



**AGRICULTURAL  
SOCIETY OF  
KENYA**



# **STRATEGIC PLAN**

**2018-2022**

## AGRICULTURAL SOCIETY OF KENYA FOOTPRINT



AGRICULTURAL SOCIETY OF  
KENYA



AGRICULTURAL  
SOCIETY OF  
KENYA

## **MOTTO**

Your leading exhibition partner

## **VISION**

A world class exhibition forum

## **MISSION**

To provide a platform for exhibitions and networking that spur development in agriculture, trade and allied sectors

## **CORE VALUES**

**P**rofessionalism

**A**ccountability

**T**eamwork

**R**eliability

**I**ntegrity

**C**ustomer focus

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# Abbreviations and acronyms

ASK	Agricultural Society of Kenya
A&HSK	Agricultural and Horticultural Society of Kenya
ASAL	Arid and Semi-Arid Lands
BATUK	British Army Training Unit
BOP	Balance of Payments
CoK	Constitution of Kenya
DRP	Disaster Recovery Plan
ERMF	Enterprise Risk Management Framework
ERS	Economic Recovery Strategy
FDI	Foreign Direct Investment
GoK	Government of Kenya
ICT	Information and Communication Technology
KFJ	Kenya Farmer Journal
KLBO	Kenya Livestock Breeders Organization
KNBS	Kenya National Bureau of Statistics
KPO	Kenya Ploughing Organisation
KRA	Key Result Areas
MCDAs	Ministries Counties Departments and Agencies
MIS	Mombasa International Show
MSME	Micro, Small and Medium Enterprises
MTP	Medium Term Plan
NITF	Nairobi International Trade Fair
PTA	Preferential Trade Area
PESTEL	Political, Economic , Social, Technological, Environmental and Legal Factors
RBM	Results Based Management
SDGs	Sustainable Development Goals
SP	Strategic Plan
STI	Science, Technology and Innovation
SWOT	Strength Weaknesses Opportunities and Threats
TVETA	Technical and Vocational Education Training Authority
YFCK	Young Farmers Club of Kenya



# Statement by the Patron

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H.E . Hon. President  
Uhuru Kenyatta, CGH

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**T**he Agricultural Society of Kenya plays a vital role in economic development in Kenya through its significant support to the agricultural sector towards realization of the Kenya Vision 2030. Agricultural shows and exhibitions provide important platforms for sharing critical knowledge and show casing technological innovations as well as best practices for improvement of food security and increased incomes to our farmers and other stakeholders. This is in addition to creating opportunities for stakeholders' interaction and establishment of business linkages.

I am informed that ASK has developed this strategic plan with objectives that strongly focus on boosting the Society's core business of staging regional, national and international exhibitions by maximizing utilization of available resources and diversification of its activities for greater financial strength and sustainability. The strategic plan will also guide ASK to refurbish her facilities by implementing the Mixed Land Use Master Plan. This will indeed enable the Society meet the changing needs of its stakeholders and clients in the agricultural sector. Further, this strategic document gives the road map towards actualizing the Society's vision of being a world class exhibition forum.

In this regard, I wish to commend ASK for this innovativeness as we embark on implementation of this strategic plan which will guide operations for the period 2018 to 2022. Successful implementation of the plan will be realized through collective commitment of the entire ASK and her stakeholders who will be expected to embrace the Society's vision and mission. I am also glad to note that this plan is aligned to the aspiration of Kenya Vision 2030, Sustainable Development Goals (SDGs), and the Big 4 national agenda covering Food Security, Manufacturing, Health and Housing.

# Statement

by the First Vice Patron

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Cabinet Secretary, Ministry of  
Agriculture & Irrigation  
Mr. Mwangi Kiunjuri EGH, MGH

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**A**griculture is identified as one of the key sectors in realization of the strategic targets of the economic pillar as articulated in the Kenya Vision 2030. In this regard, the sector is undergoing major transformations not only in technology practises but also operations. Kenyans and particularly our youth stand to gain significantly from the increased activity in the transformed sector.

I wish to acknowledge the tremendous contribution by the Agricultural Society of Kenya (ASK) to agricultural development in the Country. This is demonstrated by the impact from hosting of annual shows and exhibitions as excellent platforms for sharing and dissemination of important agricultural information. The shows and exhibitions also expose our farmers and other stakeholders to modern technologies and business ventures.

This strategic plan therefore focuses on what the ASK intends to accomplish and how resources will be directed towards realizing the Society's vision, mission and strategic objectives within the period 2018 to 2022. This will largely involve diversifying ASK resources by investing in other projects in addition to exhibitions which constitute its flagship project. This Plan therefore outlines the strategic direction for maximizing the Society's resources by bringing on board partners and stakeholders in line with its newly articulated mission of "To provide a platform for exhibitions and networking that spur development in agriculture, trade and allied sectors"

I urge all stakeholders to embrace this strategic plan. This will ultimately ensure that the country remains food secure so as to fully pursue other developmental agendas.



# Statement

by ASK National Chairman

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Mrs. Annabel Kiriinya

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It is my pleasure to present the Agricultural Society of Kenya's 2018-2022 Strategic Plan. This SP is a roadmap that will guide the Society over the next five years. The priority strategic goals, objectives and strategies presented here are the tangible standards that will be used to gauge our success in achieving our vision.

This Plan begins with our re-stated vision, "A world class exhibition forum". We have also fortified our mission, To provide a platform for exhibitions and networking that spur development in agriculture, trade and allied sectors. The new strategic focus will ensure that shows and trade fairs hosted by ASK remain to be the perfect platform for the display of technology and innovations in its diversities.

We look forward to working with all our stakeholders, industry players and government as well as international partners to implement this strategy. The strategies outlined herein will allow the Agricultural Society of Kenya to build on the success in economic growth achieved in recent years, whilst addressing current economic challenges in order to make the aspirations and dreams of the Kenyan people a reality. The hard work of delivering this strategy can only succeed with the collaborative involvement of all stakeholders.

In conclusion, I would like to thank all the Society members and staff for their valuable contributions in ideas and insights that today have given us this plan.

# Foreword

by the Chief Executive Officer

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Batram M. Muthoka

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**T**he role of agriculture and trade is critical in addressing the growing economic aspirations and overall well-being of our nation. Through the plan period ASK anticipates to establish linkages including county partnerships and PPPs (Public Private Partnerships) with relevant players in order to achieve her mandate. The economic benefits derived from these linkages will make significant contribution to the National Economic development through employment creation and increased earnings. The Society's unique business mix reflects the needs and opportunities of her stakeholders while creating and delivering useful content through various exhibitions.

ASK embarked on formulating this Strategic Plan in line with her focus on continued efficient operating systems, process simplification as well as adaptability to changing market forces. The SP describes ten broad based strategic goals that will guide the Society through the next five years (2018-2022). This Strategic Plan aligns the Society's strategic focus on four key strategic priority areas – membership, exhibitions, outreach as well as institutional capacity. In line with her expansion programme, the Society has redefined her business with a view to optimize asset utilization through a long term Mixed land use Master Plan for the re-development of core land asset to create versatile high quality exhibition centers capable of hosting reserved events while creating others. In delivering this plan, we look forward to create and deliver value to our stakeholders.

We owe our gratitude to the Branch committees, Society National Staff and Finance Committee, the Executive Committee and Council for their foresight and immeasurable support through the planning process. I appreciate the ASK staff members for their commitment and teamwork in developing this elaborate strategic plan.

# Executive Summary

**T**he formulation and the implementation of this Strategic Plan is based on stakeholders' participation, good governance and a professional approach to institutional management. The vision of ASK is to be "A world class exhibition forum" ; The mission "To provide a platform for exhibitions and networking that spur development in agriculture, trade and allied sectors", and her motto as "Your Leading Exhibition Partner".

The Strategic Plan gives the historical and legal framework of ASK and goes on to give its rationale and methodology. It also provides an institutional framework which expounds on the mandate of the Society. ASK has also presented its agenda and the challenges in the dynamic environment under which its members operate. It also takes cognizance of the importance of the linkages and collaborations in the achievement of the set strategic objectives.

The situational analysis focused on a critical review and analysis of achievements, challenges and lessons learnt. The analysis was conducted using SWOT, PESTEL and Stakeholder Analysis. Both positive and negative factors were identified. The strategic implications were developed and appropriate strategic responses recommended.

During the Plan period, the Strategy focus will emphasize on four thematic areas which are: Exhibitions, Membership, Outreach and Institutional Capacity in order to facilitate a focused attainment of the Society's mandate and catalyse agricultural sector growth to at least 7% per year as envisaged in Vision 2030. These shall be actioned through the following strategic objectives:

1. To increase the number of local/international exhibitors by 50 % by 2022.
2. To increase the number of show visitors by 100% by 2022.
3. To increase membership by 50% by 2022.
4. To increase the number of agricultural/agribusiness events to a minimum of two (2) per year for each branch by 2022.
5. To increase media outreach to attain at least two (2) outreach programmes annually for each branch.
6. To establish prudent financial management and resource mobilization processes.
7. To achieve best corporate governance structure and systems.
8. To attract, develop and retain competent staff by 2022.
9. To embrace ICT in 75% of ASK operations by 2020.
10. To improve infrastructure by 2022.

A strategy implementation matrix has been developed to match the identified key result areas

(KRAs) with strategic objectives, appropriate strategies and activities.

Institutional capacity and resource mobilization were analysed to determine the organizational structure and staffing levels. An appropriate implementation and coordination mechanism has been developed which identifies what ASK must accomplish before, during and post implementation period. A set of risk factors were identified which might affect the implementation of the Strategic Plan and appropriate mitigation measures have been recommended.

The Strategic Plan puts in place Monitoring, Evaluation and Reporting processes which include monitoring evaluation and monitoring strategies, implementation team, cascading of plan to all staff, work plans, monthly and quarterly management meetings, performance management, progress reports, internal audit, staff appraisal and external reporting of the achievement of the Plan results. A midterm review will be undertaken and appropriate amendments made at that time. A final evaluation will be carried out in order to create the baseline for the next Strategic Plan.

# CHAPTER ONE

## **HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK**

### **1.0 Introduction**

The Agricultural Society of Kenya (ASK) was founded in December 1901 under the name East African Agricultural and Horticultural Society. The central objective was to promote agricultural development based on European settlement. This was the brainchild of John Ainsworth, who was the Sub-Commissioner for Ukambani Province. The first show was held in Nairobi (Jevanjee Gardens) in 1902. The Society provided a platform to showcase best practices in agriculture and livestock management as well as other related sectors with Nairobi as the headquarters. Over the years it has expanded its horizon to sixteen branches in the country.

The shows have since expanded to include not only agricultural sector industries but many other sectors that support or complement agriculture in the nation's economic development. In 1986 the first Preferential Trade Area (PTA) Fair was incorporated during the Nairobi National Show marking the beginning of the road to its International status. In 2002 Nairobi branch was rebranded the Nairobi International Trade Fair (NITF) to reflect its regional and international status.

### **1.1 Mandate**

The mandate of ASK is:

1. To promote excellence in agriculture,
2. To provide forums for the exchange of information and learning in agriculture and agribusiness,
3. To participate in developing agriculture and related policies, trade policies and markets,
4. To collaborate with stakeholders in embracing innovation, research and technology through exhibitions geared towards disseminating agricultural and commercial technology; as well as
5. To provide platforms for marketing and trade in agriculture as well as allied sectors.

### **1.2 Relevant Laws and Legislations**

The following laws and regulations regulate to the operations of ASK;

The Constitution of Kenya (CoK) (2010)

Agriculture Act (Cap. 318-repealed)



Agriculture and Food Authority Act (No. 13 of 2013)  
Access to Information (No. 31 of 2016)  
Animal Diseases Act (Cap. 364)  
Bukura Agricultural College Act 1999  
Crop Production and Livestock Act (Cap. 321)  
Crops Act (No. 16 of 2013)  
Distress For Rent Act (Cap. 293)  
Employment Act (No. 11 of 2007)  
Environmental Management and Co-ordination Act (No. 8 of 1999)  
Fair Administrative Actions Act (No. 4 of 2015)  
Income Tax Act (Cap. 470)  
Kenya Agricultural and Livestock Research Act (No. 17 of 2013)  
Kenya Broadcasting Corporation Act (Cap. 221)  
Kenya Information and Communications Act. 2013(Cap. 411A)  
Land Act (No. 6 of 2012)  
Limitation of Actions Act (Cap. 22)  
Landlord and Tenant (Shops, Hotels and Catering Establishments) Act. (Cap. 301)  
Occupational Safety and Health Act (No. 15 of 2007)  
Public Health Act (Cap. 242)  
Physical Planning Act (No. 6 of 1996)  
Registration of Documents Act (Cap. 285)  
Rent Restriction Act (Cap. 296)  
Sale of Goods Act (Cap. 31)  
Science, Technology and Innovation Act (No. 28 of 2013)  
Stamp Duty Act (Cap. 480)  
Societies Act (Cap. 108)  
Trustees (Perpetual Succession) Act (Cap. 164)  
Value Added Tax Act (No. 35 of 2013)  
The Water Act No. 43 of 2016  
Work Injury Benefits Act (No. 13 of 2007)

### **1.3 Statement on the Constitution of Kenya**

The Society recognizes the CoK 2010 as the Supreme Law of the Republic which binds all persons and state organs at all levels. The Society shall respect, uphold and defend the Constitution.

## **1.4 Rationale for Development of the Strategic Plan**

The Society is committed to improve its quality, efficiency and transparency in excellent service delivery through Results Based Management (RBM) strategies. The Society shall develop and carry out periodic reviews of the Strategic Plan (SP), which clearly define its strategic direction.

The SP provides the framework to guide in development and implementation of annual work plans which will ensure efficient and optimal use of resources in achieving high performance in the Key Result Areas (KRA). The SP enables the Society to; examine the environment in which it operates, explore factors and trends that affect the way it carries out its business, attain its strategic vision and mission and identify strategic issues which need to be addressed.

## **1.5 Methodology of Developing the Strategic Plan**

This SP was prepared by the Society through extensive consultations with the stakeholders on the internal and external environments in determining the strategic goals, strategic objectives, strategies and activities. The Primary data was obtained through stakeholder consultations while Secondary data was drawn from the appropriate legal instruments and policy documents including the Kenya Vision 2030, Sustainable Development Goals (SDGs), and the Big 4 national agenda covering Food Security, Manufacturing, Health and Housing.

# CHAPTER TWO

## NATIONAL AGENDA AND DEVELOPMENT CHALLENGES

### 2.1 Kenya Vision 2030 Framework

In 2003, the Government of Kenya (GoK) developed the Economic Recovery Strategy (ERS) for Wealth and Employment Creation in order to respond to the global economic crisis which had impacted negatively on the social, environmental and political stability of many nations, including Kenya. The strategy was effectively implemented resulting in rapid economic growth from 0.6 per cent in 2002 to seven per cent in 2007. Poverty levels were reduced from 56 per cent in 2002 to 46 per cent in 2006. Other public sectors such as health, education and business were also impacted positively.

Following the successful implementation of ERS, the government developed a long term blue print, the Kenya Vision 2030. The Vision is motivated by a collective aspiration for a better society by the year 2030, in order to create a globally competitive and prosperous citizenry. The aim of Vision 2030 is to transform Kenya into a newly-industrialized, middle-income country providing a high quality of life to all its citizens in a clean and secure environment.

The Kenya Vision 2030 is anchored on three key pillars: Economic, Social and Political. The Economic pillar aims at achieving an economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate adequate resources for achieving the Vision's goals. The Social pillar seeks to achieve a just, cohesive and equitable social development in a clean and secure environment. The Political pillar aims for an issue-based, people-centred, results-oriented and accountable democratic system. Each of the three pillars specifies priorities for the respective sectors of the economy which include flagship projects and other high priority programmes.

### 2.2 The Third Medium Term Plan (MTP III) 2018-2022

Despite registering lower than projected growth rates in the first three years of the Second MTP, there are indications that the economy is moving towards a higher growth trajectory. A review of the other performance indicators showing that significant progress has been achieved in implementing the Second MTP. In addition, there is need to review our priorities as a nation to ensure that Kenya sustains the gains so far registered beyond MTP II and build further momentum towards achievement of the Vision.

The third MTP (MTP III) will build on gains made so far in key sectors of the economy including completing projects initiated during the Second MTP. It will target not only at increasing the level of investment but also enhancing the productivity of investment, as well as raising productivity in all sectors of the economy. The theme of MTP III is -Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity. It prioritizes policies, programmes and projects to reduce poverty and inequality.

The Third MTP will endeavour to move the economy towards a high growth trajectory to achieve target 10 per cent economic growth rate by the end of the Plan period. It will prioritize policies, programmes and projects that generate broad based inclusive economic growth, as well as faster job creation, reduction of poverty and inequality, taking into account climate change impacts, meeting the 17 Sustainable Development Goals (SDGs) and the goals of African Union Agenda 2063.

In particular, MTP III will aim at effecting structural changes towards increasing the shares of the manufacturing, industrial and export sectors in the economy. Furthermore, the Plan prioritizes development of the country's oil and mineral resources sector, which is expected to play a crucial role in terms of contribution to the growth of Kenya's economy in the next five years and beyond. The Third MTP will thus accord priority to foster investment in upstream, mid-stream and downstream infrastructure to facilitate development of the country's oil and mineral resource sectors. It will also pay special attention to the maritime sector as a new frontier for social and economic growth.

In order to support the above stated objectives and targets, MTP III will accord priority to enhancing and developing foundations/enablers such as Infrastructure; Public Sector Reforms; Science, Technology and Innovation (STI) and ICT. In this regard, increased budgetary resources shall be allocated to development spending over the course of the Plan period.

## **2.3 Third Mid Term Plan Development Strategy**

A key objective of the Third MTP will be to include policies, programmes and projects aimed at meeting the Sustainable Development Goals (SDGs) targets. The SDGs replaced the Millennium Development Goals from January 2016. The Cabinet has approved a Cabinet Memo to mainstream the 17 SDGs by Ministries Counties Departments and Agencies (MCDAs) in their policy, planning, programmes and budgeting. MCDAs will be expected to report on the relevant monitoring indicator identified by Kenya National Bureau of Statistics (KNBS) out of the 230 Global Monitoring Indicators.

The Third MTP will outline strategies to increase domestic savings and investment including Foreign Direct Investment (FDI). The Plan will also adopt the new framework for financing development and SDGs which relies on interdependent mix of financial resources, technology and capacity building initiatives and other innovative means of implementation. Mechanisms will also be put in place to improve budget implementation in an effort to increase absorption capacity especially for development projects.

It will place emphasis on structural transformation of the economy in terms of increasing the share of manufacturing and industrial sectors and increasing the share of exports to GDP; especially that of manufactured exports as a strategy to generate employment and higher economic growth and to ensure a sustainable Balance of Payments (BOP) position.

The Micro, Small and Medium Enterprises (MSME) Survey 2016 carried out by KNBS shows that there are 7.5 million MSMEs which employ 14.9 million Kenyans. The Survey findings also show that MSMEs contribute 28.8% to Kenya's GDP. In view of this, the Third MTP will accord priority to development of this important sector of Kenya's economy and will outline measures to further support the sector's growth.

The Third MTP will further prioritize the development of infrastructure and the enabling environment to develop the country's oil, gas and other mineral resources sector, which is expected to be a major contributor to attainment of high economic growth in the medium and long term period.

In addition, priority will be accorded to development of the maritime sector and the Blue Economy utilizing our marine and fisheries resources in the 230,000 km square of Kenya's Exclusive Economic Zone in the Indian Ocean as well as in international territorial waters.

To this end, the State Department of Fisheries and the Blue economy, being the coordinating department on matters of the Blue Economy as per the Government Executive Order No 1/2016 (May 2016) will collaborate with other stakeholders towards; development of legal, regulatory and institutional framework for Kenya's maritime blue economy including enhancement of technical cooperation, maritime spatial planning and integrated coastal zone management, protection and regulation of the marine ecosystem, sustainable exploitation of agro based marine resources, development of fishing ports and associated infrastructure and promotion of Kenya as a center for agro based blue economy. The development of the Blue economy will result in increased job creation, increased export revenue as well as higher economic growth.

The medium term development strategy of the third MTP will also focus on implementing the Vision 2030 flagship projects; irrigating 1.3 million acres of land, rejuvenation of the agricultural extension and advisory services, value addition of agricultural products, expanding existing and creating new markets, regional integration, improving competitiveness, plan for relevant and quality education and training to meet the country manpower needs and skills development, focus on community-based approaches to improve access to essential services including achieving Universal Health Coverage, focus on policies and measures to build domestic capacity and capabilities especially in engineering and construction through local and overseas training and cooperation and joint ventures with leading foreign construction and technology firms.

The Third MTP incorporates plans and strategies to progressively achieve universal access to water and sanitation. About 200,000 new water connections will be required annually for universal water access to be realized by 2030. Likewise, about 350,000 new sewer connections (for about 3.2 million people) will be required annually for universal sanitation



access to be reached. In view of the rise in non-communicable diseases, the Plan will include strategies to increase manpower in the highly specialized areas such as Oncology, Renal and Heart Transplants, Geriatrics, Neurosurgery and Cardiothoracic services including investment in related equipment and machinery. Health care automation and shared platform for expert clinical consultation needs shall form a major part of the Third MTP health care strategy. This will lead to shared skills and expertise across the 47 counties.

Food safety has also been an emerging issue in the country in the last decade. In this regard, the Plan will address issues related to pesticides and heavy metal contamination for safe production of food and animal feeds. Additionally, the Plan will include strategies to combat harmful emissions and pollution from vehicles and industrial activities.

The Plan will focus on a multi-dimensional approach aimed at mainstreaming of productivity improvement in public and private sectors with a view to increasing the country's competitiveness. The medium term development strategy of the Third MTP will thus focus on creation of sustainable and decent employment opportunities, creation of green jobs and building a pool of skilled, adaptive and enterprising labor force. It will also aim at improving labor market efficiency, strengthening the labor administration system and social dialogue, and promoting public-private partnerships in employment creation. Focus will also be on establishing more youth polytechnics and Technical and Vocational and Training Authority (TVETA) institutions to impart the requisite technical skills.

## **2.4 Flagship Projects in the Agriculture Sector**

The following are the programs for the agriculture sector;

1. Enactment of the Consolidated Agricultural Reform Bill,
2. Fertilizer Cost-reduction Investment,
3. Establishment of Disease-Free Zones,
4. Land Use Master Plan,
5. ASAL Development Project,
6. Key Supportive Initiatives,
7. Agricultural research and development,
8. Extension services,
9. Transformation of parastatals and producer organizations,
10. Seed and breed quality improvement,
11. Test, promote and distribute low-cost irrigation technology,
12. Undertake livestock initiatives,
13. Reorganization of agricultural investment and export promotion agencies,
14. Plan for development of identified idle lands in high potential and ASAL areas,
15. Legal, regulatory and institutional reforms,
16. Improving access to farm inputs,
17. Promoting the growing and consumption of traditional foods,
18. Fast track efforts towards empowering farmers through participatory grassroots stakeholders' forums and;
19. Agricultural Financial services

## 2.5 ASK Role

ASK has always been well positioned to help Kenya address the changing agricultural needs of her people. The Society acknowledges that Kenyans, and particularly the next generation stand to gain significant benefits from increased activity in the wider agricultural and trade sector. The Society is uniquely positioned to spearhead rapid growth in the sector owing to its more than 100 years' history and experience

## 64th World Ploughing Contest



The Patron of the Society H.E Hon. Uhuru Kenyatta poses for a group photo with the competitors at the 64th World Ploughing Contest held at Ngongongeri Farm, Egerton University in December 2017

# CHAPTER THREE

## SITUATIONAL ANALYSIS

### 3.0 Introduction

The development of this SP started with an internal and external assessment of the Society in line with the SP 2014-2017 and emerging issues. This focused on a critical review and analysis, of achievements, challenges and lessons learnt. The analysis was conducted using SWOT, PESTEL and Stakeholder Analysis. Both positive and negative factors were identified. The strategic implications were developed and appropriate strategic responses recommended.

A review of the previous strategic plans was conducted in order to evaluate the achievements of identified initiatives and the challenges that were encountered. The following were the achievements, challenges and lessons learnt.

### 3.1 Achievements

**The society achieved the following milestones during the period under review:**

1. Establishment of ASK brand .
2. Development and implementation of Mixed Land Use Master Plan,
3. Progressive review of the ASK constitution and governing instruments,
4. Improved coverage through creation of sixteen branches, affiliates and subsidiaries,
5. Change of the status of Nairobi Show to International Trade Fair, Mombasa to International Show, Migori Satellite to a fully-fledged ASK Branch and upgrade of other shows (ref. 5.1.1),
6. Integration of youth in agriculture,
7. Improved agricultural production through providing platforms to farmers for learning and adopting the latest technology and innovative farming techniques,
8. Attracting a wide range of exhibitors local and international,
9. Automation of some operations such as implementation of ERP solution,
10. Increased membership,
11. Conducting branch heats and annual national ploughing contests,
12. Successful hosting of the 42nd and 64th World Ploughing Competitions,

13. Development of the satellite shows uptake policy,
14. Organizing conferences, workshops and seminars such as Livestock and Breeders Shows, YFCK camps and National Teachers Conference,
15. Enhanced environmental conservation through tree planting activities,
16. Creation of direct and indirect employment opportunities,
17. Show casing machinery in the agriculture, trade and allied sectors,
18. Investing surplus funds in various portfolios,
19. Developed and implemented a comprehensive CSR policy,
20. Acquisition of land ownership documents,
21. Initiating sustained and robust relationships with County Governments as well as Integration into ASK governance structure,
22. Increased show attendance, and;
23. Hosting the All African Trade Fair (AATF).

### **3.2 Challenges**

1. Competition from organizations staging shows and events,
2. Encroachment on ASK land,
3. Political uncertainty,
4. Unfavourable and erratic weather conditions,
5. Low uptake on rental property,
6. Build-up of the debtor's portfolio,
7. Insecurity,
8. Slow economic growth,
9. Optimization of land capacity,
10. Inadequate funding,
11. High Land rates, and;
12. Inadequate land for some shows.

### **3.3 Lessons learnt**

1. Need to diversify show activities to attract more participants,
2. Optimize showground facilities to generate income from non-core show projects / programmes,
3. Regular review of the HR policy,
4. Enhance organizational teamwork,
5. Continuously undertake capacity building,
6. Regularly facilitate stakeholder engagement to enhance values for exhibitors, visitors and partners,
7. Diversification of income and funding sources,
8. Institutionalizing Enterprise Risk Management Framework (ERMF),
9. Use of ICT to improve operational and administrative standards,
10. Strengthen local, regional and international markets,
11. Being customer-centric,



12. Understand, appreciate and harness the market dynamics,
13. Comply with relevant laws and regulations,
14. Sustain collaboration with the National and County governments,
15. Revamp and modernize our facilities to international standards,
16. Protect and conserve the environment, and;
17. Secure lands by acquiring ownership documents.

### 3.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The internal environment explores the strengths and weaknesses of the Society while the external environment provides the opportunities that are available and the threats that may affect the Society's operations.

#### 3.4.1 Strengths

Strength	Strategic Implication	Strategic Response
1. A committed membership base with diverse backgrounds	<ul style="list-style-type: none"> <li>• Increase in income</li> <li>• Wider outreach</li> <li>• Many varied members with complementing ideas</li> <li>• Stability</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced membership recruitment</li> <li>• Enhanced membership benefits</li> <li>• Increased awareness of membership entries and rights</li> <li>• Efficient services through technology</li> <li>• Review and monitor categories of memberships</li> </ul>
2. Vast land asset	<ul style="list-style-type: none"> <li>• Maintaining and securing</li> <li>• Opportunity for growth</li> <li>• Ease of mobility of customers</li> </ul>	<ul style="list-style-type: none"> <li>• Fencing and acquiring land ownership documents</li> <li>• Engage in mixed land use capital development</li> </ul>
3. A reliable and competent work force	<ul style="list-style-type: none"> <li>• Efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• A robust HR policy</li> </ul>
4. Strong Brand	<ul style="list-style-type: none"> <li>• Customer loyalty</li> <li>• Stakeholder acknowledgement</li> </ul>	<ul style="list-style-type: none"> <li>• Give incentives to loyal customers</li> <li>• Constantly look for innovative marketing strategies for the brand to be visible.</li> <li>• Evaluate and sustain the strong brand</li> </ul>

Strength	Strategic Implication	Strategic Response
5. Wide Branch network	<ul style="list-style-type: none"> <li>Wider outreach to farmers and public</li> <li>Improved accessibility</li> <li>Regional structure, a recipe for suitable market segments</li> </ul>	<ul style="list-style-type: none"> <li>Enhance coordination among branches</li> <li>Increase satellite shows</li> </ul>
6. Established link with public and private stakeholders.	<ul style="list-style-type: none"> <li>Support when organizing events</li> <li>Increased Participation</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the relationship with stakeholders</li> <li>Develop policies institutional relations and partnership</li> </ul>
7. Competent leadership	<ul style="list-style-type: none"> <li>Efficient and effective leadership</li> <li>Leadership with strategic focus</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of best practise corporate governance</li> <li>Benchmark on leadership and governance practises</li> </ul>
8. Sound Systems (Processes, procedures, policies)	<ul style="list-style-type: none"> <li>Standardization of practises</li> <li>Efficiency and effectiveness</li> <li>Compliance with the law</li> <li>Continuity and stability</li> </ul>	<ul style="list-style-type: none"> <li>Enhance systems in line with best practice</li> </ul>
9. Government goodwill	<ul style="list-style-type: none"> <li>Support for events</li> <li>Funding</li> <li>Alignment of activities with government plans</li> </ul>	<ul style="list-style-type: none"> <li>Sustain goodwill</li> </ul>
10. Variety of events in Shows that provide a platform for a diverse market	<ul style="list-style-type: none"> <li>Broadened target for exhibitions and show visitors</li> </ul>	<ul style="list-style-type: none"> <li>Cluster customer and markets to analyse markets and customer demands and satisfy each</li> <li>Provide quality and innovative exhibitions</li> </ul>
11. Strong customer base	<ul style="list-style-type: none"> <li>Constant revenue streams</li> <li>Guaranteed shows</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the relationship</li> <li>Maintain good relations with exhibitors and visitors.</li> <li>Appreciating the loyal exhibitors.</li> <li>Improve infrastructure</li> </ul>

Strength	Strategic Implication	Strategic Response
12. Strong asset base	<ul style="list-style-type: none"> <li>• Collateral for credit</li> <li>• Opportunities to continually stage shows</li> <li>• Opportunity for attracting additional revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the Society has land ownership documents</li> <li>• Engage in mixed land use capital development</li> <li>• Diversify on land investment options</li> <li>• Diversify into more non-core show income sources</li> </ul>

### 3.4.1 Weaknesses

Weakness	Strategic Implication	Strategic Response
1. Lack of land ownership documents in some branches	<ul style="list-style-type: none"> <li>• Loss of land through encroachment, transfer of title</li> <li>• Underutilization of land</li> <li>• Loss of income</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the Society has land ownership documents</li> <li>• Secure existing land</li> </ul>
2. Staff turnover	<ul style="list-style-type: none"> <li>• Huge cost of recruitment</li> <li>• Mentorship, good will</li> <li>• Loss of institutional memory</li> <li>• Poor employer brand</li> </ul>	<ul style="list-style-type: none"> <li>• Best practise HR practises</li> </ul>
3. Procurement process	<ul style="list-style-type: none"> <li>• Poor quality of products and services</li> <li>• High cost of acquisition</li> <li>• Inefficiencies</li> <li>• Non-compliance to laws</li> </ul>	<ul style="list-style-type: none"> <li>• Establish &amp; centralize procurement department</li> <li>• Review of procurement policies</li> <li>• Benchmark with PPOA</li> <li>• Strengthen audit, enhance control process using ICT</li> </ul>
4. Gradual adoption of technology	<ul style="list-style-type: none"> <li>• Inefficiencies</li> <li>• Lose of information</li> <li>• Loss of technology driven opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce information security policy</li> <li>• Training the staff on ICT know how</li> <li>• Business continuity plan</li> </ul>

Weakness	Strategic Implication	Strategic Response
7. Succession planning	<ul style="list-style-type: none"> <li>Lack of business continuity</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Planning</li> <li>Develop a succession plan</li> </ul>
8. Low membership recruitment	<ul style="list-style-type: none"> <li>Loss of income</li> <li>Missed opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Develop aggressive membership recruitment strategies</li> </ul>
9. Inadequate collaboration with other stakeholders	<ul style="list-style-type: none"> <li>Loss of income</li> <li>Poor corporate image</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced collaboration with stakeholders</li> </ul>
10. Insufficient internal control systems	<ul style="list-style-type: none"> <li>Inefficiencies in operations</li> <li>Noncompliance with policies</li> </ul>	<ul style="list-style-type: none"> <li>Adopt and implement best practise internal control practises</li> </ul>
11. Assets management	<ul style="list-style-type: none"> <li>Potential loss of assets</li> </ul>	<ul style="list-style-type: none"> <li>Updated risk asset register</li> <li>Strong and robust asset management policy</li> </ul>
12. Inadequate diversification of products	<ul style="list-style-type: none"> <li>Loss of customers</li> <li>Low customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Add value to current products to ensure they are competitive.</li> </ul>
13. Inadequate staff development policy	<ul style="list-style-type: none"> <li>Lack of morale</li> <li>Potential high staff turnover</li> </ul>	<ul style="list-style-type: none"> <li>Best practise HR practises</li> </ul>
14. Reliance on sponsorship	<ul style="list-style-type: none"> <li>Poor perception</li> <li>Loss of sponsorship</li> <li>Impaired sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Raise adequate funds from within to become self-reliant</li> <li>Target different groups for sponsorship</li> <li>Have different agreements on sponsors e.g. substitute rates for major sponsors</li> </ul>
15. A strong brand name but not fully exploited	<ul style="list-style-type: none"> <li>Poor perception that can interfere with products</li> <li>Missed opportunity</li> <li>Lack of leverage in revenue generation</li> <li>Organizational lethargy</li> </ul>	<ul style="list-style-type: none"> <li>Exploit and enhance positive brand to reflect ASK's business</li> <li>Partner other institutions to sponsor activities.</li> </ul>

Weakness	Strategic Implication	Strategic Response
16. Inadequate public relations policy	<ul style="list-style-type: none"> <li>• Loss of loyal customers</li> <li>• Loss of income</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and enhance a corporate communication policy</li> <li>• Develop CRM</li> </ul>
17. Uniqueness of branches	<ul style="list-style-type: none"> <li>• Providing blanket solutions to unique problems</li> <li>• Missed opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Research on unique challenges of branches as well as treatment for each challenge</li> </ul>
18. Undiversified marketing strategy	<ul style="list-style-type: none"> <li>• Loss of revenue streams</li> <li>• Diminishing brand</li> <li>• Unexploited markets</li> <li>• Obsolescence of products</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify marketing strategy to reach untapped market segments</li> </ul>
19. Pricing strategies (exhibition fee) leading to pull out of major corporate exhibitors	<ul style="list-style-type: none"> <li>• Loss of revenue</li> <li>• Reduced variety of exhibitors</li> </ul>	<ul style="list-style-type: none"> <li>• Standardise exhibition rates</li> <li>• Develop a pricing policy</li> <li>• Improve show facilities e.g. exhibition halls</li> </ul>
20. Financial constraints	<ul style="list-style-type: none"> <li>• Missed opportunities</li> <li>• Loss of existing business</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify off show income</li> </ul>

### 3.4.3 Opportunities

Opportunity	Strategic Implication	Strategic Response
1. Government Partnership	<ul style="list-style-type: none"> <li>• More support managing shows</li> <li>• Expand partnership and collaborations</li> <li>• Less political interference</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagements</li> <li>• Partner with county Governments to explore and identify suitable opportunities</li> </ul>
2. Optimal utilization of resources	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• Increased efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Implement asset management policies</li> <li>• Enrich jobs so to expand the scope of each person</li> <li>• Fencing and acquiring land ownership documents</li> </ul>



Opportunity	Strategic Implication	Strategic Response
		<ul style="list-style-type: none"> <li>Engage in mixed land use capital development</li> </ul>
3. Exploitation of ICT	<ul style="list-style-type: none"> <li>Efficiency and effectiveness</li> <li>Increased revenue</li> <li>Reduced costs</li> <li>Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Up to date ICT equipment</li> <li>Qualified, competent and reliable staff</li> <li>Enforced compliance to policies, procedures or guidelines</li> </ul>
4. Agricultural and trade conferences	<ul style="list-style-type: none"> <li>Expanded market</li> <li>Expanded revenue/growth</li> <li>Promote dissemination of information</li> </ul>	<ul style="list-style-type: none"> <li>Partner with different institutions to organize conferences</li> <li>Consider having specialized conferences</li> <li>Add value to the current conferences by the Society for example teachers' conference</li> </ul>
5. Untapped market niche	<ul style="list-style-type: none"> <li>Missed opportunities</li> <li>Opportunity for growth</li> </ul>	<ul style="list-style-type: none"> <li>Identify and exploit various market niches</li> </ul>
6. Attracting and retaining additional international exhibitors	<ul style="list-style-type: none"> <li>Quality exhibitions</li> <li>Enhance reputation of international shows</li> <li>Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>Engage with chamber of commerce and industry to recruit international exhibitors</li> </ul>
7. Engagement of youth in agriculture and Society activities	<ul style="list-style-type: none"> <li>Innovation</li> <li>Sustainability</li> <li>Dissemination of information</li> </ul>	<ul style="list-style-type: none"> <li>Recruit youths in subcommittees</li> <li>Strengthen YFCK activities</li> </ul>
8. Enhanced Partnership with devolved County Governments	<ul style="list-style-type: none"> <li>Increased support for events</li> <li>Increased revenue</li> <li>Increased goodwill</li> </ul>	<ul style="list-style-type: none"> <li>Pay courtesy calls to governors</li> <li>Engage senior county officers in the Show Committees</li> </ul>
9. Enhanced Partnership with stakeholders	<ul style="list-style-type: none"> <li>Increased support for events</li> <li>Increased revenue</li> <li>Brand recognition</li> </ul>	<ul style="list-style-type: none"> <li>Issue to stakeholders branded items such as gifts, hampers and t-shirts.</li> <li>Involve them in decision making</li> </ul>

Opportunity	Strategic Implication	Strategic Response
10. Diversification of Off-show income	<ul style="list-style-type: none"> <li>• Optimum utilization of resources</li> <li>• Increased income</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance marketing of available facilities</li> <li>• Modernise infrastructure</li> </ul>
11. Knowledge base in agriculture	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• Value addition</li> </ul>	<ul style="list-style-type: none"> <li>• Offer agricultural courses through partnerships</li> <li>• Partner with education and research institutions</li> </ul>
12. Devolved governance structure	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• Reduced competition</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain good relationships with respective counties.</li> <li>• Establishment of more satellite shows</li> <li>• Constant engagement with Council of Governors</li> </ul>
13. Broad membership base	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• More expertise from members</li> </ul>	<ul style="list-style-type: none"> <li>• Change in methodology of membership recruitment</li> <li>• Intense Marketing of memberships</li> <li>• Value additions for membership</li> <li>• Training of the exhibitors and public on memberships</li> <li>• Review and monitor categories of memberships</li> </ul>
14. Quality and innovative exhibitions/displays	<ul style="list-style-type: none"> <li>• Reduced incomes</li> <li>• Reduced interest in show visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage exhibitors to showcase innovative displays</li> <li>• Obtain feedback from show visitors on the type of displays they are interested in.</li> <li>• Customer satisfaction surveys</li> </ul>

### 3.4.3 Threats

Threat	Strategic Implication	Strategic Response
1. Terrorism/ Insecurity	<ul style="list-style-type: none"> <li>Loss of revenue</li> <li>Uncertainty of shows</li> <li>Potential loss of life</li> </ul>	<ul style="list-style-type: none"> <li>Political Violence and Terrorism insurance</li> </ul>
2. Slow economic growth	<ul style="list-style-type: none"> <li>Increased/reduced revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>Scale down expenses</li> <li>Monitor economic situations</li> </ul>
3. Land encroachment	<ul style="list-style-type: none"> <li>Loss of land and assets</li> <li>Numerous law suits</li> </ul>	<ul style="list-style-type: none"> <li>Acquire land ownership documents</li> <li>Secure all property</li> </ul>
4. Political uncertainty	<ul style="list-style-type: none"> <li>Uncertainty of events</li> <li>Reduced revenue</li> </ul>	<ul style="list-style-type: none"> <li>Political violence and Terrorism insurance</li> </ul>
5. Competition from Specialized shows	<ul style="list-style-type: none"> <li>Reduced revenue</li> <li>Diminishing brand</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced marketing strategies</li> <li>Timely information to exhibitors and general public</li> </ul>
6. Global warming/Climate change	<ul style="list-style-type: none"> <li>Poor show attendance</li> <li>Reduced revenue</li> <li>Food insecurity</li> </ul>	<ul style="list-style-type: none"> <li>Employ sustainable interventions such as irrigation to avoid overreliance on rain fed agriculture</li> </ul>
7. Digital platforms	<ul style="list-style-type: none"> <li>Innovative displays/exhibitions</li> <li>Efficiency</li> <li>Cost cutting</li> </ul>	<ul style="list-style-type: none"> <li>Continuous trainings in ICT</li> <li>Access to ICT incubation hubs</li> <li>Subscription to Membership</li> <li>Enhance ICT policy</li> </ul>
8. Reduced uptake of agriculture by youth	<ul style="list-style-type: none"> <li>Loss of revenue</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate youth in agriculture</li> <li>Partner with stakeholders to promote agriculture</li> <li>Sensitization of students to take up Agriculture as a subject.</li> <li>Sustainable interventions such as irrigation programmes to support gaps caused by climate change.</li> <li>Trainings and conferences, outreach to schools and farmers</li> </ul>

Threat	Strategic Implication	Strategic Response
9. Changing and divergent needs of clients	<ul style="list-style-type: none"> <li>• Innovative displays/exhibitions</li> <li>• Decline in show attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify show attractions</li> <li>• Customers satisfaction surveys</li> </ul>
10. Industrial unrest	<ul style="list-style-type: none"> <li>• Loss of revenue</li> <li>• Litigation</li> <li>• Insecurity</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance security in show grounds</li> <li>• Review and communication of calendar of events</li> </ul>
11. New legislation	<ul style="list-style-type: none"> <li>• Increased operating expenses</li> <li>• Change of mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Public participation, lobbying</li> </ul>
12. Litigations	<ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Legal fees</li> <li>• Delays in implementation of products</li> </ul>	<ul style="list-style-type: none"> <li>• Comply to existing laws to avoid litigations.</li> <li>• Case management</li> </ul>

### 3.5 Environmental Scanning (PESTEL Analysis)

This situational analysis uses the PESTEL (Political, Economic, Social, Technological, Environmental and Legal) model. The analysis aims at enhancing an understanding of the nature and structure of the sector as well as the remote operating environment within which the body operates. The model presents the following;

#### 3.5.1 Political factors

Factor	Strategic Implication	Strategic Response
1. Government good will and partnership (National and County)	<ul style="list-style-type: none"> <li>• More support in managing shows</li> <li>• More support managing shows</li> <li>• High attendance of shows</li> </ul>	<ul style="list-style-type: none"> <li>• Establish formal partnership agreements</li> <li>• Retain the president as the patron of the Society</li> </ul>
2. Political uncertainty	<ul style="list-style-type: none"> <li>• Certainty in holding events</li> <li>• Reduced revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Exploit good will of political leadership</li> </ul>
3. Favourable laws and regulations	<ul style="list-style-type: none"> <li>• Diversification of events</li> </ul>	<ul style="list-style-type: none"> <li>• Align society processes with government policies and guidelines</li> </ul>

Factor	Strategic Implication	Strategic Response
4. Devolution	<ul style="list-style-type: none"> <li>• More ease in organizing events</li> <li>• Competition from county shows</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace devolution proposals and involve county governments in expansion e.g. satellite shows</li> </ul>

### 3.5.2 Economic factors

Factor	Strategic Implication	Strategic Response
1. Creation of business opportunities	<ul style="list-style-type: none"> <li>• Diversification of off show income</li> <li>• Enhanced economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out trainings and workshops on entrepreneurship development and SME ventures</li> <li>•</li> </ul>
2. Low inflation	<ul style="list-style-type: none"> <li>• Certainty of events and income</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize the surplus for investment</li> </ul>
3. Capped interest rates	<ul style="list-style-type: none"> <li>• Low interest rates lead to low fixed deposit rates</li> <li>• Greater stability in borrowing</li> </ul>	<ul style="list-style-type: none"> <li>• Trade in money markets and other financial markets</li> <li>• Collaborate with government agencies to maintain capped interest rates</li> </ul>
4. Increased stakeholder participation	<ul style="list-style-type: none"> <li>• Customer loyalty</li> <li>• Increased brand equity</li> <li>• Increased customer demand</li> </ul>	<ul style="list-style-type: none"> <li>• Create and maintain database for exhibitors</li> <li>• Organize for different stakeholder forums</li> </ul>
5. Tax exemption	<ul style="list-style-type: none"> <li>• Lower operation expenses</li> <li>• Higher surplus retention</li> </ul>	<ul style="list-style-type: none"> <li>• Invest the accumulated financial reserves in higher income earning options</li> <li>• Engage relevant authorities for the tax exemption to remain constant</li> </ul>
6. Growth of commodities exchange market	<ul style="list-style-type: none"> <li>• Ease of recruitment of exhibitors</li> <li>• Increased exhibitors base drawn from the commodities exchange market</li> </ul>	<ul style="list-style-type: none"> <li>• Venture in to commodity exchange markets in search of exhibitors</li> </ul>

Factor	Strategic Implication	Strategic Response
7. Strong customer loyalty	<ul style="list-style-type: none"> <li>Sustainable income generation</li> </ul>	<ul style="list-style-type: none"> <li>Vibrant marketing strategies, analysing customer satisfaction and customer requirements.</li> <li>Strict adherence to quality.</li> </ul>
8. Show budgetary allocation to government institutions	<ul style="list-style-type: none"> <li>Reduced participation from exhibitors</li> </ul>	<ul style="list-style-type: none"> <li>Liaise and lobby with the government to ensure continued budgetary support for ministries and parastatals.</li> </ul>
9. Changes in taxation	<ul style="list-style-type: none"> <li>Fluctuating income</li> <li>High land rates</li> </ul>	<ul style="list-style-type: none"> <li>Apply and pursue exemptions or constant taxation on land and other sources of income.</li> </ul>
10. Poor pricing strategies	<ul style="list-style-type: none"> <li>Fluctuating income</li> <li>Loss of clients to competitors</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a pricing study</li> <li>Design and implement a comprehensive pricing strategy</li> <li>Standardized price list and good customer service</li> </ul>
11. Inadequate/Modern infrastructure	<ul style="list-style-type: none"> <li>High cost of maintenance</li> <li>Inefficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Renovate existing infrastructure</li> <li>Engage in mixed land use of showgrounds</li> </ul>

### 3.5.3 Social factors

Factor	Strategic Implication	Strategic Response
1. Population growth	<ul style="list-style-type: none"> <li>Wider market</li> <li>Increased show attendance</li> </ul>	<ul style="list-style-type: none"> <li>Wider market outreach programs</li> <li>Display fanfare activities to attract the particular age structure</li> </ul>
2. High potential membership base	<ul style="list-style-type: none"> <li>Increased revenue</li> <li>More expertise from members</li> </ul>	<ul style="list-style-type: none"> <li>Aggressive membership recruitment strategies</li> </ul>
3. Security	<ul style="list-style-type: none"> <li>Increased or Reduced revenue</li> <li>High compensation costs</li> </ul>	<ul style="list-style-type: none"> <li>Enhance and invest in modern security systems</li> <li>Involving top security apparatus in operations</li> </ul>

Factor	Strategic Implication	Strategic Response
4. Youth activities	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Engage youth in society activities</li> <li>• Diversify YFCK activities</li> </ul>
5. Culture and retention	<ul style="list-style-type: none"> <li>• Diversification of events</li> </ul>	<ul style="list-style-type: none"> <li>• Engage local communities in ASK activities</li> <li>• Educate the community on ASK.</li> </ul>
6. Ethics and Integrity issues	<ul style="list-style-type: none"> <li>• Loss of income</li> <li>• Poor organizational reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Promote integrity and code of ethics</li> </ul>
7. Corporate Social Responsibility	<ul style="list-style-type: none"> <li>• Brand visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with stakeholders to have strategic CSR activities</li> </ul>
8. Learning opportunities	<ul style="list-style-type: none"> <li>• Value addition to clients</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Provide quality and informed exhibitions</li> <li>• Marketing focused in institution of learning</li> </ul>
9. Crowd management in the showground	<ul style="list-style-type: none"> <li>• Low customer satisfaction</li> <li>• Increased risk of accidents/incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Crowd management techniques and deployment of trained security</li> <li>• Development of good infrastructure</li> <li>• Application of Safety Health Environment practices</li> </ul>

### 3.5.4 Technological factors

Technological	Strategic Implication	Strategic Response
1. Adoption to E-Commerce	<ul style="list-style-type: none"> <li>• Ease of communication</li> <li>• Increased revenue</li> <li>• Reduced operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop more systems that adopt the operations of the society</li> <li>• Invest in latest technology</li> </ul>
2. Emerging technologies and inadequate ICT infrastructure in some branches	<ul style="list-style-type: none"> <li>• Efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace new technologies, finance and train end users</li> </ul>



Technological	Strategic Implication	Strategic Response
3. Exploitation of social media	<ul style="list-style-type: none"> <li>• Brand visibility</li> <li>• Reporting of events in real time</li> </ul>	<ul style="list-style-type: none"> <li>• Increase social media presence</li> <li>• Monitor</li> <li>• Positive and accurate information on Society platforms in social media</li> </ul>
4. Cyber security	<ul style="list-style-type: none"> <li>• Potential loss of Confidentiality, Integrity and availability of systems, data and information</li> </ul>	<ul style="list-style-type: none"> <li>• Install powerful antivirus and data recovery mechanisms</li> </ul>
5. Business Continuity	<ul style="list-style-type: none"> <li>• Sustainability processes</li> </ul>	<ul style="list-style-type: none"> <li>• Business continuity planning (BCP)</li> <li>• Disaster recovery plan (DRP)</li> </ul>
6. ERP and E-ticketing	<ul style="list-style-type: none"> <li>• Diversification of events</li> <li>• Efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage faster adoption of ERP</li> </ul>

### 3.5.5 Environmental factors

Environmental Factor	Strategic Implication	Strategic Response
1. Rainwater harvesting	<ul style="list-style-type: none"> <li>• Reduced operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in water harvesting mechanisms</li> </ul>
2. Waste Disposal mechanisms	<ul style="list-style-type: none"> <li>• Reduced operating costs</li> <li>• Clean environment</li> <li>• Increased compliance to NEMA</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate and adopt best water purification techniques</li> </ul>
3. Favourable terrain	<ul style="list-style-type: none"> <li>• Ease of movement during shows</li> </ul>	<ul style="list-style-type: none"> <li>• Provide all weather road in sloppy show grounds</li> </ul>
4. Weather changes	<ul style="list-style-type: none"> <li>• Uncertainty of show goers to attend the event</li> <li>• Loss of revenue</li> <li>• Fluctuation of attendance and income</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of expo halls</li> <li>• Hold conferences, research and network stakeholders meetings to make policies on sustainable agriculture practices e.g. irrigations</li> </ul>
5. Pollution	<ul style="list-style-type: none"> <li>• Environment degradation</li> </ul>	<ul style="list-style-type: none"> <li>• Engage in carbon trading</li> <li>• Encourage use of green waste disposal methods</li> </ul>

### 3.5.6 Legal factors

Legal Factors	Strategic Implication	Strategic Response
1. A.S.K. constitution /Green Book	<ul style="list-style-type: none"> <li>• Role overlaps</li> </ul>	<ul style="list-style-type: none"> <li>• Review of different roles and responsibilities</li> <li>• Periodic review</li> </ul>
2. ASK subsidiaries-KLBO	<ul style="list-style-type: none"> <li>• Possible disengagement from ASK</li> <li>• Semi-autonomous nature of the affiliates makes it harder to manage</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify and Streamline relations with subsidiaries for easier collaboration</li> </ul>
3. Long standing court cases	<ul style="list-style-type: none"> <li>• Litigation costs</li> <li>• Delays in processes</li> </ul>	<ul style="list-style-type: none"> <li>• Quick resolution of court cases</li> <li>• Alternative dispute resolution mechanism</li> </ul>
4. New education guidelines	<ul style="list-style-type: none"> <li>• Loss of income</li> <li>• Decreased attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Engage TSC, government and other stakeholders to allow teachers to accompany students to attend shows</li> </ul>
5. Societies Act	<ul style="list-style-type: none"> <li>• Recognition of ASK as a society</li> </ul>	<ul style="list-style-type: none"> <li>• Application according to the provisions in the Society's Act</li> </ul>

### 3.6 Stakeholder Analysis

Stakeholder analysis provides a platform for identifying concerned partners who will be affected by the activities of the Society and whose activities will affect ASK. ASK will endeavour to win the commitment of her stakeholders to ensure the provision of quality services as outlined below:

#### 3.6.1 Stakeholders

STAKEHOLDER	ROLE OF STAKEHOLDER	STAKEHOLDER EXPECTATIONS	ASK EXPECTATIONS
1. Subsidiary bodies (YFCK, KPO, KLBO, KFJ) and affiliated bodies	To support in achievement of society's mandate	<ul style="list-style-type: none"> <li>• Provide a conducive environment for their operations</li> <li>• Administrative support</li> </ul>	<ul style="list-style-type: none"> <li>• Value addition to agriculture</li> <li>• Self-sustenance in addition to generating income</li> </ul>

STAKEHOLDER	ROLE OF STAKEHOLDER	STAKEHOLDER EXPECTATIONS	ASK EXPECTATIONS
2. ASK members/sub-committees	To support in achievement of society's mandate	<ul style="list-style-type: none"> <li>• Recognition for their services</li> </ul>	<ul style="list-style-type: none"> <li>• To provide expertise and commitment</li> </ul>
3. Exhibitors	To exhibit and disseminate information	<ul style="list-style-type: none"> <li>• Provide a conducive environment for their operations</li> <li>• Return on investment</li> </ul>	<ul style="list-style-type: none"> <li>• Pay on time</li> <li>• Compliance with exhibition policies</li> <li>• Feedback</li> </ul>
4. Council Members, Trustees, Vice Patrons and Life Governors	Oversight	<ul style="list-style-type: none"> <li>• Efficiency and effectiveness of</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and governance</li> </ul>
5. National / County governments	Strategic partners	<ul style="list-style-type: none"> <li>• Compliance with laws</li> <li>• Society to organize successful shows to boost economy of county Government.</li> </ul>	<ul style="list-style-type: none"> <li>• Support in organizing events especially shows</li> </ul>
6. Educational institutions	Strategic partners	<ul style="list-style-type: none"> <li>• Learning platform</li> </ul>	<ul style="list-style-type: none"> <li>• Show attendance</li> </ul>
7. Farmers	Attend, Exhibit and market	<ul style="list-style-type: none"> <li>• Learning/Sales platform</li> </ul>	<ul style="list-style-type: none"> <li>• Show attendance</li> </ul>
8. Communities	Harmonious coexistence	<ul style="list-style-type: none"> <li>• Support e.g. jobs</li> <li>• Environmental conservation</li> </ul>	<ul style="list-style-type: none"> <li>• Show attendance</li> <li>• Provide security</li> </ul>
9. Media	Strategic partnership and publicity	<ul style="list-style-type: none"> <li>• Informed of upcoming events</li> <li>• Unrestricted Access to premises</li> </ul>	<ul style="list-style-type: none"> <li>• Positive publicity</li> <li>• Conform to policies</li> <li>• Real time reporting</li> </ul>
10. Parastatals/Institutions/Sponsors and donors	To exhibit and disseminate information, Strategic partners	<ul style="list-style-type: none"> <li>• Provide a conducive environment for their operations</li> <li>• Return on investment</li> </ul>	<ul style="list-style-type: none"> <li>• Pay on time</li> <li>• Compliance with exhibition policies</li> </ul>

STAKEHOLDER	ROLE OF STAKEHOLDER	STAKEHOLDER EXPECTATIONS	ASK EXPECTATIONS
11. Show visitors	Attendance	<ul style="list-style-type: none"> <li>Entertaining/ Learning platform</li> </ul>	<ul style="list-style-type: none"> <li>Payment of appropriate charges</li> <li>Maintain order</li> <li>Feedback</li> </ul>
12. Staff	Drive the Society's agenda	<ul style="list-style-type: none"> <li>ASK to be employer of choice</li> </ul>	<ul style="list-style-type: none"> <li>Expertise, loyalty and commitment</li> <li>Adherence to rule and regulations of the society</li> </ul>
13. Suppliers	Strategic partners	<ul style="list-style-type: none"> <li>Pay on time</li> <li>Best practise procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>Prompt and quality deliveries</li> <li>Value addition</li> </ul>
14. Customers	Strategic partners	<ul style="list-style-type: none"> <li>Quality products</li> </ul>	<ul style="list-style-type: none"> <li>Regular purchases</li> <li>Feedback</li> </ul>
15. Tenants	Strategic partners	<ul style="list-style-type: none"> <li>Provide a conducive environment for their operations</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with tenancy policies</li> </ul>

Strength	Strategic Implication	Strategic Response
1. A committed membership base with diverse backgrounds	<ul style="list-style-type: none"> <li>• Increase in income</li> <li>• Wider outreach</li> <li>• Many varied members with complementing ideas</li> <li>• Stability</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced membership recruitment</li> <li>• Enhanced membership benefits</li> <li>• Increased awareness of membership entries and rights</li> <li>• Efficient services through technology</li> <li>• Review and monitor categories of memberships</li> </ul>
2. Vast land asset	<ul style="list-style-type: none"> <li>• Maintaining and securing</li> <li>• Opportunity for growth</li> <li>• Ease of mobility of customers</li> </ul>	<ul style="list-style-type: none"> <li>• Fencing and acquiring land ownership documents</li> <li>• Engage in mixed land use capital development</li> </ul>
3. A reliable and competent work force	<ul style="list-style-type: none"> <li>• Efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• A robust HR policy</li> </ul>
4. Strong Brand	<ul style="list-style-type: none"> <li>• Customer loyalty</li> <li>• Stakeholder acknowledgement</li> </ul>	<ul style="list-style-type: none"> <li>• Give incentives to loyal customers</li> <li>• Constantly look for innovative marketing strategies for the brand to be visible.</li> <li>• Evaluate and sustain the strong brand</li> </ul>
5. Wide Branch network	<ul style="list-style-type: none"> <li>• Wider outreach to farmers and public</li> <li>• Improved accessibility</li> <li>• Regional structure, a recipe for suitable market segments</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance coordination among branches</li> <li>• Increase satellite shows</li> </ul>
6. Established link with public and private stakeholders.	<ul style="list-style-type: none"> <li>• Support when organizing events</li> <li>• Increased Participation</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the relationship with stakeholders</li> <li>• Develop policies institutional relations and partnership</li> </ul>

# CHAPTER FOUR

## STRATEGY FOCUS

### 4.0 Introduction

ASK shall strategically focus on its functions guided by the Vision, Mission, and Core Values. The Vision is a pre-requisite for effective strategic leadership. The Mission is the overriding factor that gives identity and unique purpose. The Motto is an expression of the guiding principle of an organization. The Core Values enable good decision making through common guiding spirit.

### 4.1 Motto

Your leading exhibition partner

### 4.2 Vision

A world class exhibition forum

### 4.3 Mission

To provide a platform for exhibitions and networking that spur development in agriculture, trade and allied sectors

### 4.4 Core values

The following core values are considered of critical importance to the Society:

**P**rofessionalism

**A**ccountability

**T**eamwork

**R**eliability

**I**ntegrity

**C**ustomer focus

### 4.5 Strategic Themes

The implementation of the SP will be guided by four strategic themes which provide for an internally consistent strategy that addresses the envisaged challenges, creates the right institutional capacity and culture while focusing on performance and accountability; all

safeguarded by an internal governance and risk framework that ensures that the Society achieves its mandate.

### **1.Exhibitions**

The Society currently organizes sixteen exhibitions (both international and national) in show grounds located in various counties. ASK uses exhibitions as efficient and effective pathways for sharing and disseminating important agricultural information. Exhibitions remain a major product of ASK. The Society will seek to enhance its exhibitions by engaging stakeholders and customers. Further, the Society has commenced implementation of Jamhuri Park Mixed Land Use Master Plan to revamp her exhibition facilities.

### **2. Membership**

The Society is made up of members who upon application and admission by any of the 16 branches of the Society enjoy membership privileges and are subject to responsibilities of membership as enshrined in the Society's constitution. The Society aims to adopt an integrated membership management programme that aims at creating value for its membership.

### **3. Outreach**

ASK has continued to mainstream her outreach programmes just like forward-thinking companies the world over, embedding sustainability into the core of their business operations to create shared value for business and society. In this light, the SP outlines ways in which the Society can expand its outreach through diversification of its activities as well as increased media presence.

### **4. Institutional Capacity**

ASK will progressively engage in skill upgrading, procedural improvements, and organizational strengthening to build its institutional capacity. To achieve this, ASK will engage in prudent financial management and resource mobilization as well as employ best corporate governance structures and systems. In addition, the Society will ensure a competent workforce in maintained to drive the agenda of the institution. There is also need to improve Society infrastructure and automate its processes for higher efficiency.

#### **4.6 Strategic Objectives**

The thematic areas will be achieved through the following Strategic Objectives;

1. To increase the number of local/international exhibitors by 50 % by 2022.
2. To increase the number of show visitors by 100% by 2022.
3. To increase membership by 50% by 2022.
4. To increase the number of agricultural/agribusiness events to a minimum of 2 per year for each branch by 2022.
5. To increase media outreach to attain at least two outreach programmes annually for each branch.
6. To establish prudent financial management and resource mobilization process.



7. To achieve best corporate governance structure and systems.
8. To attract, develop and retain competent staff by 2022.
9. To embrace ICT in 75% of ASK operations by 2020.
10. To improve infrastructure by 2022.

## 1.7 Strategy Matrix

For details refer to the implementation matrix on appendix 1

STRATEGIC THEMES	STRATEGIC OBJECTIVES	STRATEGIC INITIATIVES
Exhibitions	To increase the number of local/international exhibitors by 50 % by 2022	Review the marketing strategy.
		Execute the reviewed marketing strategies.
		Evaluate the marketing strategy.
		Give incentives to long standing exhibitors
		Conduct a feasibility analysis
	To increase the number of show visitors by 100% by 2022	Encourage quality and innovative displays
		Enhance Good publicity
		Provide Incentives to show visitors
Membership	To increase membership by 50% by 2022	Conduct Market survey
		Stakeholder engagement & Creating awareness.
		Review old and new members benefits, rights & obligations
Outreach	To increase the number of agricultural/agribusiness events to a minimum of 2 per year for each branch by 2022.	Build and implement a business case
		To increase the number of branch shows
		Roll out KPO and YFCK in all branches
		Evaluate performance
		Introduce Harvest Festival in all branches
		Identify additional CSR activity per branch
		Introduce satellite uptake policy to counties
	To increase media outreach to attain at least two outreach programmes annually for each branch.	Review media marketing policy
		Develop a documentary for the Society
		Develop a Communications policy

Institutional Capacity	To establish prudent financial management and resource mobilization	Review of Financial policies and guidelines
		Review the structure of the finance function
		Prepare an investment policy
		Prepare Financing Policy
		Prepare Working Capital Policy
		Explore various financing options
	To achieve best Corporate governance structure and systems	Restructure governance organs in line with the society instruments
		To review the governance framework
	To attract, develop and retain competent staff by 2022	Attract competent staff
		Recruit additional staff
		Grow and develop existing staff
		Retain competent staff
		Review and communicate HR policies
	To embrace ICT in 75% of ASK operations by 2020	Acquire up to date ICT hardware and software
		Review and enforce compliance of Policies, procedures or guidelines related to ICT
		Enhance business continuity and Disaster Recovery Planning
	To improve infrastructure by 2022	To Source funding for infrastructural development
		To Undertake regular maintenance
		Collaborate with stakeholders

# CHAPTER FIVE

## INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION

### 5.0 Introduction

ASK intends to develop human resources which is critical for its organizational growth. The Society aims at ensuring effective and efficient utilization of available resources to achieve the desired goals. This Strategic Plan lays out specific strategies to ensure attraction, development, utilization and retention of staff.

### 5.1 Governance Structures

The Society is a not for profit membership based organization and is run through various organs including; Branch Executive, Branch committees, National Staff and Finance, National Executive, Council and the Annual General Meeting.

In addition, the Society has a body of Trustees and Life Governors as well as various ceremonial positions which include the Patron (H.E. President), the Deputy Patron (H.E Deputy President), the First Vice Patron (Hon. Cabinet Secretary), County Patrons (County Governors) and Vice Patrons.

#### 5.1.1 The Agricultural Society of Kenya footprint

##### 1. Nairobi International Trade Fair (NITF)

NITF was established as the East African Agricultural and Horticultural Society (EAA & HS) in 1901. The first show was held at the Jeevanjee gardens and market in 1902. It is located in Jamhuri Park, 10 km from city centre, approximately 30kms from Jomo Kenyatta International Airport, Nairobi and 15km from Wilson Airport as well as 30km from Standard Gauge Railway, Syokimau Terminus. It has since grown to be the largest Trade Fair in the East African Region. It is a seven-day event that runs from late September to early October annually. NITF became a Trade Fair in 2002 and now offers opportunities for regional, continental and global exhibitors to display and demonstrate their services and products. It also offers show visitors

an opportunity to meet people from different countries and backgrounds, hence creating a platform for interaction and exchanging of ideas and experiences.

## **2. Mombasa International Show**

The Mombasa International Show (MIS) was established in 1903 and is situated in the North Coast, 4km from the City of Mombasa. The show is 20kms from the Moi International Airport. MIS was elevated in 2002 to an International status to attract investors and players in the agriculture, trade and tourism sectors. The branch covers four counties namely; Mombasa, Kilifi, Tana River, Kwale and Tana River.

## **3. Central Rift (Nakuru) National Show**

The Nakuru Show was started in 1920 as the third branch of the Agricultural and Horticultural Society of Kenya (A & HSK). The show is situated 1 km to the north of Nakuru town and approximately 160kms from Jomo Kenyatta International Airport, Nairobi. The town is highly agricultural with the highest percentage of Kenya's large scale farmers. Its proximity to Egerton University makes it a premier National Agricultural Show. It is also the headquarters of the Kenya Livestock Breeders Organization (KLBO).

## **4. Eldoret National Show**

The first Eldoret Show was held in 1925 and became the fourth branch of the then Agricultural and Horticultural Society of Kenya (A & HSK) after Nairobi, Mombasa and Nakuru. The Show ground is approximately 8kms from Eldoret town and 10kms from the Eldoret airport and is located along the Kisumu Road.

## **5. North Rift (Kitale) Show**

The ASK North Rift Show was held for the first time in 1956 under the chairmanship of H.T. Lloyd. It was officially opened by Governor Sir Evelyn Baring in 1957. The North Rift National Show ground is located 1km from Kitale town, along the Eldoret – Kitale highway at the Lodwar junction. It is 8kms from the Kitale Air strip and is centrally placed between Mt. Elgon and Cherangani hills. The branch was elevated to national show status in 1999 and the name was changed from Kitale Show to North Rift National Show. The branch covers three counties namely; Trans Nzoia, West Pokot and Turkana.

## **6. Mt. Kenya (Nanyuki) Show**

The Mt Kenya Nanyuki Show was established in 1957 and is located along the Meru – Nanyuki road. It borders Samburu, Baringo and Isiolo counties. The branch currently hosts the British Army Training Unit (BATUK) and the region is home to some of the largest beef ranches in the country.

## **7. Southern Kenya (Kisii) Show**

The Southern Kenya Kisii Show started as a Harambee Show in 1965 and upgraded to ASK status in 1979. The show is located in Kisii town centre and caters for stakeholders from Kisii, Nyamira, Narok and Homa Bay counties. The region is home to some of the major players in the Tea Industry.

## **8. Kisumu Regional Show**

The Kisumu Show started in 1966 at the Kisumu Municipal stadium. It was moved to its current site at Mamboleo showground in 1987. The Show is located along Miwani road off the Kisumu-Kakamega road, 3 kms from the city centre and 4 kms from Kisumu International Airport. The show was upgraded to its current regional status in 2010 due to its strategic location. Today the show attracts exhibitors and visitors from the neighbouring Rwanda, Burundi, Tanzania and Uganda.

## **9. Western Kenya (Kakamega) Show**

The Kakamega Show was established in 1967 and was later upgraded to ASK status in 1980. It is located 2 kms from Kakamega town off Kakamega- Webuye road and is 8 kms from Kakamega airstrip. The Show caters for Kakamega, Busia, Vihiga and Bungoma counties.

## **10. Central Kenya (Nyeri) National Show**

A.S.K Central Kenya National Show was started in 1968 at Ruringu Stadium but was later moved to Kabiruini Showground in 1997. It is located along the Nyeri – Nyahururu road approximately 6 kms from Nyeri town next to Dedan Kimathi University of Technology and just 2 kms to the newly developed Nyaribo Air strip.

Due to its central location, the show was elevated to a National status in 2004 to cater for Nyeri, Nyandarua, Kirinyaga, Murang'a and Kiambu counties.

## **11. Northern Kenya (Meru) National Show**

Northern Kenya (Meru) National Show was started in 1968 at Kinoru stadium. It was later moved to Gitoru Showground in 1990. The show is now located along the Meru – Nanyuki road, 4 kms from Meru town. The Show caters for Meru, Tharaka Nithi, and Isiolo counties.

## **12. Eastern Kenya (Embu) Show**

The Eastern Kenya (Embu) show was established in 1968 at the Embu Stadium. In 1995, the show was relocated from the town centre to Njukiri showground which is approximately 6 kms from Embu town. The Show caters for Embu, Kirinyaga and Tharaka Nithi counties.

## **13. South Eastern Kenya (Machakos) Show**

Machakos branch show started as a Harambee show in 1975 and upgraded to ASK status in 1997. The Show caters for stakeholders from Machakos, Makueni and Kitui counties. It is located 2.8 kms from Machakos town and 54 kms from Nairobi city.

## **14. North Eastern Kenya (Garissa) Show**

Garissa show started as a Harambee show in 1980 and was elevated to ASK status in 1998. It is located 1.2kms from Garissa town and 2kms from the Airstrip. The show caters for Garissa, Mandera, and Tana River counties.

## **15. Kabarnet Branch Show**

Kabarnet branch show was established in 1993 as a Harambee show and was elevated to ASK status in 1998. The Show caters for Turkana, West Pokot, Samburu, Kericho and Elgeyo Marakwet counties.

## 16. Migori Show

Migori Show was established as a satellite 2014 and later upgraded to a full show in 2016. It is located 10 kms from Migori town off Migori- Kehancha road and is 15 kms from Kehancha airstrip. The Show caters for Migori, Homabay, Narok and Kisii counties. The show was upgraded to its current regional status in 2010 due to its strategic location.

### Satellite Shows

The Society has developed a policy to guide the uptake of satellite shows. It is anticipated that the Society will bring into its portfolio three additional shows within the next five years.

## 5.2 Organizational Structure

Structures incorporate a network of roles and relationships and are developed to aid in the process of ensuring that collective effort is explicitly organized to achieve specified goals. It is necessary to divide the overall management task into a variety of activities, to allocate these activities to the different parts of the organization and to establish means of controlling, coordinating and integrating them.

### The organizational structure: -

1. Specifies ASK's division of work activities.
2. Shows how different functions or activities are linked.
3. Shows the level of specialization of work activities.
4. Indicates the organization's hierarchy and authority structure and shows its reporting relationships.
5. Provides for succession planning that guarantees stability and continuity and,
6. To align and enhance coordination of ASKs internal and external environment.

ASK has managed to work with a lean structure. However, the Society will develop an appropriate organization structure to effectively deliver her mandate and improve service delivery as well as align itself to the strategic plan by September 2018.

In developing the organization structure, ASK will employ the following Strategies to achieve Staffing Objectives:

1. Derive a comprehensive human resources development plan that prioritizes required staff for the next five years.
2. Conduct training needs assessment to establish training requirements for the staff and identify the gaps within the current training capacity in the sector policies towards achieving Kenya Vision 2030.
3. Develop training programmes for senior and junior managers to strengthen leadership, management, supervision and accountability.

## 5.3 Resource Mobilization and Utilization

Successful implementation of the SP is expected to grow the Society's revenue streams. It will

also require significant financial resources. Below is an estimate (forecast) of the financial revenues and expenses over the five year period.

**6 Table 2: Projected budget for the strategic period**

AMOUNT (KSHS.) "000"						
Particulars	2018	2019	2020	2021	2022	Totals
Show Activities Revenue	431,111	482,844	540,786	605,680	678,362	2,738,783
Branch Income	147,512	159,313	172,058	185,822	200,688	865,393
Related Units	19,670	20,653	21,686	22,770	23,909	108,688
Head office	31,546	34,069	36,795	39,739	42,918	185,067
Outreach programme income	4,350	65,250	100,050	117,450	147,900	<b>435,000</b>
Income from Master Plan Project	250,000	375,000	500,000	625,000	750,000	<b>2,500,000</b>
Government Grants	750,000					<b>750,000</b>
<b>GROSS INCOME</b>	<b>1,634,189</b>	<b>1,137,129</b>	<b>1,371,375</b>	<b>1,596,461</b>	<b>1,843,777</b>	<b>7,582,931</b>
<b>EXPENDITURE</b>						
Show Activities Costs	243,497	255,672	268,455	281,878	295,972	1,345,474
Related Unit costs	21,967	23,065	24,219	25,430	26,701	121,382
Staff Costs	217,726	228,612	240,043	252,045	264,647	1,203,073
Administrative expenses	212,732	223,369	234,537	246,264	258,577	1,175,479
Promotional Costs	16,619	17,450	18,322	19,239	20,200	91,830
Strategy Implementation	920,000	387,000	583,500	769,000	840,500	3,500,000
<b>GROSS EXPENDITURE</b>	<b>1,632,541</b>	<b>1,135,168</b>	<b>1,369,076</b>	<b>1,593,856</b>	<b>1,706,597</b>	<b>7,437,238</b>
<b>GROSS SURPLUS</b>	<b>1,648</b>	<b>1,961</b>	<b>2,299</b>	<b>2,605</b>	<b>137,180</b>	<b>145,693</b>

## 4.1 Strategies for resource mobilisation

### 1. Internally generated revenues:

ASK will rely on internally generated revenues mainly from fees charged to exhibitors and show visitors as well as sale of membership.



## **2. Funding through Grants and partnerships**

ASK will engage donors who have demonstrated interest and commitment for funding key projects. The donors will be identified through research to identify those whose areas of interest and strategic plans are similar to ASK programmes.

## **3. Explore various investment and financing opportunities**

The Society will explore various investment prospects. Such investments will support the implementation of the strategic plan and the ultimate fulfillment of the Society's vision and mission.

## **4. Engage venture capitalists**

ASK will involve venture capitalists with the relevant experience and knowledge to its business.

## **5. Explore Public Private partnerships opportunities**

The private sector plays a key role in the development of the sector especially for the capital-intensive projects. ASK will therefore develop strategic financing approaches to achieve implementation of such projects efficiently and effectively through public private partnerships.

### **5.4.2 Measures to eliminate wastage**

The Society shall institute the following measures in order to eliminate wastage;

#### **1. Automation of ASK operations (ERP)**

ASK has implemented an ERP solution that will facilitate process improvement and operational efficiency leading to waste reduction.

#### **2. Embrace best practice in internal control systems**

In compliance to best practice the Society will enhance her internal control systems and processes.

#### **3. Optimization of human and capital resource utilization**

The Society aims to optimize her capital resources by leasing out facilities for various off-show activities. It will further invest in human capital as a key driver towards achieving mandate of the Society.

#### **4. Embrace best practice in renewable energy solutions**

ASK strongly supports sustainable environmental practices. The Society will therefore continually engage in renewable energy solutions in her operations.

#### **5. Enhance good governance in all operational and administrative processes.**

ASK will adopt this by continuously reviewing the governance framework in line with Society instruments.

#### **6. Outsourcing of non-core society activities**

The Society will outsource its non-core functions so as to ensure quality deliverables, cut on costs, build its brand, decrease the operational lead time and gain access to skilled resources.

# CHAPTER SIX

## IMPLEMENTATION AND COORDINATION

### 6.0 Introduction

The successful Implementation of this Strategic Plan will be determined by the commitment of all stakeholders as the Society provides the appropriate governance and policy direction. The Committees will play their important executive roles in strategy implementation. The Chief Executive Officer (CEO) will coordinate the implementation process.

### 6.1 Pre-Implementation

The following critical factors will be considered for the successful implementation of the SP:

1. Effective communication between all implementers to ensure clarity of vision and purpose for successful implementation,
2. Appropriate organizational structure and allocation of resources as identified for each activity,
3. Revision of policies and procedures,
4. Assignment of roles and responsibilities to different players necessary for successful implementation,
5. Mobilization, allocation and utilization of resources in accordance with prioritized activities as stipulated in the SP, and;
6. Develop the monitoring, evaluation and reporting framework to be used throughout the implementation period.

### 6.2 During Implementation

The following steps will be taken during strategy implementation:

1. Holding periodical monitoring meetings in which all players shall present a status report on implementation of their annual plans highlighting quantifiable achievements, challenges, lessons learnt and suggestions for continuous improvement. The report will indicate the extent to which the implementation is achieving the overall objectives of the strategic plan,

2. Monitoring implementation, reviewing the strategies and their corresponding activities' implementation and revise the strategies and their corresponding activities as appropriate, and;
3. Sharing the review information with members and other key actors in the implementation.

### **6.3 Post Implementation**

The Council will facilitate comprehensive midterm and end term review of the implementation of the SP and spell out achievement, weaknesses and lessons learnt to inform the next cycle of planning and share the results of the review with all stakeholders.

### **6.4 Linkages and Collaborations**

The Society will mobilize and enhance linkages and collaborations with appropriate stakeholders and other players and also forge partnerships in the implementation process.

### **6.5 Risk Management**

The implementation of the Strategic plan faces potential risks that have to be mitigated if the Society's Strategic Objectives are to be achieved. This requires that, possible risks be identified, assessed/analysed to take precautionary measures in good time and prevent failure of the Plan's implementation.

#### **6.5.1 Risk Management Structures**

The following key principles outline ASKS's approach to risk management:

1. As the Principal executive and policy-making body of the Society, the Council is responsible for risk management
2. The Council is responsible for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives, while safeguarding the public and other funds and assets for which it is responsible, in accordance with the Statutes.
3. There should be an open and receptive approach to solving risk problems
4. The Audit and Risk Committee advises the Council on risk management
5. The Society makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks
6. The Management is responsible for encouraging and implementing good risk management practice within branches and departments
7. Early warning mechanisms will be put in place and monitored to alert the Society so that remedial action can be taken to manage any potential hazards

### 6.5.2 The Audit and Risk Committee

There will be Audit and Risk Committee which will advise the Society on risk management, and submits its minutes and an annual report to the Council. The Committee will:

1. Oversee the Risk Management process of the Society as a whole, on behalf of Council
2. Recommend an appropriate risk appetite or level of exposure for the Society
3. Identify and quantify fundamental risks affecting the Society, and ensure that arrangements are in place to manage those risks
4. At least annually, review fundamental risks and their controls and report to the Council
5. Exercise oversight over financial reporting, compliance and special investigations
6. Oversight over both Internal and External Audits
7. Help embed a risk management culture within ASK
8. Consider major decisions affecting the Society's risk profile or exposure
9. Recommend to Council suitable risk management policies, among others.

### 6.5.3 Risk Analysis

There are several risks to the implementation of this SP. It is therefore prudent that these risks be analysed to ensure that precautionary measures are taken in good time to prevent failure of the SP's implementation and execution.

In this regard, the Society has considered and identified relevant risks associated with the strategic themes.

NO	TYPE OF RISK	IMPACT	MITIGATION MEASURES
1	Retention of local and international exhibitors	High	Development of an integrated exhibitor policy
2	Retention of show visitors	High	Encourage quality and innovative displays, enhance Good publicity and provide incentives to show visitors
3	Lack of adequate resources	High	Institute diverse strategies for resource mobilization and measures to reduce wastage
4	Lack of membership benefits awareness	Medium	Intense marketing of memberships as well as value-addition to the current membership
5	Policies and legislations from other sectors with negative outcomes	Low	Lobbying and public participation and inclusion of stakeholders in ASK forums
6	Political uncertainty /instability	Medium	Exploit good will of political leadership, employ good governance practices to protect the society from political interference
7	Low outreach programmes	Medium	Enforce outreach programmes at the branches
8	Competition from Sector Specific shows	High	Promote and market ASK products, offer products that are driven by the market

## 6.6 Assumptions

The implementation of this SP will require resources, specifically funds to support the various activities identified. In order to accomplish this, ASK will make the following assumptions;

1. The standards of ASK Shows and exhibition forums are better than those of competitors.
2. ASK still has a captive market for its various programmes.
3. ASK brand is credible and highly sought after by other organizations.
4. Other organizations are seeking after ASK for partnerships.
5. ASK has ability to organize market-driven forums for exhibitions.
6. The Society will generate adequate funds through various income generating activities.

# CHAPTER SEVEN

## MONITORING, EVALUATION AND REPORTING

### 7.0 Introduction

Monitoring, Evaluation and Reporting (M, E&R) is a central feature of the Strategic Plan implementation. It is essential in ensuring that targets are achieved within the time allocated. Hence, the Society will monitor and evaluate the inputs, activities, outputs and outcomes to ensure attainment of targets.

The implementation plan will be monitored at the following levels:

1. Council: Specific reports delivered on performance to the Council and Council Committees
2. Chief Executive Officer: Weekly, monthly and quarterly oversight over all branches and departments to ensure that progress and results are in line with the SP.
3. Heads of Departments and Branch Managers: Daily, weekly, monthly and quarterly review of departments/branches and individual performance.
4. Individuals: ASK will also implement performance contracting where individual daily performance in line with personal goals and targets aligned with the SP.

### 7.1 Monitoring and Evaluation Framework

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realized as planned. The monitoring process will help track whether the implementation is on course and establish the need for any adjustment in light of the ever-changing socio-economic environment.

Monitoring, follow-up and control systems will be emphasized at all times. This will be done through progress reports, review meetings and reports, control systems reports. ASK will conduct surveys to determine the impact of various programs. Data will be analysed and results disseminated to improve Plan implementation.

### **7.1.1 Monitoring methodologies**

The Society has developed a system through its branches, National Staff and Finance Committee and Council to monitor as well as evaluate and produces reports to the various organs of the society. The following monitoring methodologies will be adopted:

1. Formal surveys/feedback questionnaires,
2. Analysing audit report
3. Appraisals
4. Departmental meetings
5. Develop appropriate evaluation methods
6. Cost-benefit and cost-effectiveness analysis,
7. Face to face interviews: Intimate involvement of all employees in grasping the content of the plans to execute new policies and procedures,
8. Re-evaluating performance goals: review performance against targets and take corrective action,
9. Consultancy: The need for consultancy follow ups to ascertain the course of the plans,
10. Identification of performance indicators for each objective, ascertain if achieved,
11. Implementation matrix/ work plans,
12. Support supervision
13. Survey of documents; and
14. Constant meetings to review progress.

### **7.2 Evaluation Mechanisms**

ASK will employ following evaluation mechanisms:

1. Analyzing the outcome of each objective and asses if targets attained,
2. Comparing actual and expected outcomes,
3. Effectiveness: Measuring the development activities against set objectives at the formulation stage,
4. Efficiency: Comparing outputs both quantitative and qualitative to assess if the least resources have been employed to achieve the desired objectives,
5. Identifying the risks that may have prevented achievement of set objectives,
6. Impact: Assessing the positive and negative changes owing to the organizations development oriented activities,
7. Monthly reviews,
8. Sustainability: Confirming whether the society's benefits are likely to accrue in the long run, and;
9. Quarterly reviews by the SP implementation committee.



### 7.3 Budget Monitoring

Actual results will continually be checked against planned results and variances investigated. If necessary, action plans will be amended so that they are brought in line with the available resources or the budget will be revised to take account of new developments that require action.

### 7.4 Reporting/Progress Reports

In tracking progress, the Society will use the process/reports below:

1. Appraisals
2. Audit reports
3. Continuous assessment reports
4. Data collection and analysis
5. Departmental reports based on achievements of strategic plan
6. Develop reporting tools
7. Filling and documentation
8. Performance contract reports (quarterly)
9. Quality Management System (QMS) audit report
10. Risk management report
11. Implementation of recommendations made by the various committees,
12. Quarterly and annual appraisal reports,
13. Monthly Management Reports,
14. Regular SP status of implementation stakeholders survey,

### 7.5 Linking Monitoring and Evaluation to Performance Management and Staff Appraisal

Monitoring and evaluation is an integral part of the Society's management system. It will be linked to the staff appraisal, reward and sanction system. Staff or departments that exceed their targets will be given commendation and/or rewarded appropriately. Reward and sanction system will be instituted for performing and non-performing departments in line with the monthly and quarterly progress reports.

### 7.6 Mid-Term & End-Term Review

A mid-term review of the Strategic Plan will be undertaken in 2020 to examine achievements over the first half of the strategic period against expected results. It will facilitate review of strategies and indicators so as to inform evidence-based adjustments.

The end-term review will be conducted in the second half of 2022 to determine the overall impact and outcomes against set key result areas. The end term review will be conducted by independent reviewers to assess progress and achievements of the proposed outcomes and impact results. These recommendations will inform the next strategic plan which should be developed in 2022.

## Appendix 1 Implementation Matrix

THEMATIC AREA 1: EXHIBITIONS									
STRATEGIC ISSUE 1: Low numbers/retention of local exhibitors									
STRATEGIC OBJECTIVE 1: To increase the number of local/internal exhibitors by 50% by 2022									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS.)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Review the marketing strategy	Identify gaps in the existing marketing strategy	Gap analysis report	Approved gap analysis report	75 M					CEO, Marketing manager, Branch managers
Execute the reviewed marketing strategies	Allocate resources	Proposed budget	Approved budget	-					CEO
Evaluate the strategy	Prepare a marketing plan	Proposed marketing plan	Approved marketing plan	-					Marketing manager
	Monitor the strategy	Evaluation and monitoring report	Approved evaluation and monitoring report	-					
	Awards and certificates	Certificates awarded	1 award per category winner	7.5M					CEO Marketing manager/ Branch Manager
Give incentives to long standing exhibitors	Hold dinner galas	Gala dinner held	1 dinner/gala per year per branch and number of guests	5M					
	Inclusion in our advertising platforms	Dinners/Gala Adverts on our marketing materials	1 exhibitor inclusion in our advertising platforms per branch per year	-					
	Conduct a need-based analysis	Feasibility analysis Report	Approved feasibility report	3M					CEO Branch Managers
Conduct a feasibility analysis	Conduct a cost benefit analysis	Cost benefit report	Approved cost benefit report	1M					CEO Senior Accountant

THEMATIC AREA 1: EXHIBITIONS									
STRATEGIC ISSUE 2: Low numbers of show visitors									
STRATEGIC OBJECTIVE 2: To increase the number of show visitors by 100% by 2022									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST(KSHS)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Encourage quality and innovative displays	Develop creative themes	Proposed themes	Approved themes	0.5M					
	Upgrade displays to international standards	International standards display	Satisfaction level	30M					
	Increase variety of displays	Variety of displays increased	No. of increase	1M					
Enhance Good publicity	Conduct publicity drives	Publicity drives conducted	No. of drives	3.5M					
	Create linkages with partners	Linkages created	No. of linkages	-					
Provide Incentives to show visitors	Engage media houses	Media houses engaged	No. of media houses	50M					
	Develop a show visitor reward system	Reward system	Number and category of rewards	2.5M					

THEMATIC AREA 2: MEMBERSHIP										
STRATEGIC ISSUE 1: Low membership uptake										
STRATEGIC OBJECTIVE 1: To increase membership by 50% by 2022										
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	ESTIMATED COST (KSHS)	TIMELINESS				RESPONSIBILITY	
					2018	2019	2020	2021		2022
Develop a membership recruitment Policy	Conduct Market survey	Survey conducted	Approved market analysis report	3M						CEO, Marketing manager Membership Manager.
	Stakeholder engagement & Creating awareness	Customer feedback	Analysis of customer survey Membership brochure.	0.5M 1M						Membership Manager
	Review old and new member benefits, rights & obligations	Benefits reviewed	Approved membership benefits	5M						CEO Membership Manager
	Periodic member evaluation	Member feedback	Brochure Infrastructure	-						Line Managers Marketing manager
	Stakeholder engagement	Stakeholder forums	Stakeholder feedback report	-						Marketing manager
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	ESTIMATED COST (KSHS)	TIMELINESS				RESPONSIBILITY	
					2018	2019	2020	2021	2022	
Review the current member categories	Conduct a Gap analysis for the membership categories	Review member category report	Approved and adopted report	1.75M						CEO Membership Manager

THEMATIC AREA 3: OUTREACH									
STRATEGIC ISSUE 1: Low Frequency of events									
STRATEGIC OBJECTIVE 1: To increase the number of agricultural/agribusiness events to a minimum of 2 per year for each branch by 2022									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Build a business case	Conduct a feasibility study	Feasibility study report	Approved report	0.5M					CEO Branch Manager
	Allocate resources	Proposed Budget	Approved Budget						Senior Accountant
Implement business case	Engage stakeholders	Stakeholder report	Approved report	1M					CEO Senior Accountant Branch Managers
	Market the event	Calendar of events	Approved calendar of events Additional successful events per branch	10M					Marketing Manager Communications
To increase the number of branch shows	Review the capacity of the county in line with policy	Status report	Feedback report	-					CEO

THEMATIC AREA 3: OUTREACH									
STRATEGIC ISSUE 1: Low Frequency of events									
STRATEGIC OBJECTIVE 1: To increase the number of agricultural/agribusiness events to a minimum of 2 per year for each branch by 2022									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHs)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Roll out KPO and YFCK in all branches	Integrate the qualified satellite shows into our calendar	Calendar of events	Number of events	2.5M					CEO
	Conduct Monitoring and evaluation	M&E conducted	M & E report	1.5M					CEO
	Allocate resources Market the KPO and YFCK events	Budget Increased participation by branches	Approved budget	30M					CEO Branch Managers
Evaluate performance	Monitoring and Evaluation	M&E Report	Approved M&E Report	0.75					Branch Manager Marketing Manager
Introduce Harvest Festival in all branches	Allocate a budget for harvest festival	Budget allocation	Approved budget	2M					CEO Branch Manager
	Stage the harvest festival event	Holding the harvest festival event	Successful event	7.5M					Branch Manager
	Pursue Partnership with stakeholders	Additional CSR event per branch	Successful CSR activity	2M					CEO Branch Managers

THEMATIC AREA 3: OUTREACH									
STRATEGIC ISSUE 1: Low Frequency of events									
STRATEGIC OBJECTIVE 1: To increase the number of agricultural/agribusiness events to a minimum of 2 per year for each branch by 2022									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Identify additional CSR activity per branch									Communications
	Seek Sponsorship	Sponsorship sought	No. of sponsors	1M					CEO Branch Managers
Introduce satellite uptake policy to counties	Review the capacity of the county in line with policy	Status report	Feedback report	2.5M					CEO
	Integrate the qualified satellite shows into our calendar	Calendar of events	No. of events	-					CEO
	Monitoring and evaluation	M&E Report	Upgrading of Satellite to branch show	-					CEO

THEMATIC AREA 3: OUTREACH									
STRATEGIC ISSUE 2: Low Outreach									
STRATEGIC OBJECTIVE 2: To increase media outreach to attain at least two outreach programmes annually for each branch									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS.)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Review media marketing policy	Undertake a gap analysis	Analysis report	Approved report	1M					CEO Communications
	Update the marketing policy	Reviewed Marketing Policy	Approved marketing policy	-					Marketing Manager
Develop a documentary for the Society	Identify a producer	Award the tender	Signed contract	15.5 M					CEO Communications
	Production of the documentary	Content of the documentary	Approved content						CEO Communications
Develop a Communications policy	Undertake a market analysis	Analysis report	Approved report	0.5M					CEO Communications
	Draft the Communications policy	Proposed Communications Policy	Approved Communications policy	-					Communications



THEMATIC AREA 4: INSTITUTIONAL CAPACITY									
STRATEGIC ISSUE 1: Low institutional capacity									
STRATEGIC OBJECTIVE 1: To establish prudent financial management and resource mobilization									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS.)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Review of Financial policies and guidelines	Undertake Gap analysis of the financial policies and guidelines	Gap analysis report	Approved report	0.25 M					CEO Senior Accountant
	Update the financial policies and guidelines	Reviewed financial policies and guidelines	Approved Policies and guidelines	-					Senior Accountant
Review the structure of the finance function	Job evaluation	Job evaluation report	Approved report	0.10 M					CEO Human Resource Manager
Prepare an investment policy	Evaluate the current investments approaches	Report on current investments	Acceptable report	0.5 M					CEO
	Define and identify alternative investments	alternative investment report	Acceptable investment report	-					Senior Accountant
	Align policy to objectives	investment policy	Approved investment policy.						Senior Accountant
Prepare Financing Policy	Evaluate the current financing approaches	Report on current financing policy	Acceptable report	0.5 M					CEO Senior Accountant

THEMATIC AREA 4: INSTITUTIONAL CAPACITY									
STRATEGIC ISSUE 1: Low institutional capacity									
STRATEGIC OBJECTIVE 1: To establish prudent financial management and resource mobilization									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHs.)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Prepare Working Capital Policy	Identify alternative financing	Alternative financing report	Acceptable financing report	-					Senior Accountant
	Define financing Policy/Objectives	financing policy	Approved financing policy.	-					CEO
	Evaluate the current working capital approaches	Report on current working capital policy	Acceptable report	0.5 M					CEO
Explore various financing options	Identify alternative working capital approaches	Alternative working capital report	Acceptable working capital report	0.5M					Senior Accountant
	Define and align policy to working capital objectives	Working capital policy	Approved working capital policy						CEO
	Budget/ Cash flow projection	Potential sources of funds	Credible sources of funds	-					CEO Senior Accountant Branch Managers
	Identify and source for funds	Schedule of financing options	Amounts of funds raised	2M					CEO Senior Accountant

THEMATIC AREA 4: Institutional Capacity									
STRATEGIC ISSUE 2: Weak Institutional Capacity									
STRATEGIC OBJECTIVE 2: To achieve best Corporate governance structure and systems									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Restructure governance organs in line with the society instruments	Review the committees	Committee status report	Acceptable report	0.5M					CEO
	Benchmark the committees with best practice	Gap report	Acceptable report	0.2M					CEO
	Align the committees with the strategies	Proposed committees	Approved report	-					CEO
To review the governance framework	Evaluate/review current governance structure	Evaluation report	Reviewed governance structure						CEO
	Review the organizational structure	Revised organizational structure	Organogram						Human Resource Manager
	Re-alignment roles to the governance structure	Realigned Job descriptions	Revised job descriptions						Human Resource Manager
	Training on best practice governance frameworks	Training on governance framework	Number of trained staff						Human Resource Manager

THEMATIC AREA 4: INSTITUTIONAL CAPACITY									
STRATEGIC ISSUE 3: Low institutional capacity									
STRATEGIC OBJECTIVE 3: To attract, develop and retain competent staff by 2022									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHs)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Attract competent staff	Enhance brand value	Strong brand	Attractive brand	-					CEO Human Resource Manager
	Enhance working conditions	Favorable working environment	Amiable infrastructure Compliance to OSHA	5M					Human Resource Manager
	Competitive remuneration and benefits	Employer of Choice	High quality of applicants	10M					CEO Human Resource Manager
Recruit additional staff	Undertake Need analysis	Need analysis undertaken	Need analysis report	-					CEO Human Resource Manager
	Undertake Recruitment	Recruitment Undertaken	No. recruited	1M					Human Resource Manager
Grow and develop existing staff	Evaluate performance	Set targets	Performance evaluation report	-					Human Resource Manager
	Train in focused areas	Need identification	Training programs	11M					Human Resource Manager

THEMATIC AREA 4: INSTITUTIONAL CAPACITY									
STRATEGIC ISSUE 3: Low institutional capacity									
STRATEGIC OBJECTIVE 3: To attract, develop and retain competent staff by 2022									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTMATED COST(KSHS)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Retain competent staff	Upgrade skills in relevant areas	Need identification	Training programs	5M					Human Resource Manager
	Promote talent	Motivated workforce	Increase internal promotions	-					CEO
	Team building and creation of synergies	Develop succession plan Motivated workforce	Increase in team building activities	10M					Human Resource Manager
	Reward innovation	Innovative employees	Increase in innovative ideas	1M					CEO
	Promote talent	Motivated workforce	High employee performance						Human Resource Manager
Review and communicate HR policies	Enrich jobs	Employee engagement	Revised job descriptions Enhanced brand knowledge	-					Human Resource Manager
	Enhance supervisor-employee relationship	Cordial working relationship	Minimized conflicts and grievances	-					Human Resource Manager
	Benchmark with best practice standards and framework	Adherence to HR policies	Reduced disciplinary cases	0.5M					CEO

THEMATIC AREA 4: INSTITUTIONAL CAPACITY									
STRATEGIC ISSUE 4: Low adoption of technology									
STRATEGIC OBJECTIVE 4: To enhance ICT in 75% of ASK operations by 2020									
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS)	TIMELINESS				RESPONSIBILITY
					2018	2019	2020	2021	2022
Acquire up to date ICT hardware and software	Conduct a need analysis	Need analysis report	Approved report	29M					CEO
	Allocate resources	Budget Tender Awarded	Approved budget	-					CEO
	Source and procure	Procurement done	Functioning hardware and software	8.5M					ICT Manager
Review and enforce compliance of Policies, procedures or guidelines	Maintenance/upgrade	Maintenance schedule	Up-to date hardware & software						ICT Manager
	1. Formulate and Review policies	Draft policies	Approved schedule	-					CEO
			Approved policies						ICT Manager HODs Internal Auditor
Enhance business continuity and Disaster Recovery Planning	2. Create awareness and implement	Training schedule	Approved training schedule	1M					ICT Manager Human Resource Manager
	1. Conduct a risk assessment	Draft risk assessment report	Approved risk assessment plan						CEO
	2. Identify security controls/ Disaster recovery measures (DRP)	Proposed security/DRP controls	Approved security/DRP controls	1M					ICT Manager
	3. Training and Awareness	Training schedules	Approved training schedules	5M					Human Resource Manager
	4. Monitor the controls/ DRPs	M&E reports	Approved M&E reports & Implement feedback from reports	-					ICT Manager

THEMATIC AREA 4: INSTITUTIONAL CAPACITY										
STRATEGIC ISSUE 5: Old infrastructure in the show grounds										
STRATEGIC OBJECTIVE 5: To improve infrastructure by 2022										
STRATEGY	ACTIVITY	OUTPUT	PERFORMANCE INDICATOR	ESTIMATED COST (KSHS.)	TIMELINESS				RESPONSIBILITY	
					2018	2019	2020	2021	2022	
To Source funding for infrastructural development	1. To conduct an audit of current infrastructure	Audit carried	Audit report	2M						CEO
	2. Identify sources of funds	Funds sourced	Amount of funds sourced	-						CEO Senior Accountant
	3. Undertake infrastructural upgrade	Upgraded infrastructure	Number of upgraded infrastructure	130M						CEO Showgrounds Managers
	4. Develop and Implement Mixed land use Master Plans (Nairobi, Mombasa, Nakuru)	Master Plan developed	Approved master plan	3B						CEO
To Undertake regular maintenance	1. Formulate a maintenance policy	Maintenance policy formulated	Approved policy	-						CEO Branch Managers
	2. Create awareness and implement	Policy implemented	Continuous maintenance	15M						
Collaborate with stakeholders	1. Formulate a maintenance policy or agreements	Agreements formulated	MoUs signed	-						CEO Branch Managers
	2. Approval of policy/agreements	Agreement approved	Approved policy	-						Branch Managers
	3. Create awareness and implement	Implementation done	Sustainable relationship	-						Branch Managers

## APPENDIX II: Strategic Planning Team

We appreciate the valuable input from the Council, members and staff of ASK as well as contributions from various stakeholders. In addition, we wish to thank the Strategic Planning Team as listed below for their time, dedication and service in developing the Strategic Plan.

	NAME	DESIGNATION
1.	Mrs. Annabel Kiriinya	National Chairman
2.	Mr. Charles Apudo Owelle	Deputy National Chairman
3.	Mr. Jackson Tuwei	Deputy National Chairman
4.	Mrs. Edith Onzere	Deputy National Chairman
5.	Dr. Ken Omanga	Legal Advisor
6.	Mr. John Kabiru	Financial Advisor
7.	Mr. Batram Muthoka	Chief Executive Officer
8.	Mrs. Juliet Wamiri Karung'o	Public Relations and Marketing Manager
9.	Mr. Eric Ng'etich	Senior Accountant
10.	Ms. Betty Rotich	Branch Manager-NITF
11.	Ms. Anne Ngugi	Human Resource Manager
12.	Ms. Florence Kibagendi	Internal Audit Assistant
13.	Mr. Jones M. Kimeu	Consultant
14.	Mr. Mathew M. Malinda	Consultant



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THE AGRICULTURAL SOCIETY  
OF KENYA

## Theme

"Promoting innovation  
and technology  
in agriculture and trade"

## Vision

A world class  
exhibition forum

## Mission

To provide a platform  
for exhibitions and  
networking that spur  
development in  
agriculture, trade  
and allied sectors

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SOCIETY OF  
KENYA**

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