2023-2027



Excellence in Agriculture





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This document is available on our website: www.adc.go.ke

First published 2024.

Printed by:

Kenya Literature Bureau

Publishers and Printers,

P.O Box 30022 - 00100, Nairobi.

Email: info@klb.co.ke

Website: www.klb.co.ke

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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.

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.

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

Key Result Areas: 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.

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
KRAs	Key Result Areas
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,
CHAIRMAN, 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. ABDILLAHI S. ALAWY,
CHAIRMAN, ADC BOARD OF DIRECTORS.

PREFACE AND ACKNOWLEDGEMENTS



DR. WILSON TONUI,
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 been 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 TONUI,
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.

ADC is a government Corporation 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 the attainment of the country's independence. After the land transfer process, 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, 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 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

This 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

This was a United Nation's (UN) declaration of the meeting held in September 2015 that adopted a plan of action for the People, Planet and Prosperity. It recognized that eradicating poverty in all its forms and dimensions is the greatest global challenge and an indispensable requirement for sustainable development.

It was agreed that all member states, acting in collaborative partnership will implement this plan. These include seventeen sustainable development goals (SDGs) and 169 targets which were to build on millennium development goals (MDGs). They are integrated, irreducible and balanced of three dimensions of sustainable development; economic, social and environment.

Kenya being a member of the United Nations is bound to implement the plan. The strategic plan has identified the SDGs that relate to the mandate of the Corporation as follows:

S/No	SDG	Target	ADC Initiatives/Action
2	Zero Hunger	To increase production and productivity of all enterprises	<ul style="list-style-type: none"> • Operation efficiency • Mechanization of operations • Restocking • Quality livestock breeding programs • Research and Development • Land reclamation

This Strategic Plan will contribute to the attainment of above identified goal by implementing its function of supporting the agricultural sector in Kenya. The Corporation has identified strategies in addressing critical issues that have affected agriculture and livestock sector in the country. This will involve increased production of agricultural inputs to support small scale holders' productivity as well as boost farmer's production and reduce production cost leading to improved household income.

The Corporation also plays a critical role in supporting agricultural industries by providing them with raw agricultural materials thus contributing to industrialization and employment creation.

This Plan identifies strategies on how the Corporation will conduct its business in a manner that preserves and conserves the environment including seeking to achieve 1% forest cover in all its farms by supporting agro forestry, protection of riparian areas, and establishment of mechanism for green energy among other initiatives.

1.2.2 African Union Agenda 2063

Agenda 2063 is a set of initiatives proposed and currently under implementation by the African Union. The agenda includes 15 flagship projects which have been identified as being key to enabling and accelerating progress in all areas of development. The Corporation has aligned itself with the following aspiration;

- **Aspiration 1:** A prosperous Africa based on inclusive growth and sustainable development.

We are determined to eradicate poverty in one generation and build shared prosperity through social and economic transformation of the continent.

- **Goal 5:** Modern Agriculture for increased productivity and production

Contributions ADC is making towards the realization of this goal.

This Strategic Plan has identified how ADC will contribute to poverty eradication as a government Corporation whose function is to support agricultural development. By providing high quality, certified seeds as well as pedigree animals, this will contribute

to growth of agriculture and livestock sector which contributes an average of 27% to the GDP accounting for the largest share in GDP (Kenya economic survey 2020). Provisions of agricultural raw materials contribute to industrialization as well as creation of employment.

Increased productivity in all its enterprises through enhancing yield per unit area, milk yield per cow, precision farming, conservation tillage and mechanization of operations will reduce the cost of production hence the cost of basic seed to farmers. This will in turn improve household income for farmers as well as lowering food prices. These initiatives will play a key role in eradicating poverty especially amongst the farming communities in Kenya as well as enhancing economic development, reducing imports and thus saving on foreign exchange.

1.2.3 East African community vision 2050

The strategy is aligned to the East African Community vision 2050 which lays out broad prospectives in which the region optimizes the utility of its resources to narrow the gap in terms of wellbeing and productivity. The vision identifies improving access to affordable and efficient regional transport, energy and communication network for increased competitiveness and enhancing agricultural productivity. The identified goals are integral to long term transformation, value addition and growth needed for sustained growth over long term.

Goal: Enhanced agricultural productivity for food security and a transformed rural economy.

Contributions ADC is making towards the realization of this goal.

This strategy has outlined initiatives to enhance and build capacity in research, focused on new innovative technologies for improvement of breeding stock, use of breeding technologies including embryo transfer and sexed semen through the Corporation's Livestock Genetics Centre (LGC) in Kitale Region so as to increase production and satisfy the domestic as well as export market.

Diversification is one of the identified initiatives in this strategy. The Corporation will diversify food production based on adoption of new crop varieties and distribution of assorted seeds to farmers. This will revitalize industrial crops including coffee, pyrethrum, sugarcane and oil crops. Value addition on dairy, commercial maize and fruits such as oranges are some of the initiatives identified in this plan.

Strong asset base especially land estimated to approximately 2 million acres in different ecological zones will be optimally utilized by identifying various crops and livestock suited for various ecological zones in order to gain competitive and comparative advantage with other East African countries.

1.2.4 The Constitution of Kenya

Agricultural Development Corporation is a Government Parastatal, which is established

under an Act of Parliament Cap 444. The Corporations core mandate is aligned to that of the Constitution under the Fourth Schedule which provides for the Agricultural Policy as a function of the National Government. It transfers key components of agriculture including crop and animal husbandry, fisheries development and control of plant and animal diseases amongst others to the County governments.

Article 43 of the Constitution also affirms the right of every person to be free from hunger and to have food of acceptable quality and quantity.

The Corporation's agricultural enterprises are spread out within Trans Nzoia, Kilifi, Garrissa, Laikipia and Nakuru Counties. The Corporation plays a critical role in implementing the Government's Policy on agriculture, especially food security through provision of quality and quantity seed maize, existence of quality livestock breeds and supply of quality livestock to Kenyan farmers at affordable prices which is well enshrined in the legislative Laws of Kenya under Agricultural Act Cap 318 (rev 2012), the Animal Disease Act Cap 364 (rev 2012), Seed and Plant Variety Act Cap 326 (rev 2023) and Agriculture and Food Authority (AFA) Act (amend 2023).

1.2.5 Kenya vision 2030, Bottom-up Economic Transformation Agenda and Medium-Term Plan IV

The overall aim of Kenya Vision 2030 is to transform the country into a newly industrializing middle-income country, providing a high quality of life to all its citizens in a clean and secure environment. The fourth MTP will implement the IV and second last phase of the Kenyan vision 2030. Vision 2030 identified agriculture sector as one of the key drivers of the economic growth.

The MTP IV is aligned to the bottom-up economic transformation agenda (BETA). BETA will thus provide impetus for the achievement of MTP IV objectives. BETA is geared towards economic turnaround through value chain approach. BETA has identified key sectors with most impact to drive economic recovery to be achieved through six objectives; bringing down the cost of living, eradicating hunger, creating jobs and expanding tax, improving foreign exchange and inclusive growth.

In MTP IV Agriculture and Livestock is classified under finance and production sector. Value addition of hides and skin, Kenya Livestock Commercialization project as well as de-risking and value enhancement of the pastoral economies are key priorities in the Livestock sector. Under crop development, key priorities include food security subsidy and crop diversification, rice value chain, miraa revitalization and strengthening agricultural mechanization.

This strategic plan will integrate value chain approach (end to end value generation) to the customer through efficient processes and procedures as outlined in BETA and MTP IV.

In crop value chains, ADC has identified production of basic seed maize, basic seed potato, seed wheat and irrigated/rain fed pasture seed.

Oil palm will be produced through partnership with private sector for production of edible oil to reduce on import thus saving on foreign exchange.

Certified seed maize and seed potato will be distributed to farmers. Production of coffee in Kitale farms had been identified as part of the value chain.

In livestock sector, value chain for production and distribution of semen to improve the livestock breeds in the country is also part of the plan. Propagation of sunflower and canola for edible oils and production and distribution of quality animal feeds have also been identified. This will contribute to food security as well as enhance economic growth in the country.

The thematic area of agriculture transformation, inclusive growth and manufacturing in BETA is integrated in this strategic plan. This has been done through identification of initiatives to enhance production and productivity in all its enterprises in order to guarantee food security in the country, create jobs and support agro industries.

1.2.6 Sector Policies and Laws

(a) Agricultural Act Cap 318

This Act aims at promoting and maintaining stable agricultural practices, to provide for the conservation of the soil and its fertility and to stimulate the development of agricultural land in accordance with the accepted practices of good land management and good husbandry. The Corporation ensures the implementation of best agricultural practices such as avoiding overgrazing, controlling erosion, and managing waste responsibly to protect the environment. Practices such as crop rotation to extend the life of the soil and prevent nutrient depletion without relying on harmful chemicals are practiced in the farms. In addition, the act promotes and maintains, by the provision of guaranteed prices and assured markets for scheduled crops and scheduled animal products, a stable and efficient agricultural industry capable of producing such part of Kenya's food and other agricultural produce as in the interest of Kenya of which the corporation participates. The corporation in consultation with relevant ministries and stakeholders participates in the fixing of prices for scheduled crops to producers of such of those crops.

(b) Agricultural Marketing Strategy 2023 - 2032

The transformation and rapid growth of Kenya's agriculture remains central to ensuring the sector consistently contributes towards the 10% annual GDP growth envisioned in Vision 2030. Achieving our potential in agricultural marketing will enhance food and nutrition security, improve farmers' incomes, equitably benefit various actors along the agricultural value chains and contribute to agricultural competitiveness. Marketing of agricultural produce and products has been identified as a priority area in contributing to the achievement of the transformation of the sector. This Strategy focuses on increasing market access and competitiveness of locally produced commodities in both the domestic and international markets.

The Agricultural Sector Transformation and Growth Strategy (ASTGS, 2019 - 2029), identifies agricultural marketing as a priority area for successfully transforming the agriculture sector. The marketing of agricultural commodities is critical to increasing agricultural productivity and commercialization of the sector enterprises. The AMS has identified constraints along the marketing chain of agricultural produce and products that can positively change the landscape of agricultural marketing in the country if well addressed. These constraints include inadequate market infrastructure and associated facilities, non-compliance with standards, inadequate supply of produce and products, high post-harvest losses, limited value-addition, underdeveloped marketing channels, poor access roads to physical markets, inefficient logistics for local and international trade; inadequate market information for decision-making, low adoption of technology and innovations in agricultural marketing, poor management of markets and marketing inefficiencies, inadequate access to financial services, and low access to markets of which some constrained have been experienced at various farms at the ADC.

Consequently, one objective of the internal business process of the Corporation is to increase productivity in all our enterprises during the strategic plan period. This will be achieved through focusing on optimal production of all enterprises engaged in. As a result, it is expected that under the Agricultural Marketing Strategy (AMS) transformation of the agricultural sector into a vibrant, productive and efficient sector that is competitive both locally and globally will be achieved.

(c) Agricultural policy for 2021

The economy of Kenya is primarily dependent on agriculture. The policy characterizes the agricultural Sector into various production systems that vary in efficiency, productivity and resilience. These are extensive, semi intensive, intensive and are dependent on agro-ecological zonation.

The policy includes the crops, livestock, fisheries, Agricultural Research and development which are part of the corporation's core mandate. The food crops mentioned including maize, wheat, potato, beans are part of the quality seed crops the corporation produces and ensures access by the local Kenyan farmer. Similarly, the future of agricultural growth depends on intensification and substitution towards high value products and expansion of cultivable area, availability of forage and water resources through irrigation for crops, livestock and fisheries production. Livestock at the Corporation includes dairy cattle, beef, sheep, goats, and camels all governed under the act.

(d) Agriculture and Food Authority (AFA) Act

The Authority shall in consultation with the county governments perform the following functions that involve administration of the Crops Act, in accordance with the provisions of these Acts; promote best practices in, and regulate, the production, processing, marketing, grading, storage, collection, transportation and warehousing of agricultural products excluding livestock may be provided for under the Crops Act that is key to the crop operations at the ADC.

In addition, the act ensures the collection and collation of data, maintenance of a database on agricultural products excluding livestock products, documentation and monitoring of agriculture through registration of players as provided for in the Crops Act; (d) be responsible for determining the research priorities in agriculture and to advise generally on research thereof; [Rev. 2019] Agriculture and Food Authority No. 13 of 2013 7 (e) advise the national government and the county governments on agricultural levies for purposes of planning, enhancing harmony and equity in the sector; (f) carry out such other functions as may be assigned to it by this Act, the Crops Act, and any written law while respecting the roles of the two levels of governments.

(e) Animal Diseases Act Cap 364

This act provides; by notice to declare any area to be an area infected by notifiable disease; extend, diminish or otherwise alter the limit of an area declared to be an infected area; declare any such infected area to be free from notifiable disease; for the purpose of preventing notifiable disease prohibit the movement of animals from one Region, district, place or area to any other Region, district, place or area which is key to the livestock department in the Corporation.

The legislation defines animal diseases that are notifiable, rules on how to treat any animal with notifiable disease guided by a veterinary officer or veterinary surgeon or inspector. This act gives guidance to the livestock section at the Corporation for both the dairy and beef animals that are produced.

(f) Seed and Plant Variety Act Cap 326

This Act confers the power to regulate transactions in seeds, including provision for the testing and certification of seeds; for the establishment of an index of names of plant varieties; to empower the imposition of restriction on the introduction of new varieties; to control the importation of seeds; to authorize measures to prevent injurious cross-pollination; and to provide for the grant of proprietary rights to persons breeding or discovering new varieties. The act provides for crop schedules ranging from first to sixth schedule dealing with provision for various matters relating to plant propagating material and plant breeders' rights. ADC being a seed merchant producing certified seeds, works closely with the breeders and local inspection service providers to ensure quality seed products are produced and availed to the local farmers and outlets.

1.3 History of ADC

The origin of ADC can be traced to the pre-colonial period when the Government came up with the Swynnerton Plan. The Swynnerton Plan was a colonial agricultural policy that appeared as a government report in 1954 aiming to intensify the development of agricultural practices in the Kenya Colony. The plan was geared towards production of indigenous Kenyan's cash crop through improved markets and infrastructure, the distribution of appropriate inputs, and the gradual consolidation and enclosure of land holdings. The Swynnerton Plan categorized all the land owned by the then Agricultural Settlement Trust which was allocated a number of farms which

it could sell or lease to prospective buyers or tenants. The Settlement Fund Trustees was responsible to the Treasury for farms earmarked for settlement of landless people either for a fee or at a concessionary rate. Lands Limited was formed to be responsible for all farms which had been purchased by European Settlers after 1957. It was also given the responsibility of holding all land titles leased either to European or African farmers. The Agricultural Settlement Trust was later disbanded altogether and its functions taken over by the Agricultural Development Corporation through Lands Limited while the Settlement Funds Trustees was left to function under the then Ministry of Lands and Settlement.

Agricultural Development Corporation is a State Corporation in the Ministry of Agriculture and Livestock Development under State Department for Agriculture, whose function is to support the agricultural sector in Kenya. It was established in 1965 through an Act of Parliament Cap 346 to facilitate the land transfer program from European settlers to locals following attainment of the country's independence. After the land transfer mission, 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, 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.

ADC'S Role in Agricultural Development

The Corporation plays a critical role in development of agriculture in the country. It ensures that Kenyan farmer has access to certified seed maize as the main grower in the country. Seed maize is grown in Trans-Nzoia farms and is passed to Kenya Seed Company among other companies for processing and packaging. Since 2013, the Corporation processes and packages its own brand of seed maize giving farmers increased choice of the seed maize. Through multiplication of quality seed maize, ADC is contributing to national food security pillar under the BETA initiative, contributing to improved livelihoods and income generation of the country.

The Corporation ensures the continued existence of superior livestock breeds and supply of quality livestock products to the Kenyan farmers at affordable prices. Additionally, ADC provides linkages between the research institutions and the farmers by way of providing a testing ground for technologies and research and later transfer of the same to the farmers. Further, ADC is a key provider of skills and knowledge

to the farmers through trainings conducted during field days and agricultural shows. Through this role the Corporation contributes to beef and dairy development in the country.

The Corporation is a seed merchant and largest government producer of certified potato seeds in the country. Seed multiplication is carried out in Molo, which is composed of a research facility, production fields supported by the largest storage facility in the country. Potato is currently the second most important staple food crop in the country and hence the Corporation is playing a critical role of enhancing national food security.

In addition to the above critical roles, the corporation plays a major role of supporting industries processing agricultural products such as seed processors, milk processors, and millers by providing them with raw agricultural materials. Consequently, the Corporation is contributing to promotion of the industrial sector in the country.

The Corporation is therefore a strategic service organization in Kenya promoting agriculture to enhance national food security and contribute to poverty reduction. The Corporation is able to provide sustainable services to the farmers and is able to fund its operations with internally generated income.

1.4 Methodology of Developing the Strategic Plan

The formulation of this strategic plan was conducted using participatory approach. The first step involved Top Management constituting of; the Managing Director, Heads of divisions and various departments and sections. They outlined the rationale and scope in the development of the strategic plan.

The Managing Director constituted a Technical Committee appointing Heads of various departments, and other key staff from across the Corporation. The Technical Committee deliberated on and adopted the TORs. This was followed by development of coasted roadmap and strategic framework for the formulation of the strategic plan. Activities engaged in, include literature reviews, one on one interviews with internal and external stakeholders, questionnaires and consultative sessions with staff in various branches of ADC as well as strategy workshop formed part of the strategy formulation process.

Literature review included assessment of various documents including previous strategic plan implementation repots identifying milestones attained, challenges faced and lessons learned. An environmental scan using SWOT analysis, PESTEL, stakeholders' analysis and McKinsey 7 analysis was carried out. The Corporation also engaged experts from the State Department for Economic Planning as facilitators to guide in the strategic planning process. While developing this strategic plan, the Corporation was guided by various national development priorities, regional and international development frameworks including United Nations 2030 Agenda, Africa Union Agenda 2063, EAC Vision 2030, Constitution of Kenya 2010 and Kenya Vision

2030 MTP IV. Others include sector performance standards and other agriculture sector policies, laws and international treaties and convention. The Bottom-Up Transformation Agenda (BETA) which emphasizes the critical role agriculture plays in the economic development of the country of eradicating poverty, creating employment and wealth creation, was a key document that guided formulation of the strategic plan.

A strategy workshop was held with participants, made up of the ADC Board, Management as well as experts from State Department of Economic Planning. The team comprehensively deliberated on strategies to be included in the strategy to propel the Corporation towards the achievement of its Vision.

A draft of the strategic plan was shared with Board Members, staff and stakeholders for validation and feedback. The validated plan was then submitted to the State Department for Economic Planning for review and feedback to inform finalization of the plan.

After approval by the State Department for Economic Planning, the strategic plan was publicized in the Corporation's website and other media forums in readiness for implementation.





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:

1. 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.
2. Undertake such activities as the Corporation may decide from time to time so as to develop agricultural production in specific fields of production.
3. Participate in activities of agricultural production which are commercially available.
4. 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 agricultural development in Kenya by expanding agricultural undertakings through production and supply of quality seed, livestock, technological transfers and training in a sustainable and affordable 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:

1. To improve cash in-flows.
2. To enhance Corporate image and communication.
3. To improve production and productivity of all enterprises.
4. To increase sales volumes of ADC products and services.
5. To maximize on the opportunities bestowed on the Corporation through its assets.
6. To enhance institutional capacity.
7. To institutionalize corporate governance mechanism and culture.
8. To mitigate effects of climate change.

2.5 Core Values

- **Quality Service**

The success of the Corporation largely depends on effectiveness and efficiency in

delivery of quality products and services. To achieve this, the Corporation will ensure that every department and every employee shares the same vision by delivering quality services in an efficient and effective manner.

- **Professionalism**

The Corporation's aim is to ensure the corporate governance and administrative structures adhere to impeccable professional and personal standards in the conduct of its affairs. ADC shall offer its services in a professional manner and with it, offer high quality products and service.

- **Integrity**

The Directors and ADC Employees undertake to always act morally and ethically as well as consistently demonstrate a high degree of probity in dealing with stakeholders.

- **Innovativeness**

ADC believes that the challenges facing the Corporation can be solved through generation of creative and innovative ideas. The Directors and Employees will endeavour to be creative and innovative in seeking ways to better discharge their mandate.

- **Team work**

In discharging the Corporation's mandate, the directors and employees will embrace teamwork and will be committed to maintaining high standards of service delivery.

2.6 Quality Policy Statement

ADC will implement the ISO 9001:2015 Quality Management System (QMS) in line with the Corporation's 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



This section provides a performance review on the implementation of the previous Strategic Plan. It includes an analysis of key achievements against set targets, challenges and lessons learnt. The chapter also includes a stakeholder analysis and an environmental scan to identify factors that will influence the Corporation's operation during the planned period.

3.1. Situational Analysis

Analysis of the internal and external environment will identify factors influencing Corporation's operations during the planned period. The internal environment explores strengths and weaknesses of the Corporation while the external environment reviews opportunities and threats that may affect its operations.

3.1.1 External Environment

An environmental analysis (PESTLE) was done and it revealed issues, trends (concerns) that managers will watch and respond to over the plan period. The environmental outlook is an attempt to identify trends in the external environment. These trends provide the planning premises (assumptions) underlying the strategic plan. The outcome of PESTLE is an understanding of the overall picture surrounding the Corporation.

1. Political factors

The political factors that are likely to affect the business of the Corporation will include:

- (i) Political instability linked with general elections.
- (ii) Increasing politically motivated encroachment on ADC land
- (iii) EAC integration has affected regional demand and supply
- (iv) Trade agreement with emerging big consumer countries (China)

2. Economic factors

The Corporation will operate in an environment driven by the following economic factors:

- (i) Unpredictable subsidy on key agricultural commodities
- (ii) High cost of credit
- (iii) Taxes on agricultural inputs (16% VAT on inputs)
- (iv) Preferential trade agreements e.g. COMESA which affects pricing of commodities
- (v) Increased demand for quality fodder

3. Social factors

The social factors that may affect the operations of the Corporation include:

- (i) High population growth and increasing per capital income
- (ii) Shift in consumer preferences
- (iii) Better educated farmers. Increasing demand for high yielding and commercially viable dairy breeding stock

4. Technological factors

The technological factors that are likely to determine the operations of the ADC include:

- (i) Increased technological development (machines, livestock breeding technologies (embryo transfer and sexed semen technology)
- (ii) New seed multiplication technologies
- (iii) Efficient management tools such as ERP, tracking tools such as Radio Frequency Identification for livestock and crops and Open Data Kit data collection technologies

5. Environmental factors

The environmental factors that are likely to affect the business of the Corporation include:

- (i) Climate change (loss of crops and livestock due to drought, diseases, floods)
- (ii) Intensive river irrigation upstream
- (iii) Land degradation
- (iv) Green energy, renewable energy
- (v) Food safety and origin

6. Legal factors

The following legal factors may affect the operations of the Corporation:

- (i) Changes and review of international laws in the constitution on management of food security and agricultural activities
- (ii) Constitutional review activities which may include review of Agricultural functions in national and county governments and ADC Act.

3.1.1.1 Macro-Environment

Macro-environment refers to major external factors which have a direct and indirect impact in realizing the Corporation's mandate and involve analysis of the political, economic, social, technological, legal and ecological environment (Table 3.1).

3.1.1.2 Micro-Environment

Micro-environment refers to immediate operating environment which has a direct and indirect impact in realizing the Corporation's mandate and involve analysis of labor markets, trade unions, customer profiles, creditors, and suppliers. (Table 3.1).

3.1.2 Summary of Opportunities and Threats

Based on analysis of external environment, the Corporation has summarized the emergent opportunities and/or threats as per Table 3.1.

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 Governments for products like Artificial insemination (AI), 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 property as experienced 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. • 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 expansive 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.

3.1.3 Internal Environment

These are factors in our immediate operating environment affecting the Corporation's access to resources. Porters five factor analysis indicates that the growth of an organization is impacted by threat of new entrants, bargaining power of buyers, bargaining power of suppliers, threat of substitute products, and competitive rivalry. Analysis of our internal environment shows that limitations to growth are associated with Resource Capabilities, Skills, Competencies, Structural Design and Culture.

3.1.3.1 Governance and Administrative Structure

The Corporation's governance and administrative structures are designed to ensure the process of decision-making is structured, transparent and geared towards achievement of the Corporation's mandate as derived from ADC Act Cap 444

The Board of Directors, whose composition is outlined in ADC Act (Cap 444) section 5(1), is the highest decision-making organ and is responsible for setting the vision, mission, purpose and core values. The Board is mandated to set the strategy direction,

approve Corporation policies and oversee the overall leadership. The Board also approves the Corporation's organogram and appoints the Managing Director who is responsible for the day-to-day operations with the support of the internal management structure who have delegated authority in the management of employees and operations at every level.

3.1.3.2 Internal Business Processes

The Corporation will endeavor to strengthen business systems and processes. This will enhance productivity by upgrading ICT infrastructure, automating operations and processes, undertaking productivity mainstreaming and performance management.

3.1.3.3 Resources and Capabilities

This refers to the collection of skills, experience and qualifications the Corporation possesses and develops in time to meet the future dynamic demands and meet its objectives.

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of internal environment; Table 3.2 highlights summary of strengths and weaknesses facing the Corporation.

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 economies 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.

3.1.5.1 Key Achievements

KRA 1: Economic Perspective.

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

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

KRA 2: Customer Focus.

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

- Timely addressed complaints and was awarded an average of 90% from The Ombudsman.
- Increased publicity by opening social media accounts and increased interaction.
- Increased visibility at 70% in branding in our units.
- 90% in CSR activities.
- 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 transfer 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 by 2.3%
- (iii) Staff straining achieved 24%.
- (iv) Achieved 90% organizational structuring.
- (v) Reviewed performance management system by 84%.

KRA 5: Corporate Governance

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

- (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) Liaised with manufacturers 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 modernizing 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 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.

3.2 STAKEHOLDER ANALYSIS

Table 3.3: Stakeholder Analysis

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
1.	Regulators i. KEPHIS ii. DVS iii. Dairy Board iv. KEBS v. NEMA	Formulate, enforce and oversee policies and laws governing standards, accreditation and counterfeit products.	i. Quality products and services ii. Compliance with the regulations iii. Standardization iv. Pay fees/levies v. Prompt payment	i. Fairness in their operations ii. Effective communication & timely notification iii. Guidance iv. Timeliness v. Certification vi. Fair rates
2.	Input Suppliers i. Agro-chemical suppliers ii. NCPB iii. Cattle Breeders iv. Fuel suppliers	Supply of goods and services.	i. Timely delivery of services ii. Compliance with specifications iii. Prompt payments for services and products supplied iv. Maintain proper rapport in communication v. Feedback from suppliers	i. Quality products ii. Fair pricing iii. Quantity delivered as per our requisition iv. Convenient packaging v. Compliance with credit facility vi. Flexible and favorable terms and conditions of payments vii. Timely delivery of products
3.	Partners i. Kenya Seed company ii. Western Seed company iii. West Sugar Company iv. Conservancies v. Breed organizations vi. Wondernuts vii. KALRO viii. University of Nairobi	Promote socio-economic development.	i. Strict adherence to contracts ii. Compliance with the terms and conditions iii. Keep good records	i. Strict adherence to contracts ii. Fair representation - staffing iii. Transparency in sharing of proceeds iv. Quality service

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
4.	Consumers/ Beneficiaries	Consumption of products and services.	i. Quality products and services	i. Feedback on our products
	i. New KCC, Brookside,		ii. Fair prices	ii. Prompt payment
	ii. Armed forces		iii. Adequate and prompt supply of products and services	iii. Consumer agreements and test
5.	ADC Staff	Operationalize the ADC Act through execution of daily functions of the Corporation.	i. Fair remuneration	i. Productivity/ achievement of performance targets
			ii. Fair treatment	ii. Team work
			iii. Reward and recognition	iii. Commitments
			iv. Conducive work environment	iv. Integrity, transparency and accountability
			v. Training opportunities	v. Timely reports
			vi. Clear career progression	vi. Punctuality
			vii. Staff welfare - care	vii. vi. Adherence to the staff regulations
			viii. Visionary leadership	
			ix. Effective communication	
			x. Actionable policies and procedures	
			xi. Adherence and timely payment of statutory obligation	
6.	Research Institutions	Facilitate innovation, generate new knowledge and technologies.	i. Consume research findings	Feedback on expertise on various fields
	i. KALRO		ii. Payment of royalties	
	ii. Universities		iii. Improve on our breeds	
	iv. ILRI		iv. Communicate research gaps	
	v. CIP		v. Continuous research on relevant fields	
	vi. Input providers		vi. Compliance	
7.	Financial Institutions	i. Facilitate prompt payment of obligations.	i. Prompt servicing of loans	i. Financial resources
	ii. Safe custody of the funds.		ii. Adherence to the terms and conditions	ii. Fair interest rates
	iii. Provide credit.			iii. Favorable terms of credit facilities
8.	Media	Consumers and conveyors of information on/from the Corporation.	i. Prompt payments for their services	i. Fair and balance reporting
	Media houses		ii. News content/ Advertisement materials	ii. Airing coverage

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
9.	Government	Industrial policy, planning, oversight and administration.	i. Adhere to Policy and guidelines	i. Release of timely regulations, policy and guidance
	i. National Treasury		ii. Prudence utilization of resources	ii. Support the operations
	ii. Ministry of Agriculture, Livestock and Fisheries		iii. Adequate production of quality seeds and animal breeds	iii. Conductive environment for investment
	iii. Ministry of lands		iv. Continuous improvement on our production	iv. Help resolve land conflicts
	iv. National land commission		v. Be a self-sustaining institution	v. Timely provision of title deeds
	v. State Corporations		vi. Generate revenue to support exchequer	vi. Improve on road networks
	vi. Advisory Committee			vii. Help ADC establish irrigation infrastructure
	vii. and Inspectorate of state Corporations			viii. Assist in establishment of water conservations through digging boreholes, dams and water pans
10.	Internal Publics	Implementation of guidelines, strategies, plans policies and Corporation activities.	i. Capacity Development	Achieving set targets
			ii. Requisite Resources & Technology	
			iii. Conducive working environment	
11.	External Publics	Consumers of goods and services from the public and private sector.	i. Quality Products	Feedback on our resources, goods & services
			ii. Professional services	
			iii. Ease of access of services	
			iv. Corporate Social Responsibility	

CHAPTER 4

STRATEGIC ISSUES, GOALS AND KEY RESULT 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

1. Cash in-flows
2. Customer satisfaction & corporate visibility
3. Availability of quality/certified products
4. Increase Sales and Marketing of ADC products and services
5. Partnership and external collaboration
6. Institutional Capacity
7. Compliance of regulatory framework on governance
8. Climate change effects

4.2 Strategic Goals

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

1. To improve cash in-flows
2. Enhance corporate image and Communication.
3. To improve production and productivity of all enterprises
4. To increase sales volumes of ADC products and services
5. To maximize on the opportunities bestowed on the Corporation through its assets
6. Enhance Institutional Capacity
7. To institutionalize Corporate governance mechanism and culture.
8. To mitigate effects of climate change

4.3 Key Result Areas

KRA1: Financial Performance

KRA2: Customer Focus

KRA3: Internal Business Processes

KRA4: Capacity Building and Innovation

KRA5: Corporate Governance

KRA6: Environmental Sustainability

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

Strategic issues	Goal	Key Result Area
Cash in-flows	To improve cash in-flows	Financial Performance
Customer satisfaction & corporate visibility	To enhance Corporate image and Communication.	Customer Focus

Strategic issues	Goal	Key Result Area
<ul style="list-style-type: none"> • Availability of quality/certified products • Sales and Marketing of ADC products and services • Partnership and external collaboration. 	<ul style="list-style-type: none"> • To improve production and productivity of all enterprises • To increase sales volumes of ADC products and services • To maximize on the opportunities bestowed on the Corporation through its assets 	Internal Business Processes
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

			Projections					
			Outcome indicator	Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Financial Performance								
Strategic Objective	Outcome	Outcome						
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	
		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	
SO2:1 : To enhance the corporate image	Enhanced brand image, visibility and stakeholder relations	Increased brand awareness (Brand awareness Survey) (%) ¹	-	-	3	-	6	

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.

KRA1: Financial Performance						
Strategic Objective	Outcome	Outcome indicator	Projections			
			Year 1	Year 2	Year 3	Year 4
	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
KRA3: Internal Business Processes						
Strategic Objective	Outcome	Outcome indicator	Projections			
			Year 1	Year 2	Year 3	Year 4
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
		Use of improved and new seed varieties (No)	4	6	2	2
		Increase milk yield (kgs) per cow/ day	12	13	14	17
		Increase dairy herd size (%)	10	10	10	10
		Increase in beef herd size (%)	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
		Increase demand for our goods and services (%)	16	18	33	33
		Increase distribution agents for ADC semen and seed products (NOs)	42	42	47	52
						57

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						
Strategic Objective	Outcome	Outcome indicator	Projections			
			Year 1	Year 2	Year 3	Year 4
SO3:3 Partnership with other stakeholders	Improve Road infrastructure	Length of road upgraded (KMs)	10	10	10	10
	Application of innovations and technologies	No. of technologies applications.	1	-	1	-
KRA 4: Capacity Building and Innovation						
Strategic Objective	Outcome	Outcome indicator	Projections			
			Year 1	Year 2	Year 3	Year 4
SO4:1: Strengthen the Corporation's human resource capacity	Improved professionalism, efficiency and effectiveness in the quality of service delivery	Improved employee satisfaction (%)	-	3	4	5
		Reduced skills gap (%) ⁵	-	10	20	35
SO4:2: Re-engineer internal business processes in line with global practices.	Improved average of all employees' performance evaluation rating. (NOs)	Improved average of all employees' performance evaluation rating. (NOs)	8	8.3	8.5	8.7
		Improved data accuracy and reporting (%)	-	-	75	95
	Automation and Integration of all internal systems through development of ICT infrastructure and purchase of an Enterprise Resource Planning System (ERP) & data integration dashboard	Turnaround time (days) ⁶ analyzing	14	14	-	1
		Integration of information within departments (%)	-	-	-	1
		Integration of information within departments (%)	-	33	55	77

⁵The 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.

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

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

⁷Draft Communication Policy

⁸Adopted communication policy

⁹First corporate communication implementation survey to be conducted

5.2 STRATEGIC CHOICES

Table 5. 2: Strategic Objectives and Strategies

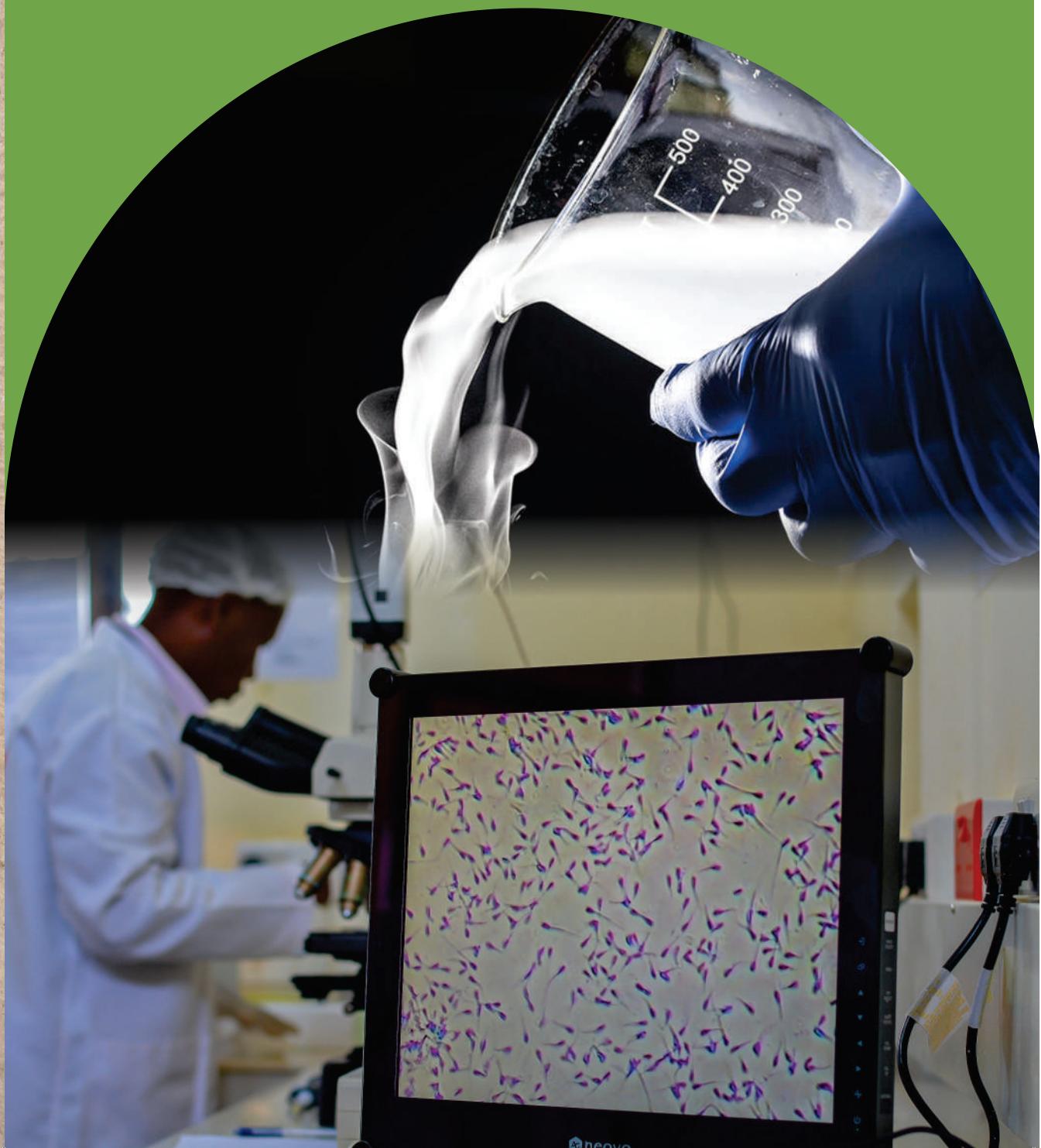
KRA	Strategic Objectives	Strategies
KRA 1: Financial Performance	Objective 1: To build a sustainable financial resource base	<ul style="list-style-type: none"> i. Optimize internally generated revenues ii. Increase access to funding iii. Increase access to credit facilities iv. Management of debts v. 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 live-stock enterprises iii. Strengthen Research and Development iv. Enhance optimal resource utilization
	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	Strategic Objectives	Strategies
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.
	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

Table 6.1 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.

Table 6.1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Cash in-flows															
Strategic Goal: To improve cash in-flows															
KRA 1: Financial Performance															
Outcome: Increased Revenues and funding															
Strategic Objective: To build a sustainable financial resource base															
Optimize internally generated revenues	Review internal control procedures for lapses	Internal control procedures reviewed	Internal control procedures	1	1	-	-	-	-	-	-	-	-	-	HTD
	Identify new revenue streams	New revenue streams identified	Number of new revenue streams	5	1	1	1	1	1	0.15	0.16	0.17	0.18	0.19	
	Identify joint new venture enterprises	Joint ventures identified	Number of joint ventures	5	1	1	1	1	1	0.15	0.16	0.17	0.18	0.19	MD/FC
	Identify value added activities	Value added activities identified	Number of value added activities	5	1	1	1	1	1	0.15	0.16	0.17	0.18	0.19	HBDD
Increase access to funding	Appointment of committee of potential partners for PPPs	Committee appointed	Amount received (KES M)	4,717	125	984	1,273	1,461	874	0.40	0.42	0.46	0.49	0.52	HBDD
															MD/FC/CS/HTD

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)				Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Project proposals	Amount received from partners													
	Appointment of committee to engage the government for funding	Committee appointed													
	Project proposals	Amount received from Government													
	Increase access to credit	Appointment of committee to identify key suppliers' financial institutions project proposal for funding	Committee appointed Amounts received from Banks other Financial Institutions	Amounts received (KES, M)	600	60	100	115	165	160	0.30	0.32	0.34	0.37	0.39
	Management of debts	Seek government support in payment of historical debts	Amount incurred in soliciting the Government	Quarterly statement.	20	4	4	4	4	4	0.025	0.027	0.029	0.031	0.033

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Set aside internally generated funds to pay historical debts	Amount from internally generated funds set aside	Amount set aside (KES, M)	-	-	-	-	-	-	-	-	-	-	-	FC
	Develop a debt management policy	Debt management policy developed.	Debt Management Policy in place	1	1	-	-	-	-	-	-	-	-	-	MD/ CS/ BoDs
	Establish a sinking fund for asset replacement	Develop an asset replacement policy	Asset replacement policy developed	1	1	-	-	-	-	-	-	-	-	-	FC
	Devolve financial management to the Units	Review accounting manuals, policies and procedures	Accounting manual, policies and procedure reviewed.	1	1	-	-	-	-	-	-	-	-	-	BoDs/ MD/ CS
	Sensitize Accounting staff on their roles	Accounting staff sensitized.	Number of staff sensitized	35	-	35	-	-	-	0.30	0.32	0.34	0.37	0.39	MD
Asset Management	Acquisition of land titles	Titles acquired	Number of titles acquired	5	1	1	1	1	1	1	1	1	1	1	CS
	Gazettlement of all ADC land	All ADC land gazetted.	Size of Gazzeted ADC land in acres	3,650	-	3,650	-	-	-	-	-	5	-	-	MD

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Timely resolution of complaints	Complaints resolved.	Ombudsman reports / CAJ certificates	5	1	1	1	1	1	-	-	-	-	-	PRM
Engage stakeholders through various platforms, initiatives	Avail information and services through various platforms and media	Information and services availed	Number of publications in Main-stream media (Radio, Tv, Print & Digital)	20	4	4	4	4	1.5	1.5	1.5	1.5	1.5	1.5	MD/ PM/ FC/ HTD/ RM/ HBDD/ MO
		Number of publications on social media	2,000	400	400	400	400	400	400	-	-	-	-	-	SPRO/ MD/ HTD/ HBDD/ MO
Participate in Agricultural Shows and trade fairs	Participated in shows	Number of shows	35	7	7	7	7	7	7	0.12	0.12	0.12	0.12	0.12	MD/ FC/ PM/ HBDD/ HTD
Engage in Corporate Social Responsibility activities	CSR activities engaged	Number of CSR activities engaged in	25	5	5	5	5	5	1	1	1	1	1	1	MD/ RM/ FC

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Collection of feedback on our products and services at different points of service	Customer feedback collected	Quarterly Customer feedback reports	Quarterly Customer feedback reports	20	4	4	4	4	4	3.2 ¹⁰	0.8 ¹¹	3.2 ¹²	0.8 ¹³	3.2 ¹⁴	PRM
Capacity building	Offer refresher courses and training for staff	PR Staff offered refresher courses and trained.	Number of staff trained or taken through refresher courses	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	MD/ HRM/ RM/ FC
	Recruit qualified PR staff	PR staff recruited.	Number of staff recruited	4	1	-	1	1	1	0.15	0.15	0.15	0.15	0.15	PRM
Branding	Branding efforts and production of IEC materials.	IEC material produced and branded.	Branded Wear (T-shirts/ shirts/ blouses/ Half sweaters/ Caps/ hats) Brochures (Nos)	1,000	200	200	200	200	200	0.2	0.2	0.2	0.2	0.2	PRM

¹⁰The budget captured includes all the 4 surveys that will be conducted this year

¹¹The budget captured includes the survey that will be conducted this year

¹²The budget captured includes all the 4 surveys that will be conducted this year

¹³The budget captured includes the survey that will be conducted this year

¹⁴The budget captured includes all the 4 surveys that will be conducted this year

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Branding materials (Indoor & Outdoor; banners etc.) Brochures (Nos)	30	6	6	6	6	0.2	0.2	0.2	0.2	0.2	0.2	PRM
			Branded accessories (Pens, Note books, Mugs) Brochures (Nos)	1,000	200	200	200	200	0.15	0.15	0.15	0.15	0.15	0.15	PRM
			Branded Fabrics (Carrier bags, Flag, tents Umbrella)	1,000	200	200	200	200	0.15	0.15	0.15	0.15	0.15	0.15	PRM
			Vehicle Branding Brochures (Nos)	500	100	100	100	100	0.05	0.05	0.05	0.05	0.05	0.05	PRM
			Branding Corporate outlets Brochures (Nos)	5	5	-	-	-	-	-	-	-	-	-	PRM

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5				
Production of print and graphic publicity materials	Print and graphic publicity material produced	Brochures (Nos)	5,000	1,000	1,000	1,000	1,000	1,000	1,000	0.02	0.02	0.02	0.02	0.02	MD/ PM/ FC			
				Newsletters/ Brochures (Nos)	1,250	250	250	250	250	0.062	0.062	0.062	0.062	0.062	MD/ PM/ FC/ HTD/ HBDD			
				Fliers/ Posters/ Brochures (Nos)	1,000	200	200	200	200	-	-	-	-	-	SPRO/ HTD/ HBDD/ MO			
				Calendars/ Brochures (Nos)	1,250	250	250	250	250	0.087	0.087	0.087	0.087	0.087	PRM/ FC			
Strategic Issue: Availability of quality/certified products																		
Strategic Goal: To improve production and productivity of all enterprises																		
KRA 3: Internal Business Processes																		
Outcome: Optimal production and productivity in crop and livestock enterprises																		
Strategic Objective: To increase production and productivity of enterprises																		
Increase production and productivity of the crop enterprises	Precision farming in Agriculture	Accuracy in use of inputs	Target rates achieved (%)	100	70	80	100	100	2,388	3,396.6	3599	3,912.6	4,322.9	HTD	PM/ RM/ TO Crops/ UM			

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Operation efficiency	Timely procurement/supply of products and services (%)	100	100	100	100	100	100	1,300.9	1,561.1	1,842.1	2,063.1	2,269.4	PM	MD/HTD/PM
Timeliness in operations	Work plans for operations followed.	Improved soil profile	Operate within set timelines (%)	100	100	100	100	100	100	-	-	-	-	-	HTD	MD/HTD/RM/UM
Conservation tillage	Storage solutions upgraded to reduced post-harvest losses	Mechanized operations	Number of annual soil test analysis reports (%)	100	20	20	20	20	20	0.2	0.2	0.2	0.2	0.2	HTD	TO-E/RM/UM/RO
Upgrade storage solutions			Reduced losses (%)	7.5	15	12	10	7.5	7.5	170	-	20	-	-	RM	UM/HTD/FCIA
Mechanized operations			Number of operations not mechanized (%)	13	5	3	2	0	238	238	-	-	-	-	HTD	HTD/TO-E/RM
Installation of irrigation infrastructure	Irrigation infrastructure installed.	TC lab constructed	Area under crop irrigation (Acres)	1	1	-	-	-	50	-	-	-	-	-	HTD	RM/UM/RO
				1,000	350	350	300	-	-	260	260	194	-	-	MD/HTD/FC/BoD	

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Installation of irrigation infrastructure	Irrigation infra-structure installed.	Area under crop irrigation (Acres)	1,000	350	350	300	-	-	260	260	194	-	-	MD/ HTD/ FC/ BoD
			Higher yields per unit area (%)	100	20	20	20	20	-	-	-	-	-	-	MD/ HTD
			Milk yield increased.												RM/ UM/ TO-C
	Increase production and productivity of the livestock enterprises	Increase milk yield per cow per day	Milk production (kgs)	17	12	13	14	15	17	172.9	277.29	351.48	386.8	444.6	HTD/ TML/ RM/ VO/ UM
			Growth rate (%)	10	10	10	10	10	10	-	-	-	-	-	
			Low mortality (%)	4	4	4	4	4	4	-	-	-	-	-	
			Calving rate (%)	85	80	80	82	85	85	-	-	-	-	-	
			The number of high yield herd size (%)	25	5	5	5	5	1	1	1	1	1	1	HTD
			Number of animals sold to farmer												LGC TEAM/ UM
			Registration of animals (%)	100	100	100	100	100	100	2	2	2	2	2	
			Restocking of dairy animals	1,000	200	200	200	200	50	50	50	50	50	50	

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)				Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Use of breeding technology and acquire more superior genetics	Increased herd size	Number of ET animals produced annually	1,230	100	180	240	320	390	-	20	15	17	13	MD/HTD
	Quality livestock breeding programs used.	Number of heifers from sexed semen annually													TML/RM/VO/UM/LGC
	Restocking	Number of breeding boran animals													MD/HTD
	Increase beef herd size	500	100	100	100	100	100	100	100	15	15	15	15	15	MD/HTD
		Number of trade steers purchased	2,000	400	400	400	400	400	400	12	12	12	12	12	HTD
	Introduce feedlots and intensive dairy systems	Average finishing weights of animals (kgs)													TML/RM/UM/UM/RM
		Increase number of animals finished	5,000	600	800	1,000	1,200	1,400							HTD

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strengthen Research and Development	Establish on farm trials in various locations	On farm trials established.	Increase in quality and yield of products (%)	45	5	10	10	10	10	-	-	-	-	-	HTD/ TMCR/ TML/ Ros
			Number of research collaborations established	10	2	2	2	2	-	-	-	-	-	-	HTD/ TMCR/ RO
		Develop and commercialize climate smart seed products	Smart products developed and commercialized.	Number of reports/publications on technologies and Innovations- STI strategy	4	0	1	1	1	0.2	0.2	0.2	0.2	0.2	HTD
			Land reclamation/recovery	Increased land use (Acres)- Marshy areas	500	100	100	100	40	32	32	32	32	32	HTD/ CS/ TO-E/ FC/ RM
Optimal resource utilization		Bush clearing (Acres)	2,500	200	500	500	500	500	160	400	400	400	400	400	HTD/ CS/ TO-E/ FC/ RM

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Increase Sales and Marketing of ADC products and services	Modernization of processing plant-seed unit/ feed mill/ Engineering services	Feed mill upgraded Upgraded Seed unit	Increased quantity of feeds produced (Tons)	53,500	3,500	5,000	10,000	15,000	20,000	-	300	-	-	-	HTD		
	Engineering service Acquired new machines	Increased quantity of seeds processed (Kgs)	3,381,220	285,600	322,500	780,000	905,620	1,087,500	-	300	-	-	-	-	HTD/ HTD/ HBDD/ FC/ RM/ UM		
		Increased number of designed and fabricated product	106	10	8	54	16	18	5	-	-	-	-	-	TME/ TOE/ UM/ RM		
Strategic Goal: To increase sales volumes of ADC products and services	KRA 3: Internal Business Processes	Outcome: Increased sales and market share	Strategic Objective: Increase outlets for corporation products and services (recruit more sales agents and open more ADC shops)	Agents and distributors appointed.	Number of agents and distributors	5	5	5	-	-	0.5	0.5	-	MD	HBDD/ MO		
Strategic Goal: To increase sales volumes of ADC products and services	KRA 3: Internal Business Processes	Outcome: Increased sales and market share	Strategic Objective: Increase outlets for corporation products and services (recruit more sales agents and open more ADC shops)	Commissioned sales agents engaged	No of sales agents engaged	10	-	2	2	3	3	-	0.5	1	0.5	MD	HBDD/ HRM/ MO/ RM

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Partner with county government for infrastructural development, trainings and provision of outlets for our products	Improve movement of people and goods	KMS of road network upgraded	50	-	10	10	10	10	-	-	-	-	-	MD
	Review existing partnerships, joint ventures and lease to establish viability	Partnership reviewed.	Number of Partnerships reviewed	5	-	5	-	-	-	-	-	-	-	-	MD
	Public private partnership programs (joint ventures and leases)	Partnership programs formed.	No. of partnership programs formed	3	-	1	1	1	1	-	-	-	-	-	HBDD
	To Develop policy framework of engaging partners	Policy framework developed.	Copies of policy document circulate	1	-	1	-	-	-	-	-	-	-	-	HTD/CS/ MO

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)				Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Approve policy framework	Policy framework approved.	Approved policy framework document	1		1	-	-	-		-	-	-	-	
Strategic Issue: Institutional Capacity															
Strategic Goal: Enhance Institutional Capacity															
KRA 4: Capacity Building and Innovation															
Outcome: Improved professionalism, efficiency and effectiveness in the quality of service delivery.															
Strategic Objective: Strengthen the Corporation's human resource capacity															
Enhance human resource capacity	Recruitment of qualified staff	New staff recruited.	Number of newly employed professionals	49	23	12	7	3	4	6.9	2.4	1.4	0.6	0.8	HRM
	Identify skills gaps and competency needs	Skills gaps and competency needs identified.	Skills Gap Analysis Report	2	-	1	-	-	1		2	-	-	3	HRM
Ensure that employees engaged is the optimal number of staffing	Review staff establishment and determine optimal staffing levels	Staff establishment reviewed.	Comparative Analysis report of Approved and In-Post Staffing levels												HODs & unit manager

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Develop staff skills and competencies and enhance staffing levels	Carry out staff training needs assessments and develop training programs	Staff trained.	Number of staff trained	750	150	150	150	150	150	13.1	13.8	14.5	15.2	16	HRM
	Training impact assessed	Training impact assessment reports	Training impact assessment reports	5	1	1	1	1	1	-	-	-	-	-	MD, HR- MAC, HRO (T)
	Training program developed	Training program	Training program	5	1	1	1	1	1	-	-	-	-	-	
Attract, retain and maintain competent and motivated employees	Review employee career guidelines	Employee career guidelines reviewed	Reviewed employee guidelines.	5	1	1	1	1	1	-	-	-	-	-	HRM
	Promote competent and motivated employees	Employees promoted.	Number of employees promoted	108	23	28	19	25	13	1.15	1.4	0.95	1.25	0.65	
	Develop a succession management plan.	Succession on management plan developed	Succession on management plan	2	1	0	0	0	1	-	-	-	-	-	BoD, MD, HR- MAC

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)				Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Compliance with constitutional requirements on gender and persons with disability (PWDs) representation	Apply affirmative action	Affirmative action applied	Gender analysis data. (%)	1	0.2	0.2	0.2	0.2	-	-	-	-	-	-	HRM
		Increased representation of PWDs	Data on PWDs in Corporation. (%)	1	0.2	0.2	0.2	0.2	0.2	0.12	0.12	0.12	0.12	0.12	HRM
Strategic Issue: Institutional Capacity															
Strategic Goal: Enhance Institutional Capacity															
KRA 4: Capacity Building and Innovation															
Outcome: Automated and Integrated of all internal systems through development of ICT infrastructure and purchased Enterprise Resource Planning System (ERP)															
Strategic Objective: Re-engineer internal business process in line with global practices.															
Facilitate automation and integration of the Corporation's business processes	Establish ICT infrastructure for integration of an ERP System	Establish ICT infrastructure for integration of an ERP System	No. of regions powered, computerized and/or networked	3	-	-	-	-	-	30	-	-	-	-	ICTM
	Purchase of an Enterprise Resource Planning System (ERP)	ERP purchased.	Number of ERPs	1	-	-	-	-	1	-	30	-	-	-	
	Installation of an ERP System	ERP system installed.	No. of regions on-boarded and integrated	3	-	-	-	-	3	-	-	0.25	0.25	0.25	ICTM
															MD/ HoDs/ RM/ PM/ Unit Managers
															MD/ HoDs/ RM/ PM/ UM

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)				Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Purchase dash-board application	Dashboard application purchased	Number of Units Integrated	22	-	13 (kitale region)	9 (Na-kuru & Coast Region)	-	-	-	0.55	0.55	-	ICTM	MD/ HoDs/ RM/ UM
Strategic issue: Compliance of regulatory framework on governance															
Strategic Goal: To institutionalize corporate governance mechanism and culture															
	KRA 5: Corporate Governance														
Outcome: Adherence to regulatory framework.															
Strategic Objective: To regulate and enforce Good Governance Practices															
Compliance with Mwongozo code of governance	Review the Board Charter	Reviewed Board Charter	Approved Board Charter	3	1	1	1	1	-	1	2.2	2.2	2.2	-	3
	Preparation of Board Work plan & Almanac	Board Work plan and Almanac Prepared	Approved Work plan & Almanac	3	1	1	-	1	2.2	2.2	2.2	3	3	CS	MD
	Conduct Board Chair- man and members induction	Board Chair- man and members induced	No. of Board Members induced	15	10	15	-	15	-	2	2.9	-	2.9	-	MD
Timely monitoring of the board performance	Annual Board Evaluation	Board Eval- uated.	Level of imple- mentation of Board perfor- mance plan (%)	75	80	85	60	70	80	3.2	3.2	3.2	3.2	CS	MD

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)				Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Undertake Annual Legal and Governance Audit	Annual Legal and Governance audited.	Level of implementation of recommendations of the Legal & Governance Audit (%)	100	-	70	75	80	85	10	10	10	10	10	
	Undertake review of ADC Act	Reviewed ADC Act	% Level of completion of the Reviewed ADC Act	100	-	30	20	50	10	10	50	30	20	10	
	Automation of Board Services through E-Board	Automated Board Services	% Level of automation of Board Services	100	30	30	20	10	10	2	2	2	2	2	MD
	Strengthen internal control	Improved capacity of internal audit function	Structured standard operating procedures and policies.	9	9	-	-	-	-	-	3	1	1	1	MD/ BoDs

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (KES Million)	Responsibility*	
Strategic Issue: Compliance of regulatory framework on governance																	
Strategic Goal: To institutionalize corporate governance mechanism and culture																	
KRA 5: Corporate Governance																	
Outcome: Enhanced Corporate culture																	
Strategic Objective: To regulate and enforce Good Governance Practices																	
Corporate Communication	Formulate a corporate communication policy	-Communication policy formulated	Communication policy	1	-	-	-	-	-	5	-	-	-	-	-	PRM	MD/ HODs
	Formulate and implement a communications flow chart	Communications flow chart	Communications flow chart	3	1	-	1	-	1	-	-	-	-	-	-	PRM	MD/ HODs
Strategic Issue: Climate change effects																	
Strategic Goal: To mitigate effects of climate change																	
KRA 6: Environmental sustainability																	
Outcome 1: Improved climatic conditions																	
Strategic Objective 1: Reduce adverse effects of Climate change																	
Agro forestation	Tree planting	Increase trees plantation.	No. of trees planted	277,500	46,230	50,875	55,500	60,125	64,750	0.5	0.5	0.5	0.5	0.5	0.5	HBDD	MO/ PO/ HTD/ RM/ UaM
	Budget allocation for seeds and implements	Nursery established	No. of nursery established	5	1	1	1	1	1	1	1	1	1	1	1	1	HTD/ RM/ MO/ PO

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Protection of riparian areas	<ul style="list-style-type: none"> Enforcing 30m policy from river banks Construction of gabions DE silting of dams and water pans 	<ul style="list-style-type: none"> • 30 m policy enforced • Gabions constructed. • Increased water volume/ reduced flooding 	Compliance certificate from NEMA	Regeneration of vegetation along river banks	-	-	-	-	-	0.5	1	-	-	-	HBDD/ MO/ MAN- AGERS
Establish mechanisms for green energy	Establish wind mills in our farms	Wind mills established.	No. of wind mills	5	1	1	2	-	-	1	1	1	1	2	HBDD/ MO/ UM
	Establish biogas plants	Biogas plant established	No. of biogas plants	5	1	2	1	1	-	0.75	0.75	0.75	0.75	0.75	MD
	Installation of solar power systems in our farms	Solar power system installed	No. of solar panels	5	1	2	1	1	-	0.5	0.5	0.5	0.5	0.5	HBDD/ HTD/ RM/ UM

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Adopt appropriate solid waste management practices	<ul style="list-style-type: none"> • Continuous maintenance of disposal pits • Liaise with NEMA for collection of chemical containers • Contracting institutions with incineration facilities for disposal 	<ul style="list-style-type: none"> • Enhance proper disposal of waste and chemicals • Clean and conducive environment for collection of chemical containers • Reduce congestion in storage facilities • Reduce cost on purchase of tarpaulins 	No. of new disposal pit in our farms	Annually	-	-	-	-	-	-	-	-	-	-	HBDD/ MO/ RM/ UNIT MAN-AGER

Strategy	Key Activities	Expected Output	Output Indicators	Target (5YRS)	Target					Budget (KES Million)					Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Report on disposal of waste substance	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
Engage partners on carbon credit markets	Develop policy framework in line with the law on carbon credit	Policy framework developed.	Policy framework	1	1	-	-	-	-	-	-	-	-	-	MD
	Capacity build on carbon trade	Carbon capacity built.	Volume of carbon dioxide reduce/ remove from atmosphere (metric tonnes)	3	-	-	-	-	3	-	-	-	-	0.5	HBDD/ HTD/ MO/ RM

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 (refer Table 6.2.2.1). 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.

Table 6. 2: Staff Establishment

Cadre	Approved Establishment (A) ¹⁵	Optimal Staffing Level (B)	In-Post (C)	Variance D=(B - C)
Office Of the Managing Director	5	5	5	0
Operations Directorate				
• Office of the General Manager	3	3	2	1
• Crop Development Division	3	3	1	2
• Livestock Production Division	3	3	1	2
• Engineering Division	3	3	0	3
o Mechanical Section	2	2	0	2
o Agricultural Mechanization Section	2	2	0	2
o Land Survey Unit	2	2	2	0
• Research and Development Division	3	3	0	3
o Livestock Section	3	3	0	3
o Crop Research Section	3	3	0	3
• Business Development Division	5	5	3	2
Sub-total	37	37	14	23
Regional Offices				
Kitale Region				
Administration	16	16	14	2
Crops Section	1	1	1	0
Livestock Section	1	1	1	0
Engineering Section	1	1	0	1
Research Section	3	3	0	3

¹⁵The approved establishment is proposed pending approval of reviewed organizational structure. (refer to 6.2.1)

Cadre	Approved Establishment (A) ¹⁵	Optimal Staffing Level (B)	In-Post (C)	Variance D=(B - C)
Human Resource Management Section	3	3	2	1
ICT Section	3	3	2	1
Accounts Section	6	6	5	1
Supply Chain Management Section	2	2	2	0
Internal Audit Section	3	3	3	0
Marketing Section	3	3	1	2
Legal Services	2	2	2	0
Security Services	5	5	6	-1
Subtotal	49	49	39	10
Nakuru Regional Office				
Administration	12	12	2	10
Crops Section	2	2	2	0
Livestock Section	2	2	0	2
Engineering Section	1	1	0	1
Research Section	7	7	1	6
Human Resource Management Section	2	2	0	2
ICT Section	2	2	0	2
Accounts Section	6	6	2	4
Supply Chain Management Section	2	2	1	1
Internal Audit Section	2	2	1	1
Marketing Section	3	3	0	3
Legal Services	2	2	0	2
Security Services	5	5	2	3
Subtotal	48	48	11	37
Coast Region				
Administration	25	25	0	25
Crops Section	1	1	0	1
Livestock Section	1	1	0	1
Engineering Section	2	2	0	2
Research Section	1	1	0	1
Sub-total	30	30	0	30
ADC FARMS & RANCHES				
Katuke farm	85	85	133	-48
Ongatongo farm	87	87	137	-50

Cadre	Approved Establishment (A) ¹⁵	Optimal Staffing Level (B)	In-Post (C)	Variance D=(B - C)
Suam orchards	82	82	106	-24
Namandala farm	80	80	86	-6
Japata farm	91	91	111	-20
Nai farm	76	76	76	0
Chorlim farm	71	71	76	-5
Sabwani farm	108	108	144	-36
Lanet farm	44	44	47	-3
Ndabibi	30	30	20	10
Sirikwa farm	22	22	29	-7
Enchilli farm	31	31	38	-7
Mutara ranch	55	55	52	3
Galana ranch	160	160	154	6
Kiswani Farm	56	56	93	-37
Sub-total	1,078	1,078	1,302	-224
ADC SERVICE UNITS				
Livestock Genetic Centre	41	41	39	2
Artificial Insemination Training Centre	14	14	12	2
Seed Unit	26	26	26	0
Engineering Services Unit	28	28	28	0
Feed Mill and Driers Unit	47	47	43	4
Danisa Health Facility	6	6	2	4
Sub-total	162	162	150	12
Legal Services/Corporation Secretariat	6	6	6	0
Supply Chain Management Division	6	6	5	1
Finance and Accounts Division	10	10	9	1
Corporate Services Directorate	30	30	25	5
Security services	4	4	3	1
Internal Audit Directorate	3	3	4	-1
Corporate Communication Division	4	4	6	-2
Sub total	63	63	58	5
TOTAL	1,467	1,467	1,574	-107

Table 6: Skills set and Competence Development

S/no	Cadre	Skills set	Skills Gap	Competence Development
1.	Top/Senior Management Level	(i) Analytical skills (ii) Communication skills (iii) Strategic, creative (iv) Innovative thinking (v) Interpersonal skills (vi) Ability to mobilize resources (vii) Negotiation skills (viii) Emotional intelligence (ix) Visionary (x) Critical thinking (xi) Results-oriented (xii) Self-driven	a) Transformative Leadership b) Management of change c) Corporate Governance & Project planning & development d) Proposal writing & development e) Strategic Development & Leadership program f) Board paper writing skills g) Strategic Management h) Team Building	Training Coaching and mentoring
2.	Middle Management Staff	(i) Interpersonal skills (ii) Teamwork (iii) Integrity and professionalism (iv) Creativity and innovative (v) Result-driven (vi) Attention to details and accuracy	a) Senior Management Training b) Performance management c) Project proposal writing & report development d) Report writing & communication skills e) Leadership skills f) Budgeting process g) Ethics (corruption prevention) h) Team building i) Staff appraisal systems	Training Coaching and mentoring

S/no	Cadre	Skills set	Skills Gap	Competence Development
3.	Supervisors	(i) Integrity, transparency and accountability (ii) Planning and execution skills (iii) Ability to work independently and effectively under pressure and on strict deadlines (iv) Interpersonal skills (v) Teamwork (vi) Creativity and innovative (vii) Result-driven	a) Supervisory management skills b) Management development skills c) Health and safety in work environment d) Team building e) Office management	Training Coaching and mentoring
4.	Foremen, Field Assistants	(i) Integrity (ii) Interpersonal skills (iii) People management skills (iv) Self-driven (v) Result oriented (vi) Emotional intelligence	a) Health and safety at work place b) Team building c) Work planning and supervisory at functional lines crops/livestock d) Knowledge of machinery operation e) Cost control and management f) Modern skills in livestock management and crops g) Training programs through on job and attachment h) Farm mechanization	Training Coaching and mentoring
5.	Professional Staff (CPD) (Finance, Human Resources, Audit, Legal, Public Relations, Procurement etc.)	(i) Assessment skills (ii) Mechanical Skills (iii) Technical Expertise (iv) Resource management (v) Problem solving skills (vi) Organization skills	a) Relevant functional-related professional courses in respective disciplines	Training Coaching and mentoring

S/no	Cadre	Skills set	Skills Gap	Competence Development
6.	Administration and Secretarial Staff (Secretaries, Receptionists, Typists, Registry staff, switchboard operators)	(i) Integrity, transparency, and accountability (ii) Planning and execution skills (iii) Ability to work independently and effectively under pressure and on strict deadlines (iv) Interpersonal skills (v) Teamwork (vi) Creativity and innovative (vii) Result-driven	a) Computer skills b) Office management c) Team building d) Effective secretarial skills e) Records management course f) Customer service & public relations	Training Coaching and mentoring
7.	Administrative - Clerical Staff (Accounts clerk, Farm clerks, Stores/purchasing clerks, Registry clerks)	(i) Integrity, transparency, and accountability (ii) Planning and execution skills (iii) Ability to work independently and effectively under pressure and on strict deadlines (iv) Teamwork (v) Result-driven	a) Cost control and management knowledge b) Purchasing and supplies management c) Book keeping skills d) Records management e) Effective store keeping and control. f) Computer skills g) Farm Accounting and control systems management. h) Documentation and presentation of accounts i) Professional knowledge & skills in Accounts, Stores management	Training Coaching and mentoring

S/no	Cadre	Skills set	Skills Gap	Competence Development
8.	Operational Employees	(i) Integrity, transparency, and accountability (ii) Planning and execution skills (iii) Ability to work independently and effectively under pressure and on strict deadlines (iv) Teamwork (v) Result-driven	a) Formal training on operations of the modern tractors and equipment b) Maintenance of machines c) Carrying out small repairs d) Occupational health and safety e) Technical skills in machinery f) Defensive driving	Training
9.	All employees	i) Technical Skills Development ii) Leadership development programs iii) Communication skills iv) Teamwork v) Problem solving vi) Emotional Intelligence vii) Continuous professional development (CPD) viii) Diversity, Equality/Equity and Inclusive Training (DEI) ix) Change Management	a) Technical skills b) Succession Management c) Change Management/ Adaptability Skills	Training

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

Table 6.4: Risk Management Framework

S/No	Risk and Description	Risk Likelihood	Severity	Overall Risk Level (Likelihood * Impact)	Rating	Mitigation Measures
1.	Financial instability due to reliance on Government funding	3	3	9	H	<ul style="list-style-type: none"> 1) Upscale promotion and commercialization of ADC products and services 2) Initiate Public-Private Partnership for revenue generation ventures 3) Increase internal revenue through enhanced productivity 4) Exercise prudent Financial Management
2.	Delayed disbursement of government funding	3	2	6	M	<ul style="list-style-type: none"> 1) Strengthen partnerships with the line ministry and Treasury
3.	High interest rates	2	3	6	M	<ul style="list-style-type: none"> 1) Negotiating for fixed interest rates for all credit facilities
4.	Inadequate facilitation	3	3	9	H	<ul style="list-style-type: none"> 1) Timely requisition of inputs 2) Proper planning monitoring of crop/animal production 3) Proper and timely maintenance of farm machinery 4) Ensure high levels of integrity in all undertakings 5) Proper record keeping 6) Optimal use of available infrastructure 7) Long-term strategic planning for procurement of key equipment
5.	Climate change leading to droughts, floods, wild fires and outbreak of diseases	2	3	6	M	<ul style="list-style-type: none"> 1) Sink boreholes and Harvest/Conserve water for irrigation and animal consumption 2) Develop drought tolerant crop varieties and livestock breeds that can endure drought 3) Inculcate culture of tree planting in all units. 4) Crop and animal insurance 5) Embrace zero grazing for dairy units 6) Embrace feedlot for beef farming 7) Timely vaccination for disease prevention

S/No	Risk and Description	Risk Likelihood	Severity	Overall Risk Level (Likelihood * Impact)	Rating	Mitigation Measures
6.	Post-harvest losses	2	3	6	M	Proper and adequate storage facilities to be put in place immediately upon harvest. Proper planning of logistics to ensure produce is stored. Crop protection.
7.	Land encroachment	3	9	H	1) Proper fencing of land across all units 2) Seek assistance of the relevant Government bodies 3) Ensure presence of visible boundaries to deter unscrupulous land dealers from selling our land to unsuspecting buyers 4) Enhanced patrols along the boundaries 5) Formulating policies for dealing with illegal grazing; arrests, confiscation, fines etc. 6) Sensitization of the communities along the borders	
8.	Inadequate research	2	4	M	1) Develop and implement research strategy 2) Resource R&D function to make it competitive	
9.	Low level of automation	3	2	6	M	1) Develop in-house systems 2) Budget and implement automation of processes
10.	Uncompetitive employment terms	3	9	H	1) Offer competitive employment terms 2) Merit based placements and promotion 3) Adopt best HR practices 4) Develop and implement appropriate staff retention strategy	
11.	Organizational resistance to change	1	2	2	L	Develop and institutionalize a framework for acceptance and effective management of change
12.	Inadequate training of management and the Board.	1	1	1	L	1) Mandatory induction 2) Periodic training

S/No	Risk and Description	Risk Likelihood	Severity	Overall Risk Level (Likelihood * Impact)	Rating	Mitigation Measures
13.	Interference with Internal audit function	3	3	9	H	Sensitization of board, management & staff on independence and role of internal audit
14.	Low implementation of environmental sustainability strategies	1	2	2	L	Sensitization of units and setting targets on tree planting to each staff

Risk Assessment

The risks have been assessed against likelihood of occurrence and impact as guided below.

(i) Likelihood Assessment Level and Description

Level	Likelihood	Description
3	Likely	Happens annually
2	Unlikely	Happens about once every three years
1	Very Unlikely	Has only happened once or not happened in five years

(ii) Impact Assessment Level and Description

Level	Likelihood	Description
3	High	A risk event that if it occurs one or more stated objectives will fall below acceptable levels.
2	Medium	A risk event that if it occurs one or more stated objectives will fall below goals but above minimum acceptable levels
1	Low	A risk event that if it occurs will have little or no impact on achieving outcome objectives

(iii) Overall Risk Level (Likelihood *Impact)

Level	Likelihood	Description
1-3	Low	Does not currently require corrective action but should be closely monitored
4-6	Medium	Needs corrective action within the plan period
7-9	High	Needs corrective action within the financial year

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)					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
KRA1: Financial Performance	316	347	348	354	363	1728.00
KRA2: Customer Focus	10,399	4,999	7,899	4,999	7,899	36,200
KRA3: Internal Business Processes	2,721.9	3,927	4,318.05	4,703.5	5,232.5	20,902.95
KRA4: Capacity Building and Innovation	51.27	49.97	17.77	20.57	20.82	160.4
KRA5: Corporate Governance	34.6	73.5	50.6	42.1	32.2	233.00
KRA 6: Environmental Sustainability	2	4.75	5.75	4.75	5.25	22.50
Administrative Cost	31.36	44.07	47.48	51.30	56.62	230.83
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's 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 to 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:

Leading and content below: 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:

Leading and content below: 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:

Leading and content below: 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:

Leading and content below: 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:

Leading and content below: 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. Table 8.1 indicates the outcome indicators and targets to be evaluated.

Table 8. 1: Outcome Performance Matrix

Strategic objective	Outcome	Outcome indicator	Baseline year		Target year
			2022/2023	Mid- term	End- term
KRA 1: Financial Performance					
SO 1.1: To build a sustainable financial resource base	Increased Revenues and funds	Amount of internally generated revenue (KES. M)	1,662	3,482	5,014
		Amount of funds received from the government and public private partners (KES. M)	15	1273	874
		Amounts of credit received from banks and other Financial Institutions (KES. M)	-	115	160
		Amount of historical debts reduced (KES. M)	117	280	280
		Amount set aside for asset replacement (KES. M)	9	55	67
		Percentage of profit to sales/turnover	0.65	10	15
		Revaluation of ADC land and Buildings (KES. M)	-	13	16
KRA 2: Customer Focus					
To enhance the corporate image	Enhanced brand image, visibility and stakeholder relations	Increased brand awareness (Brand awareness Survey (%)	-	3	6
		Improved Employee perception (Employee perception survey) (%)	-	2	5
		Improved stakeholder awareness (Stakeholder survey (%)	-	5	12
		Enhanced Customer satisfaction survey (Customer satisfaction survey) (%)	-	5	8

Strategic objective	Outcome	Outcome indicator	Baseline year			Target year	
			2022/2023	Mid-term	End- term	2022/2023	Mid-term
KRA 3: Internal Business Processes							
To increase production and productivity of all enterprises	Optimal production and productivity in crop and livestock enterprises	Increase yield per unit area (%) Use of improved and new seed varieties Increase milk yield (kgs) per cow/ day Increase dairy herd size (%) Increase in beef herd size (%)	5 4 11 10 10	25 2 14 10 10	25 2 17 10 10	5 4 11 10 10	25 2 17 10 10
Increase Sales and Marketing ADC of products and services	Increase sales and market share	Increase in sales (KES Million) Increase demand for our goods and services (%) Increase distribution agents for ADC semen and seed products (NOs)	1,662 16 42	3,482 33 47	5,014 33 57	- - -	- - -
Partnership with other stakeholders	Improve Road infrastructure Application of innovations and technologies	Length of road upgraded (kms) No. of technologies applications.	- -	50 1	10 1	50 1	10 1
KRA 4: Capacity Building and Innovation							
Strengthen the Corporation's human resource capacity	Improved professionalism, efficiency and effectiveness in the quality-of-service delivery	Improved employee satisfaction (%) Reduced skills gap (%) Improved average of all employees' performance evaluation rating, (NOs)	- - 8	4 20 8.5	5 35 8.9	- - 20	5 35 8.9

Strategic objective	Outcome	Outcome indicator	Baseline year		Target year	End - term
			2022/2023	Mid - term		
Re-engineer internal business processes in line with global practices.	Automation and integration of all internal systems through development of ICT infrastructure and purchase of an Enterprise Resource Planning System (ERP) & data integration dashboard	Improved data accuracy and reporting (%) Turnaround time (days) analyzing Integration of information within departments (%) Integration of information within departments (%)	- 14 - -	- - - 55	- - - 55	95 1 100 100
KRA 5: Corporate Governance						
To enhance good governance practices	Adherence to regulatory framework	Board evaluation performance rating (%)		75	85	80
	Enhanced Corporate culture	Development & Implementation of a Corporate Communication Policy (%)		-	-	5
KRA 6: Environmental Sustainability						
Reduce adverse effects of Climate change	Increased forest cover	Number of trees planted	46,250	152,625	277,500	

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.

Table 8. 2: Quarterly Progress Reporting Template

Expected output	Output indicator	Annual target (A)	Quarter for year			Target (E)	Actual (F)	Variance (F-E)	Remarks	Corrective intervention
			Target (B)	Actual (C)	Variance (C-B)					

Table 8. 3: Annual Progress Reporting Template

Expected output	Output indicator	Achievement for year			Target (D)	Actual (E)	Variance (E-D)	Remarks	Corrective intervention
		Target (A)	Actual (B)	Variance (B-C)					

Table 8. 4: Evaluation Reporting Template

KRA	Out-come	Outcome indicator	Baseline		Mid-term evaluation	End of plan period evaluation	Remarks	Corrective action
			Value	Year				