

REPUBLIC OF KENYA



**MINISTRY OF AGRICULTURE, LIVESTOCK AND
FISHERIES**

**CAPACITY BUILDING STRATEGY FOR AGRICULTURE
SECTOR**

November, 2017

FOREWORD

The Kenya Vision 2030 is the long term development blue-print expected to transform the country into a rapidly industrializing middle-income nation. The Vision aims at transforming the agriculture sector into an “innovative, commercially-oriented and modern sector” by the year 2030.

At the global and continental levels, the Vision is in line with the Sustainable Development Goal No. 2 and the Comprehensive Africa Agriculture Development Programme (CAADP) respectively among other policy documents. Kenya’s global competitiveness will depend on the ability to create a human resource base that will constantly be subjected to learning and re-training and have access to new technological skills and knowledge in order to cope with dynamic changes in the sector.

In the Fourth Schedule, Part 1, function 32 the Constitution of Kenya assigns capacity building and technical assistance function to the National Government. Further, Article 232 of The Constitution also provides for a public service that is professional, efficient and effective. This therefore, calls on the two levels of government to ensure the staffs are well equipped with relevant skills, knowledge and attitude. This is with a view to promoting a value- based service delivery in the agriculture sector. It is against this background that the Ministry of Agriculture, Livestock and fisheries in consultation with the counties, developed this Strategy.

It is envisaged that, the implementation of this strategy *will be guided by The Constitution and in particular Article 6 (2) which states that “The Governments at the National and County levels are distinct and inter- dependent and shall conduct their mutual relations on the basis of consultation and cooperation”.*

The estimated cost of implementing this Strategy is **KShs.24** billion over a period of five years. Resources for the implementation will be mobilized from the exchequer, development partners and other stakeholders. Finally, I have no doubt that with cooperation and support from all stakeholders, the Strategy will be fully implemented to realize its objectives.



Willy Bett, EGH
Cabinet Secretary
Ministry of Agriculture, Livestock and Fisheries

PREFACE

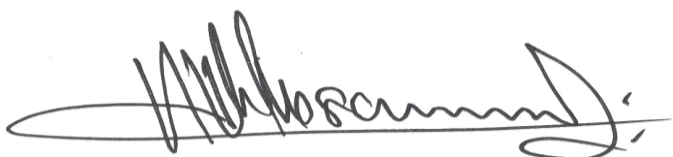
The importance of agriculture in the overall development of national economy has been spelt out in various government development policies such as; Kenya Vision 2030, Agriculture Sector Development Strategy, Medium Term Plans , among others. In order for this to be realized, agriculture sector is expected to achieve an accelerated growth rate of 10 percent per annum in the medium term, and sustain this level over time.

One of the key drivers of the agriculture sector is a functional agricultural extension service that is innovative and responsive to the changing socio-economic conditions. This requires a competent, knowledgeable and skilled manpower that will respond robustly to these dynamic situations. However, one of the challenges identified by the two levels of governments is a weak institutional capacity to deliver quality extension services.

In view of the above, the Ministry of Agriculture, Livestock and Fisheries commissioned a special study that was able to validate this fact, and embarked on a process of development of a comprehensive capacity building Strategy for the sector. The process involved a literature review and wider consultations with national and County Government staff.

The Strategy takes into account the importance of a holistic and sector-wide approach to capacity building. The proposed interventions will target all agriculture sector value chains players and stakeholders.

The approach will facilitate harmonized and coordinated implementation of the Strategy. It will thus reduce overlaps and duplication of efforts and create required synergy to realize the desired results. In this regard, we call for enhanced co-operation and collaboration between the two levels of Governments, development partners and other stakeholders for successful implementation of this Strategy.



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ACKNOWLEDGEMENTS

I wish to thank the top management of the Ministry, foremost the Cabinet Secretary Mr. Willy Bett, EGH for granting approval for the exercise to be undertaken. The significant support and guidance from the Principal Secretary, State Department of Fisheries and the Blue Economy, Prof Micheni Ntiba, CBS, Chair Joint Technical Working Group of the Transformation Initiative which supported the activity deserves special recognition. Special thanks also go to his counterparts Principal Secretaries; Dr. Richard Lesiyampe, CBS and Dr. Andrew Tuimur, CBS for Agriculture and Livestock Departments respectively for their contributions and for authorising their officers to participate in the activity.

I wish to also thank the Development Partners; the Swedish and the German Governments through Agricultural Sector Development Support Programme (ASDSP) and European Union/German Technical Cooperation (EU/GIZ) programmes respectively, for providing financial and logistical support for the exercise.

Special mention also goes to the various County Governments' officials led by the County Executive Committee Members (CECMs) and County Chief Officers (CCOs) for providing useful insights into the capacity building gaps and allowing their staff to participate during the County consultative process.

I recognize the efforts of the Task Team members, drawn from the three State Departments of the Ministry and the lead consultants for their commitment in undertaking the exercise. The team included Philip Makheti, Caroline Ngunjiri, Tobias Ulare, Dr. Simon Macharia, Allan Mwaura, Richard Githaiga, Dr. Cathryn Wanjohi, Dr. Beatrice Akunga, Joshua Oluyali, Hezekiah Orwa, Samuel Kenyanya, Veronica N. Ndetu, Stephen Njogu, Albin Sang, Dr. Samuel Guto, Ruth Mwangi, Samuel Muhiu, Simon Mwombe, Benedict Abuga, Josphat Muhunyu, Timothy Gacheha and Consultants Joram M. Gicheru and Hamisi O. Mboga. Efforts of other Ministry staff that played various roles towards development of this strategy include; Florence Muhinja, Florence Kaura, Everline Kerubo, Catherine K. Kiragu, Reuben Ndetei, Madris Njagi, Maryrose Muthoni and Gaudencia Matoni are highly appreciated. Valuable support provided by GIZ, EU and ASDSP staff, Patrick McMullin, Alban Belinguez, Tom Apina, Phoebe Odhiambo and their teams cannot be overlooked.



Phillip Makheti
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EXECUTIVE SUMMARY

The Agricultural sector directly contributes about 26% annually of the country's Gross Domestic Product (GDP) and a further 27% through manufacturing, distribution and service sectors. It accounts for 65% of the total export earnings. The sector employs over 80% of Kenya's rural work force and provides more than 18% of formal employment. The Kenya Vision 2030 recognizes the significance of agriculture towards its goals that aim at achieving an average Gross Domestic Product growth rate of 10% per year up to the year 2030. The Agricultural Sector Development Strategy of 2010 provides a framework for progressive agricultural growth and development in the next 10 years. It mainly aims at transforming agriculture into a modern and commercially viable sector. The 6th Schedule of the Constitution requires the national government to assist county governments in building their capacity to govern effectively and provide the services for which they are responsible. The agricultural sector continues to be a key economic and social driver of development in Kenya's Vision 2030 and Sustainable Development Goals (SDGs).

In the process of developing this strategy, critical capacity gaps were identified at three levels namely; individual, institutional and enabling environment. At individual level, inadequate knowledge, skills and competencies among technical staff and service providers were identified. Further, it was observed that the staff did not have adequate hands on skills to transfer the same to value chain players. At the institutional level, lack of harmonized curricula for agricultural vocational training and qualification framework, and low participation of youth in agriculture are some of the key impediments. At the enabling environment level, the existing legal and regulatory framework and political commitment were also found to be inadequate to drive the sector forward.

To address these issues, six strategic objectives were identified namely; to strengthen governance structures and coordination of institutions mandated with Capacity Building in the counties; to improve knowledge, skills and competencies of both national and County agricultural technical staff; to build capacity for vocational education, technology innovation and business incubation centres for practical training of agriculture value chain players; to establish capacity building quality assurance and standardisation systems; to support capacity building initiatives that attract youth participation and investment in the agriculture sector and to enhance the mandate of Agriculture Information Resource Center (AIRC) to be a robust repository for data and information sharing.

Implementation of this strategy will involve assigning responsibility to relevant institutions at both levels of Government. The four main tasks include managing training and capacity building function; resource mobilization for relevant hardware, tracking implementation, coordination of stakeholders and monitoring and evaluation. The monitoring and evaluation system will ensure the Strategy's objectives are realized.

The total budget for the implementation of this strategy is **Kshs. 24 billion** which is expected to be mobilized from the National and County Governments, Development partners, private sector, Civil Society Organizations and other stakeholders.

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LIST OF ABBREVIATIONS AND ACRONYMS

4K	<i>“Kuungana” (to unite), “Kufanya” (to do) “Kujenga” (to develop) Kenya</i>
AHITI	Animal Health and Industry Training Institute
ASDS	Agricultural Sector Development Strategy
ASDSP	Agriculture Sector Development Support Programme
ATCs	Agricultural Training Centres
ATDCs	Agricultural Technology Development Centres
ATVET	Agricultural Technical Vocational Education and Training
BAC	Bukura Agricultural College
BDS	Business Development Services
CNA	Capacity Needs Assessment
CB	Capacity Building
CBET	Competency Based Education and Training
CBO	Community Based Organization
CBTWG	Capacity Building Technical Working Group Committee
CCBC	County Capacity Building Committees
CDAAC	Curriculum Development, Assessment and Accreditation Council
CECM	County Executive Committee Member
CGs	County Governments
CDCBSC	County Departmental Capacity Building Sub-Committee
CIDPs	County Integrated Development Plans
CIG	Common Interest Group
CCO	County Chief Officer
CoG	Council of Governors
CPSBs	County Public Service Boards
DCBSCs	State Departmental Capacity Building Sub Committees
DPSM	Directorate of Public Service Management
DTI	Dairy Training Institute
ERSWEC	Economic Recovery Strategy for Wealth Creation
EU	European Union
FBOs	Faith Based organizations
GDP	Gross Domestic Product
GIZ	German Technical Cooperation Agency
ICT	Information Communication Technology
IGRTC	Intergovernmental Relations Technical Committee
IGS	Intergovernmental Secretariat
INGOs	International Non-Governmental Organizations
IRA	Insurance Regulatory Authority
ITWG	Intergovernmental thematic Working Group
JAS-IGS	Joint Agriculture Sector- Intergovernmental Secretariat
JASSCOM	Joint Agriculture Sector Steering Committee
KAGES	Knowledge-Driven Agriculture Extension System
KALRO	Kenya Agricultural and Livestock Research Organization
KeFAAS	Kenyan Forum for Agricultural Advisory Services
KICD	Kenya Institute of Curriculum Development
KIBT	Kenya Institute of Business Training
KIRDI	Kenya Industrial Research and Development Institute
KNBS	Kenya National Bureau of Statistics

KSA	Kenya School of Agriculture
KSoG	Kenya School of Government
KUCCPS	Kenya Universities and Colleges Central Placement Services KUCCPS
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MCBC	Ministerial Capacity Building Committee
MIS	Management Information System
MoALF	Ministry of Agriculture Livestock and Fisheries
MoDP	Ministry of Devolution and Planning
MoES&T	Ministry of Education, Science and Technology
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTI	Meat Training Institute
MTPs	Medium Term Plans
NALEP	National Agricultural and Livestock Extension Programme
NASEP	National Agricultural Sector Extension Policy
NCBF	National Capacity Building Framework
NEP	National Extension Project
NFWTI	National Fisheries and Wildlife Training Institute
NGOs	Non-Governmental Organizations
NIMES	National Integrated Monitoring and Evaluation System
NITA	National Industrial Training Authority
NQFA	National Qualification Framework Authority
NSC	National Steering committee
PESTEL	Political, Economic, Social, Technological, Environmental and Legal analysis
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Agency
SRA	Strategy for Revitalization of Agriculture
SWOT	Strength, Weakness, Opportunities and Threats analysis,
TA	Transition Authority
TVET	Technical Vocational Education and Training
TVETA	Technical Vocational Education & Training Authority,
UNDP	United Nations Development Programme,
UNESCO	United Nations Education Scientific and Cultural Organization,
V2030	Kenya Vision 2030.

GLOSSARY

Agriculture sector	Part of Kenya's economy that includes activities involving the production and management, processing, marketing of crops, livestock and fishery resources and products for food, income and industrialization and enhance sustainable use of land resources for socio-economic development.
Capacity	The ability of an entity to perform functions effectively and efficiently to sustainably achieve set goals
Capacity building	The process of improving the abilities of individuals and organizations to marshal and use their resources to develop and sustain their effectiveness.
Capacity building Strategy	An agreed plan of implementing capacity building activities among stakeholders
Enabling environment	Set of interrelated conditions such as policy, legal, regulatory, political commitment, fiscal, governance, and socio-cultural influences that impact on the capacity of development actors.
Functional capacities	Collaborative systems that ensures proper flow of information between relevant institutions
Individual level capacity building	Is a process of changing attitudes, behaviour and competence of individuals through knowledge and skills transfer
Institutional level capacities building	Developing procedures, guidelines, infrastructure and management information systems that improve performance in the sector
Intergovernmental relations	This is a framework for consultation and cooperation between National and County Governments; and among County Governments
Technical assistance	Providing targeted support to an organization

1.0 INTRODUCTION

1.1 Background

The Agricultural sector directly contributes about 27% to the Gross Domestic Product (GDP) and a further 27% through manufacturing, distribution and service sectors and accounts for 65% of the total export earnings annually (Economic Review of Agriculture (ERA), 2017). The sector employs over 80% of Kenya's rural work force and provides more than 18% of formal employment. The performance of the agriculture sector and the national economy are closely linked with the economic growth - declining whenever there is a shock in the agriculture sector (Figure 1) and vice versa. Kenya Vision 2030 identifies agriculture as one of the key sectors through which to achieve the projected 10% annual economic growth rate. The sector faces many challenges that constrain its growth and limit the envisaged sector contribution. These constraints include; inadequate commercialization, low production and productivity, weak market linkages and inadequate infrastructure. Capacity building can assist in addressing the identified challenges through consistent capacity development, skills and knowledge improvement for service providers and stakeholders; thereby utilizing the benefits of advances in agricultural research, technology development and public policy.

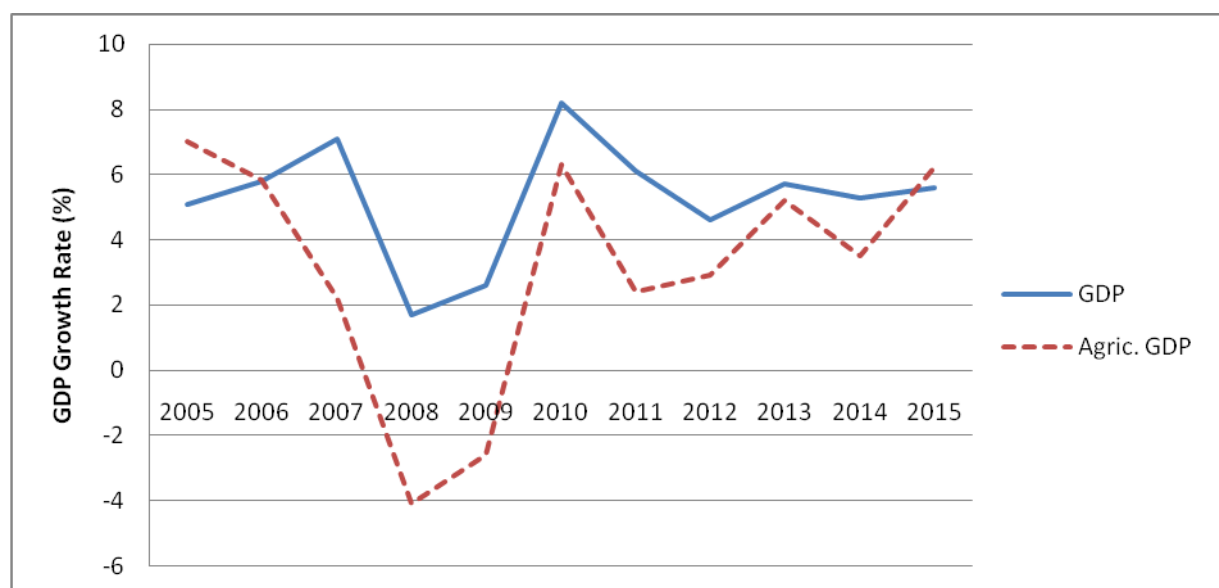


Figure 1: The relationship between agricultural performance and the national economy

Source: Economic Surveys (2005 -2016) Kenya National Bureau of Statistics (KNBS)

Capacity Building entails much more than training and encompasses development of the human, scientific, technological, organizational and resource capabilities for institutions (UNCED, 1992). Capacity building for the sector will therefore involve the following components:

- Human resource development involving equipping individuals with the understanding, skills and access to information, knowledge and training in agriculture to contribute to sector development;

- Institutional strengthening entailing; management of structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Enabling environment where the focus will be on policy, legal, regulatory, norms and institutional framework.

The sector has various categories of institutions that include training, research & technology development, policy, financial, extension, marketing, ICT and value addition. The majority of institutions in the country (26%) provide extension services (Figure 2) while about 8% provide training services and only 0.8% of the institutions offer ICT services (ASDSP, 2016).

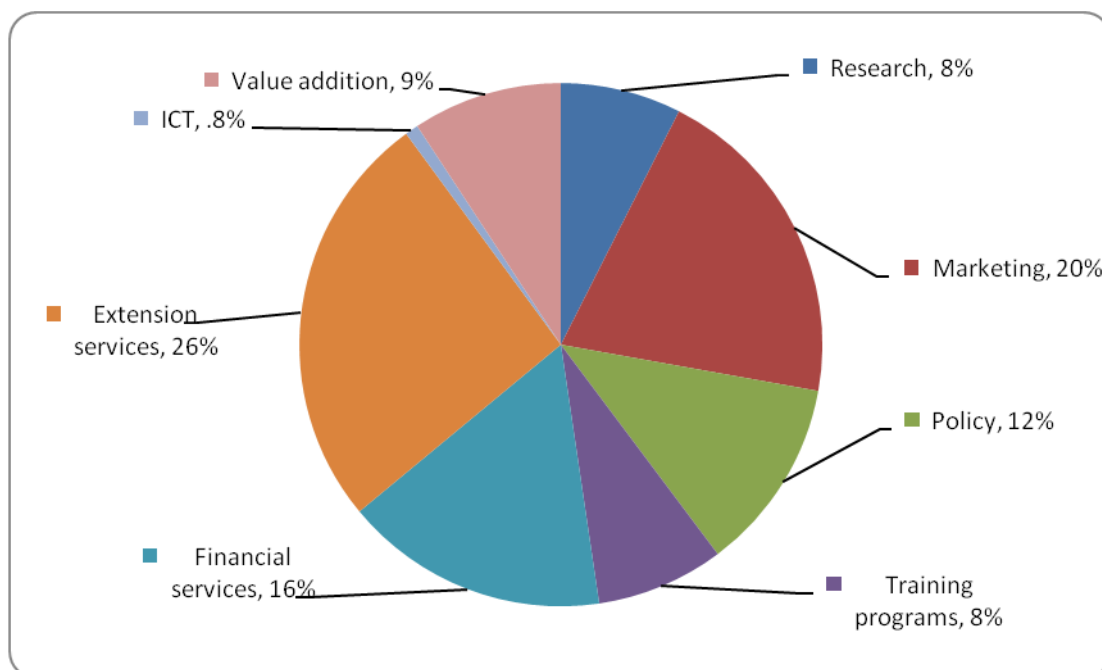


Figure 2: Institutions participation in agriculture sector. Source ASDSP Survey Report, 2016

Most of the sector institutions reported training as one of the tools for building capacity and all categories of institutions required training in farming husbandry, computer literacy, financial management and administration, and leadership skills.

1.2 Process of the strategy development

The process of preparing the strategy was participatory, and involved staff and stakeholders of the Ministry of Agriculture, Livestock and Fisheries (MoALF) and the Counties. The task team undertook desk reviews on the legal, regulatory and institutional framework, with respect to capacity building and the existing initiatives in the sector. County consultations were conducted with sector representatives in thirteen (13) Counties namely; Kakamega, Kisumu, Kisii, Kericho, Kajiado, Embu, Machakos, Isiolo, Garissa, Kilifi, Kwale, Taita-Taveta and Nyeri on capacity concerns and challenges. The sampling was purposive, ensuring equitable representation of the main agricultural livelihoods for various regions in Kenya. The team analyzed the information obtained and prepared the Strategy which was shared with the top management of the ministry.

1.3 Scope of the strategy

This strategy targets staff and stakeholders in the agriculture sector by focussing on development of skills, knowledge and competences in technical, policy and legislation. The strategy gives guidelines on sector institutional requirements for efficient and effective delivery of services. It is expected that both levels of government and other stakeholders will support capacity building at individual, institutional (organizational) and the enabling environment (systems) for players in the entire agricultural value chains.

1.4 Justification for the strategy

The importance of Capacity building has been highlighted in The Constitution of Kenya, Vision 2030, and various policies such as the Human Resource development, Livestock, Agricultural, Veterinary and National Oceans and Fisheries policies. According to the ASDSP Baseline Survey (ASDSP, 2016), 72% of the sector institutions participated in formulating and implementing the sector policies. The survey report emphasized on the need for capacity building to improve the policy making process by wide stakeholder consultation, training and sensitization on policy making and reviewing policies and legislations.

The *Sixth Schedule of the Constitution (Section 15 [2a])* mandates the National Government to formulate policy and coordinate capacity building for effective and efficient provision of public services. In regard to capacity building, there have been uncoordinated initiatives amongst various stakeholders in the sector hence the need for developing a strategy to guide capacity building. The need for a structured approach to capacity building has also been underscored by the Intergovernmental Thematic Working Group (ITWG) on food Security, capacity building and extension.

Agriculture is dynamic owing to new technologies, innovations and products coupled with impacts of external factors such as marketing, access to credit and climate change. This dynamism necessitates that technical officers and other stakeholders be equipped continually with the necessary skills, knowledge and competencies.

Further, the capacity of sector institutions and systems too need to be strengthened to facilitate smooth and efficient service delivery. Most agricultural institutions have inadequate internal expertise on new technologies that respond to evolving challenges for sustainable agriculture and rural development. In addition, the institutions lack adequate infrastructure such as buildings, vehicles and ICT equipment for efficient delivery of services. There is need therefore for a strategy towards institutional strengthening to address these challenges

Both levels of governments are required to formulate develop and implement policies, legal frameworks, standards and strategies. The consultative exercise established that there exists capacity gap in the necessary skills to do the above. Therefore there is need to build the capacity to enable the governments to undertake their mandates effectively.

A well-coordinated and structured Individual, institutional and enabling environment capacity building will ensure transformation of the sector from subsistence farming to an innovative, commercially-oriented, internationally competitive and modern agriculture.

1.5 Organization of the Strategy

This strategy is organized in six chapters. Chapter one gives the background information on the role of agriculture in Kenya's economy. Chapter two presents tools used for situational analysis of capacity building and technical assistance that include Strengths, Weaknesses, Opportunities and Threats (SWOT); Political, Economic, Social, Technological, Environmental and Legal (PESTEL) issues and stakeholder analysis.

Chapter three provides broad strategy direction and contains the strategy's vision; mission; strategic issues and interventions; objectives and the expected outputs. Chapter four presents the strategy implementation arrangements, while the resource requirements and mobilization for the implementation of the Strategy is presented in Chapter Five. Chapter Six provides the monitoring and evaluation framework and the implementation matrix. The matrix (Annex 1) contains the interventions, their estimate costs and the implementation timeframes. The matrix will be used to monitor and evaluate the Strategy during its implementation period

2.0 SITUATION ANALYSIS ON CAPACITY BUILDING

2.1 Background

The issue of capacity building has become a global priority, and findings of past and present studies highlight capacity challenges in the agriculture sector.

During the post-independence period, capacity building of staff as regards training in the public service was centrally coordinated by the former Directorate of Personnel Management (DPM). However, the function was decentralized to line ministries for coordination and implementation, while policy direction on capacity building of staff was retained by DPM and its successor, the Directorate of Public Service Management (DPSM).

In addition, the Government established several pre-service technical tertiary institutions, to offer practical technical training at certificate, diploma and degree levels. Certificate and diploma level institutions in the agricultural sector included the Animal Health and Industry Training Institutes (AHITIs), Meat Training Institute (MTI), Dairy Training Institute (DTI), Bukura, Kilifi and Embu Institutes of Agriculture, and Naivasha Fisheries & Wildlife Training Institute (NFWTI). These institutions provided hands on technical skills for staff and farmers and some of them continue to discharge the original mandate.

Further, for effective delivery of technical skills to farmers and other stakeholders, the Government also established thirty three (33) Agricultural Training Centres (ATCs), three (3) Pastoral Training Institute and Mobile Pastoral Training Units across the country. Faith based and private organizations established training centres such as Manor House in Kitale, Baraka in Molo, and Latia in Kajiado to complement Government efforts in capacity building in the sector.

At diploma and degree levels, institutions such as Egerton College, Jomo Kenyatta College of Agriculture and Technology, the University of Nairobi, and later on, Eldoret, Maseno, Kenyatta, Jaramogi Oginga Odinga Universities and other private universities (Baraton, Kenya Methodist, Mount Kenya and others) have been offering Agricultural related courses.

In addition, in the early 60's supportive institutions in terms of credit and farm inputs provision, agricultural mechanizations, marketing, food processing and research were in place to build institutional capacity of the agricultural sector. Institutions such as KARI, KETRI, KEMFRI, KEFRI were established by the government to support research and capacity building. Further international research organization such as ILRI, ICRISAT, ICIPE, CIMMYT, IPC and others were set up to support local research institutions.

Since independence several approaches have guided delivery of extension services in the agricultural sector including; Agricultural Shows and Exhibition, Training and Visit (T&V), Catchment Approach in Soil and Water Conservation, Farmers Field Schools, Farm Visits, On-farm Demonstrations, Field Days, Tours, Electronic Media and Exchange Visits. Each of these approaches had both human and institutional capacity building components to support service delivery and increased productivity. These efforts have been guided by

the various Government policies and strategy papers including and not limited to; *The Constitution of Kenya 2010*, Kenya Vision 2030 and its Medium Term Plans (MTPs), Economic Recovery Strategy for Wealth and Employment Creation (ERS), Strategy for Revitalizing Agriculture (SRA), Millennium Development Goals (MDGs), Sustainable Development Goals (SDGs), National Agricultural Sector Extension Policy (NASEP), Agricultural Sector development Strategy (ASDS) and Crops, Livestock and Fisheries sub – sectors specific policies and plans.

Most importantly, capacity building has been well articulated in the Agricultural Policy 2016, which outlines among other issues, the formulation of guidelines and standards for agricultural training and skills development. In this policy, the National and County Governments will prioritize in-service training of public agricultural service providers to upgrade their technical and practical knowledge.

By the year 2017, Agriculture sector had both public and private capacity building institutions that were complementing in building synergies on skills development and dissemination. There were thirty three (33) ATCs, two (2) Pastoral training institutes, Livestock Training Institute (Wajir), three (3) AHITs, one (1) Dairy Training Institute, three (3) Kenya Schools of Agriculture (KSA) colleges, six (6) fisheries training centres (Sagana, Kiganjo, RIAT, Kenya Wildlife training institute at Naivasha and Fish production training centers at Kisii and Wakhungu in Busia). These institutions are distributed in 34 counties leaving 13 Counties without any Agricultural Training Institution. There are more agricultural training institutions being developed by both levels of Governments.

Other facilities for capacity building include; ten (10) Agriculture Technology and Development Centres (ATDCs), twenty four (24) Agricultural Mechanization Stations (AMSS), and several private sector institutions among others. In addition, there are over seven hundred (700) youth polytechnics and technical training institutions which fall under other government agencies that have the potential to augment capacity building in the sector.

Rapid development and expansion of higher education and demands for managerial/white collar jobs, in the 1980's to 2015, led to the taking over and conversion of some of these middle level agricultural institutes and farmers training centres to offer general degree courses. This situation persists to date to the detriment of enhanced agriculture development.

2.2 Strategy alignment to existing Policies

2.2.1 Kenya Constitution

There are three articles in the Kenya Constitution with implications on capacity building for the agriculture sector. Article 35 grants every Kenyan citizen the right of access to information while Article 43 (1) gives every Kenyan the right to freedom from hunger and access to adequate food. In addition, Article 189 (c) requires national government to liaise with county governments for the purpose of exchanging information, coordinating policies and enhancing

capacity while the 6th Schedule of the Constitution requires the national government to assist county governments in building their capacity to govern effectively and provide the services for which they are responsible.

2.2.2 Kenya Vision 2030

The Vision has given priority to infrastructure, human resource and science, technology and innovation that have implications to capacity building in the agriculture sector. It aspires to: strengthen telecommunications to support development in all the pillars and gives highest priority to infrastructure; devote more resources to science, research and technical capabilities of the workforce and raises the quality of teaching science, technology and innovation in schools, polytechnics and universities; build a globally competitive and adaptive human resource base through life long training and education and to establish new technical training institutions as well as enhance closer collaboration between industry and training institutions.

2.2.3 Agriculture Policy

The policy identifies importance of skilled and creative human resource to stimulate sector development. The policy proposes development of an effective human resource by formulation of standards for agricultural training and skills development; and promotion of investment in agricultural education, research and extension. In regard to institutions, some experience poor governance and deteriorating physical infrastructure coupled with obsolete equipment and machinery. The policy proposes strengthening of sector institutions, establishing mechanisms for intra and inter-institutional linkages and provision of mechanisms for good governance.

2.2.4 National Oceans and Fisheries policy

The fisheries sub-sector lacks training institutions and sufficient numbers of suitably trained personnel to address current and emerging issues. The infrastructure issues will be addressed by establishment of adequate fisheries infrastructure. As regards human resource development, the policy proposes identification of long term manpower and training requirements followed by provision of opportunities for formal and informal training.

2.2.5 Veterinary Policy

Capacity building is required to develop capacities for the delivery of veterinary services and related support services to better serve the animal resources industry which include livestock, wildlife, aquatic and companion animals and their products. The policy envisages this will be achieved through the development of institutions, infrastructure, human and financial resources and training of animal keepers and other stakeholders at both levels of Government. The policy outlines the different roles of the governments in building the capacities. Continuous professional development programme and internship are strategies that will be institutionalized by both levels of Government in collaboration with the Kenya Veterinary Board.

2.2.6 Livestock Policy

The Livestock Policy has considered building capacities for enhancement of the livestock industry through development of human resource, institutions, agribusiness and infrastructure.

The policy intends to develop both public and private institutions and infrastructure for efficient delivery of livestock inputs, services and marketing. The training institutions will be upgraded by expanding the courses offered and developing curricula and occupational standards for various livestock value chains.

2.2.7 National Food and Nutrition Security Policy

The policy gives the Government the responsibility of building capacity to ensure the availability of adequate, quality, nutritious safety-assured food at all times. The policy also: Identifies weak institutional coordination and capacity aspects as contributing to inefficiencies and proposes that Government direct resources on preparedness for drought and floods through a variety of capacity building programs that can enhance awareness and capabilities at all levels. It recommends capacity building of extension service providers, health practitioners and other stakeholders to incorporate nutritional and food safety considerations into their routine work.

2.3 SWOT Analysis

The process of developing this strategy is underpinned in extensive analysis of the current and desired capacities for the sector. The analysis was done using the SWOT tool as presented in Table 1.

Table1: SWOT Analysis for Capacity Building Strategy in Agriculture

Internal factors	Strengths	Weaknesses
	<ul style="list-style-type: none"> - Existence of National and County Governments' support for the development of the Strategy, - Existence of qualified, professional and experienced technical staff in the sector. - Availability of agricultural training institutions. - On-going development of the capacity building framework by the National Government, - Existence of various government initiatives at the county and national levels (e.g. Internship Policy for public service, scholarships, ASDSP Programs, development of TVET centres); - Budgetary allocations by both the National Government and counties to agricultural sector; - Supportive infrastructure (e.g. Cold chain facilities, Horticultural markets; expansion of KSA, building of slaughter houses, Review of training curricula); - Experience of past capacity building efforts which can be used as building blocks for learning and success; 	<ul style="list-style-type: none"> - Inadequate numbers of technical staff, - Absence of strong stakeholder fora and clear coordination mechanisms - Weak implementation of existing legal and policy framework for capacity building, - Weak coordination of M&E mechanisms for capacity building, - Inadequate guidelines, standards and quality assurance for capacity building, - Lack of coherent capacity building framework, - Inadequate transport facilities and office equipment; - Inadequate ICT facilities; - High cost of convening intergovernmental meetings; - Poor maintenance of vehicles and equipment;

	<ul style="list-style-type: none"> - Existence of a coordination mechanism for agricultural sector; - Existence of ICT infrastructure in some counties; - Skills and knowledge among the stakeholders. 	<ul style="list-style-type: none"> - Low budgetary allocations for capacity development in counties; - Underutilization of existing ICT infrastructure; - Weak coordination mechanisms between institutions mandated to undertake quality assurance in capacity building.
External factors	Opportunities	Threats
	<ul style="list-style-type: none"> - Agriculture is a key sector for the growth of the economy; - Increased demand by public for quality; professional and reliable public services; - Existence of development partners in the sector; - Increased interest in the sector by service providers; - Existence of large numbers of youth; - Existence of relevant training institutions; - Existence of external technical trainings. 	<ul style="list-style-type: none"> - Low funding of agriculture and delayed flow of funds; - Lack of political good will; - Aging staff and lack of succession planning;

2.4 PESTEL ANALYSIS

In developing this strategy, PESTEL model was used to analyse the political, economic, social, environmental and legal factors that would support or impede the implementation of the Strategy.

Table 2: PESTEL Analysis for Capacity Building

Factors of change	Type of Change	Impact on Capacity Building	Mitigation Measures
Political	<ul style="list-style-type: none"> - Devolved system of governance in place - Capacity building and Technical assistance is a national function - Devolution laws in place 	<ul style="list-style-type: none"> - Ensuring capacity building is well resourced 	<ul style="list-style-type: none"> - Consultations with County Governments to ensure smooth implementation, - Capacity building of the County departments responsible for agriculture
Economic	<ul style="list-style-type: none"> - Inadequate public participation in budgeting processes - Inadequate allocation of 	Inadequate resources for capacity building in the sector	<ul style="list-style-type: none"> - Public participation in budgeting and planning - involvement of County leaders and stakeholders in a structured way

Factors of change	Type of Change	Impact on Capacity Building	Mitigation Measures
	resources for the agricultural sector at both levels of governments		<ul style="list-style-type: none"> - Lobby for funds for capacity building from the National and County Treasuries
Social	<ul style="list-style-type: none"> - Non attractiveness of agriculture to the youth - Effects of rural-urban migration on the sector - Reduction of farmland due to urbanization and land sub-division 	<ul style="list-style-type: none"> - High unemployment rates - High crime rates - Ageing farming community - Loss of skills and expertise in farming - High cost of farm labour - Non-competitive agricultural commodity trade 	<ul style="list-style-type: none"> - Create incentives for youth participation in agriculture and its value chains - Increased mechanization - Adoption of new technologies - Review and enforce land use policies
Technological	Increased technological development	<ul style="list-style-type: none"> - Ease of diagnosis of pest and diseases - Faster communication & dissemination of information and technology - Likelihood of attracting the youth to the sector 	Take advantage of the increased technological efficiencies to create interest for the youth in agriculture
Environmental	<ul style="list-style-type: none"> - Challenges of climate change - Reduction of farmland due to soil erosion, and land degradation 	<ul style="list-style-type: none"> - Loss of livelihoods - Loss of biodiversity - Increased incidences of pests and disease 	<ul style="list-style-type: none"> - Climate change investment plans - Development of contingency plans, insurance schemes - Diversification of livelihoods - Capacity building on conservation and preservation of Bio-diversity - Adoption of climate smart agricultural practices
Legal	Counties have powers to develop laws and regulations to support the agricultural sector	Inadequate capacity in policy and legal frameworks development	<ul style="list-style-type: none"> - Build capacity of both levels of Governments - Strengthen the institutional frameworks

Factors of change	Type of Change	Impact on Capacity Building	Mitigation Measures
			- Develop County specific laws aligned to national laws and policies

2.5 STAKEHOLDER ANALYSIS

There are many stakeholders who will be involved in the implementation of this Strategy. Their roles and responsibilities, competitive advantages, targets and areas of support to capacity building and technical assistance are identified in Table 3 below:

Table 3: Stakeholder Analysis

Stakeholder	Function/role/responsibility	Competitive advantage	Targeted Area of Support
MOALF (National Government)	Develop capacity building strategy and promote implementation	Constitutional mandate in capacity building and technical assistance	Capacity development
Ministry responsible for public works	Infrastructure development	Have a qualified, experienced personnel and legal mandate	Structural designs and supervision
County Governments (Departments)	<ul style="list-style-type: none"> - Implement sector policies and strategies, - Support and facilitate knowledge, skills and technology transfer 	<ul style="list-style-type: none"> - Constitutional mandate for devolved functions - Resources and indigenous knowledge 	Service delivery, Facilitate Capacity development
Joint Agriculture Sector- Intergovernmental Secretariat (JAS-IGS)	Linkage of counties and National Government	Constitutional mandate	Create linkages to Harmonize operations and efficient utilization of shared resources
Training institutions (Universities and TVET institutions)	<ul style="list-style-type: none"> - Training and capacity building - Develop technologies - Research - Outreach programs 	Training facilities and skilled personnel	Develop skilled and competent workforce for the sector
Technical Vocational Education & Training Authority (TVETA)	Oversight of technical and vocational training in agriculture	Legal mandate	Quality assurance and control
Curriculum Development, Accreditation and Certification Council (CDACC)	Facilitate review of curriculum under TVET (ATVET)	Legal mandate	Quality curriculum development
National Qualification Framework Authority (NQFA)	Undertake quality assurance of TVET courses and programmes	Legal mandate	Quality control

Stakeholder	Function/role/responsibility	Competitive advantage	Targeted Area of Support
Ministry of Education, Science and Technology (MOES&T)	Policy development and regulation	Legal mandate	Policy development
Public Service Commission (PSC)	Policy Development	Legal mandate	Policy development
Ministry of Industrialization, Trade & Cooperatives	Training on Collective production and marketing, Business skills agro processing, quality standards and trade	Legal Mandate, skilled trainers	Increase competitiveness and trade volumes
Ministry of Devolution and Planning (MoD&P)	National Capacity Building Framework (NCBF)	Administrative mandate to oversee capacity development for devolved units	Knowledgeable, skilled and competent staff
Export Promotion Council (EPC)	Export readiness training	Legal Mandate	Export promotion of Kenyan produce and products
Intergovernmental Technical Relations Committee	Link between national and County Governments	Legal mandate	Smooth engagement between national and County Governments
Professional Bodies	Ensure professionalism and integrity	Legal Mandate	Competent, ethical and professional staff
Research and technology development institutions	<ul style="list-style-type: none"> - Generate technologies, knowledge and skills - Capacity building 	Legal mandate	Appropriate technological packages and messages
Development partners	Support development projects	Financial resources	Programme and project support
NGOs and INGOs	Provide resources, undertake capacity building, advocacy and lobbying	Grass root network and resource mobilization	Localized community support as appropriate
Farmers, livestock keepers, pastoralists, fisher folk, processors and marketers	Participation in training, Adoption and implementation of recommendations	Indigenous knowledge, Platform for engagement	Knowledgeable stakeholders

Stakeholder	Function/role/responsibility	Competitive advantage	Targeted Area of Support
Farmers, fisher folks and Pastoralists organisations	Mobilisation of farmers, Provision of extension services	Indigenous knowledge, Platform for engagement	Knowledgeable and ethical stakeholders
Agro-dealers	<ul style="list-style-type: none"> - Provision of agricultural inputs and training - Advisory services 	Indigenous knowledge, Platform for engagement	Quality inputs and ethical advisory services
Private sector players	<ul style="list-style-type: none"> - Offer tailor-made training programmes - Resource mobilization 	<ul style="list-style-type: none"> - Entrepreneurship - Investment facilities - Finances - Corporate social responsibilities - Own resources 	Investment and compliance with regulations
Financial service providers	<ul style="list-style-type: none"> - Training on financial literacy - Provision of credit and insurance services 	Knowledge on financial service provision	<ul style="list-style-type: none"> - Resources - Investment

3.0 CHAPTER THREE: BROAD STRATEGY DIRECTION

This chapter focuses on strategic issues and objectives that will guide the capacity building strategy.

3.1 Entry points for assessing capacity and developing response strategies

The following summary of the three entry points provides a definition of a comprehensive capacity assessment, and the corresponding response strategies needed to address them.

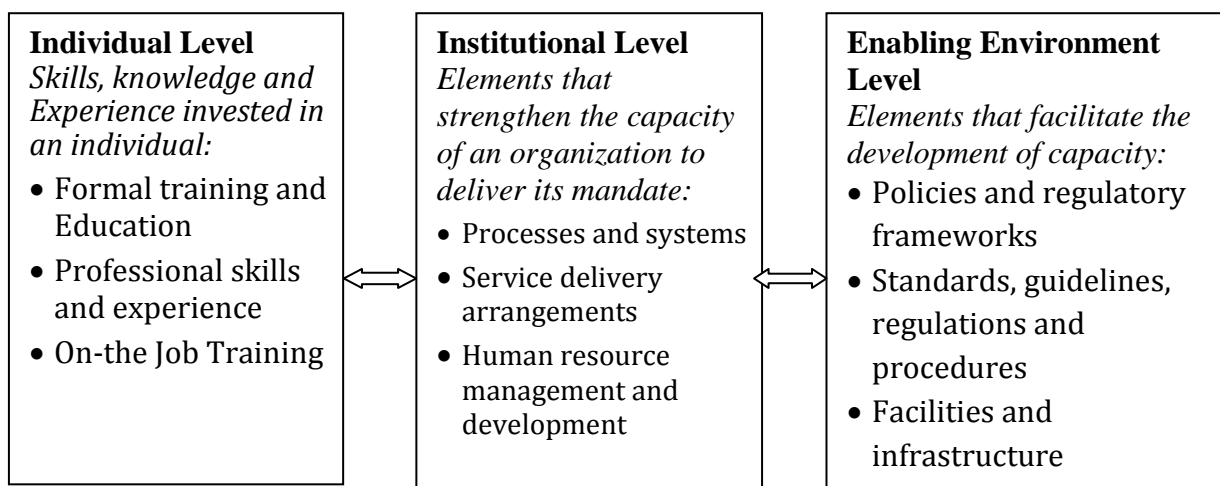


Fig 3: Capacity building assessment entry points

Capacity building initiatives should be holistic if they are to deliver desired outcomes and therefore, it should be carried out by focussing on all the three levels mentioned in Fig 3 above. It is desirable to introduce a policy with necessary investment in institutions and human resource that can align their systems and ways of working to facilitate the implementation of the policy.

3.2 Strategic issues

Strategic Issue 1: Weak coordination of foods and nutritional actors and other capacity building stakeholders

Currently there are many players involved in capacity building of the agricultural sector without proper coordination, standardization and regulated mechanisms. These include public and private institutions, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Faith Based organizations (FBOs) and various development partners. This situation has resulted to duplication, misinformation on extension messages and overlaps in capacity building efforts leading to ineffective service delivery in the sector.

Strategic Issue 2: Inadequate knowledge, skills and competencies among extension service providers and other stakeholders,

The survey conducted reveals the existence of weaknesses and gaps at individual, institutional or organizational and enabling environment levels.

a) Individual Level

Extension service providers were found to have inadequate technical skills, knowledge and technologies to effectively handle the evolving demands of the beneficiaries. It was further observed the extension providers were not adequately facilitated to offer efficient services and staffing levels were low. Some of the areas mentioned include mar-culture, natural resources management, climate change, climate smart agriculture, emerging technologies, emerging diseases and pests among others.

There were also glaring gaps in skills and knowledge in areas of; Policy formulation and implementation, strategic planning and Management, Data Management, Advanced Computer skills, Negotiation skills, Conflict Management, International Trade, Networking and Partnerships.

There were also gaps in integration of nutrition in agricultural programming.

b) Institutional Level

The study found out that there were inadequate systems and processes to support service delivery in the agricultural sector. In some counties there was lack of strategic plans or work plans and where they existed, they were not linked to County Integrated Development Plans (CIDPs). In addition, for both levels of governments, there were inadequate resources in terms of human, office space, finance, transport facilities and equipment.

Weak linkages between research, universities, extension, producers and other value chain actors existed, leading to lack of clearly focused technology development and dissemination. The agriculture sector organizational structure is not harmonized across the Counties. The existing institutions are inadequately equipped in terms of human, physical, financial and other facilities to address the capacity building objectives of the sector.

c) Enabling Environment level

In some counties, the enabling environmental (policy, legal, regulatory, norms and values institutional framework, political commitment, public sector planning and budget allocations) were either inadequate or lacking to drive the sector effectively. In addition, other enablers including institutions that facilitate and stimulate agricultural development, sector coordination mechanisms, promotion of public/private institutions, intergovernmental relations and coordination were found to be inadequate.

The three levels of capacity building mentioned above, serve as the organizing pathway for ensuring that both governments invest in capacity building in a holistic manner. This

will ensure that the support is directed to individuals, institutional development and create an enabling environment for sustainable capacity building efforts.

Strategic Issue 3: Inadequate hands on skills among stakeholders

In the Kenyan education system, agriculture is not an examinable subject in primary schools and is an optional subject in secondary schools curriculum.

Currently, most of the training programmes by tertiary and vocational training institutions offering agriculture related courses are tilted towards theory other than practical skills delivery. Compounding the situation is the mismatch of skills learnt and resultant application. In the recent years, some of the vocational training institutions have been elevated to universities leading to reduction of middle-level agriculture training institutions.

Strategic Issue 4: Lack of standards and qualification framework

The sector lacks comprehensive, internationally recognized standards for training programmes in agriculture-related courses. The existing curricula are individually developed by training institutions with no harmonized national qualification framework for the curricula offered. However, initiatives have been put in place to address this concern and will require resources for implementation.

Strategic Issue 5: Low participation of youth in agriculture

The youth face many constraints that hinder them from engaging in agricultural activities including access to: land, markets, financial services, training and new technologies. The situation has resulted in migration of youth to urban centres in search of employment opportunities. Agriculture as an economic activity is perceived as less rewarding and tiresome and hence less attractive to the youth.

Vocational training and extension services are potentially effective tools for teaching agriculture skills and providing capacity building training for youth (Tegemeo Institute Survey, 2009). The existing training, internship and mentorship programmes tailored for the youth lack adequate funding. Furthermore, public policies on youth employment are not comprehensive enough to address ways to encourage youth participation in the agricultural sector.

Strategic Issue 6: Lack of a functional central agricultural data & information repository linking national and county governments.

The Ministry of Agriculture, Livestock and Fisheries is privileged to have Agricultural Knowledge and Information resource centre with basic information facilities. The centre has a documentation centre, library, printing press, studios for recording of programmes, equipment for editing and preparation of media materials. The centre also has some high capacity computer and other hardware. The centre however is not linked to counties and has not developed a robust data collection, data processing and adequate repository for the data and information.

Strategic Issue 7: Inadequate infrastructure for effective service delivery

Human resource in the agricultural sector lack adequate physical and bio-physical facilities in the work environment. Most agricultural training institutions, for example, have dilapidated physical and bio-physical facilities for effective practical training.

In addition, agricultural staff at the counties and other national institutions has inadequate office space, ICT hardware and software facilities, laboratories and/or specialized equipment required to discharge their duties. The old office facilities were either shared or taken up by the increased number of staff at the counties.

The extension service delivery is hampered by lack of transport facilities, with a number of them in poor and unserviceable conditions.

3.3 Vision

To be a competent and motivated human resource, delivering efficient and effective services for improved food security and livelihoods.

3.4 Mission

To improve the capacities and capabilities of human resources by providing the necessary knowledge, skills and competences to deliver an innovative, commercially-oriented and competitive agricultural sector

3.5 Guiding principles

This Strategy is underpinned by a set of values and principles that will guide its implementation. These guiding principles confirm the two levels of government's commitment to the development of sustainable actions in responding to sectoral capacity and technical assistance needs. They include;

- i) Flexible and demand-driven interventions;
- ii) Coordinated and harmonized interventions;
- iii) Cooperation and consultation;
- iv) Practical and module based learning approaches;
- v) Sustainability;
- vi) Continuous improvement;
- vii) Equity and gender sensitivity.

3.6 Overall Goal and Strategic Objectives

Enhance the capacity of the agriculture sector to improve productivity, competitiveness and commercialisation.

Specific objectives:

- 1) Strengthened governance structures and coordination mechanisms for institutions that are mandated with Capacity Building
- 2) Improved knowledge, skills and competencies of sector human resource

- 3) Enhanced capacity for vocational education, and business incubation training centres for practical training of agriculture value chain players
- 4) Established capacity building quality assurance and standardisation systems
- 5) Increased youth participation and investment in the agriculture sector
- 6) Expanded mandate of the Agriculture Information Resource Centre for data and information sharing between the two levels of governments.
- 7) Improved infrastructural, other enabling environment and functional capacity of human resource in the sector.

3.7 Interventions for implementation of Strategic Objectives

This section addresses interventions required to achieve the strategic objectives

Objective One: Strengthened governance structures and coordination mechanisms for institutions that are mandated with Capacity Building

National Government Will:

- (1) Build the capacity of sector human resource to review and develop sector-specific policies and legal frameworks;
- (2) Ensure that the laid down constitutional requirements for inter and intra Governmental engagements are operationalized;
- (3) Establish a coordination mechanism for agriculture training institutions involving MOALF, MoEST and other relevant state agencies;
- (4) Align the governance structures of agriculture institutions to the TVET and NITA Acts;

County Governments Will:

- (1) Support strengthening of producers leadership structures for effective participation in the sectorial budgetary allocation fora.

Objective two: Improved knowledge, skills and competencies of sector human resource

National Government Will:

- (2) Support strengthening of agriculture training institutions;
- (3) Facilitate programs for continuous development of the knowledge and skills for staff;
- (4) Facilitate partnerships with County Governments, development partners and other stakeholders to support delivery of services;
- (5) Strengthen research, extension, farmers and value chain players linkages;
- (6) Partner with Universities, middle level training institutions and industry players to ensure demand driven curricula.

County Governments Will:

- (1) Mobilize and facilitate staff to participate in CB programmes organized by NG;
- (2) Identify and secure training venues for county based training programmes;
- (3) Undertake TNA for their service providers and other stakeholders.

Objective Three: Enhanced Capacity for vocational and agribusiness education and agricultural centres of excellence.

National Government will:

- (1) Develop standardized guidelines for delivery of extension service;
- (2) Promote development of centres of excellence in the training institutions for the various value chains;
- (3) Ring-fencing agricultural training institutions to avoid change of legal mandate;
- (4) Review and harmonization of curricula for training institutions;
- (5) Promote modular and competence-based training approaches;

County Governments will:

- (1) Promote experiential learning in all agriculture training institutes;
- (2) Promote development of centres of excellence in vocational and agribusiness institutions in the counties;
- (3) Provide land for infrastructure development for agricultural training institutions.

Objective Four: Established capacity building quality assurance and standardization systems

National Government will:

- (1) Develop capacity building standards for learning and training materials aligned to National Qualification Framework Authority (NQFA);
- (2) Ensure enforcement of the certification of CB providers in agriculture sector in consultation with Technical, Vocational Education and Training Authority (TVETA) and National Industrial Training Authority (NITA);
- (3) Ensure alignment and compliance to the TVET Act;
- (4) Develop guidelines for establishment of agricultural capacity building institutions / vocational training centers.

County Governments will:

- (1) Collaborate with national government in the implementation of the above.

Objective Five: Increased youth participation and investment in the agriculture sector

National Government will:

- (1) Strengthen Agriculture, Livestock and Fisheries Training Institutions to enhance access to technology, innovation and business incubation for the youth;
- (2) Develop and customize youth -friendly policies;
- (3) Develop capacity building initiatives that attract youth participation in

agriculture;

- (4) Advocate mainstreaming of agriculture in primary and secondary school curricula;
- (5) Promote 'on job training' through internship and mentorship programmes,
- (6) Facilitate use of ICT solutions in agriculture value chains.

County Government will:

- (1) Promote use of innovative and climate smart agricultural technologies;
- (2) Facilitate access to financial services (credit, grants and insurance);
- (3) Support the youth to engage in agribusiness and marketing;
- (4) Support youth to participate in Business Development Services;
- (5) Promote youth engagement in agriculture through improved access to factors of production e.g. land (leasing and contract farming) and labour.

Objective Six: Expanded mandate of the Agriculture Information Resource Centre for data and information sharing between the two levels of governments

National Government will:

- (1) Develop a Capacity Building Management Information System (MIS) linking counties with National Monitoring and Evaluation System (NIMES);
- (2) Train the sector human resource on MIS system;
- (3) Train the sector human resource on implementation of M&E system;
- (4) Install a server linking both levels of governments with AIRC for data repository and information sharing,

County Government will:

- (1) Identify and facilitate county staff for CB MIS training programmes;
- (2) Build capacity of sector human resource on data collection & capture;
- (3) Provide facilities for county based trainings;
- (4) Reactivate and strengthen Documentation and Information Centers.

Objective Seven: Improved infrastructural, and functional capacities of human resource in the agricultural sector

National Government will:

- (1) Establish new and/or rehabilitate existing national agricultural institutions;
- (2) Procure vehicles and other associated equipment for use by human resource in the agricultural sector;
- (3) Develop systems and procedures that expedite service delivery in the agricultural sector;
- (4) Development of ICT infrastructure at the national and county level to facilitate video conferencing for training, meetings and information sharing.

County Government will:

- (1) Establish new and or rehabilitate existing agricultural institutions;

- (2) Procure and maintain vehicles, computers, video conferencing facilities and associated equipment for use by human resource in the agricultural sector;
- (3) Provide land for development of vocational & agriculture training Institutions;
- (4) Preserve all Agriculture Training Institutions for use by the sector.

3.8 Expected Outputs

The following are the expected outputs to be achieved

- i. Governance structures and coordination of institutions charged with Capacity Building in the sector strengthened;
- ii. Institutional and technical knowledge, skills and competencies of sector human resource improved;
- iii. Established and strengthened functional vocational education and business incubation training centres for practical training for agriculture value chain players
- iv. Operational quality assurance and standardisation system for capacity building of the sector in place;
- v. Initiatives for attracting youth participation and investments in the agriculture sector established;
- vi. Expanded mandate of Agricultural Information Resource Centre to serve the two levels of government and other stakeholders;
- vii. Agricultural facilities, infrastructure and bio-physical environment supported.

4.0 IMPLEMENTATION FRAMEWORK

4.1 Introduction

Effective implementation of this strategy will begin after assigning responsibilities clearly, to relevant institutions charged with different tasks. A Capacity Building Technical Working Group Committee (CBTWG) within the Joint Agriculture Sector-Technical Working Group on Research, Extension and Capacity Building (JAS-TWG) which is part of the sector coordination mechanism. It consists of technical officers from the two levels of governments. This will have the following tasks:

- a) Managing training and capacity building initiatives;
- b) Backstopping and coordinating implementation progress across the two levels of government, development partners and the private sector and;
- c) Monitoring and evaluating the progress of the implementation of the Strategy and providing regular feedback for timely interventions whenever necessary.

All stakeholders involved in the strategy implementation will require a harmonized and coordinated framework. In order to enhance the success rate, and minimise the risks or the pitfalls that could undermine successful coordination in the sector, it is important to ensure inclusiveness. Both the National and County Governments Departments in charge of agriculture, livestock and fisheries will be required to closely adhere to the constitutional provision on consultation and cooperation. This strategy once adopted will be implemented through a comprehensive intergovernmental Capacity Building framework for the Agriculture Sector.

4.2 Implementation organs for the strategy

The implementation structure of the strategy will be anchored to the sector consultation and coordination mechanism at the level of Research, Extension and Capacity Building Technical Working Group which works directly under the sector technical working Groups (SWAG). The following are the committees at both levels of the Governments that form the implementation organs of the Strategy.

4.2.1 Capacity building Technical Working Group

- i. Managing training and capacity building initiatives;
- ii. Facilitate identification of capacity building technical issues which require attention by the two levels of government
- iii. Facilitate consultation, harmonization and liaison between national and county governments on matters of capacity building
- iv. Facilitate monitoring and evaluation of the implementation of capacity building initiatives
- v. Prepare and follow-up on capacity building events and functions between the national and county governments.
- vi. Disseminate approved guidelines, legislations and coordination mechanisms for capacity building,

- vii. Coordinate and facilitate resource mobilization and allocation for capacity building
- viii. Receive and circulate progress reports for capacity building from the two levels of government including JASSCOM

Composition

Comprises the following membership¹:

- i. Five members representing the 47 County Governments appointed by the Council of Governors based on their knowledge and experience in matters relating to capacity building. The members will elect one of them to Co-chair.
- ii. Five members from the MoALF appointed by the Cabinet Secretary based on their knowledge and expertise in matters relating to capacity building. The members will elect one of them to Co-chair.
- iii. JAS-IGS to provide secretariat services

4.2.2 Ministerial Capacity Building Committee (MCBC)

The Ministerial Capacity Building Committee shall be responsible for the technical training, infrastructural requirements and institutional strengthening and shall report to Sector Working group responsible for research, extension/advisory services and capacity building sectoral technical working groups (SWAGs).

Composition

- i. Representatives of the Departmental Heads (Fisheries, Livestock and Agriculture)
- ii. Representatives from Training Institutions
- iii. Representative from Finance Departments
- iv. Representative from Procurement Departments
- v. Representative from Planning Units
- vi. Representative from ICT Unit
- vii. Representative of Human Resource Management and Development

The committee shall be chaired by a Principal Secretary appointed by the Cabinet Secretary. The Human Resource shall provide secretariat services.

Roles

- iv. Review and approve guidelines, legislations and coordination mechanisms for capacity building.
- v. Oversight of knowledge, skills and competencies of sector human resource improvement.
- vi. Resource mobilization and allocation for vocational education, and business incubation training centres for practical training of agriculture value chain players.
- vii. Oversee and support development and implementation of capacity building quality assurance and standardization systems.
- viii. Ensure youth participation and investment in the agriculture sector.
- ix. Advise and support information and data sharing through Agricultural Information Resource Centre.

¹ Ibid.

- x. Support infrastructure improvement and provide other enabling environment and functional capacity of human resource in the sector.
- xi. Approve workplans, budgets and training projections on capacity building.

4.2.3 County Capacity Building Committees (CCBC)

Each county will be required to establish an Agricultural County Capacity Building Committee (CCBC). The County Capacity Building Committee shall be responsible for the technical training, infrastructural requirements and institutional strengthening and shall report to sector working group responsible for research, extension/advisory services and capacity building sectoral Technical Working Groups (SWAGs).

Composition

- i. County Chief Officers in-charge of Agriculture, Livestock and Fisheries
- ii. Chair of the County Agricultural Committee at the County Assembly
- iii. Sector County Directors
- iv. Representatives from Training Institutions
- v. Representative from Finance Department
- vi. Representative from Procurement Department
- vii. Representative from Planning Unit
- viii. Representative from ICT Unit
- ix. Human Resource Management and Development

The committee shall be chaired by the CEC in-charge of Agriculture, Livestock and Fisheries. The Human Resource shall provide secretariat services.

Roles

- i. Adopt and disseminate approved guidelines and coordinate mechanisms for capacity building.
- ii. Assess knowledge, skills and competencies requirements for agriculture sector human resource improvement.
- iii. Resource mobilization and allocation for capacity building.
- iv. Support dissemination of capacity building quality assurance and standardization systems.
- v. Ensure youth participation and investment in the agriculture sector.
- vi. Advise and support data collection, collation and information dissemination to relevant stakeholders.
- vii. Support infrastructure improvement and provide other enabling environment and functional capacity of human resource in the sector.
- viii. Approve workplans, budgets and training projections on capacity building.
- ix. Prepare and submit capacity building reports and resolutions to SWAGs.

4.2.4 State Departmental Capacity Building Sub Committees (DCBSCs)

The State Departmental Capacity Building Sub Committees shall be responsible for the technical training, infrastructural requirements and institutional strengthening at the State Department level and shall report to the Ministerial Capacity Building Committee.

Composition

- i. Heads of Technical Departments
- ii. Director in charge of Technical Training
- iii. Representatives from Training Institutions
- iv. Representative from Finance Department
- v. Representative from Procurement Department
- vi. Representative from Planning Unit
- vii. Representative from ICT Unit
- viii. Representative from Human Resource Management and Development

The Principal Secretary will appoint the Chair for this committee. Secretariat services will be provided by the Technical Training Unit.

Roles

- i. Develop guidelines, legislations and coordination mechanisms for capacity building and partnerships.
- ii. Conduct training needs assessment, coordinate training programmes and conduct training impact assessment
- iii. Coordinate preparation of training projections, workplans and budgets for capacity building
- iv. Develop standards and quality assurance systems for capacity building.
- v. Develop capacity building, mentorship and internship programmes for youth participation and investment in the agriculture sector.
- vi. Coordinate development of Management Information System (MIS) linking counties with National Monitoring and Evaluation System (NIMES) for capacity building;
- vii. Assess and compile infrastructure requirements for capacity building.
- viii. Coordinate development of ICT systems for capacity building.
- ix. Promote research, extension, farmers and value chain players linkages for capacity building
- x. Promote development and ring-fencing of centres of excellence in the training institutions for capacity building.

4.2.5 County Departmental Capacity Building Sub-Committee (CDCBSC)

All counties will be required to establish CDCBSC that shall be responsible for the technical training, infrastructural requirements and institutional strengthening and shall report to the CCBC.

Composition

- i. Departmental County Director - Chair
- ii. Departmental Sub-County Heads
- iii. Relevant Training Institutions for the sector

- iv. Representatives from key stakeholders

Roles

- i. Deliberate on issues related to capacity building at Sub-County level
- ii. Assess and submit infrastructure requirements to the County Capacity Building Committee
- iii. Implement approved guidelines, coordination mechanisms and enforce legislation for capacity building.
- iv. Identify and establish model farms for experiential learning.
- v. Safe custody and maintenance of infrastructure, facilities and equipments
- vi. Implement training programmes on skills and competencies improvement.
- vii. Coordinate and enforce quality assurance and standards for capacity building.
- viii. Implement capacity building programmes for youth empowerment in agriculture.
- ix. Promote and disseminate innovative and climate smart agricultural technologies.
- x. Establish and strengthen farmers' leadership structures.
- xi. Undertake TNA and compile skills, knowledge gaps and attitudes for stakeholders
- xii. Supervise data collection, collation, and documentation and information dissemination to relevant stakeholders.
- xiii. Coordinate financial literacy training and link stakeholders to financial service providers.
- xiv. Prepare and submit capacity building reports and resolutions to County Capacity Building Committee.
- xv. Develop workplans and budgets for capacity building.

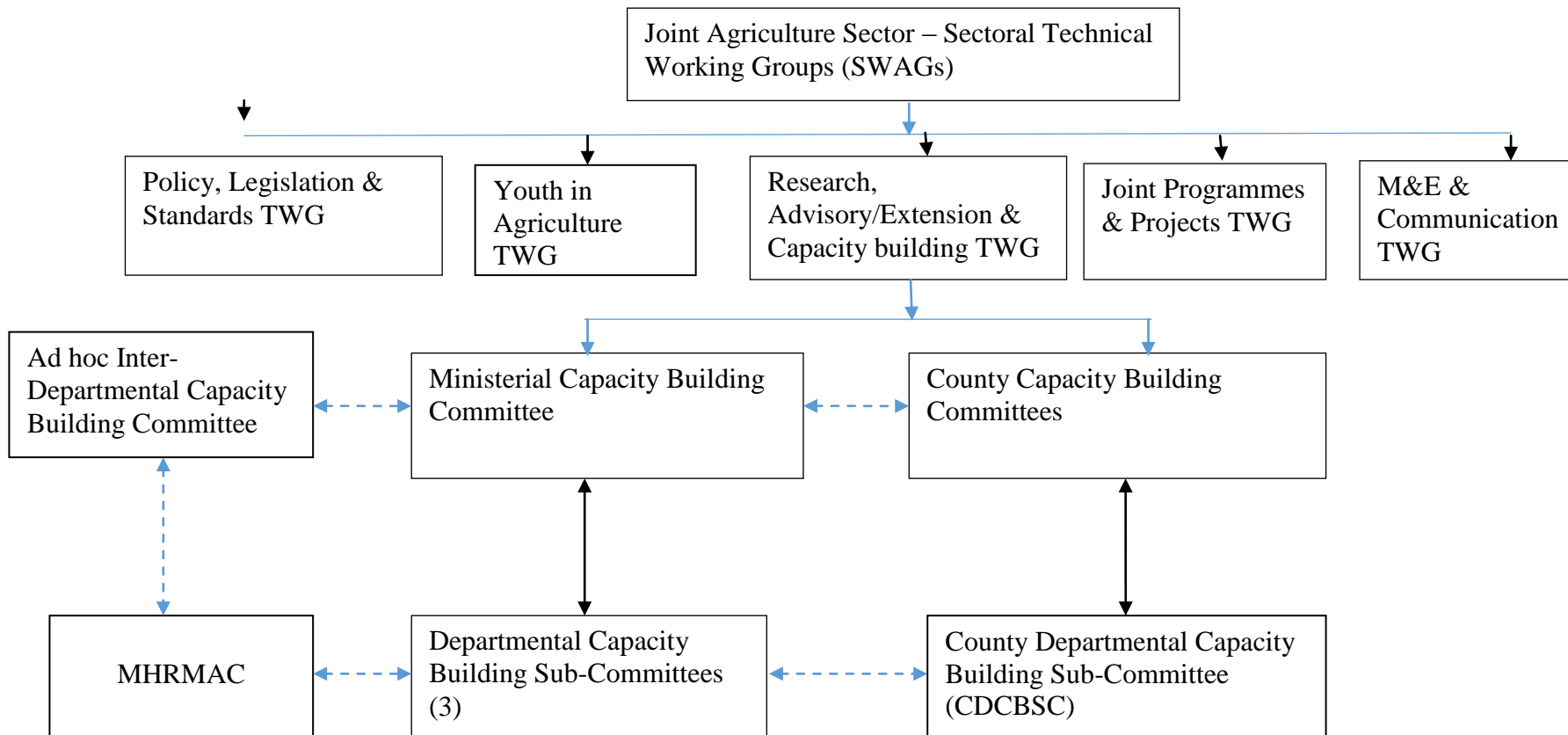


Figure 3: Proposed organogram for the implementation of the strategy

The final outlook of the structure, its composition and mandate to be guided by the relevant management structure for the two levels of governments., comprising the Intergovernmental Steering Technical Committee (IGSTC) and the Intergovernmental Technical Committee (IGTC). The capacity Building Subcommittee (CBSC) is proposed to be anchored to the IGTC. At the national and county level, Departmental Capacity Building Technical Committees will be established to feed into the CBSC.

4.2.6 Intergovernmental Technical Committee (IGTC)

The role of Intergovernmental Technical Committee will be:

- Policy direction,
- Approve Work plans and budgets,
- Mobilize resources
- Provide Linkage between the CBSC, IGSTC and other stakeholders

4.2.7 Capacity Building Sub Committee (CBSC)

Roles of capacity building Sub Committee (CBSC) will be

- Coordinate preparation of work plans and budgets
- Approve CB programmes and projects from DCBTC and CCBTC
- Convene regular joint implementation meetings
- Facilitate knowledge, skill and technology transfer
- Coordinate development and formulation of programmes from the DCBs and CCBs
- Receive and M&E reports from DTCBC

4.2.8 Departmental Technical Capacity Building Committee (DTCBC)

The Departmental Technical Capacity Building Committee in both levels of government will undertake the following roles

1. Undertake training needs assessment for technical officers and training institutions in their jurisdiction
2. Develop budgets and work plans for the implementation of the Strategy.
3. Develop and compile programmes and projects arising from the strategy,
4. Keep and maintain records of skills inventory for officers
5. Keep and maintain records of credible training and capacity building institutions of the sector
6. Convene regular joint implementation meetings

7. Undertake monitoring and evaluation and perform other activities referred to it by CBSC.
8. Prepare periodic reports

5.0 RESOURCE REQUIREMENTS AND MOBILIZATION

5.1 Resource requirements

The implementation of this Strategy will require a total of KShs.24.0billion during the 5-year period. An indicative budget showing the resource requirements per strategic objective is presented in Table 4.

Table 4: Indicative budget (Millions Kshs)

Strategic objectives	Indicative budgets (Kshs Millions)					
	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Governance structures and coordination mechanism of capacity building institutions strengthened	455	165	160	155	155	1090
Knowledge, skills and competencies of sector human resource improved	515	965	915	515	465	3375
Capacity for vocational and agribusiness education and agricultural centers of excellence at the National and Counties enhanced	72	72	1012	965	965	3086
Sector Quality assurance and standardization systems for capacity building aligned to the national framework	282	282	188	0	0	752
Capacity building initiatives for counties to attract youth participation and investments in the agriculture sector improved	565	703	693	587	587	3135
National Information repository for Agriculture data and information sharing established	141	188	10	10	10	359

Strategic objectives	Indicative budgets (Kshs Millions)					
	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Infrastructural, other enabling environment and functional capacities of human resource in the agricultural sector Improved	2,379	2,379	2,379	2,379	2,379	12,000
GRAND TOTAL	4,409	4,754	5,357	4,611	4,561	24,000

5.2 Resource mobilization

Resources for implementation of the Strategy at national and County Government's levels will be sourced from budgetary allocation within Medium Term Expenditure Framework (MTEF), Lobbying from development partners, private sector and other sources. Other sources include subsidised fees paid by the beneficiaries, promotion of the courses for external paying clients to raise revenue to support the local training.

6.0 MONITORING, EVALUATION & IMPLEMENTATION MATRIX

6.1 Monitoring and Evaluation

Monitoring and Evaluation ensures control and provides information needed for decision making. Monitoring involves a continuous assessment of the progress made in CB while evaluation deals with gathering of data and information to establish the value and the impact of the CB strategy implementation. Currently there is no M&E framework for capacity building in the agriculture sector. In addition there is no feedback mechanism to measure results and impacts of the trained personnel.

Therefore an effective monitoring and evaluation (M&E) mechanism is critical to the successful implementation of the strategy. The Departmental Technical Capacity Building Committee both at the national and county levels will be responsible for M&E activities. A baseline survey is proposed to be carried out before the commencement of the program, in order to establish the capacity status at both levels of government.

A monitoring and evaluation (M&E) system will be developed and used to ensure that the strategy is being efficiently implemented, reaching the intended target groups and is achieving the intended objectives. In addition, the M&E system should provide adequate data and information for the evaluation of the outcomes and impacts of the strategy. This information will provide strategic direction.

The M&E system will be linked to the existing M&E Framework of the Ministry and subsequently to the National Integrated Monitoring and Evaluation System (NIMES). This way it will be integrated to avoid duplication of efforts. An annual evaluation of the strategy will be jointly undertaken by stakeholders at the both levels.

6.2 Implementation Matrix

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
Output 1: Governance structures and coordination mechanism of capacity building institutions strengthened									0
Bench marking visits to Rwanda/Ethiopia by the Technical Team.	<ul style="list-style-type: none"> Approaches on Sector capacity strengthened Modalities on practical farmer training skills improved 	Report on the visits	MoAL&F, TI, CG	20	10	10	10	10	60
Build the capacity of human resource at both levels of government to review and develop specific policies/strategies and legal frameworks	Sector specific Policies/strategies and legal frameworks developed and implemented	Number of policy documents	MoALF, County Governments, Regulatory agencies, private sector, development partners, National and County assemblies	30	10	10	10	10	70
Facilitate inter and intra Governmental engagements on capacity building	<ul style="list-style-type: none"> Communication strategy adopted Agriculture Sector staff nominated for local and overseas courses 	<ul style="list-style-type: none"> Number of counties seamlessly engaging annually, Number of trainees attending courses annually 	MoALF , County Governments, Development partners, DPSM	100	20	20	20	20	180

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
Establish a national coordination system for agriculture training institutions involving MOALF, MoEST and other relevant state agencies,	<ul style="list-style-type: none"> County capacity building coordinating units established, A national capacity building coordinating unit established 	<ul style="list-style-type: none"> Number of counties with CB coordinating units; (Documents), National capacity building coordinating unit (Documents) 	MoALF and County Governments, Training institutions, MOEST,	40	10	10	10	10	80
Align the governance structures of agriculture institutions to the TVET Act,	<ul style="list-style-type: none"> CB institutions anchored to TVET Act 	<ul style="list-style-type: none"> Certificate of registration by TVETA 	MoALF, County Governments and TVETA	15	15	10	5	5	50
Build capacities on formation and strengthening of farmers' leadership structures for participation in the National and County budgetary and allocation forums.	<ul style="list-style-type: none"> Increased budgetary allocation to agriculture sector, Skills and competencies of farmers' leadership enhanced, Farmer organization leadership strengthened Functional Farmer organizations 	<ul style="list-style-type: none"> Number of farmer organizations participating in National and County budgetary process Number of functional farmers organizations Survey to determine level of satisfaction by 	MoALF, County Governments, Ministries responsible for cooperatives, social services, CBOs, NGOs, INGOs	250	100	100	100	100	650

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
	participating in budgetary process	farmers and members							
Sub Total				455	165	160	155	155	1090
Output 2: Knowledge, skills and competences of agricultural technical staff improved									0
Support strengthening of agriculture training institutions,	<ul style="list-style-type: none"> Agricultural training institutions well-staffed, equipped and resourced 	<ul style="list-style-type: none"> Number of institutions staffed, equipped and resourced 	MoALF, County Governments	0	500	500	100	100	1,200
Continuous development of the technical staff skills,	<ul style="list-style-type: none"> Highly skilled and competent technical staff 	<ul style="list-style-type: none"> Number of technical staff trained, recruited, promoted annually 	MoALF, County Governments Development partners	400	350	300	300	250	1,600
Facilitate partnerships with National/County Governments, development partners and other stakeholders to support delivery of services	<ul style="list-style-type: none"> MoUs, agreements and PPPs developed between National/County Governments, development partners developed and signed. Stakeholders' Forums strengthened 	<ul style="list-style-type: none"> Number of partnerships developed annually Number of active forums held annually 	MoALF and County Governments and Development partners, Private sector.	5	5	5	5	5	25

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
Strengthen linkages between Research, Extension and value chain players	<ul style="list-style-type: none"> Effective liaison units established at County and national levels by the second year of implementation 	<ul style="list-style-type: none"> Number of units 	MoALF and County Governments and Development partners	90	90	90	90	90	450
Coordinate Review and Harmonization of curricula for agricultural training institutions	<ul style="list-style-type: none"> Curricula for agricultural training courses harmonized and approved by relevant regulatory bodies 	<ul style="list-style-type: none"> Number of CB institutions with reviewed curricula annually 	CDAC, MoALF, Training institutions	20	20	20	20	20	100
Sub Total				515	965	915	515	465	3,375
Output 3: Capacity for vocational and agribusiness education and agricultural centers of excellence at the National and Counties enhanced									0
Promote experiential learning in all agriculture training institutions,	<ul style="list-style-type: none"> Skilled, competent and hands on graduates 	<ul style="list-style-type: none"> Number of graduates and level of competency, modules developed by the 2nd year of implementation of this strategy Number of CBET approved 	MoALF, MoEST, CDAAC	25	25	25	25	25	125

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
		curricula							
Promote development of centres of excellence in the sector.	<ul style="list-style-type: none"> Centers of excellence established and operationalized 	<ul style="list-style-type: none"> Number of Value chains based Centers of excellence established by the 5th year of implementation of this strategy 	MoALF, County Governments, private sector, development partners	0	0	940	940	940	2820
Hedging out (ring fencing) agricultural training institutions to avoid change of mandate	<ul style="list-style-type: none"> Agricultural CB institutions ring-fenced in law and have legal functional mandate 	<ul style="list-style-type: none"> Number of institutions with legal mandate secured by end of 5th year 	MoALF and County Governments	47	47	47	0	0	141
Sub Total				72	72	1012	965	965	3086
Output 4: Sector Quality assurance and standardization systems for capacity building aligned to the national framework									
Develop capacity building standards for learning and training	<ul style="list-style-type: none"> Quality CB Programmes certified by relevant regulatory authority 	<ul style="list-style-type: none"> Programme documents Training materials 	CDAAC, Training Institutions, DPs, NQFA, KeBS, MoALF, KVB, ERB	94	94	0	0	0	188
Establish system of certification for CB providers in agriculture sector,	<ul style="list-style-type: none"> Qualified Agriculture CB providers 	<ul style="list-style-type: none"> Certification process documents 	CDAAC, Training Institutions, NQFA, MoALF	94	94	94	0	0	282

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
Harmonization of CGs approaches in CB	<ul style="list-style-type: none"> Harmonized approaches for efficient and effective CB services 	<ul style="list-style-type: none"> Guidelines, Manuals, and Procedures 	MoALF, MOEST, CGs	94	94	94	0	0	282
Sub Total	•	•		282	282	188	0	0	752
Output 5: Capacity building initiatives for counties to attract youth participation and investments in the agriculture sector improved									
Strengthen ATDCs, AHITs, DTI & other related agriculture institutions to serve as centres of technology, innovation and business incubation for the youth,	<ul style="list-style-type: none"> Agribusiness solutions developed, Expanded mandate for training institutions 	<ul style="list-style-type: none"> Number of technology innovations developed at the institutions 	MOALF, County Governments, Ministry of ICT, Ministry of Industrialization and enterprise development, KEPSA, DPs	0	94	94	0	0	188
Facilitate sourcing and packaging of innovative and climate smart agriculture technologies for promotion by counties	<ul style="list-style-type: none"> Increased youth participation in agriculture 	<ul style="list-style-type: none"> Number of youth friendly farming technologies packaged and disseminated to counties Reports 	MOALF, County Governments, Department of Youth and Gender Youth CBOs, DPs	94	94	94	94	94	470
Facilitate access to financial services by the youth to engage in agribusiness enterprises	<ul style="list-style-type: none"> Youth friendly financial products 	<ul style="list-style-type: none"> Number and type of products targeting youth in agriculture 	MoALF, CGs, Department of Youth, CBK, DPs, IRA, KEPSA, Financial	300	300	300	300	300	1500

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
			institutions, Youth CBOs						
Raise awareness for the need for farm land access by the youth	<ul style="list-style-type: none"> Increased land productivity from youth owned farms 	<ul style="list-style-type: none"> Reports 	MoALF, County Governments, Ministry responsible for lands	0	54	54	47	47	202
Develop and implement internship and mentoring programmes	<ul style="list-style-type: none"> Youth Agricultural knowledge and skills enhanced 	<ul style="list-style-type: none"> Number of youths undergoing internship and mentoring programmes 	MoALF, Agricultural Institutions, Counties	47	47	94	94	94	376
Facilitate Development and customization of youth focused policies and strategies	<ul style="list-style-type: none"> Youth focus in agriculture enhanced Youth friendly agricultural policies developed 	<ul style="list-style-type: none"> Number of focused policies and strategies developed 	MoALF, Ministry responsible for youth, Counties	20	0	0	0	0	20
Facilitate development and use of ICT solutions for Agriculture	<ul style="list-style-type: none"> Agricultural information sharing and dissemination enhanced 	<ul style="list-style-type: none"> No. of Agriculture based ICT platforms developed and in use 	MoALF, Counties, Ministry incharge of ICT, Development partners	0	20	10	5	5	40
Support youth to participate in Agriculture related BDS	<ul style="list-style-type: none"> Opportunities for Youth employment created 	<ul style="list-style-type: none"> No of start- ups BDS 	MoALF, Dept of Youth, MOEST, KEPSA, KIBT, Development	94	94	47	47	47	329

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
			partners						
Advocate for mainstreaming of agriculture in primary and secondary school curricula	<ul style="list-style-type: none"> • Agriculture included in schools curricula • Number of youths enrolling for agricultural courses at tertiary institutions increased 	<ul style="list-style-type: none"> • Agriculture curriculum for Primary and secondary • Number of schools with Agriculture clubs • Number of youths enrolling for agricultural courses at tertiary 	MoALF, MoEST, DPs, NQFA, KeBS, MoALF CDAAC, Training Institutions, DPs	10	0	0	0	0	10
Sub Total	•	•		565	703	693	587	587	3135
Output 6: National Information repository for Agriculture data and information sharing established									
Establish a Capacity Building MIS linking counties with national M&E institutions	<ul style="list-style-type: none"> • MIS established 	<ul style="list-style-type: none"> • Operational MIS • Reports 	MoALF, County Governments, Ministry in charge of ICT, KNBS	0	94	0	0	0	94
Develop and implement capacity building M&E system	<ul style="list-style-type: none"> • A functional M&E system developed 	<ul style="list-style-type: none"> • An M&E System • Progress reports 	MoALF, County Governments, Ministry incharge of planning, KNBS	94	47	0	0	0	141
Support the enhancement of AIRC capacity to develop a National agriculture	<ul style="list-style-type: none"> • Easy access to Agricultural data and information 	<ul style="list-style-type: none"> • Repository in place • Reports of data 	MoALF, County Governments, Ministry in charge of	47	47	10	10	10	124

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
information repository for data and information sharing system	<ul style="list-style-type: none"> National agriculture data and information repository established 	and information	ICT						
Sub Total				141	188	10	10	10	359
Output 7: Agricultural facilities, infrastructure and bio-physical environment supported									
Establish new physical structure of agricultural institutions	New structures built	Physical structures	MoALF, MoEST, CoG, MoILHUD, Development Partners, Private Sector	300	300	300	300	300	1,500
Rehabilitate physical structure of existing agricultural institutions	Old structures rehabilitated	Refurbished Physical facilities	MoALF, MoEST, CoG, MoILHUD, Development Partners, Private Sector	300	300	300	300	300	1,500
Develop Capacity of existing bio-physical environment of training facilities	Practical training facilities improved	Improved practical training facilities	MoALF, MoEST, MoILHUD, CoG, Development Partners, Private Sector	440	440	440	440	440	2,200
Procure and maintain vehicles, computers and associated equipment for use by human resource in	Vehicles computers and other vital equipments procured and	Vehicles computers and other equipments	MoALF, MoEST, CoG, Development Partners, Private Sector	1260	1260	1260	1260	1260	6,300

Areas of intervention	Expected outputs	Performance indicator	Responsible/ Collaborators	Timeframe and Cost Estimate (Kshs Million)					
				Y1	Y2	Y3	Y4	Y5	TOTAL
the agricultural sector	maintained								
Develop systems and procedures to expedite service delivery in the agricultural sector	Systems and procedures for service delivery developed	Documents	MO ALF, MoEST, CoG,	80	80	80	80	80	400
Sub Total									12,000
ESTIMATED TOTAL BUDGET									24,000

7.0 APPENDICES

7.1 Capacity Building Strategy Log frame

Intervention logic	Key Performance indicators	Means of verification	Important assumptions
Overall Goal: To contribute to enhancing the individual, institutional and enabling environment capacity for improved productivity, competitiveness, commercialisation of the agricultural sector for reduced poverty and improved livelihoods.	<ul style="list-style-type: none"> percentage contribution by agriculture to the GDP increased by year 5 	<ul style="list-style-type: none"> Economic survey reports 	<ul style="list-style-type: none"> Enabling environment will be stable, Other key sectors will play their roles.
Strategy purpose: Improved individual, institutional and enabling environment capacity to deliver agricultural services.	<ul style="list-style-type: none"> Levels of customer satisfaction. Increased agricultural production 	<ul style="list-style-type: none"> Survey reports Annual reports 	<ul style="list-style-type: none"> Adequate resources will be provided timely Enabling environment will prevail
Output 1: Governance structures and coordination mechanism of capacity building institutions strengthened. (i) Coordination of institutions charged with capacity building strengthened (ii) Governance structures for capacity building strengthened	<ul style="list-style-type: none"> Coordination mechanism for all institutions providing capacity building in place by end of year 1 Governance structures on capacity building in place by the end of year 1 	<ul style="list-style-type: none"> Coordination mechanisms documents. Reports Surveys 	<ul style="list-style-type: none"> Ownership by stakeholders Political goodwill
Output 2: Knowledge, skills and competences of agricultural staff improved	<ul style="list-style-type: none"> Number of staff capacity built annually Number and type of capacity building programs implemented by end of year 5 	<ul style="list-style-type: none"> Reports Program documents 	<ul style="list-style-type: none"> Adequate resources will be availed on time.

Intervention logic	Key Performance indicators	Means of verification	Important assumptions
Output 3: Capacity for vocational and agribusiness education and agricultural centers of excellence at the National and Counties enhanced.	<ul style="list-style-type: none"> • No. of functional agribusiness institutions and platforms in place per year, • No of functional vocational centres in capacity building, research institutions and polytechnics, • Number of value chain based centres of excellence established by the 5th year. 	<ul style="list-style-type: none"> • Reports, • Records 	<ul style="list-style-type: none"> • Conducive environment for operations, • Adequate resources in place
Output 4: Sector Quality assurance and standardization systems for capacity building aligned to the national framework	<ul style="list-style-type: none"> • Functional sector quality assurance and standardization systems in place by year two 	<ul style="list-style-type: none"> • Documents. • Reports 	<ul style="list-style-type: none"> • Policy stability • Political goodwill • Adequate resources availed
Output 5: Capacity building initiatives to attract youth participation and investments in the agriculture sector improved	<ul style="list-style-type: none"> • Number of youth managed enterprises in place annually • Percentage of tenders in agriculture awarded to youth annually. • Average age of farmers lowered from 65 years by year five 	<ul style="list-style-type: none"> • Survey Reports • Reports 	<ul style="list-style-type: none"> • Stable enabling environment to attract youth in agriculture
Output 6: Agriculture information repository for data and information sharing established.	<ul style="list-style-type: none"> • A functional data and information repository system in place by year two 	<ul style="list-style-type: none"> • Reports • Records 	<ul style="list-style-type: none"> • Cooperation between the two levels of Governments • Data and information collection and sharing guidelines in place.
Output 7: Agricultural facilities, infrastructure and bio-physical environment supported.	<ul style="list-style-type: none"> • No of acquired and /or improved facilities available 	<ul style="list-style-type: none"> • Reports • Records 	<ul style="list-style-type: none"> • Adequate budgetary support from NG, CG, Development Partners and other stakeholders

7.2 Proposed Way Forward

Item Description	Time frame	Responsible	Costs
Preparation for presentation of CB to ITWG done	September 2016	Chairman task Team	20,000
Sharing the CB with the CECs 47 counties and other relevant stakeholders done	September 2016	IGS	30,000
Presentation to ITWG done	October 2016	TS/Chairman Task Team	-
Inputting the comments done	November 2017	Task Team	950,000
Signing of the strategy by CS, PS and Chair task team	December 2017	Task Team Chair	
Printing of CB strategy pending	January 2018	Task team/GIZ	500,000
Launching of CB strategy pending	February 2018	CoG – JAS -IGS	3,000,000
Sensitization of the counties and other stakeholders pending	March to June 2018	Task Team	5,000,000
Develop curricula pending	January 2018 to January 2020	Task Team	
Development of training timetable, programmes and manuals pending	January 2018 to January 2020		
Undertake training programmes pending	January 2018 to January 2020		
Revision of budgets and workplans	November 2017		
Benchmarking visits to Rwanda and Ethiopia pending	March 2018	JAS-IGS	6,000,000
TOTAL			15,500,000