



AGRICULTURAL SOCIETY OF KENYA

**STRATEGIC PLAN
2025 - 2029**



Your Agricultural and Trade partner of choice

THE AGRICULTURAL SOCIETY OF KENYA

**STRATEGIC PLAN
2025 -2029**

STATEMENT BY THE PATRON



H.E. Hon. William Samoei Ruto, PhD. C.G.H
PATRON, AGRICULTURAL SOCIETY OF KENYA

Agriculture remains the backbone of Kenya's economy, driving food security, employment creation, and economic stability. As we advance towards a more resilient and business environment, embracing innovation, climate-smart practices, and strategic partnerships are critical in unlocking new opportunities for agribusiness and trade.

The Agricultural Society of Kenya (A.S.K) has been

instrumental in the agricultural transformation, serving as the premier platform for agricultural exhibitions, knowledge exchange, and trade facilitation. The 2025–2029 Strategic Plan reaffirms A.S.K's commitment to this mandate, anchored on four key result areas: expanding marketing, membership, and outreach; strengthening resource mobilization and strategic alliances; driving research, innovation, and technology adoption; and enhancing institutional capacity for efficiency and service delivery.

This ambitious roadmap aligns seamlessly with the national government's growth and development agenda, including Kenya Vision 2030, the Sustainable Development Goals (SDGs), and the Bottom-Up Economic Transformation Agenda (BETA). By fostering sustainable agricultural development and enhancing value chain competitiveness, the plan positions A.S.K as the preferred agricultural and trade forum.

I applaud the A.S.K for its forward-thinking vision and urge all stakeholders, public and private, to embrace and support this transformative agenda. Together, we can drive agricultural excellence, secure livelihoods, and accelerate Kenya's economic growth.

STATEMENT BY FIRST VICE PATRON



Hon. Sen. Mutahi Kagwe, E.G.H
FIRST VICE PATRON, AGRICULTURAL SOCIETY OF KENYA

Agriculture remains a cornerstone of Kenya's economic transformation, underpinning food security, employment creation, and sustainable development. The Ministry of Agriculture & Livestock Development remains steadfast in driving innovation, policy reforms, and strategic collaborations to enhance sectoral productivity and resilience.

The Agricultural Society of Kenya (A.S.K) plays a critical role in this agenda by serving as a key platform for knowledge exchange, technology

transfer, and market linkages through its exhibitions and trade fairs. The 2025–2029 Strategic Plan aligns with Kenya's vision for an innovative, climate-smart, and commercially viable agricultural sector, ensuring that farmers and agribusiness stakeholders are equipped to navigate a dynamic economic landscape.

Anchored on four key result areas; Marketing, Publicity, Membership & Outreach; Resource Mobilization, Partnerships & Facilities Development; Research, Innovation & Technology; and Institutional Capacity Development, this plan is a bold blueprint for transformation.

It reaffirms A.S.K's commitment to enhancing food security, expanding agribusiness opportunities, and strengthening value chains to drive economic resilience. Through strategic partnerships and technology-driven solutions, A.S.K will solidify her position as the preferred agricultural and trade forum of choice.

The Ministry of Agriculture and Livestock Development will continue to work closely with A.S.K to facilitate policy development and initiatives that foster innovation, strengthen agribusiness, and enhance market access. I urge all stakeholders, government entities, private sector players, researchers, and farmers, to embrace this strategy as we collectively advance a resilient, sustainable, and globally competitive agricultural sector.

FOREWORD



Mrs. Annabel Kiriinya, EBS
NATIONAL CHAIRPERSON

The Agricultural Society of Kenya (A.S.K) is proud to unveil the 2025-2029 Strategic Plan, a transformative roadmap designed to propel the Society into a future of innovation, sustainability, and growth. This plan is anchored on our vision, “A World-Class Agricultural and Trade Forum” and is guided by our mission to promote excellence in agriculture, trade, and allied sectors through exhibitions, research, technology, and innovations for food security, employment, and wealth creation.

Under the theme “Promoting Climate Smart Agricultural and Trade Initiatives for Sustainable Economic Growth”, this Strategic Plan lays out a structured approach to enhancing our impact and relevance in the agricultural and trade ecosystem.

It is built upon key result areas that define our priorities and action plan for the next five years:

1. Enhancing marketing, publicity, membership and outreach to expand our impact and visibility.
2. Strengthening resource mobilization, partnerships, and facilities development to ensure financial sustainability.
3. Advancing research, innovation, and technology to boost productivity, competitiveness, and resilience.
4. Building institutional capacity to enhance operational efficiency and service delivery.

Through these key result areas, we envision a future where A.S.K continues to be “Your Agricultural and Trade Partner of Choice”, creating opportunities that drive prosperity for farmers, traders, and investors.

We extend our sincere appreciation to all players involved in the formulation of this Strategic Plan, our key stakeholders, the two levels of Government, (National Government and the Country Governments), the Ministry of Agriculture and Livestock Development and other line Ministries, industry partners, exhibitors, and the entire Society Leadership. Your invaluable contributions have shaped a forward-looking strategy that reflects the aspirations of the sector.

As we embark on this journey of implementation, we call upon all stakeholders to work collaboratively with us to ensure the success of this plan. A strategy is only as strong as its execution, and with your support, we are confident in delivering tangible impact over the next five years.



Batram M. Muthoka, EBS
CHIEF EXECUTIVE OFFICER

The 2025-2029 Strategic Plan marks a transformative phase for the Agricultural Society of Kenya, reinforcing our commitment to innovation, sustainability, and excellence in agriculture, trade and allied sectors. This plan builds on past achievements while integrating key lessons from previous cycles to ensure a forward-looking, adaptive, and impact-driven approach.

Through a participatory and consultative process, we have scanned our internal and external environment, reflected on our milestones, and identified critical areas for growth as outlined in our four key result areas.

At the management level, our priority is the successful execution of this plan. We will achieve

this by:

- Embedding performance frameworks and KPIs at all levels to track progress and accountability.
- Strengthening risk management strategies, ensuring agility in a dynamic operating environment.
- Driving execution through structured monitoring & evaluation (M&E) mechanisms, from Council oversight to individual performance contracts.
- Leveraging business strategy models (Michael Porter's Five Forces, Judo Strategy, Red & Blue Ocean) to stay competitive.
- Empowering our human capital with the necessary skills and resources to drive impact.

We understand that sustained success will require collaboration, and we welcome all stakeholders, including government agencies, the private sector, development partners, and our membership to walk this journey with us. The implementation of this plan will be anchored on continuous communication, leadership reinforcement, and capacity-building to ensure alignment at all levels.

On behalf of the management team, I extend my appreciation to all stakeholders who contributed to the development of this Strategic Plan. A special thank you to JEYPENT for their expertise in facilitating this process.

With focus, resilience, and strategic adaptability, we are confident that the next five years will propel A.S.K to greater heights as "Your Agricultural and Trade Partner of Choice."

ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
A.S.K	Agricultural Society of Kenya
BCP	Business Continuity Plan
BETA	Bottom-Up Economic Transformation Agenda
BL	Baseline
COMESA	Common Market for Eastern and Southern Africa
CSI	Corporate Social Investment
CM	Communication Manager
DRC	Democratic Republic of Congo
DRP	Data Recovery Plan
EAA & HS	East African Agricultural and Horticultural Society
EAC	East African Community
ERP	Enterprise Resource Planning
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
HRM	Human Resource Manager
ICT	Information Communication Technology
IT	Information Technology
ITM	ICT Manager
IMF	International Monetary Fund
KNCCI	Kenya National Chamber of Commerce and Industry
KPO	Kenya Ploughing Organization
KRA	Key Results Area
Kshs	Kenya Shillings
KFJ	Kenya Farmer Journal
KLBA	Kenya Livestock Breeders Association
MSME	Medium Small & Micro Enterprises
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MM	Marketing Manager
MSM	Membership Manager
N.I.T.F	Nairobi International Trade Fair
OA & SA	Organizational Assessment and Situational Analysis
ODPC	Office of the Data Protection Commissioner
OSHA	Occupational Safety and Health Act
PESTLE	Political, Economic, Social, Technological, Legal, Environment
PTA	Preferential Trade Area
QMS	Quality Management System

REC	Regional Economic Community
RM	Research Manager
SDG	Sustainable Development Goals
SoP	Standard Operating Procedure
SGM	Showground Manager
SA	Senior Accountant
LO	Legal Officer
UM	Unit Manager
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
UN	United Nations
Y.F.C. K	Young Farmers Clubs of Kenya

TABLE OF CONTENTS

	STATEMENT BY PATRON	4
	STATEMENT BY FIRST VICE PATRON	5
	FOREWORD	6
	PREFACE	7
	ABBREVIATIONS AND ACRONYMS	8
	EXECUTIVE SUMMARY	11
1.	INTRODUCTION	12
1.1	Background	12
1.2	Methodology	13
1.3	Assessment of the implementation and relevance of the SP (2018-2022)	13
1.3.1	Synopsis of the SP (2018-2022)	13
1.3.2	Review of the implementation of the SP (2018-2022)	14
2.	SITUATION ANALYSIS	15
2.1	Global Context	15
2.2	Regional and National Context	16
2.3	Organizational Assessment	16
2.3.1	Feedback from the Staff Team	17
2.3.2	Staff Recommendations for the next SP period	18
2.3.3	Summary of the Voice of the customers from the Shows' Surveys	18
2.4	SWOT Analysis	19
2.5	PESTEL Analysis	20
3.	STRATEGIC FRAMEWORK (2025-2029)	22
3.1	Vision, Mission and Core Values	22
3.2	Key Results Areas	22
3.3	Key Results Areas, Objectives and Key Strategies	23
3.4	Implementation Matrix (2025-2029)	25
4.	BUDGETARY PROJECTIONS (2025 – 2029)	43
5.	ORGANIZATIONAL STRUCTURE	44
6.	KEY RISKS AND ASSUMPTIONS	45
6.1	Risk Management Framework for the SP (2025-2029)	45
6.2	Key Assumptions	46
7.	MONITORING AND EVALUATION	47
7.1	Introduction	47
7.2	M&E Roles and Responsibilities	47
7.3	Indicators and Outputs	47
7.4	Collection and Maintenance of Performance Data	47
7.5	Reporting	47
7.6	Evaluations	48
8.	ANNEXES	49
8.1	First Year Operational Plan (2025)	49
8.2	Monitoring and Evaluation Framework	62
8.3	Budget Estimates by Key Results Area	77

EXECUTIVE SUMMARY

The A.S.K has a rich and reputable record of accomplishments that has positively impacted the agricultural, trade and allied sectors in the Kenyan economy and beyond. It has consistently provided a platform for information exchange and celebration of innovations that have transformed the sectors significantly. This is the foundation that this Plan builds upon. The past impact also provides a framework for planning, resource mobilization, monitoring, and evaluation of the work of the Society for the next 5 years.

The development of the Plan was undertaken through a participatory process where achievements, challenges, lessons learned, and future opportunities were assessed with a view to informing the priorities in the next planning period. The following are the Key Result Areas the Society will focus on as identified during the Strategic Planning process: -

1. Marketing, Publicity, Membership and Outreach.
2. Resource Mobilization, Partnerships and Facilities Development.
3. Research, Innovation and Technology.
4. Institutional Capacity Development.

The details of each of the above are outlined in section 3 of the Plan (Strategic Framework 2025-2029) where the Strategic objectives, activities, and key performance indicators for each of the above are outlined. Additionally, an implementation matrix and a monitoring and evaluation framework have also been provided to ensure that the plan's implementation is effectively tracked and measured.

It is projected that the implementation of the Strategic Plan (2025–2029) will cost **Kshs. 1,356,564,100** for the five years, over and above the standard operating budget of A.S.K. From a budgetary perspective, the largest allocation of the 2025-2029 Strategic Plan will be towards Key Result Area 2: Resource mobilization, partnerships and facilities' development, which takes 54% of the total budget. The Key Result Area 1: Marketing, publicity, membership and outreach will take the next largest budget at 25% of the total budget while 12% will go to Key Result Area 3: Research, technology and innovation. Key Result Area 4: Institutional capacity development will use 9% of the five-year total budget.

1. INTRODUCTION

1.1 Background

The Agricultural Society of Kenya (A.S.K) was founded in December 1901 under the name East African Agricultural and Horticultural Society (EAA & HS). 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. He believed that the organisation was to be an invaluable institution in the struggle to establish and maintain an agricultural export commodity economy.

The shows were and have remained to be a very important shop window for prospective local and international buyers. Nairobi became the Society's Headquarters with the first show held at the Jeevanjee Gardens and market in 1902. The first Preferential Trade Area (PTA) Fair was incorporated into the Nairobi National Show in 1986 consequently marking the beginning of the road to the international status of the Nairobi National Show. In 2002, the Nairobi Show was rebranded to the Nairobi International Trade Fair (NITF) to reflect its regional and international status.

The shows have expanded to include not only the agricultural sector but other sectors that are complementary to agriculture in the national and regional economic development agenda.

In the previous strategic plan A.S.K's Vision was "A world class exhibition forum" while its mission was "To provide a platform for exhibitions and networking that spur development in agriculture, trade and allied sectors". The achievement of the vision and mission were undergirded by a set of core values as follows:

- Professionalism
- Accountability
- Teamwork
- Reliability
- Integrity
- Customer focus

The mandate of A.S.K is:

- a. To promote excellence in agriculture.
- b. To promote climate smart agriculture and trade initiatives.
- c. To provide forums for the exchange of information and learning in agriculture and agribusiness.
- d. To participate in developing policies in agriculture, trade, and allied industries.
- e. To collaborate with stakeholders in embracing uptake of new innovations, technologies and research findings, while encouraging the youth to embrace agriculture.
- f. To provide platforms for marketing and trade in agriculture and allied sectors.

The Society has sixteen branches, and four satellites shows countrywide. The branches support the achievement of the Society's overarching activities of encouraging and assisting the agricultural industry, promotion of research and extension services and holding of competitive shows and exhibitions of livestock, agricultural and horticultural products.

The Society has four subsidiaries/affiliates namely:

- I. Kenya Ploughing Organization
- II. Kenya Farmer Journal
- III. Young Farmers Clubs of Kenya

IV. Kenya Livestock Breeders Association

A.S.K adopted a new theme in January 2023: “Promoting Climate Smart Agriculture and Trade Initiatives for Sustainable Economic Growth” that is aligned to the National Government Agenda on agriculture, trade development, the environment, climate change adaptation, job creation and inclusive growth. This was updated from the previous theme: “Promoting Innovation and Technology in Agriculture and Trade”, which had been in place for six years prior to 2023. Further, A.S.K Strategic direction until 2022 was encapsulated in the Strategic Plan (2018-2022). The Society reviewed the implementation of the retired SP and developed its third Strategic Plan that aligned to the contextual and emerging realities.

1.2 Methodology

The third Strategic Plan has been developed through a participatory process involving various categories of internal and external stakeholders of A.S.K. An organizational assessment and situation analysis conducted including a review of the retired 2018-2022 Strategic Plan. The implementation and the relevance of the Strategic themes and objectives as contemplated within the retired plan was assessed. A determination of the Strategic goals in the past plan period that needed to be carried forward into the new plan period was made. Most of the goals were found to be still relevant and were therefore incorporated into the 2025-2029 Plan in line with the changes that had occurred in between the two plans.

The key stages in the development of this SP included an inception meeting with the appointed A.S.K’s Strategic plan (SP) taskforce, review of various documents including the 2018-2022 Strategic Plan, Audited Financial Statements, Organizational Structure, various corporate and branch performance review reports as well as relevant sector publications. The input of A.S.K’s staff as obtained from both the entry discussions as well as an online survey were considered. The perspectives from customers through the shows’ surveys were also considered to incorporate the voice of external stakeholders.

1.3 Assessment of the implementation and relevance of the SP (2018-2022)

1.3.1 Synopsis of the SP (2018-2022)

The 2018-2022 Strategic Plan had its focus on four thematic areas namely:

- a) Exhibitions,
- b) Membership,
- c) Outreach and,
- d) Institutional Capacity.

The Strategic themes, the attendant objectives and Strategic initiatives were envisaged to be critical for the attainment of the Society’s mandate and to catalyse the national and regional agricultural sector growth to at least 7% per year as envisaged in Vision 2030. The outcomes and impact intended under the four thematic areas were to be realized through the following Strategic objectives:

- I. Increase the number of local/international exhibitors by 50 % by 2022.
- II. Increase the number of show visitors by 100% by 2022.
- III. Increase membership by 50% by 2022.
- IV. Increase the number of agricultural/agribusiness events to a minimum of two (2) per year for each branch by 2022.
- V. Increase media outreach to attain at least two (2) outreach programmes annually for each branch.
- VI. Establish prudent financial management and resource mobilization processes.

- VII. Achieve best corporate governance structure and systems.
- VIII. Attract, develop and retain competent staff by 2022.
- IX. Embrace ICT in 75% of A.S.K operations by 2020.
- X. Improve infrastructure by 2022.

A strategy implementation matrix that contained detailed Key Result Areas, Strategic objectives, strategies and activities was developed to facilitate monitoring and evaluation of the SP.

1.3.2 Review of the implementation of the SP (2018-2022)

The review of the implementation of the SP (2018-2022) is based on responses from the staff online survey, review of available Strategic plan implementation reports and the consultants' observations through the stakeholders' engagements so far. In reviewing the implementation of the retired SP, it is important to mention that the SP's implementation happened against a backdrop of a prolonged electioneering period (2017 and the aftermath of the disputed presidential elections, and resultant instability and economic slow-down in Kenya, as well as the COVID-19 pandemic both of which had far reaching adverse effects on the Society's operations and the socio-economic context at large.

Based on the online staff survey that was administered to staff the summarized results are contained in Annex 6.2 of this report. While this is a perceptions-based assessment, the results are considered indicative of the reality as at July 2023 because (a) they cover the entire period of the 2018-2022, and (b) the assurance of anonymity addresses the potential risk of groupthink and provides perceived security for staff to provide their objective assessment of actual implementation. A further summary of the staff responses by Strategic objectives is as follows:

	Objective	Rating (%)
1.	Increase the number of exhibitors by 50% by 2022.	89
2.	Increase show visitors by 100% by 2022.	68
3.	Increase membership by 50% by 2022.	58
4.	Increase the number of agriculture/agribusiness events to 2 per year.	31
5.	Increase media outreach to attain at least two outreach programmes annually for each branch.	52
6.	Establish prudent financial management and resource mobilization.	84
7.	Achieve best corporate governance structure and systems.	63
8.	Attract, develop, and retain competent staff by 2022.	58
9.	Embrace ICT in 75% of A.S.K operations by 2020.	95
10.	Improve infrastructure by 2022.	47

On average and based on the online survey responses, 64.5% of the staff rated the implementation of the 2018-2022 SP by objectives at average to excellent.

2. SITUATION ANALYSIS

2.1 Global Context

A.S.K's Strategic planning process coincided with the emergence of the El Niño phenomenon, which is part of the negative impact of Global Climate Change. The United Nations (UN) prospect that the El-Niño was to continue well into 2024 . The impact of El-Niño manifests differently in different parts of the globe. Some of the areas experience excessive heat, droughts, floods, crop failures and looming food shortages. It was anticipated that the El-Niño could affect global agricultural yields and alter trade flows in the 2023 - 2024 season.

Further, the Strategic planning process was undertaken amid the beginnings of the global economic recession as had been prospected by the International Monetary Fund (IMF) and the United Nations (UN). The recession was magnified due to the war between Israel and Hamas in the Middle East. According to a World Bank Report, if this war persists, then the global economy will face a dual energy shock for the first time in decades; not just from the war in the Middle East but also from Ukraine . The war between Ukraine and Russia, which preceded the Middle East war, resulted to the biggest shock to commodity markets since the 1970s . The impact of these conflicts reverberates in the global economy causing slower growth and faster inflation. With these countries being major producers of fuel and gas, the war has seen a steady increase in the prices of energy in the world, leading to inflation and consequent erosion of the value of income.

According to Food and Agriculture Organization of the UN (FAO), Israel's agriculture has also been in the global limelight due to its investments and achievements in research and technological development . Their production of milk, wheat, cotton and many others have gained international acclaim. Therefore, the conflict in the region may see the decrease in supply of these products in the global market. The IMF reports that, this, plus the disruption of trade, supply chains, and remittances as well as an historic surge in refugee flows are contributors to the recession .

A report by the World Bank on the 13th of November 2023 stated that in real terms, food price inflation exceeded overall inflation in 76% of 166 countries . Although inflationary pressure in the economy can put upward pressure on farm commodity prices, it also increases the demand for farm inputs, including the cost of borrowed funds. Ultimately, this would mean an even greater surge in food prices across the globe. This may be a big impediment on agricultural production, development, and affordability of produce.

The COVID-19 pandemic also shaped and continues to influence global economic discourse. It clearly reinforced the importance of a multilateral and multi-sectorial approach to pandemics. Reinforcing this is the IMF which developed different mitigation measures including providing financial assistance, debt service and food relief to member countries facing the economic impact of the COVID-19 pandemic .

The Sustainable Development Goal (SDG) to “End hunger, achieve food security and improved nutrition and promote sustainable agriculture” recognizes the inter linkages among supporting sustainable agriculture. Today, China is the leading agricultural producer and the most technologically advanced country in agriculture in the world. The Paris International Agriculture Show and the World Agricultural Expo in California have consistently remained as some of the largest agricultural shows in the world.

1. El-nino Report - UN

2. Global Economic Recession _ IMF

3. Global Economic Recession _ UN.

4. Commodity Markets Outlook - World Bank_October 2023

5. Commodity Markets Outlook - World Bank

6. Israeli Agriculture - FAO

7. Global Recession Effects _IMF _

8. Agriculture and Food Security Brief 2023 _ World Bank

These global realities demonstrate the importance of agriculture, and the work of A.S.K by extension, in ensuring prosperity and stability, globally, regionally and in national contexts.

2.2 Regional and National Context

The African Union is implementing the Agenda 2063, which is a blueprint and master plan for transforming Africa into the global powerhouse of the future. It is a Strategic framework that aims to deliver on its goal for inclusive and sustainable development. Under aspiration 1, 'A prosperous Africa based on inclusive growth and sustainable development', is the goal, 'Africa's agriculture will be modern and productive, using science, technology, innovation, and indigenous knowledge. The hand hoe will be banished by 2025, and the sector will be modern, profitable, and attractive to the continent's youths and women' .

According to a statement by the Food and Agriculture Organization of the UN (FAO) in 2019, FAO along with a broad range of partners is working to promote the African continent to make Africa's agri-food systems more efficient, more inclusive, more resilient, and more sustainable. This is being done through increasing the use of innovative approaches and scientific research, combined with traditional knowledge, to increase the productivity of African countries, diversify the crops, boost their nutrition, and build climate resilience, to eradicate hunger in Africa by 2025 .

Africa is made up of eight Regional Economic Communities (RECs). The purpose of the RECs is to facilitate regional economic integration between members of the individual regions and through the wider African Economic Community (AEC), ultimately seeking to create an African Common Market using the RECs as building blocks . The East Africa Community (EAC) is the REC that Kenya is part of. The entry of the DRC to the Community is a plus for the community as it comes with increased market access, more land mass and opportunities to showcase what can be done in trade. EAC has a Vision 2050 Strategy that has a goal to increase investment and enhanced agricultural productivity for food security and a transformation of the rural economy . The leading agricultural exhibition platform in Africa is the Africa Agri Expo (AAE) , which is also hosted in Kenya. A.S.K can position itself as a regional platform to showcase the best in the sector.

Kenya as a state is driven by Vision 2030 Strategy, anchored by 3 pillars, among them the economic and macro pillar aiming at raising the GDP growth rate to the region of 10% per year. It is projected that this will be achieved by focusing on priority sectors including Agriculture and Livestock . Further, the government's Bottom-Up Economic Agenda (BETA) , has agriculture at the top of the list of the 5 pillars for the plan. The exhibitions are also a means of growing tourism in the country. The devolved governance system also presents an opportunity for A.S.K to increase her footprint in all counties across the country.

Kenya takes the lead in the adoption of innovation and technology within the East Africa region. Digital technology has boasted e-commerce by far and has facilitated greater access to diverse markets. It is worth noting that this, and the extensive media technology is potentially a big threat to physical exhibitions in all sectors, as people can access the same information and/or markets online.

2.3 Organizational Assessment

The feedback from the online survey administered to the staff as well as the review of various organizational documents informed the organizational assessment. It is broadly divided into what the employees like about A.S.K and their recommendations on what the organization can improve or focus on

9. COVID-19 Mitigation _ IMF

10. SDG - Agriculture - UN

11. Paris International Agriculture Show

12. World Ag Expo

13. Agenda 2063 - Africa Development Bank

14. Africa's New Harvest Transform Agriculture - Food and Agricultural Organization (FAO)

15. AU RECs

16. EAC Vision 2050 - Foreign Government of Tanzania

17. Africa Agri Expo

18. Vision 2030 _ Kenya

19. Bottom Up Economic Agenda - UDA

in the next SP period. In addition, the voice of the customers through the Show Surveys was incorporated. The assessment also entailed a review of the audited financial statements for 2018-2022.

2.3.1 Feedback from the Staff Team

a) What has been going well at A.S.K since they joined?

People and Culture (Staff Welfare):

- A calm work environment.
- Flexible working hours.
- Amiable employee relations/good social fabric.
- Favorable terms of employee welfare.
- Availability of career progression opportunities.
- Timely payment of remuneration.

Customer Service:

- Exhibitions – Continued provision of excellent national/regional and international platforms for agricultural and trade shows.

Business Continuity and Growth

- Resumption of Society events post Covid-19.
- Continued adoption of technology.
- Increased brand visibility.
- Growth of revenue.
- Improved Financial Position of the Society.
- Development and implementation of masterplans which presents a new opportunity for the Society's growth and financial sustainability.

Governance:

- Effective implementation of corporate and management best practices.
- Efficiency in processes and decision making.
- Effective implementation of Society policies.

b) What are some areas or issues that need improvement at A.S.K to grow and serve its members of staff effectively?

People and culture (staff welfare):

- Continuous review of HR policies.
- Continuous review of staff welfare and remuneration.
- Implementation of staff development programs.
- Implementation of staff satisfaction survey reports.
- Review of the Society Organo structure.

Business Growth and Continuity

- Continuous upgrade of IT systems.
- Enhance outreach programs.
- Building a competitive of A.S.K Brand.
- Continuous Infrastructural upgrade.

- Robust marketing initiatives.
- Automation of some of the functions.
- Robust CSR/CSI programs.

Governance:

- Continuous review of the governance structures.
- Continuous review of the roles of the committees.
- Robust stakeholders' engagement.
- Continuous Review of the Membership structure and Benefits Guide.

2.3.2 *Staff Recommendations for the next SP period*

Business growth:

- Grow the Society footprint in the digital and social media platform.
- Enhanced Partnership with agricultural institutions to advance knowledge in agriculture.
- Increased brand visibility.
- Diversification of income streams.

People and culture/human resource:

- Clearly define the roles of staff/members.
- Review of Job Descriptions.
- Implementation of change management programs.
- Continuous review of staff welfare and remuneration.
- Align the organo structure with the strategic plan.
- Implementation of staff training and development programs.

Governance:

- Timely Implementation of all Society's policies.
- Implementation of appropriate organizational structure.
- Inculcate consultative decision-making culture and process.
- Monitoring and Implementation framework for the strategic plan.
- Effective implementation of HR policies and procedures.
- Staff/members commitment towards implementation of the SP.
- Participatory approach in the implementation of the Strategic Plan.

2.3.3 *Summary of the Voice of the customers from the Shows' Surveys*

The agricultural shows and trade fairs are remarkably the most visible value proposition of A.S.K. The role of the shows and trade fairs is visible from an activity and revenue perspective.

The following are the high-level observations deduced from the Shows' Surveys:

- Most of the visitors are students (48-68%).
- Most of the attendees' awareness is from A.S.K's invitations and through social media.
- Most of the exhibitors are from diverse sectors other than the agricultural sector.
- A large proportion of exhibitors are drawn from Nairobi.
- Frequently cited areas of improvement includes: Pricing, infrastructure (water, electricity, sanitation, parking, and conditions of buildings), customer service, and the need for greater collaboration and participation.

f) For most of the shows/trade fairs, the overall satisfaction of the participants is Good to Excellent.

2.4 SWOT Analysis

A SWOT analysis was conducted as part of the process of deepening the understanding of the context that A.S.K operates in. The internal environment entailed the identification of issues within the organization classified as strengths or weaknesses that positively or negatively affected its performance.

The following is a summary of the assessment on the Strengths, Weaknesses, Opportunities and Threats that A.S.K will either need to maximize or mitigate to achieve its Strategic aspirations.



2.5 PESTEL Analysis

The external analysis involved an assessment of the political, economic, social, technological, legal, and environmental factors.

POLITICAL

1. Negative effects of the election cycles (after every 5 years).
2. Political good will.



Strategic Implications

- Need to establish and strengthen business continuity and risk management.
- Exploit the political good will for support. Align the Society's strategies to government policies.

ECONOMIC

1. Adverse & unpredictable taxation and other economic policies.
2. Regional integration – EAC, COMESA & ACFTA.



Strategic Implications

- Develop strategies to deal with risks that may arise from unpredictable taxation/policies and reduced disposable incomes.
- Tap opportunities that may arise e.g., possible cross-border employment opportunities which could present a new/growing membership base.
- Potential partnerships and collaborations opportunities that can be exploited. An opportunity to position the Society as a benchmark institution within the region.
- Develop strategies for growth and customers' retention.
- Develop innovative ways of engaging the youth amid the high unemployment.
- Explore more collaborations with County governments and economic blocs for the Society's expansion.

3. Slowed economic growth/inflation.
4. Devolution.

SOCIAL

1. High unemployment among the youth and high dependency ratios.
2. Demographics.
3. Easy access to information.
4. Corporate Social Responsibility /Investment.



Strategic Implications

- Develop youth-centric products/services.
- Provide engagement opportunities for youth in agriculture and trade.
- Segment Society products and services to cater for the diverse age groups. Implement aggressive membership recruitment strategies to grow the membership base.
- Enhance corporate communication and stakeholder engagement.
- Partner with stakeholders to have Strategic CSR/I activities for brand visibility.

TECHNOLOGICAL

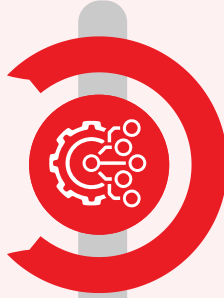
1. Kenya's technological advancement as an IT hub in sub-Saharan Africa.

2. High Mobile telephony penetration and use of social media.

3. e-Government agenda.

4. Data protection laws.

5. Cyber security.



Strategic Implications

- Continually integrate ICT in Society business and processes.
- Promote digital literacy programmes for Society stakeholders.
- Utilize digital platforms for communication, engagements and delivery of the Society products and services.
- Partner with state agencies to enhance and improve service delivery.
- Compliance with the data protection laws.
- Continuously strengthen cyber security mitigation measures.

LEGAL

1. Increased legal awareness among the public.

2. Long standing court cases.

3. Semi-autonomous nature of the affiliates/subsidiaries makes it harder to manage.



Strategic Implications

- Align policies and processes, with the legal framework.
- Adopt a participatory approach in decision-making and strengthen internal legal capacity.
- Encourage alternative dispute resolution mechanism
- Streamline governance structures for easier collaboration with subsidiaries/affiliate bodies

3. STRATEGIC FRAMEWORK (2025-2029)

3.1 Vision, Mission and Core Values

OUR VISION



A world class agricultural and trade forum.

OUR MISSION



To promote excellence in agriculture, trade and allied sectors through exhibitions, research, technology and innovations for food security, employment and wealth creation.

CORE VALUES



- Integrity
- Professionalism
- Teamwork
- Customer focus
- Sustainability

TAGLINE

“Your Agricultural and Trade Partner of Choice.”

3.2 Key Results Areas

Based on the desk reviews and broad consultations with various internal and external stakeholders including the management and staff of A.S.K, the following are the four key results areas that the Society will focus on in the period 2025-2029:

- Marketing, Publicity, Membership and Outreach.
- Resource Mobilization, Partnerships and Facilities Development.
- Research, Innovation and Technology.
- Institutional Capacity Development.

The Strategic objectives and activities under each of these key results areas are covered in detail in the implementation matrix in this Strategic Plan.

3.3 Key Results Areas, Objectives and Key Strategies

Key Results Areas	Objectives	Strategies
<i>Marketing, Publicity, Membership and Outreach</i>	Grow A.S.K's brand awareness index as a reputable and credible exhibition forum to 95% by 2029.	<ul style="list-style-type: none"> • Enhance the brand visibility. • Intensify stakeholders' engagements. • Increase utilization of media outreach platforms. • Establish and operationalize a marketing department. • Institutionalize corporate social investments. • Enhance the networking role of the council, board, and committees' members. • Introduce a farmers' award scheme. • Promote A.S.K as the preferred source of information in agriculture and trade.
	Increase the membership base from 8,000 in 2024 to 11,000 by 2029.	<ul style="list-style-type: none"> • Develop an attractive value proposition for membership. • Create awareness of the Society membership product.
	Retain and increase the number of exhibitors from 1,500 in 2024 to 3,000 by 2029. Retain and grow the number of show visitors from 700,000 in 2024 to 1,2 million by 2029.	<ul style="list-style-type: none"> • Conduct frequent exhibitors' needs assessment. • Recognize, incentivize and award long standing exhibitors. • Evaluate, update and implement the marketing strategy. • Attract more adult attendees/farmers to our shows. • Improve efficiency in service delivery. • Grow the number and variety of show visitors.
<i>Resource Mobilization, Partnerships and Facilities' Development</i>	Diversify incomes sources and generate at least 30% of total income per year from off-show activities.	<ul style="list-style-type: none"> • Strengthen the Society's business development and resource mobilization capacity. • Embrace Climate Smart activities to generate additional income.
	Modern, adequate, and fit-for-purpose facilities. Modernize 10% of the Society infrastructure by 2029.	<ul style="list-style-type: none"> • Develop and implement mixed land use Masterplans. • Modernize facilities within the showgrounds.
<i>Research, Innovation and Technology</i>	Conduct research on current trends relating to agriculture and trade excellence.	<ul style="list-style-type: none"> • Facilitate continuous research in the events/ exhibitions industry and identify market trends, technologies and stakeholders' needs. • Benchmark with progressive agriculture and trade institutions across the globe. • Engage and advocate for favourable agriculture and trade policies in the government. • Facilitate exchange of information between agricultural/trade experts and consumers. • Partner with relevant organisations to advance climate smart technologies. • Mainstream practices that address impact of climate change.

	Automate 100% of A.S.K's core operations by 2029.	<ul style="list-style-type: none"> • Leverage ICT for service delivery. • Develop and implement a robust risk management system. • Advocate for the development and adoption of innovative solutions in agriculture and allied sectors.
<i>Institutional Capacity Development</i>	Attract and retain adequate, competent, and motivated staff with an average employee satisfaction level of 70% annually.	<ul style="list-style-type: none"> • Implement an integrated human resource management system. • Attract competent staff. • Build staff capacity and motivation across all functions. • Promote a strong value-based and performance-driven organizational culture.
	Strengthen the Corporate Governance Structures and Systems.	<ul style="list-style-type: none"> • Review and align the governance structures to the Society's instruments and best practice.
	Review policies and standardize processes for quality service delivery.	<ul style="list-style-type: none"> • Implement an organization-wide Quality Management System (QMS) and attain ISO certification by 2029.

3.4 Implementation Matrix (2025-2029)

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH									
Objective 1: Grow A.S.K's brand awareness index as a reputable and credible exhibition forum to 95%.									
Strategies	Key Activities	KPI	Baseline	2025	2026	2027	2028	2029	Lead
Enhance the brand visibility.	Standardize the A.S.K brand.	Brand manual development (timeline).	0	Q1					
	Produce and showcase documentaries on mainstream TV.	No. of documentaries per year.	0	1	1	1	1	1	CM
	Establish a channel and regularly produce YouTube videos.	No. of subscribers.	606	200k	350k	500k	700k	1m	
	Use brand ambassadors and influencers to create awareness of the A.S.K brand.	No of videos produced and uploaded.	88	238	388	538	688	838	CM ITM
		No. of campaigns.	5	10	15	20	25	30	CM
	Conduct media campaigns on social platforms, print media and audio channels (mentions).	No. of Facebook followers.	11,000	16k	25k	35k	45k	55k	
		No. of Instagram followers.	1,394	2.5k	5k	10k	15k	30k	
		No. of X followers	14,400	30k	40k	50k	70k	100k	CM
		No. of LinkedIn followers.	509	1200	2000	3500	5000	8000	MM
	Establish a baseline brand awareness index and conduct an annual independent brand awareness survey.	No. of TikTok followers.	152	300	600	1200	2400	4800	
Baseline established (timeline).		0.00	Q4						
Brand Awareness Index.		0.00	Baseline	Q1	75%	85%	95%	CM	

Intensify stakeholders' engagements.	Hold regular Stakeholders' appreciation dinners, Galas and CEOs' breakfasts.	No. of dinners/galas/ breakfasts held.	1	1	2	2	2	2	2	CM MM		
		No. of new partnerships (MOUs Signed).	3	3	3	4	4	4	4	4		
		Growth in sponsorships budget (%).	30%	35%	35%	40%	40%	40%	40%	50%		
		No. of gift hampers.	10	20	30	30	40	40	40	40		
	Provide end of year gift hampers.	Publish Kenya Farmer Journal features/ publications.	No. of Journals disseminated.	20000	2000	3000	3000	4000	4000	4000	CM	
			No. of Journals published.	3	3	3	4	4	4	4	4	
			Automate Customer feedback surveys.	Manual Feedback	Q2							MM CM
	Increase utilization of media outreach platforms.	Conduct media engagements.	No. of survey responses.	500	1000	2000	3000	4000	4000	5000		
			No. of media houses engaged.	15	30	30	40	40	40	40	40	
			No. of positive write-ups	50	100	150	200	250	250	300	300	
No. of media mentions and reviews.			50	100	150	200	250	250	300	300	MM CM	
Establish and operationalize a marketing department.	Train staff and committee members on media engagement and positioning.	% of staff and committee members trained.	0	40%		60%			100%			
		Produce e-newsletters.	0	2	2	2	2	2	2	2		
		Assess the marketing needs and gaps.	0	Q4			1Q4				HRM MM	
Establish and operationalize a marketing department.	Implement the Needs and Gaps Report to establish the marketing department.	Functional marketing department established (timeline).	-	Q1	►	►	►	►	►	CM MM HRM		

Institutionalize Corporate Social Investments (CSI).	Develop a CSI policy.	CSI policy developed (timeline).	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	CM
																			MM
Implement, monitor, and evaluate CSI policy.	Engage in impactful CSI activities.	Review CSI policy (timeline).	0	20	25	30	35	40	45	50%	75%	85%	95%	100%	100	100	100	100	MM
																			HRM
Engage in impactful CSI activities.	Create awareness among the Council, Board, and Committee members through corporate governance trainings.	No. of CSI carried out.	20	25	30	35	40	45	50%	75%	85%	95%	100%	100	100	100	100	100	BM
																			CEO
Enhance the networking role of Council, Board, and Committee members.	Structure the award scheme.	Award scheme structure/package developed (timeline).	0	0	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	CEO
																			CEO
Introduce a farmers' awards scheme.	Create awareness of the award scheme.	No. of awareness sessions conducted.	0	0	15	30	45	60	75	50%	75%	85%	95%	100%	100	100	100	100	BM
																			BM
Promote A.S.K as the preferred source of information in	Identify interested farmers in partnership with County Governments to participate in the awards.	No. of participating farmers.	0	0	100	200	300	400	500	500	500	500	500	500	500	500	500	500	MM
																			MM
Promote A.S.K as the preferred source of information in	Conduct farmers' field days in all Branches to select the best farmers and award at Branch level.	No. of farmers awarded.	0	0	45	60	75	90	100	100	100	100	100	100	100	100	100	100	CM
																			CM
Identify information gaps.	Informational requirement documents developed (timeline).	No. of farmers awarded.	0	0	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	MM
																			MM
Establish A.S.K information centers across all branches.	No. of branches with functional information centers.	No. of branches with functional information centers.	0	0	3	5	9	12	15	15	15	15	15	15	15	15	15	15	BM
																			BM

agriculture and trade	No. of visitors to the information centers	0	600	1000	1,800	3600	7200	
Objective 2: Increase the membership base from 8,000 to 11,000.								
Strategies	Key Activities	KPI	2025	2026	2027	2028	2029	Lead
Package a compelling value proposition for membership.	Monitor and review membership policy, benefits, rights, processes, procedures and obligations.	Reviewed membership Policy (timeline).	Q4					CEO HRM MM
	Benchmark with other membership-based organizations and societies.	No. of membership-based organizations and societies benchmarked.	1	1	1	1	1	MM CM
		Members' Satisfaction Survey (Timeline).		Q1		Q1		
		Membership Satisfaction index (%).		100%		100%		
	Offer membership discounts/loyalty rewards.	No. of new members.	500	1,000	1,500	2,000	3,500	MSM BM
	Introduce membership recreational facilities.	No. of recreational facilities introduced.	1	1	3	5	5	
	Conduct membership/ stakeholder engagement and awareness programmes.	No. of membership/ stakeholders' engagement programmes conducted.	15	15	15	15	15	MSM MM
	Conduct social media campaigns.	No. of campaigns.	2	3	6	10	15	MSM CM
Objective 3: Retain and increase the number of exhibitors from 1,500 to 3,000 and grow the show visitors from 700,000 to 1.2m.								
Strategies	Key Activities	KPI	2025	2026	2027	2028	2029	Lead
				2026				
				6				
Conduct exhibitors'	Conduct a tailored market survey on exhibitor/show visitor needs including.	No. of survey reports.	15	15	15	15	15	MM BMs

needs assessment.	review of exhibitors' rates annually.	1	15	15	15	15	15	15	1	BM SA						
											15	15	15	15	15	15
Develop rate card for the various categories of exhibitors in the different showgrounds.	Reviewed and implemented rates (timeline).	1	600	15	800	1000	1200	1400	1	MM BMs						
											Organize and hold exhibitors' forums.	No. of forums held	No. of exhibitors' participating in the forums.	% of implemented recommendations	Exhibitors' Satisfaction Rating.	
											Implement the recommendations from the exhibitors' needs' assessment.	40%	60%	70%	80%	90%
											Prepare and implement annual marketing plans.	30%	50%	60%	70%	80%
Update and implement the marketing strategy.	Partner with relevant Stakeholders to bring adult attendees.	1	30%	1	40%	50%	60%	70%	1	MM BMs						
											Give incentives/discounts	% increase of the adult attendance.				
Attract more adults to our shows.	Train staff & members on customer service.	1	0	1	1	1	1	1	1	MM BMs						
											Improve efficiency in service delivery.	No. of trainings done.				
Improve efficiency in service delivery.	Create all year-round agricultural and trade activities in the showgrounds.	0	0	2	2	3	4	5	6	BMs						
											Grow the number and variety of show visitors and improve	No. of branches with operational all-year demo plots.	No. of branches with all year livestock activities.			

efficiency and crowd management at the entry points.	Enhance online ticket purchase.	1%	10%	15%	20%	25%	ITM BMs	
	Discount online tickets							
	Publicize the online ticketing system and introduce QR codes in all the marketing materials.							
	Increase marshalling areas							
Incentivize quality and innovative exhibits.	Waiting time (minutes).	30	20	35	40	45	50	55
	No. of innovations.	30	35	40	45	50		

KEY RESULT AREA 2: RESOURCE MOBILIZATION, PARTNERSHIPS AND FACILITIES' DEVELOPMENT

Objective 1: Diversify income streams and generate at least 30% of total income per year from off show activities and show income by 20%.									
Strategies	Key Activities	KPI	Baseline	2025	2026	2027	2028	2029	Lead
Strengthen the Society's business development and resource mobilization capacity.	Hire competent business development, resource mobilization and partnerships experts.	Functional business development and resource mobilization function established and resourced (timeline).	-	Q3					CEO SA HRM
	Develop a partnerships strategy.	Partnerships Strategy developed (timeline).	-	Q4					CEO, SA, LO, SGM
	Implement Strategic partnerships.	No. of Strategic partnerships implemented.	-	1	5	7	9	11	
	Develop internal capacity for research and funding proposal writing.	Project funding realized (Kshs).	-	5m	20m	40m	60m	80m	

		Growth (%) of income from assets.	15%	25%	40%	55%	70%	80%	SA
		Income generated from subsidiaries (Kshs).	5m	7.2m	8m	9m	10m	11m	SA, BM, UMs
Objective 2: Modernize 10% of Society infrastructure by 2029									
Strategies		KPI	Baseline	2025	2026	2027	2028	2029	Lead
Develop and implement mixed use Master plans for showgrounds with ownership documents.	Optimize assets.	No. of title deeds obtained.	14		2		2		CEO, LO, SGM
	Streamline and optimize relationship with subsidiaries.	No. of special use licenses obtained.	0		1	2		2	
	Engage stakeholders and develop mixed land use Masterplans for showgrounds with titles.	No. of approved masterplans.	1	2	1	1	1	1	CEO, SGM
	Source for funds/investors to execute the masterplans.	No. of key stakeholders (National and County Govt., Society council).	3	3	3	3	3	3	CEO, SGM
Modernize facilities within the showgrounds.	Develop new Society facilities.	No. of grants, signed PPPs/leases with stakeholders/investors.	18	10	6	6	6	6	CEO, SA, LO, SGM
	Renovate existing facilities.	Sourced funds (Kshs) /value of development.	-	200m	200m	200m	200m	200m	BOARD, CEO
	Incorporate climate smart technologies in the facilities.	No. of new completed facilities.	1	5	10	15	15	15	CEO, SGM, BM
		No. of renovated facilities.	7	5	5	5	5	5	CEO, SGM BM
		No. of facilities with climate smart technologies incorporated.	2	5	5	5	5	5	BM, SGM

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY**Objective 1. Conduct research on current trends relating to agriculture and trade excellence.**

Strategies	Key Activities	KPI	Baseline	2025	2026	2027	2028	2029	Lead	
Facilitate continuous research in the events/exhibitions and identify market trends, technologies and stakeholders' needs.	Establish a research function (office/team).	Research office/team setup (timeline).	0	Q4						
		No. of ideas generated by research office.	-		3	5	8	10	CEO Managers MM RO	
		No. of research publications released	0		1	2	2	2		
		No. of research finding ideas implemented.	-		2	3	6	8		
		No. of research linkages at the show.	5	3	6	9	12	15		
Benchmark with progressive agriculture and trade institutions across the globe.	Sponsor staff members for learning and exposure visits to progressive comparable organizations/shows.	No. of staff sponsored.	2		4	4	4	4	CEO HRM BM	
		No. of exposure/learning visits per year.	1		2	2	2	2		
		No. of ideas implemented from the travel/ benchmarking exercise.	1		2	2	3	4		Managers
		No. of improved products and services.	0		1	3	4	5		
		No. of new policy proposals submitted.	0		1	1	1	1		
Engage and advocate for agriculture and	Advocate for review and development of supportive policies.	No. of new policies contributed to.	-		1		1	1	RM LO CEO	

trade policies in the government.	No. of policy review proposals submitted.	5	1	1	1	1	1	1	1	
		No. of reviewed policies.	0	1	1	1	1	1	1	
Sensitization/follow up on the implementation of new/reviewed policies.	No. of sensitization forums held.	-	2	2	2	2	2	2	2	
	Create an online knowledge management and exchange platform.	-								ITM
Facilitate exchange of information and content between agricultural/trade experts and consumers.	Online knowledge management and exchange platform developed (Timeline).	-								
	No. of online platform users per year (in 000).	-	5k	10k	15k	20k				MM ITM
Facilitate the onboarding of agricultural and trade experts to regularly share knowledge and insights on agricultural platforms.	No. of agricultural and trade experts on boarded.	-	-	6	8	10	12			MM ITM
	Establish partnerships with organizations dealing with climate smart solutions.	-	5	5	7	10				MM BM
Partner with several organizations to advance climate smart technologies.	Advance/promote the climate smart solutions from the established partners.	-	2	4	6	8	10			
	Develop a policy on climate smart initiatives.		Q4							
Mainstream practices that address impact of climate change in Society operations.	Establish tree nurseries in all showgrounds and nurseries.	2	4	6	8	10	12			SGM BMs

maintain trees until maturity.	No. of mixed tree seedlings grown.	30K	100k	150k	200k	250k	300k		
	No. of tree seedlings planted across all the branches (in 000).	20k	30k	40k	50k	60k	70k		
	% of established/mature trees.	40%	50%	60%	70%	75%	75%		
	Adopt use of solar energy in the Society buildings within the Society showgrounds.	1%	2%	5%	7%	10%	15%		
	Adopt modern methods of rainwater harvesting, storage and use within the showgrounds.	1%	2%	5%	7%	10%	15%		
				4%	6%	8%	10%	15	
Objective 2: Automate 100% of A.S.K's core operations.									
Strategies	Key Activities	KPI	Baseline	2025	2026	2027	2028	2029	Lead
Leverage ICT for service delivery.	Conduct an ICT needs assessment.	ICT needs assessment report developed (timeline).	-	Q2	Q4	Q4	Q4	Q4	ITM
	Develop an ICT strategy.	ICT strategy developed (timeline).	-	Q2					
	Implement the ICT strategy.	Level of ICT strategy implemented (%).	-	20%	60%	80%	100%	100%	
	Train key staff and council members of the Society on ICT.	% of trained staff.	40%	50%	70%	95%	95%	95%	
		% of trained council members.	30%	40%	70%	90%	90%	90%	

Collaborate with relevant partners to stage virtual events/shows.	Develop an impact assessment report of virtual events (Timelines).	-	Q4	1	2	3	5	CEO ITM LO
								ITM BM
Livestreaming of critical show activities/sessions e.g. official opening, etc. Develop an ICT adoption award scheme.	No. of users accessing the livestreaming platform . Scheme developed (timeline).	500	10k	30k	50k	70k	100k	
Award branches based on the award criteria.	Winning branch awarded (Timeline).	-	Q1	Q1	Q1	Q1	Q1	
Review of ICT policies procedure and guidelines.	Reviewed ICT policy (timeline). No. of branches with compliance level of more than 70%. Frequency.	1 (2022)	Q4	Q4	Q4	Q4	Q4	ITM
								BM
Develop and implement a robust risk management system.	Conduct a risk assessment . Identify and implement security controls. Create awareness through training on risk prevention and controls, cyber/data security, and business continuity for staff and members.	0	Q2	Q1	Q1	Q1	Q1	
	Risk Mitigation Report (timeline). % of staff trained. Timeline.	-	Q2;Q4	Q2,Q4	Q2,Q4	Q2,Q4	Q2,Q4	ITM
	No. of trainings.	-	1	2	3	3	4	

Facilitate the development and adoption of innovative solutions in agriculture and allied sectors.	Comply with data security laws.	Registration with ODPC (timeline).	-	Q2	Q1	Q1	Q1	Q1				
		Compliance certificate from ODPC obtained (timeline).	-						Q1			
		Internal data protection policy developed (timeline).	-	Q1								
		Train staff and members on data protection.	% of staff trained	75%	100%	100%	100%	100%	100%	100%		
			% of member s trained	40%	60%	75%	85%	95%				
		Level of compliance with data protection laws.	10%	100%	100%	100%	100%	100%	100%			
		Appoint and train ICT risk-management champions in all departments and branches.	% of departments/ branches with trained and active risk management champions.	-	100%	100%	100%	100%	100%	100%		
			No. of innovation hubs created.	-						1	1	1
		Establish award schemes to recognize innovative ideas that have been successfully adopted in agriculture and allied sectors.	Establish innovation hubs.	-								
			Establish award schemes to recognize innovative ideas that have been successfully adopted in agriculture and allied sectors.	-					Q1			
										MM BM CEO ITM		

	Promote and showcase the innovations in A.S.K shows.	No. of innovative entries exhibited at the shows.					7	10	15	
							5	8	12	
	Create linkages between innovators and strategic and relevant industry players.	No. of established linkages/partnerships.	-				5	8	12	
	Facilitate knowledge exchange through workshops, seminars, and field visits to enhance innovative practices of farmers, researchers, and agricultural professionals.	No. of workshops, seminars and field visits conducted per branch.	-			3	3	3	3	MM BM

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT										
Objective 1: Attract and retain adequate, competent, and motivated staff with an average employee satisfaction level of 90% annually.										
Strategies	Key Activities	KPI	Baseline	2025	2026	2027	2028	2029	Lead	
Implement an integrated HRM system.	Hire a HR Officer.	HR Officer hired (timeline).	-	Q3						
	Develop a HR Strategy.	Developed HR strategy.	-	Q2						
	Ensure complete Implementation and usage of the HRM System.	HRM System fully implemented and in use (timeline).		Q3					CEO HRM	
Attract competent and adequate staff.	Review the remuneration package and working conditions for staff.	Implementation/Remuneration and working Conditions Review Report annually (timeline).	1	Q1	Q1	Q1				
		Level of compliance to OSHA.	30%	50%	70%	80%	90%	100%		
		Conduct refresher training for staff.		Q2	Q2	Q2	Q2	Q2	HRM	
Build staff capacity and motivation across all functions.	Recruit additional staff as per the SP. Conduct strategy-aligned training needs assessments and develop staff based on the training needs.	Staff Retention Level.	70%	75%	80%	85%	90%	95%		
		Staff in post/Staff establishment.	70%	80%	85%	90%	95%	100%		
		Annual TNA Report (timeline).	-	Q4	Q4	Q4	Q4	Q4	CEO HRM	
		Develop a staff training needs assessment policy (Timeline).		Q3						
		Annual Training Calendar in place (timeline).	-	Q3	Q3	Q3	Q3	Q3		
		Level of implementation of the TNA Report (%).	-	50%	75%	85%	90%	95%	CEO HRM	
		% of staff trained per year.	-	40%	50%	60%	80%	80%		

Promote a strong value-based and performance-driven organizational culture.	Promote and retain talent through prioritizing internal promotions.	% of positions filled through internal promotions vs. external recruitment.	-	20%	30%	40%	60%	60%		
	Review and communicate HR policies to all staff.	Timeline.		Q2	Q1	Q1	Q1	Q1		
	Facilitate change management training and team building sessions.	HR Audit check list.		Q3	Q3	Q3	Q3	Q3		
	Conduct an annual independent employee satisfaction survey.	No. of team building sessions per year.		1	1	1	1	1		
	Disseminate the 2025-2029 SP among all the staff.	ESS Timeline.	-	Q4	Q4	Q4	Q4	Q4		
		ESS Index (%).	~60%	70%	80%	80%	80%	80%		
	Review and update Job Descriptions. Implement an appropriate performance management system. Build the performance management capacity of the management team and staff.	Timeline.	-	Q2						HRM
		Revised job descriptions (Timeline).	-	Q2						
		% of staff on strategy-linked performance management plans (scorecards).	-	70%	100%	100%	100%	100%	100%	CEO HRM
		% of staff formally appraised on a timely basis (Half yearly).	-	70%	100%	100%	100%	100%	100%	HRM
		% of managers/supervisors trained in performance management each year.	-	70%	100%	100%	100%	100%		
Objective 2: Strengthen the Corporate Governance Structures and Systems										
Strategies	Key Activities	KPI	Baseline	2025	2026	2027	2028	2029	Lead	

Review and align the governance structures to the Society's instruments and best practice.	Evaluate the Society's Governance structures in line with the Society's current and future context including the relationships with subsidiaries. Benchmark with organizations having similar Committee structures.	Corporate Governance Review Report (Timeline).					Q1		Q1			CEO
		Align the Committees to the Governance Structures & Systems.	Reviewed Committees (Timeline).					Q1		Q1		
	Review the Organizational Structure in line with the Corporate Governance Review Report.		Updated Organizational Structure developed and implemented (timeline).				1	Q3		Q1		
	Train Society leadership on best practices in Corporate Governance.	Frequency (Alternate years).				-	Q4		Q4		100% 100%	
		% of leadership team members trained.				50%						
		% of senior management team members trained.				50%						
Objective 3: Update policies and standardize processes for quality service delivery.												
Strategies	Key Activities	KPI				Baseline	2025	2026	2027	2028	2029	Lead
Implement an organization-wide Quality Management System (QMS) and	Establish an interdepartmental team to oversee and regularly report on the QMS and ISO certification process.	Interdepartmental team established (timeline).				-	Q2					CEO LO IA

attain ISO certification by 2027.	Map all the Society's processes in relation to the QMS process.	% of processes mapped.	-	100%	100%	100%	100%			
	Contract an ISO expert to facilitate the pre-certification process.	ISO expert contracted (timeline).	-	Q2						
	Review processes and develop appropriate guidelines and SOPs.	% of processes, guidelines and SOPs developed and documented.	-	30%	100%	100%	100%			
	Apply for ISO certification.	ISO Certification obtained (timeline).	-			Q1				LO IA

Key:

▶	<i>Continuous implementation</i>
BM	<i>Branch Manager</i>
CEO	<i>Chief Executive Officer</i>
CM	<i>Communication Manager</i>
HRM	<i>Human Resource Manager</i>
IA	<i>Internal Auditor</i>
ITM	<i>ICT Manager</i>
LO	<i>Legal Officer</i>
MM	<i>Marketing Manager</i>
MSM	<i>Membership Manager</i>
RM	<i>Research Manager</i>
SA	<i>Senior Accountant</i>
SGM	<i>Show Ground Manager</i>
UM	<i>Unit Manager</i>

4. BUDGETARY PROJECTIONS (2025 – 2029)

The following are the financial projections for the implementation of the Strategic Plan for the period 2025 to 2029. The projections are in Kenya Shillings (Kshs).

ESTIMATED BUDGET FOR IMPLEMENTATION OF THE 2025-2029 STRATEGIC PLAN

KRA	2025	2026	2027	2028	2029
1	68,100,000	67,150,000	67,000,000	68,000,000	67,500,000
2	149,250,000	146,950,000	149,350,000	146,620,000	148,062,000
3	26,250,000	29,175,000	35,725,000	33,125,000	35,700,000
4	21,242,000	24,816,500	25,491,000	22,519,200	25,838,400
TOTAL (KSHS)	264,642,000	268,091,500	277,566,000	270,264,200	277,100,400

5 YEARS TOTAL BY KEY RESULT AREA

KEY RESULT AREA	2025-2029 TOTAL (KSHS)	% OF TOTAL BUDGET
1	337,750,000	25%
2	740,032,000	54%
3	159,975,000	12%
4	119,907,100	9%
TOTAL (KSHS)	1,357,664,100	100%

The implementation of the Strategic Plan (2025–2029) is estimated to cost Kshs. 1,357,664,100 for the five years, over and above the standard operating budget of A.S.K. From a budgetary perspective, the largest allocation of the 2025-2029 Strategic Plan will be towards Key Result Area 2: Resource mobilization, partnerships and facilities' development, which takes 54% of the total budget. The Key Result Area 1: Marketing, publicity, membership and outreach will take the next largest budget at 25% of the total budget while 12% will go to Key Result Area 3: Research, technology and innovation. Key Result Area 4: Institutional capacity development will use 9% of the five-year total budget.

5. ORGANIZATIONAL STRUCTURE

The delivery of this plan will require human resources that are well-facilitated with the tools and space to perform. During the consultative phase in developing and settling on the Strategic direction that the organization has settled on, there were roles and positions that were identified that will be key in the team. There will be need to review roles on responsibilities of the staff team with the aim of leveraging existing skills to serve in the positions identified. While a deeper and focused organizational structure review is recommended within the Strategic Plan (2025-2029), the following functions will require resourcing for the successful implementation of the plan:

- **Business Development and Resource Mobilization:** This will lead to the exploitation of the full potential of A.S.K from products and services, underutilized assets, and business opportunities perspective.
- **Partnerships:** A.S.K is unlikely to realize its Strategic Plan (2025-2029) on its own. It is therefore critical that there are coordinated efforts towards harnessing potential partners in the Counties, National and international levels. A function fully dedicated to this role is critical.
- **Marketing:** Key Result Area 1 of the Strategic Plan (2025-2029) is about branding, market positioning, awareness creation, membership, and outreach. While A.S.K is well known, the agricultural angle is less appreciated. It was also observed that A.S.K is mostly associated with the shows and trade fairs and will often attract more children than adults. These issues speak to a need for better market positioning and ensuring relevance to the appropriate audiences. The Marketing function will therefore help to address these issues.
- **Research:** Part of the mandate of A.S.K is research in the agricultural and trade space.
- **Strategy, Monitoring and Evaluation:** It was observed that the level of implementation of the previous Strategic Plan was sporadic and uncoordinated. This role should help to keep the Society on track and regularly ensure proper allocation and utilization of resources towards its Strategic goals. The role will also help to scan the environment, anticipate changes and position the Society to respond appropriately and sustainably.
- **Policy and Advocacy:** This role is in line with the Society's mandate.
- **Membership Management and Engagement:** Members are critical to the Society. It is therefore important that the Society's structure reflect the special focus it pays to its members, review the value proposition, develop, and offer an attractive package that is guided by members' evolving needs.

The rollout of the changes may affect the current organizational structure, and it will be necessary to execute the changes through a comprehensive review and streamline the roles. This process should address the reporting lines to the Council and the Board and help A.S.K to respond to the reality of a shifting demographic and engaging young people in the sector. The process should speak to the need for a clear career progression pathway for the staff and the development of mid-level management team that will help in driving the delivery of the strategy.

6. KEY RISKS AND ASSUMPTIONS

6.1 Risk Management Framework for the SP (2025-2029)

There are several risks to the implementation of this SP. In practice of prudence, the development of the SP entailed an analysis of the possible risks and consideration of precautionary measures that are to be 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 as summarized in the table below.

Risk	Likelihood	Impact	Mitigation measure
Low stakeholders' buy-in.	Low	High	<ul style="list-style-type: none"> Proactively advocate and lobby for the SP. Disseminate the SP to key stakeholders. Continuously engage with stakeholders.
Low visibility.	Moderate	Moderate	<ul style="list-style-type: none"> Establish a members' and show visitors' engagement and feedback mechanism. Establish scheduled CSI activities.
Inadequate funding resources.	High	High	<ul style="list-style-type: none"> The leadership will proactively implement the contemplated strategies for resource mobilization. There will be close monitoring of income vs. expenditure. Revenue sources will be diversified. Service delivery will be improved to increase internal revenues.
Unfavorable changes in the regulatory landscape.	Low	High	<ul style="list-style-type: none"> There will be proactive legal and regulatory scanning and engagement. A.S.K will align policies and processes to the changing legal environment.
Failure to fully implement the Strategic plan.	Low	Moderate	<ul style="list-style-type: none"> A.S.K will adopt a comprehensive implementation programme that will involve awareness creation for all staff and stakeholders. The SP will be linked to the annual work plans and performance contracting targets. There will be regular reviews of the SP's implementation for both control and relevance. There will be wide dissemination of the Strategic plan to partners and seek their involvement in the development of annual work plans.

Political instability in Kenya.	Low	High	<ul style="list-style-type: none"> Continuously scan the political landscape in Kenya. Implement contingency measures based on areas of operation.
Major project costs over-runs or disallowed costs.	Moderate	High	<ul style="list-style-type: none"> Effective project specification should include creating decision points. Regularly analyze budget vs. spending.
Operational risks.	High	high	<ul style="list-style-type: none"> 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 hazard. Optimize staff establishment through recruitment of adequate and competent staff. Continuously develop staff. Establish a succession management plan.
Technological risks/ rapid change in technology.	High	High	<ul style="list-style-type: none"> All staff will be equipped and encouraged to embrace new technology. The ICT infrastructure will be strengthened, and risks mitigated.
Relational challenges and mandate overlaps with other complementary institutions.	Low	High	<ul style="list-style-type: none"> Pursue good relationships and collaboration with complementary bodies and proactively clarify roles where there are potential or actual overlaps.

6.2 Key Assumptions

- i. A.S.K's revenue generation will be stable and continue growing.
- ii. The macro-economic conditions will remain stable both for Kenya and the current and potential donor community.
- iii. All key stakeholders will buy into this Strategic Plan.
- iv. The political environment in Kenya will be stable and supportive of A.S.K's operations.
- v. The legal and regulatory landscape in Kenya will remain stable.
- vi. A.S.K will get additional relevant human resources and increase its output/efficiency.
- vii. Improved efficiency at A.S.K following automation of key processes will increase its internal revenues and/or reduce its expenditure hence costs-savings or containment.
- viii. Awareness of A.S.K will increase in the country and the region.

7. MONITORING AND EVALUATION

7.1 Introduction

The monitoring and evaluation function of this Strategic Plan will assist in assessing the progress, performance, and impact of the strategy. Its overall goal will be to provide quality information related to the performance of A.S.K in line with the targets set as well as the continued relevance of the Strategic plan to result in timely and appropriate decisions. Monitoring and evaluation form the basis of any modification of interventions and verification of the quality of the activities being conducted.

The M&E framework consists of responsibilities, key performance indicators, timelines, and budgets as defined in the Implementation Matrix and the Budget of this Strategic Plan.

7.2 M&E Roles and Responsibilities

The responsibilities of monitoring this plan are based on the following guidelines:

- a) It is the ultimate responsibility of the CEO to monitor the overall performance of A.S.K in the implementation of this Strategic Plan.
- b) It is the responsibility of the senior management team, including heads of departments, to monitor the performance of their areas of jurisdiction in implementing this Strategic Plan.
- c) The Strategic Plan recommends the establishment of a Strategy, Monitoring, and Evaluation function preferably headed by a Manager to work with the Strategic Plan Committee or Sub-Committee of the Board. The key responsibilities of the function will include:
 - i. Develop a reporting template and other M&E tools.
 - ii. Collect/receive reports and analyze, consolidate, summarize, and forward them on a timely basis to the respective heads, per specific timelines.
 - iii. Develop mid-term, end-term, and ad hoc evaluations.
 - iv. Report on performance contract targets.

7.3 Indicators and Outputs

The targets will be:

- i. Objectives in the Implementation Matrix.
- ii. Activities in the Implementation Matrix.

7.4 Collection and Maintenance of Performance Data

- i. The performance data on each indicator will be identified.
- ii. Collection of monitoring data will be done on a continuous basis.
- iii. A database for maintaining this data will be established.

7.5 Reporting

The Head of the Strategy, Monitoring and Evaluation function will submit reports on a quarterly and annual basis to the Senior Management team after analyzing, summarizing, and consolidating all the reports after which he/she will escalate the reports or sections thereof to the Board through the relevant Board Committee for appropriate action.

7.6 Evaluations

- i. An end-of-year evaluation of the implementation of the Strategic Plan will be part of the development of the following year's annual operational plan.
- ii. In case of significant unexplained variation in performance, especially on critical performance areas (either positive or negative), A.S.K's leadership will take appropriate action. This may include a deeper interrogation and adjustment on the relevance of the Strategic Plan and the contemplated deliverables.
- iii. A mid-term evaluation on the implementation of this Strategic Plan will be facilitated by an external evaluator/consultant around July 2027.
- iv. An end-term evaluation will occur at the end of the plan period as part of the development of the subsequent Strategic Plan.

8. ANNEXES

8.1 First Year Operational Plan (2025)

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH						
Objective 1: Grow A.S.K's brand awareness index as a reputable and credible exhibition forum to 95% by 2029						
Strategies	Activities	2025				Key Performance Indicators
		Q1	Q2	Q3	Q4	
Enhance the brand visibility.	Standardize the A.S.K brand.		√			Brand manual development (timeline).
	Produce and showcase documentaries on mainstream TV.		1			No. of documentaries per year.
	Establish a channel and regularly produce YouTube videos.	50k	50k	50k	50k	No. of new subscribers.
	Use brand ambassadors and influencers to create awareness of the A.S.K brand.	22	22	22	22	No. of new videos produced and uploaded.
		1	2	1	1	No. of campaigns.
	Conduct media campaigns in social platforms, print media and audio channels (mentions).	4,000	4,000	4,000	4,000	No. of additional Facebook followers.
		500	750	750	750	No. of additional Instagram followers.
		7,500	7,500	7,500	7,500	No. of additional X followers.
		375	375	375	375	No. of additional LinkedIn followers.
		100	100	100	100	No. of additional Tiktok followers.
Establish a baseline brand awareness index and conduct an annual independent brand awareness survey.				x	Baseline established (timeline).	
	Baseline				Brand Awareness Index.	

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH						
Intensify stakeholders' engagements.	Hold regular Stakeholders' appreciation dinners, galas and CEOs' breakfasts.	1		1	No. of dinners/galas/ breakfasts held.	
			1	2	No. of new partnerships (MOUs Signed).	
		10%	15%	25%	35%	Growth in sponsorships budget (%).
					20	No. of gift hampers given out.
Increase utilization of media outreach platforms.	Publish Kenya Farmer Journal features/ publications. Automate Customer feedback surveys.	625	625	625	No. of Journals disseminated.	
			1	1	1	No. of Journals published.
			√			Automated customer feedback channel(s) established (timeline).
					1000	Annual No. of survey responses.
Establish and operationalize a marketing department.	Conduct media engagements. Train staff and committee members on media engagement and positioning.	5	10	10	No. of media houses engaged.	
		25	25	25	No. of positive write-ups.	
		25	25	25	No. of media mentions and reviews.	
		10%	15%	25%	40%	% of staff and committee members trained.
Institutionalize Corporate Social Investments (CSI).	Produce e-newsletters. Assess the marketing needs and gaps. Develop a CSI policy Engage in impactful CSI activities.	1	1	1	No. of e-newsletters.	
				√	Need & Gaps Report (timeline).	
		7	7	7	CSI policy developed (timeline). No. of CSI carried out.	

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH						
Enhance the networking role of Council, Board, and Committee members.	Create awareness among the Council, Board, and Committee members through trainings.					% of Council, Board and Committees' members trained.
	Structure the networking role of the Boards.	5	5	5	5	No. of Board-sourced opportunities/benefits.
Introduce a farmers' awards scheme.	Structure the award scheme.				√	Award scheme structure/package developed (timeline).
	Create awareness on the award scheme.				15	No. of awareness sessions conducted.
Promote A.S.K as the preferred source of information in agriculture and trade.	Establish A.S.K information centers across all branches.		1	1	1	No. of branches with functional information centres.
			150	150	300	No. of visitors to the information centers.
Objective 2: Increase the membership base from 8,000 to 11,000 by 2029						
Package a compelling value proposition for membership.	Benchmark with other membership-based organizations and societies.					No. of membership-based organizations and societies benchmarked.
	Offer membership discounts.	100	150	150	100	No. of new members.
	Offer loyalty rewards					
	Introduce membership recreational facilities.			1		No. of membership recreational facilities introduced.
Create awareness of the membership structure.	Conduct membership/stakeholder engagement and awareness programmes.	3	3	5	4	No. of membership/stakeholders' engagement programmes.

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH						
	Conduct social media campaigns.		1	1		No. of campaigns.
Objective 3: Retain and increase the number of exhibitors from 1,500 to 3,000 and grow the show visitors from 700,000 to 1.2m by 2029						
Conduct exhibitors' needs assessment.	Conduct a tailored market survey on exhibitor/show visitor needs including review of exhibitors' rates annually.	3	5	5	2	No. of survey reports.
	Organize and hold exhibitors' forums.	2	4	6	4	No. of forums held.
	Implement the recommendations from the exhibitors' needs assessment including exhibition fees.	200	200	200	200	No. of exhibitors' participating.
					50%	% of implemented recommendations.
Update and implement the marketing strategy.	Prepare and implement annual marketing plans.	1				Annual marketing plans prepared, approved and implemented 6 months before a show starts.
Attract more adult attendees/farmers to our shows.	Partner with relevant stakeholders to bring adult attendees.					% increase of the adult attendance.
	Give incentives/discounts.				40%	
Improve efficiency in service delivery.	Train staff and members on customer service.				1	No. of trainings done.
Grow the number and variety of show visitors and improve efficiency and crowd	Create all year-round agricultural and trade activities in the showgrounds.			2		No. of branches with operational all-year demo plots.
				2		No. of branches with all year livestock activities.

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH

management at the entry points.	Enhance the online ticket purchase.						
	Discount online tickets.						
	Publicize the online ticketing system and introduce QR cords for system access.					5%	% of tickets bought online.
	Increase marshalling areas.					20	Waiting time (minutes).
	Incentivize quality and innovative exhibits.					35	No. of innovations.

KEY RESULT AREA 2: RESOURCE MOBILIZATION, PARTNERSHIPS AND FACILITIES' DEVELOPMENT							
Strategies	Activities	2025				Key Performance Indicators	
		Q1	Q2	Q3	Q4		
Objective 1: Diversify income sources and generate at least 30% of total income per year from off - show activities by 2029.							
Strengthen the Society's business development and resource mobilization capacity.	Hire competent business development, resource mobilization and partnerships experts.			✓		Functional business development and resource mobilization function established and resourced (timeline).	
	Develop a partnerships' strategy.				✓	Partnerships' Strategy developed (timeline).	
	Implement Strategic partnerships.				1	No. of Strategic partnerships.	
	Develop internal capacity for research and funding proposal. optimize assets.	✓	✓	✓	5m	Project funding realized (Kshs).	
	Streamline and optimize relationship with subsidiaries.		✓	✓	✓	25%	Growth (%) of income from assets.
			✓	✓	✓	7.2m	Income generated from with subsidiaries (Kshs).
Objective 2: Modernize 10% of Society Infrastructure by 2029.							
Develop and implement mixed land use Masterplans.	Secure ownership documents for the parcels of land.	✓	✓	✓	2	No. of special use licenses obtained.	
	Engage stakeholders and develop mixed land use Masterplans for Showgrounds with titles.	✓	✓	✓	2	No. of approved masterplans.	
	Source for funds to execute the masterplans.		✓	✓	✓	3	No. of key stakeholders (National and County Govt., Branch Members).
			✓	✓	✓	6	No. of grants, signed MOU with stakeholders and leases to investors.
		✓	✓	✓	200m	Sourced funds (Kshs).	

KEY RESULT AREA 2: RESOURCE MOBILIZATION, PARTNERSHIPS AND FACILITIES' DEVELOPMENT						
Strategies	Activities	2025				Key Performance Indicators
		Q1	Q2	Q3	Q4	
Modernize facilities within the showgrounds.	Develop new facilities.	✓	✓	✓	5	No. of new completed facilities.
	Renovate existing facilities.	✓	✓	✓	5	No. of targeted branches for new facilities.
	Incorporate climate smart technologies in the facilities.	✓	✓	✓	5	No. of renovated facilities per branch. No. of facilities with climate smart technologies incorporated.

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY							
Objective 1. Conduct research on current trends relating to agriculture and trade excellence							
Strategies	Activities	2025				Key Performance Indicators	
		Q1	Q2	Q3	Q4		
Facilitate continuous research in the events/exhibitions and identify market trends, technologies and stakeholders' needs.	Establish a research function (office/team).	√	√	√		Research office/team setup (timeline).	
	Establish research linkages.	√	√	√	3	No. of research linkages at the show.	
Benchmark with progressive agriculture and trade institutions across the globe.	Sponsor staff members for learning and exposure visits to progressive comparable organizations/shows.	√	√	√	4	No. of staff sponsored.	
	Implement benchmarked ideas.	√	√	√	2	No. of exposure/learning visits per year.	
Engage and advocate for agriculture and trade policies in the government.	Enhance/review existing products and services.	√	√	√	1	No. of ideas implemented from the travel/benchmarking exercise.	
	Advocate for review and development of supportive policies.	√	√	√	1	No. of improved products.	
	Follow up on the implementation and sensitization of the policies.		√	√	√	1	No. of new policy proposals submitted.
			√	√	√	1	No. of policy review proposals submitted.
		√	√	√	2	No. of sensitization forums held /channels explored.	

Partner with several organizations to advance climate smart technologies.	Identify organizations dealing with climate-smart solutions and establish partnership.	✓	✓	✓	✓	5	No. of partnerships established.
	Advance the climate smart solutions from the established partners.	✓	✓	✓	✓	2	No. of solutions advanced.
	Develop a policy on climate smart initiatives.					✓	Policy developed (timeline).
	Establish tree nurseries in all showgrounds.	✓	✓	✓	✓	4	No. of branches with established tree nurseries.
		✓	✓	✓	✓	100k	No. of mixed tree seedlings grown.
		✓	✓	✓	✓	30k	No. of tree seedlings planted across all the branches (in 000).
		✓	✓	✓	✓	50%	% of established/mature trees.
	Adopt use of solar energy in the Society buildings within the Society showgrounds.	✓	✓	✓	✓	2%	% of Society buildings using solar energy.
		✓	✓	✓	✓	2%	Other facilities (street lighting, perimeter walls, arena).
	Adopt modern methods of rainwater harvesting, storage and use within the showgrounds.	✓	✓	✓	✓	4%	% of buildings within the showgrounds with modern rainwater harvesting, storage, and use.
Objective 2: Automate 100% of A.S.K's core operations by 2029							
Leverage ICT for service delivery.	Conduct an ICT needs assessment.		✓				ICT needs' assessment report developed (timeline).
	Develop an ICT strategy.		✓				ICT strategy developed (timeline).
	Implement the ICT strategy.	✓	✓	✓	20%		Level of ICT strategy implementation (%).
		✓	✓	✓	50%		% of trained staff.

Develop and implement a robust risk management system.	Train staff and members of the Society on ICT.	√	√	√	√	40%	% of trained members.
	Livestreaming critical show sessions e.g. official opening, etc.	√	√	√	√	10,000	No. users of the livestreaming platform.
	Develop ICT adoption award scheme.		√				Scheme developed (timeline).
	Award branches based on the award criteria.	√	√	√	√	3	No. of branches awarded.
		1	1	1	1	2	No. of branches with compliance at more than 70%.
	Review ICT policies procedure and guidelines.					√	Reviewed ICT policy (timeline).
						5	No. of branches with compliance at more than 70%.
	Conduct a risk assessment.		√				Frequency
	Identify and implement security controls.		√			√	Risk Mitigation Report (timeline).
	Create awareness through training on risk prevention and controls, cyber/data security, and business continuity on all staff.	√	√	√	√	40%	% of staff trained.
		√	√	√	√	1	No. of trainings.
	Comply with data security laws.		√				Registration with ODPC (timeline).
		√					Internal data protection policy developed (timeline).
Appoint and train risk-management champions in all departments and branches.	100%	100%	100%	100%	100%	Level of compliance with data protection laws.	
	100%	100%	100%	100%	100%	% of departments/ branches with trained and active risk management champions.	

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT

Objective 1: Attract and retain adequate, competent, and motivated staff with an average employee satisfaction level of 90% and above throughout the plan period

Strategies	Activities	2024				Key Performance Indicators
		Q1	Q2	Q3	Q4	
Implement an integrated human resource management system.	Hire a HR Officer.			√		HR Officer hired (timeline).
	Develop and implement a HR Strategy to guide implementation of a full-cycle talent agenda including an appropriate succession planning.				√	HR strategy developed (timeline).
Attract competent and adequate staff.	Review the remuneration package and working conditions for staff.	√				Remuneration and Working Conditions Review Report annually (timeline).
		√	√	√	60%	Level of compliance to OSHA.
		√	√	√	90%	Staff Retention Level.
Build staff capacity and motivation across all functions.	Recruit additional staff in line with the demands of the Strategic Plan. Conduct strategy-aligned training needs assessments and develop staff based on the training needs.	80%	80%	80%	80%	Staff in post/Staff establishment.
					√	Annual TNA Report (timeline).
					√	Annual Training Calendar in place (timeline).
					70%	Level of implementation of the TNA Report (%).

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT

	✓	✓	✓	✓	40%	% of staff trained per year.
Promote and retain talent through prioritizing internal promotions.					20%	% of positions filled through internal promotions vs. external hires.
Facilitate team building and change management training.	✓	✓	✓	✓	1	No. of Team building Sessions per year.
Conduct an annual independent employee satisfaction survey.					70%	Employee Satisfaction (ES) Index (%).
					✓	Employee Satisfaction Survey (ESS) Timeline.
Promote a strong value-based and performance-driven organizational culture.	✓	✓	✓	✓		Timeline.
Disseminate the 2025-2029 SP among all the staff.						
Review and update Job Descriptions.		✓	✓			Revised job descriptions (Timeline).
Implement an appropriate performance management system.	✓	✓	✓	✓	70%	% of staff on strategy-linked performance management plans (scorecards).
	✓	✓	✓	✓	70%	% of staff formally appraised on a timely basis (quarterly).
Build the performance management capacity of the management team and staff.	✓	✓	✓	✓	70%	% of managers/ supervisors trained on performance management each year.

Objective 2: Strengthen the Corporate Governance Structures and Systems by 2029

Review and align the governance structures to the Society's		✓				Corporate Governance Review Report (Timeline).
Evaluate the Society's Governance structures in line with the Society's current and future context including the relationships with subsidiaries.						

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT						
instruments and best practice.	Benchmark with organizations having similar Committee structures.	✓				Reviewed Committees (Timeline).
	Align the Committees to the Governance Structures & Systems.	✓				
	Review the Organizational Structure in line with the Corporate Governance Review Report.	✓				Updated Organizational Structure developed and implemented (timeline).
	Train Society on best practices in Corporate Governance.	✓				Frequency (Alternate years).
		✓	✓		100%	% of leadership teams members trained.
		✓	✓		100%	% of senior management team members trained.
Objective 3: Update policies and standardize processes for quality service delivery by 2029.						
Implement an organization-wide Quality Management System (QMS) and attain ISO certification by 2028.	Establish an interdepartmental team to oversee and regularly report on the QMS and ISO certification process.		✓			Interdepartmental team established (timeline).
	Map all the Society's processes in relation to the QMS process.	✓	✓		40%	% of processes mapped.
	Review processes and develop appropriate guidelines and SOPs.	✓	✓		30%	% of processes, guidelines and SOPs developed and documented.

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Objective 1: Grow A.S.K's brand awareness index as a reputable and credible exhibition forum to 95% by 2029											
Brand manual development (timeline).	-	Q1									
No. of documentaries per year.	-	1	1	1	1	1	1	1	1	1	1
No. of subscribers.	606	200k	350k	500k	700k	1m					
No of videos produced and uploaded.	88	238	388	538	688	838					
No. of campaigns.	5	10	15	20	25	30					
No. of Facebook followers.	11k	16k	25k	35k	45k	55k					
No. of Instagram followers.	1.4k	2.5k	5k	10k	15k	30k					
No. of X followers.	14.4k	30k	40k	50k	70k	100k					
No. of LinkedIn followers.	509	1.2k	2k	3.5k	5k	8k					
No. of Tiktok followers.	152	300	600	1200	2400	4800					
Baseline established (timeline).	-	Q4									
Brand Awareness Index.	-	Baseline	60%	75%	85%	95%					
No. of dinners/ galas/breakfasts held.	1	1	2	2	2	2					
No. of new partnerships (MOUs Signed).	-	3	3	4	4	4					
Growth in sponsorships budget (%).	30%	35%	35%	40%	40%	50%					
No. of gift hampers.	10	20	30	30	40	40					

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of Journals disseminated.	2000	2000		3000		3000		4000		4000	
No. of Journals published.	3	3		3		4		4		4	
Automated customer feedback channel(s) established (timeline).	Manual Feedback	Q2									
No. of survey responses.	500	1,000		2,000		3,000		4,000		5,000	
No. of media houses engaged.	15	30		30		40		40		40	
No. of positive write-ups.	50	100		150		200		250		300	
No. of media mentions and reviews.	50	100		150		200		250		300	
% of staff and committee members trained.	0%	40%				60%				100%	
No. of e-newsletters.	0	2		2		2		2		2	
Need & Gaps Report (timeline).	-	Q4						Q4			
Functional marketing department established (timeline).	-			Q1							
CSI policy developed (timeline).	-	Q4									
Review CSI policy (timeline).	-			Q4				Q4			
No. of CSI carried out.	40	25		30		35		40		45	
% of Council, Board and Committees' members trained.	-	100%		100%		100%		100%		100%	
No. of Board-sourced opportunities/benefits.	-	20		40		60		75		100	
Award scheme structure/package developed (timeline).	-	Q4									

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of awareness sessions conducted.	-	15		30		45		60		75	
No. of participating farmers.	-			100		200		300		400	
No. of farmers awarded.	-			45		60		75		90	
Informational requirements document developed (timeline).	-			Q2							
No. of branches with functional information centers.	5	2		2		2		2		2	
No. of visitors to the information centers.	150	300		600		1200		2400		4800	
Objective 2: Increase the membership base from 8,000 to 11,000 by 2029											
Reviewed membership package (timeline).				Q2							
No. of membership-based organizations and societies benchmarked with.	3	1		1		1		1		1	
Members' Satisfaction Survey (Timeline).	-			Q1				Q1			
Membership Satisfaction Index.	-			100%				100%			
No. of new members.	-	500		1,000		1,500		2,000		3,500	
No. of membership recreational facilities introduced.	0	1		1		1		1		1	
No. of stakeholders' engagement programmes.	-	15		15		15		15		15	

KEY RESULT AREA 1: MARKETING, PUBLICITY, MEMBERSHIP AND OUTREACH

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of campaigns.	0	1		2		2		2		2	
Objective 3: Retain and increase the number of exhibitors from 1,500 to 3,000 and grow the show visitors from 700,000 to 1.2m by 2029											
No. of survey reports.	7	15		15		15		15		15	
Reviewed and implemented rates (time line).	-		Q1				Q1				
No. of forums held.	15	15		15		15		15		15	
No. of exhibitors' participating.	600	800		1000		1200		1400		1500	
% of implemented recommendations.	40%	50%		60%		70%		80%		90%	
Exhibitors' Satisfaction Rating.	30%	40%		50%		60%		70%		80%	
Annual marketing plans prepared, approved and implemented 8 months before a show starts.	16	16		16		16		16		16	
% increase of the farmers' attendance.	30%	40%		50%		60%		70%		80%	
No. of trainings done on staff handling exhibitors.	-	1		1		1		1		1	
No. of branches with operational all-year demo plots.	0	2		3		4		5		6	
No. of branches with all year livestock activities.	0	2		3		4		5		6	
% of tickets bought online.	1%	5%		10%		15%		20%		25%	
Waiting time (minutes).	30	20		15		10		10		10	
No. of innovations.	30	35		40		45		50		55	

KEY RESULT AREA 2: RESOURCE MOBILIZATION, PARTNERSHIPS AND FACILITIES' DEVELOPMENT											
Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of grants, signed MOU with stakeholders and leases to investors.	18	6		3		3		3		3	
Sourced funds (Kshs).	-	200m		200m		200m		200m		200m	
No. of new completed facilities.	1	5		10		15		15		15	
No. of renovated facilities.	0	5		5		5		5		5	
No. of technologies incorporated.	0	5		5		5		5		5	

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY											
Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Objective 1. Conduct research on current trends relating to agriculture and trade excellence											
Research office/team setup (timeline).	0		Q3								
No. of ideas generated by research team.	-			3		5		8		10	
No. of research publications released.	0			1		2		2		2	
No. of research finding ideas implemented.	-			2		3		6		8	

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of research linkages at the shows.	5	3		6		9		12		15	
No. of staff sponsored.	2	4		4		4		4		4	
No. of exposure/learning visits per year.	3	2		2		2		2		2	
No. of ideas implemented from the travel/ benchmarking exercise.	1	2		2		3		3		4	
No. of improved products.	0	1		3		4		5		5	
No. of new policy proposals submitted.	0	1		1		1		1		1	
No. of new policies contributed to.	0			1				1			
No. of policy review proposals submitted.	5	1		1		1		1		1	
No. of reviewed policies.	0			1				1			
No. of sensitization forums held /channels explored.	0	2		5		10		15		20	
Online knowledge management and exchange platform developed (Timeline).	0			Q3							

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of online platform users per year (in 000).	0			5k		10k		5k		20k	
No. of agricultural and trade experts on boarded.	0			6		8		10		12	
No. of partnerships established.	0	5		5		5		7		10	
No. of solutions advanced.	0	2		4		6		8		10	
Policy developed (timeline).	0	Q4									
No. of branches with established tree nurseries.	2	4		6		8		10		12	
No. of tree seedlings planted across all the branches.	20k	30k		40k		50k		60k		70k	
No. of mixed tree seedlings grown.	30k	100k		150k		200k		250k		300k	
% of established/mature trees.	40%	50%		60%		70%		75%		75%	
% of Society buildings using solar energy.	1%	2%		5%		7%		10%		15%	
% of other facilities using solar (street lighting, perimeter walls, arena).	1%	2%		5%		7%		10%		15%	

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY												
Measure of Success	Baseline	2025		2026		2027		2028		2029		
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
% of buildings within the showgrounds with modern rainwater harvesting, storage, and use.	1%	4%		6%		8%		10%		15%		
Objective 2: Automate 100% of A.S.K's core operations by 2029												
ICT needs assessment report developed (timeline).	0	Q2										
ICT strategy developed (timeline).	-	Q2										
Level of ICT strategy implementation (%).	-	20%		60%		80%		100%		100%		
% of trained staff.	40%	50%		70%		100%		100%		100%		
% of trained members.	10%	40%		70%		100%		100%		100%		
No. of branches staging virtual events.	0	-		1		2		3		5		
No. users accessing the livestreaming platform.	500	10k		30k		50k		70k		100k		
Scheme developed (timeline).	-	Q2										
No. of branches awarded.	0	3		3		3		3		3		
Reviewed ICT policy (timeline).	1 (2022)	Q4		Q4		Q4		Q4		Q4		

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of branches at >with compliance at more than 70 %level.	0	5		8		12		15		15	
Frequency.	0	Q2		Q1		Q1		Q1		Q1	
Risk Mitigation Report.	0	Q2,Q4		Q2,Q4		Q2,Q4		Q2,Q4		Q2,Q4	
% of staff trained.	30%	40%		50%		70%		80%		90%	
No. of training.	0	1		2		3		3		4	
Registration with ODPC (timeline).	-	Q2									
Compliance certificate from ODPC obtained (timeline).				Q1		Q1		Q1		Q1	
Internal data protection policy developed (timeline).	-	Q1									
Level of compliance with data protection laws.	10%	100%		100%		100%		100%		100%	
% of departments/ branches with trained and active risk management champions.	0	100%		100%		100%		100%		100%	
No. of innovation hubs created.	-			1		1		1		1	

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Award scheme established (timeline).	-			Q1							
No. of innovative entries exhibited at the show.	-					7		10		15	
No. of established linkages/partnerships.	-					5		8		12	
No. of workshops, seminars and field visits conducted.	-					5		7		10	

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Objective 1: Attract and retain adequate, competent, and motivated staff with an average employee satisfaction level of 90% and above throughout the plan period.											
HR Officer hired (timeline).	0	Q3									
HR strategy developed (timeline).	-	Q4									
Remuneration and Working Conditions Review Report annually (timeline).	-	Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1
Level of compliance to.	30%	50%		70%		80%		90%		100%	
Staff Retention Level.	70%	75%		80%		85%		90%		95%	
Staff in post/Staff establishment.	70%	80%		85%		90%		95%		100%	
Annual TNA Report (timeline).	-	Q4		Q4		Q4		Q4		Q4	
Annual Training Calendar in place (timeline).	-	Q4		Q4		Q4		Q4		Q4	
Level of implementation of the TNA Report (%).	-	75%		80%		85%		90%		95%	
% of staff trained per year.	-	40%		50%		60%		80%		80%	
% of positions filled through internal promotions vs. external hires.	-	20%		30%		40%		60%		60%	
Timeline for review and communication of HR policies to all staff.	-		Q1			Q1				Q1	

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of team building sessions per year.	-	2		2		2		2		2	
Employee Satisfaction Survey-Timeline.	-	Q4		Q4		Q4		Q4		Q4	
Employee Satisfaction Index (%)	~60%	70%		80%		80%		80%		80%	
Timeline for SP (2025-29) dissemination.	-	Q1.Q2									
Revised job descriptions (Timeline).	-	Q2									
% of staff on strategy-linked performance management plans (scorecards).	-	70%		100%		100%		100%		100%	
% of staff formally appraised on a timely basis (quarterly).	-	70%		100%		100%		100%		100%	
% of managers/supervisors trained on performance management each year.	-	70%		100%		100%		100%		100%	
Objective 2: Strengthen the Corporate Governance Structures and Systems by 2029											
Corporate Governance Review Report (Timeline).	-	Q2									
Reviewed Committees (Timeline).	-	Q2									

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT

Measure of Success	Baseline	2025		2026		2027		2028		2029	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Updated Organizational Structure developed and implemented (timeline).	1	Q2				Q1				Q1	
Frequency - Every 5 years.	-	Q2				Q2				Q2	
% of leadership team members trained.	70%	800%		85%		90%		95%		100%	
% of senior management team members trained.	70%	80%		85%		90%		95%		100%	
Objective 3: Update policies and standardize processes for quality service delivery by 2029.											
Interdepartmental team established (timeline).	0	Q3									
% of processes mapped.	0%	40%		100%		100%		100%			
% of processes, guidelines and SoPs developed and documented.	0%	30%		100%		100%		100%			
ISO expert contracted (timeline).	0			Q1							
ISO Certification achieved (timeline).	0			Q4							

KEY RESULT AREA 1: MARKETING, PUBLICITY AND MEMBER OUTREACH								
Objective 1: Grow A.S.K's brand awareness index as a reputable and credible exhibition forum to 95%.								
Strategies	Key Activities	KPI	Budgets					
			2025	2026	2027	2028	2029	
Enhance the brand visibility.	Standardize the A.S.K brand.	Brand manual development (timeline).	300,000					
	Produce and show-case documentaries on mainstream TV.	No. of documentaries per year.	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	
	Establish a channel and regularly produce YouTube videos.	No. of subscribers.	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
	Use brand ambassadors and influencers to create awareness of the A.S.K brand.	No of videos produced and uploaded.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
	Conduct media campaigns in social platforms, print media and audio channels (mentions).	No. of campaigns.	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	
	Establish a baseline brand awareness index and conduct an	Establish a baseline brand awareness index and conduct an	No. of Facebook followers.	1,500,000	500,000	500,000	500,000	500,000
			No. of Instagram followers.					
			No. of X followers.					
			No. of LinkedIn followers.					
	Establish a baseline brand awareness index and conduct an	Establish a baseline brand awareness index and conduct an	Baseline established (timeline).	250,000	250,000	250,000	250,000	250,000
Brand Awareness Index.								

	annual independent brand awareness survey.								
Intensify stakeholders' engagements.	Hold regular Stakeholders' appreciation dinners, Galas and CEOs' breakfasts.	No. of dinners/galas/ breakfasts held.	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
		No. of new partnerships (MOUs Signed).	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
		Growth in sponsorships budget (%).	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
		No. of gift hampers.	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Increase utilization of media outreach platforms.	Publish Kenya Farmer Journal features/ publications.	No. of Journals disseminated.	500,000	500,000	500,000	500,000	500,000	500,000	500,000
		No. of Journals published.	500,000	500,000	500,000	500,000	500,000	500,000	500,000
		Automate customer feedback surveys.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
		Automated customer feedback channel(s) established (timeline).	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Increase utilization of media outreach platforms.	Automate customer feedback surveys.	No. of survey responses.	500,000	500,000	500,000	500,000	500,000	500,000	500,000
		No. of media houses engaged.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
		No. of positive write-ups.	500,000	500,000	500,000	500,000	500,000	500,000	500,000
		No. of media mentions and reviews.	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Increase utilization of media outreach platforms.	Train staff and committee members on media engagement and positioning.	% of staff and committee members trained.	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		Produce e-newsletters.	50,000	50,000	50,000	50,000	50,000	50,000	50,000

Establish and operationalize a marketing department.	Assess the marketing needs and gaps.	Need & Gaps Report (timeline).	500,000	500,000	500,000	500,000	500,000	500,000
	Implement the Needs and Gaps Report to establish the marketing department.	Functional marketing department established (timeline).	500,000	500,000	500,000	500,000	500,000	500,000
Institutionalize Corporate Social Investments (CSI).	Develop a CSI policy.	CSI policy developed (timeline).	100,000					
	Implement, monitor, and evaluate CSI policy.	Review CSI policy (timeline).	100,000	100,000	100,000	100,000	100,000	100,000
Enhance the networking role of the Council, Board, and Committees' members.	Engage in impactful CSI activities.	No. of CSI conducted.	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
	Create awareness among the Council, Board, and Committees' members through corporate governance trainings.	% of Council, Board and Committees' members trained.						
		No. of Board-sourced opportunities/ benefits.	600,000	600,000	600,000	600,000	600,000	600,000
Introduce a farmers' awards scheme.	Structure the award scheme.	Award scheme structure/package developed (timeline)	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
	Create awareness on the award scheme.	No. of awareness sessions conducted.						

Identify interested farmers in partnership with County Governments to participate in the awards.	No. of participating farmers.	Conduct farmers' field days in all branches to select the best farmers and award at branch level.	No. of farmers awarded.	1,000,000	1,500,000	2,000,000	2,000,000
Promote A.S.K as the preferred source of information in agriculture and trade.	Identify information gaps.	Establish A.S.K information centres across all branches.	Informational/Requirements document developed (timeline).	1,000,000	1,500,000	2,000,000	2,000,000
Objective 2: Increase the membership base from 8,000 to 11,000.							
Package a compelling value proposition for membership.	Key Activities	KPI	Budgets				
			2025	2026	2027	2028	2029
Monitor the implementation review of membership policies, benefits, rights, processes, procedures, and obligations.	Reviewed membership package (timeline).						
Benchmark with other membership-based organizations and societies.	No. of membership-based organizations and societies benchmarked.		500,000			500,000	

	Organize and hold exhibitors' forums.	No. of exhibitors' participating in the forums.						
	Implement the recommendations from the exhibitors' needs' assessment.	Percentage of implemented recommendations.						
		Exhibitors' Satisfaction Rating.						
Update and implement the marketing strategy.	Prepare and implement annual marketing plans.	Annual marketing plans prepared, approved, and implemented 6 months before a show starts.	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Attract more adult attendees/farmers to our shows.	Partner with relevant stakeholders to bring adult attendees.	% increase of adult attendance.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Give incentives/discounts to farmers.							
Improve efficiency in service delivery.	Train staff and members on customer service.	No of trainings done.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Grow the number and variety of show visitors and improve efficiency and crowd.	Create all year-round agricultural activities in the showgrounds.	No. of branches with operational all-year demo plots.	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
		No. of branches with all year livestock activities.						
	Enhance the online ticket purchase.	% of tickets bought online.	1,000,000	200,000	200,000	200,000	200,000	200,000

management at the entry points.	Discount online tickets.								
	Market the online ticketing system and introduce QR codes in all the marketing materials.								
	Increase marshalling areas.	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
	Incentivize quality and innovative exhibits.	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
TOTAL		68,100,000	67,150,000	67,000,000	68,000,000	67,500,000	68,000,000	67,500,000	67,500,000

KEY RESULT AREA 2: RESOURCE MOBILIZATION, PARTNERSHIPS AND FACILITIES' DEVELOPMENT

Objective 1: Diversify income sources and generate at least 30% of total income per year from off-show activities.

Strategies	Key Activities	KPI	Budgets				
			2025	2026	2027	2028	2029
Strengthen the Society's business development and resource mobilization capacity.	Hire competent business development, resource mobilization and partnerships experts.	Functional business development and resource mobilization function established and resourced (timeline).	250,000	5,400,000	7,200,000	7,920,000	8,712,000
			300,000				
	Develop a partnerships strategy.	Partnerships Strategy developed (timeline).	100,000	200,000	250,000	250,000	300,000
	Implement Strategic partnerships.	No. of Strategic partnerships.	150,000	200,000	200,000	250,000	250,000
	Optimize under-utilized assets.	Growth (%) of income from assets.	400,000	500,000	600,000	600,000	600,000

Objective 2: Modern, adequate, and fit-for-purpose facilities

Strategies	Key Activities	KPI	Budgets				
			2025	2026	2027	2028	2029
Implement existing and develop new mixed land use Masterplans for	Secure ownership documents for all the parcels of land.	No. of title deeds obtained.	10,000,000	1,000,000	1,500,000	2,000,000	2,500,000
		No. of special use licenses obtained.	14,000,000	14,000,000	14,000,000	10,000,000	10,000,000
	Engage stakeholders and develop mixed land use.	No. of approved Masterplans.					

Showgrounds with title deeds.	Masterplans for Showgrounds with titles.	No. of key stakeholders (National and County Govt., Branch Members).							
	Source for funds to execute the Masterplans.	No. of grants, signed MOU with stakeholders and leases to investors. Sourced funds (Kshs)	600,000	300,000	300,000	300,000	300,000	300,000	300,000
Modernize facilities within the showgrounds.	Develop new facilities.	No. of new completed facilities.	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
	Renovate existing facilities.	No. of renovated facilities.	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
	Incorporate climate smart technologies in the facilities.	No. of technologies incorporated.	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
TOTAL			149,050,000	146,900,000	149,350,000	146,620,000	148,062,000	148,062,000	148,062,000

KEY RESULT AREA 3: RESEARCH, INNOVATION AND TECHNOLOGY

Objective 1. Conduct research on current trends relating to agriculture and trade excellence.

Strategies	Key Activities	KPI	Budgets					
			2025	2026	2027	2028	2029	
Facilitate continuous research in the events/exhibitions and identify market trends, technologies and stakeholders' needs.	Establish a research function (office and team).	Research office/team setup (timeline).						
		No. of ideas generated by research office.	500,000	500,000	500,000	500,000	500,000	
		No. of research publications released.						
		No. of research finding ideas implemented.						
		No. of research linkages at the show.						
Benchmark with progressive agriculture and trade institutions across the globe.	Establish research linkages.	No. of staff sponsored.	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	
		No. of exposure/learning visits per year.						
		No. of ideas implemented from the travel/benchmarking exercise.	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	
Engage and advocate for	Enhance/review existing products and services.	No. of improved products.						
		No. of new policy proposals submitted.	300,000	500,000	750,000	1,000,000	1,500,000	

agriculture and trade policies in the government.	Advocate for review and development of supportive policies.	No. of new policies contributed to.							
		No. of policy review proposals submitted.							
		No. of reviewed policies.							
		No. of sensitization forums held.							
Facilitate exchange of information and content between agricultural/trade experts and consumers.	Sensitization/ follow up on the implementation of new/reviewed policies. Create an online knowledge management and exchange platform.	Online knowledge management and exchange platform developed (Timeline).	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
		No. of online platform users per year (in 000).							
		No. of agricultural and trade experts on boarded.	200,000	250,000	300,000	350,000	400,000		
		No. of partnerships established.	500,000	500,000	500,000	500,000	500,000		
Partner with several organizations to advance climate smart technologies.	Advance/promote the climate smart solutions from the established partners.	No. of solutions promoted.							
		Policy developed (timeline).	300,000	100,000	100,000	100,000	100,000		
Mainstream practices that	Develop a policy on climate smart initiatives.								

address impact of climate change in Society operations.	Establish tree nurseries in all showgrounds and maintain trees until maturity.	No. of branches with established tree nurseries.	400,000	200,000	200,000	200,000	200,000	200,000
		No. of mixed tree seedlings grown.	400,000	200,000	200,000	200,000	200,000	200,000
		No. of tree seedlings planted across all the branches (in 000).	200,000	100,000	100,000	100,000	100,000	100,000
		% of established/mature trees.						
	Adopt use of solar energy in the Society buildings within the Society showgrounds.	% of Society buildings using solar energy.	1,000,000	200,000	750,000	200,000	200,000	200,000
		Other facilities (street lighting, perimeter walls, arena) – 5%.	800,000	400,000	400,000	400,000	400,000	400,000
	Adopt modern methods of rainwater harvesting, storage and use within the showgrounds.	% of buildings within the showgrounds with modern rainwater harvesting, storage, and use.	1,350,000	1,575,000	1,125,000	225,000		
Objective 2: Automate 100% of A.S.K's core operations.								
Strategies	Key Activities	KPI	Budgets					
			2025	2026	2027	2028	2029	
Leverage ICT for service delivery.	Conduct an ICT needs assessment.	ICT needs' assessment report developed (timeline).	200,000					
	Develop an ICT strategy.	ICT strategy developed (timeline).	500,000					

Develop and implement a robust risk management system.	Implement the ICT strategy.	Level of ICT strategy implemented (%).	4,000,000	6,000,000	8,000,000	4,000,000	4,000,000
	Train staff and members of the Society on ICT.	% of trained staff.	500,000	700,000	800,000	900,000	1,000,000
	Collaborate with relevant partners to stage virtual events/shows.	% of trained members.	300,000	300,000	400,000	500,000	600,000
	Collaborate with relevant partners to stage virtual events/shows.	No. of branches hosting virtual events.	900,000	1,500,000	3,000,000	5,000,000	6,000,000
	Livestreaming of critical show sessions e.g. official opening.	No. of users of the livestreaming platform.	750,000	1,250,000	2,500,000	3,500,000	4,000,000
	Develop ICT adoption award scheme.	Scheme developed (timeline).					
	Award branches based on the award criteria.	No. of branches awarded.	100,000	200,000	300,000	400,000	500,000
	Review ICT policies procedure and guidelines.	Reviewed ICT policy (timeline).	100,000	100,000	100,000	100,000	100,000
		No. of branches with compliance at more than 70%.					
		Frequency	100,000	250,000	150,000	150,000	150,000
	Identify and implement security controls.	Risk Mitigation Report (timeline).	200,000	1,000,000	200,000	200,000	200,000
	Create awareness through training on risk prevention and controls, cyber/data security, and business continuity for staff and members.	% of staff trained.	150,000	200,000	300,000	500,000	600,000
		No. of trainings.	300,000	300,000	300,000	300,000	300,000

Facilitate the development and adoption of innovative solutions in agriculture and allied sectors.	Comply with data security laws.	Registration with ODPC (timeline).	100,000	50,000	50,000	50,000	50,000	
		Compliance certificate from ODPC obtained (timeline).						
	Appoint and train ICT risk-management champions in all departments and branches.	Internal data protection policy developed (timeline).	100,000					
		Level of compliance with data protection laws.	200,000	200,000	200,000	200,000	200,000	200,000
		% of departments/branches with trained and active risk management champions.	100,000	100,000	100,000	100,000	100,000	100,000
		No. of innovation hubs created.		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Establish award schemes to recognize innovative ideas that have been successfully adopted in agriculture and allied sectors.	Award scheme established (timeline).		500,000	500,000	500,000	500,000	500,000
		Promote and show case the innovations in A.S.K shows.			100,000	100,000	100,000	100,000
		Create linkages between innovators and strategic players.				250,000	150,000	200,000
		No. of established linkages/partnerships.						

						1,000,000
						700,000
						500,000
						29,175,000
						26,250,000
	No. of workshops, seminars and field visits conducted.					34,675,000
	Facilitate knowledge exchange through workshops, seminars, and field visits to enhance innovative practices of farmers, researchers, and agricultural professionals.					33,125,000
	TOTAL					35,700,000

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY DEVELOPMENT							
Objective 1: Attract and retain adequate, competent, and motivated staff with an average employee satisfaction level of 90% annually.							
Strategies	Key Activities	KPI	Budgets				
			2025	2026	2027	2028	2029
Implement an integrated HRM system.	Hire a HR Officer.	HR Officer hired (timeline).	250,000				
	Review of HR Strategy.	Reviewed HR strategy).	500,000				
Attract competent and adequate staff.	Review the remuneration package and working conditions for all staff.	Implementation/Remuneration and Working Conditions Review Report annually (timeline).	10,192,000	5,866,500	5,341,000	1,019,200	2,038,400
		Level of compliance to OSHA.	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
		Staff Retention Level.					
		Staff in post/staff establishment.	3,000,000	6,000,000	8,000,000	8,000,000	8,000,000
Build staff capacity and motivation across all functions.	Recruit additional staff as per the SP.	Annual TNA Report (timeline).					
		Annual Training Calendar in place (timeline).					
	Conduct strategy-aligned training needs assessments and develop staff based on training needs.	Level of implementation of the TNA Report (%).	2,000,000	4,000,000	6,000,000	8,000,000	10,000,000
		% of staff trained per year.					

Promote a strong value-based and performance-driven organizational culture.	Promote and retain talent through prioritizing internal promotions.	% of positions filled through internal promotions vs. external hires.								
	Review and communicate HR policies to all staff.	Timeline.								
	Facilitate team building and change management training.	No. of team building and change management activities per year.								
	Conduct an annual independent employee satisfaction survey.	ESS Timeline.								
		ESS Index (%).								
	Disseminate the 2025-2029 SP among all the staff.	Timeline.								
	Review and update Job Descriptions.	Revised job descriptions (Timeline).								
	Implement an appropriate performance management system.	% of staff on strategy-linked performance management plans (scorecards).								
		% of staff formally appraised on a timely basis (quarterly).								
	Build the performance management capacity of	% of managers/supervisors.								

	the management team and staff.	trained on performance management each year.							
Objective 2: Strengthen the Corporate Governance Structures and Systems									
Strategies	Key Activities	KPI	Budgets						
			2025	2026	2027	2028	2029		
Review and align the governance structures to the Society's instruments and best practice.	Evaluate the Society's Governance structures in line with the Society's current and future context including the relationships with subsidiaries. Benchmark with organizations having similar Committee structures. Align the Committees to the Governance Structures & Systems. Review the Organizational Structure in line with the Corporate Governance Review Report.	Corporate Governance Review Report (Timeline).	250,000	250,000	250,000	250,000	250,000	250,000	
		Reviewed Committees (Timeline).	250,000	250,000	250,000	250,000	250,000	250,000	
		Updated Organizational Structure developed and implemented (timeline).		500,000					
		Frequency (Alternate years).		2,500,000					

Strategies	Key Activities	KPI	Budgets					
			2025	2026	2027	2028	2029	
Train the leadership of the Society on best practices in Corporate Governance.		% of leadership teams members trained. % of senior management team members trained.						
Objective 3: Update policies and standardize processes for quality service delivery.								
Implement an organization-wide Quality Management System (QMS) and attain ISO certification by 2027.	Establish an interdepartmental team to oversee and regularly report on the QMS and ISO certification process. Map all the Society's processes in relation to the QMS process. Review processes and develop appropriate guidelines and SOPs. Contract an ISO expert to facilitate the pre-certification process. Apply for ISO certification.	Interdepartmental team established (timeline). % of processes mapped. % of processes, guidelines and SOPs developed and documented. ISO expert contracted (timeline). ISO Certification achieved (timeline).	150,000	200,000	200,000	200,000	200,000	200,000
TOTAL			21,242,000	24,816,500	25,491,000	22,519,200	25,838,400	

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