



HOMA BAY COUNTY

**COUNTY AGRICULTURE SECTOR STEERING COMMITTEE
(CASSCOM)**

STRATEGIC PLAN 2021- 2025

SEPTEMBER, 2021

ACRONYMS

ABDP	Aquaculture Business Development Programme
AFA-HCD	Agriculture and Food Authority – Horticultural Crops Directorate
AFC	Agricultural Finance Corporation
AGRIFI-MESPT	Agricultural Finance Initiative - Micro Enterprises Support Programme Trust
ASCU	Agricultural Sector Coordination Unit
ASDSP	Agriculture Sector Development Support Programme
ATC	Agriculture Training Centre
CA	County Assembly
CAADP	Comprehensive African Agriculture Development Programme
CASSCOM	County Agriculture Sector Steering Committees
CBOs	Community Based Organizations
CDA	County Director of Agriculture
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CO	Chief Officer
CoG	Council of Governors
CPS	County Programme Secretariat
EU-IDEAS	European Union – Instruments for Devolution Advice and Support
FAO	Food and Agriculture Organization
FM	Frequency Mode
GCP	Gross County Product
GoK	Government of Kenya
ICIPE	International Centre of Insect Physiology and Ecology
ICT	Information and Communications Technology
IFAD	International Fund for Agriculture
ILRI	International Livestock Research Institute
IRA	Intergovernmental Relations Act
JASCCM	Joint Agriculture Sector Consultation and Cooperation Mechanism
JASSCOM	Joint Agriculture Sector Steering Committee
KALRO	Kenya Agriculture & Livestock Research Organization
KCB	Kenya Commercial Bank

KCDMS-RTI	Kenya Crops & Dairy Market Systems - Research Triangle Institute
KEFRI	Kenya Forestry Research Institute
KENAFF	Kenya National Farmers Federation
KEPHIS	Kenya Plant Health Inspectorate Services
KEVEVAPI	Kenya Veterinary Vaccines Production Institute
KIRDI	Kenya Industrial Research and Development Institute
KMFRI	Kenya Marine & Fisheries Research Institute
M&E	Monitoring & Evaluation
MoALF	Ministry of Agriculture Livestock and Fisheries
MDAs	Ministries, Departments and Agencies
MOU	Memorandum of Understanding
NARIGP	National Agricultural and Rural Inclusive Growth Project
NEMA	National Environment Management Authority
NGO	Non-Governmental Organization
OIE	World Organization for Animal Health
PESTEL	Political, Environmental, Social, Technological, Economic and Legal factors
PLWD/ PWD	People Living with Disability/ People with Disability
PPP	Private Public Partnership
R&D	Research and Development
RPC	Regional Programme Coordinator
SDG	Sustainable Development Goals
SP	Service Provider
SWAGs	Sector Working Agriculture Groups
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference
TWGs	Technical Working Groups
TWAG	Technical Working (Agriculture) Group
UAP	<i>Union des Assurances de Paris</i>
USAID – KCDMS	United States Agency for International Development – Kenya Crops & Dairy Market Systems Activity

FOREWORD

The promulgation of Constitution of Kenya 2010 and subsequent establishment of county governments has led to a wide range of agricultural functions being devolved to the Counties. This resulted to a significant change in institutional setting in the agricultural sector in Kenya. Due to the emerging need for cooperation, consultation, collaboration and coordination of agriculture sector between the two levels of government, both at national and county levels, the Council of Governors (COG) and the State Department of Agriculture proposed formation of a County Agriculture Sector Steering Committee (CASSCOM), for effective and efficient coordination of stakeholders in the agricultural sector at county level.

The formation of CASSCOM is aligned with the Intergovernmental Relations Act 2012 (23), anchored on Legal Notice (No. 2 of 2012) on establishment of joint committees in the agriculture sector under Intergovernmental Relations Act 2012. CASSCOM will facilitate and enhance consultation and co-operation among agriculture stakeholders and provide for an effective link to the Joint Agriculture Sector Steering Committee (JASSCOM) at the National level. This committee will provide for a forum for promoting joint planning, monitoring and reporting progress in the implementation of various projects and programmes by agriculture stakeholders in the Counties. The main mandate of CASSCOM is to consolidate sector progressive reports at the county and share with JASSCOM who will in turn share with relevant stakeholders and government agencies at the National level for information and decision making.

Since its inception in September 2019, CASSCOM has been functioning without a strategic plan to guide its operations. This strategic plan will define the direction in which this committee will operate towards addressing identified strategic issues and implementing respective strategic objectives in line with CASSCOM's vision and mission. The plan will offer the much-needed foundation from which CASSCOM will grow through efficient decision making, and guide management discussions in determining resource and budget requirements to accomplish the set objectives thus increasing operational efficiency.

It is envisaged that CASSCOM will enhance participation by a wider Agriculture Stakeholders and the general public during conceptualization, identification, planning, implementation monitoring and evaluation of projects and programmes which will lead towards the achievement of the key goal of devolution. It will also inform the process of linking policy, generated with future programmes that will lead to the realization of food and nutrition security and economic stability of Homa Bay County. This strategic plan will go a long way in enhancing the achievement of the aspirations of CASSCOM.

Hon. Aguko Juma

Chairperson - CASSCOM

County Executive Committee Member

Department of Agriculture, Livestock and Cooperative Development

HOMA BAY COUNTY

ACKNOWLEDGEMENT

We wish to acknowledge the tremendous efforts made by the County Executive Committee Member (CECM) of Agriculture, Livestock and Cooperative Development for initiating and providing exemplary leadership in spearheading the realization of developing this strategic plan for the Agricultural Sector in Homa Bay County. Many thanks also go to the CASSCOM members and policy legislation standards and instruments technical working group (TWG) for their input throughout this process.

Many thanks go to the Consultant for the facilitative and technical advisory roles in developing this document. We are particularly grateful to ASDSP II for the financial support towards the development of this document and other processes that have contributed towards the realization of Homa Bay County Agricultural Sector Steering Committee (CASSCOM), and its accompanying structures such as, the Technical Working Groups (TWGs) and CASSCOM Secretariat.

May we also thank all County Agricultural Sector Directors and ASDSP II County Programme Secretariat (CPS) staffs for dedicating their time and efforts in ensuring this document is put in place. Last but not least, we cannot forget the crucial roles played by development partners, collaborators, stakeholders, particularly Kenya Crops and Dairy Market Systems-RTI International (KCDMS-RTI), and well-wishers in supporting the development of this Strategic Plan 2021-2025 for CASSCOM, Homa Bay County.

Mr. Charles Odoyo Nyayiera

County Director of Agriculture

Secretary – County Agriculture Sector Steering Committee (CASSCOM)

EXECUTIVE SUMMARY

The Homa Bay County Agriculture Sector Steering Committee (CASSCOM) has been functioning without a strategic plan to guide its operations. A strategic plan helps to define the direction in which an organization must operate and aids in establishing realistic objectives and goals that are in line with its vision and mission. This strategic plan will offer the much-needed foundation from which CASSCOM will grow through efficient decision making, and guide management discussions in determining resource and budget requirements to accomplish the set objectives thus increasing operational efficiency.

Section 1 covers a brief background of the County and the agriculture sector including its coordination framework in the county. The chapter further highlights the background towards establishment of the County Agriculture Sector Steering Committee (CASSCOM), its mandate and the membership. Finally, it emphasizes the importance of the strategic plan and the process of its development which was a participatory process involving various stakeholders.

Section 2 gives a summary of CASSCOM's performance and situational analysis. It is notable that since its establishment in September 2019, this committee has held two meetings but its visibility is still low. For proper planning both the internal and external environment scanning was done by undertaking a thorough analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT); Political, Economic, Social, Technological, Environmental and Legal Factors (PESTEL), as well as the stakeholder analysis.

Section 3 outlines Homa Bay CASSCOM's vision, mission and core values and articulates the various strategic issues to be addressed in order to achieve the set strategic objectives within the plan period. It therefore gives details of the strategic interventions that will be applied to meet the strategic objectives.

Section 4 gives the institutional coordination framework for the strategic plan that will involve the stakeholders at all the levels of the mechanism. Key to the implementation of the mechanism is the availability of requisite staffing capacity and operational resources. It is assumed that there will be continued and stable stakeholder relations; existence of laws, regulations that will ensure continued goodwill and budgetary support. Another important element considered is the aspect of risks, assumptions and their potential mitigations.

Section 5 gives the implementation framework for the strategic plan with specific interventions necessary to achieve the strategic objectives. The interventions have been outlined with their corresponding activities. The activities describe the efforts that will be applied to actualize the Strategic Plan's objectives. Activity targets, cost estimates and responsible entity for implementation of the activities have been outlined. It is estimated that an annual budget of Kshs. **21,373,500** million would be adequate to implement the strategic plan. An implementation matrix detailing the mapping of activities and resource allocation is provided. The CASSCOM secretariat will take overall responsibility for implementing this strategic plan.

Section 6 outlines the monitoring, evaluation and reporting frameworks to ensure smooth implementation and success. The strategic plan therefore has an in-built mechanism for constant and periodic monitoring and evaluation with clear targets and indicators.

Table of Contents

ACRONYMS.....	ii
FOREWORD	iv
ACKNOWLEDGEMENT	v
SECTION ONE: INTRODUCTION	1
1.1 Overview	1
1.2. Background Information	1
1.3. Establishment of Homa Bay CASSCOM.....	2
1.5.3. Purpose of CASSCOM.....	3
1.6. Mandate of CASSCOM	3
1.5. Legal Backing for formation of CASSCOM.....	5
1.6. Scope of the strategic plan.....	5
1.7. Process of developing the strategic plan	6
SECTION 2: SITUATIONAL ANALYSIS.....	7
2.1. Overview	7
2.2. CASSCOM Performance	7
2.3 Situation Analysis.....	7
2.3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis	8
2.3. PESTEL Analysis	9
2.4. Stakeholder Analysis	10
2.5. Cross Cutting Issues	20
2.6. Risks, Mitigation and Assumptions.	20
SECTION THREE: STRATEGIC FRAMEWORK.....	22
3.1. Strategic Issues, Objectives and Interventions	22
SECTION FOUR: INSTITUTIONAL FRAMEWORK.....	24
4.1. Structures and coordination	24
4.2. Membership to Homa Bay County Agriculture Sector Steering Committee (CASSCOM).....	25
4.3. Institutions and their Roles	26
4.3.1. CASSCOM Secretariat.....	26

4.3.2. Enhance county agricultural Policy, Legislation, Standards and Instruments development and approval	27
4.3.3. Enhancing Research, Extension and Capacity Building;.....	27
4.3.4. Inputs, Joint Programmes and Projects	28
4.3.5. Monitoring, Evaluation, Communication & reporting	28
4.3.6. Resource mobilization (Both finance and human)	28
4.4. Funding	29
4.5. Research and Development	29
SECTION FIVE: IMPLEMENTATION FRAMEWORK.....	32
5.1Overview	32
5.2Implementation Matrix.....	32
SECTION SIX: MONITORING, EVALUATION AND REPORTING	42
6.1. Overview	42
6.2. Monitoring, Evaluation and Learning.....	42
6.3. Reporting.....	42

SECTION ONE: INTRODUCTION

1.1 Overview

This chapter presents a brief background on the County, CASSCOM, and the strategic plan preparation process.

1.2. Background Information

Homa Bay County in the Kenyan context lies between latitudes 0015 South and 0052 South, and between longitudes 340 East and 350 East. The county headquarters is located about 420 km from Nairobi. The County covers an estimated area of 4,267.1 km² constituting 2,696 km² of land area and the largest freshwater lake in Africa of surface area 1,227 Km². The County is located in South Western Kenya along Lake Victoria where its borders Kisumu and Siaya counties to the North, Kisii and Nyamira counties to the East, Migori County to the South and the Republic of Uganda to the West. Homa Bay consists of 8 constituencies covering a total of 3182.3 Km². The constituencies are further divided into 40 wards. Each constituency has at least 4 wards, Karachuonyo and Ndhiwa has the highest number of wards at 7 while Rangwe, Suba South, Kabondo Kasipul and Suba North have the lowest number of wards at 4. Ndhiwa equally has the largest area coverage at Km² 711.4 whereas Homa Bay Town has the least area coverage at Km² 198.7

According to the Gross County Product Report of 2019 by KNBS, Homa Bay County contributed a share of 1.4 % to the national GDP over the period 2013-2017. The counties agriculture GCP contributed 2.4% to the national agriculture GVA. Agriculture is the key driver of growth in the county contributing 59.8% to the GDP.

The Kenya Constitution 2010 devolved most of the functions of Agriculture Sector to the County Governments leaving the National Government with Policy formulation, Capacity Building and Technical Assistance. Some functions were shared between the National and County Governments. Implementation of these functions faced numerous challenges due to lack of proper coordination between the two levels of governments. Subsequently both levels of government came to the realization that without a coordination mechanism for cooperation and proper consultation, each could not deliver on their mandate alone.

In order to actualize the agriculture sector objectives, the Counties and the Ministry of Agriculture Livestock and Fisheries agreed to ‘Deliver as One’ during the Inter-Governmental Forum on Agriculture (IGF-A) held in June 2014. To address the gaps in coordination, the Forum proposed the establishment of a sector consultation and cooperation mechanism. In November 2016, the Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCM) structures were established for agriculture sector coordination between the National and County governments according to the Intergovernmental Relations Act of 2012. The Council of Governors noted that the structures established under JASCCM did not adequately address the monitoring, evaluation and reporting on Projects and Programmes being implemented by government agencies and development partners at the County level. The CoG and the Ministry of Agriculture Livestock and Fisheries proposed the formation of a County Agriculture Sector Steering Committee (CASSCOM) for the purpose of effective and efficient coordination of projects and programmes by sector stakeholders at the Counties.

1.3. Establishment of Homa Bay CASSCOM

Agricultural extension services in Homa Bay County are a complex system where services are provided by a range of private and public sector entities. Consequently, the sector has many programmes and projects, each with a stand-alone steering committee and implementing unit. The extension programmes are still unable to cover the vast number of farmers in need of services. Their coverage is limited, and many times duplicated. These programmes support same farmers in specific enterprises that are of interest to service providers.

To improve efficiency, effectiveness and accountability in service delivery, it was important to harmonize coordination and reporting by sector agencies and stakeholders at the County. The need to establish a single steering committee is necessitated by each project and programmes having their own steering committees and management units which lead to disjointed coordination, duplication of efforts and misuse of resources. CASSCOM will address these challenges.

The overall rationale for establishing CASSCOM is nested in the commitment of the Public and Private sector to jointly pursue effective development of the agricultural sector. This commitment is expressed by all service providers to “Deliver as One” in order to operationalize agricultural sector objectives in the County Integrated Development plan (CIDP), Vision 2030,

The Big 4 Agenda, the Comprehensive Africa Agriculture Development Programme (CAADP) Declarations (Maputo 2003, Malabo 2014), and Sustainable Development Goals (SDGs).

1.4. CASSCOM Strategic Direction

1.4.1. VISION

A well-coordinated agriculture sector that ensures efficiency, effectiveness and accountability in the service delivery to citizens in Homa Bay County

1.5.2. MISSION

Facilitating and enhancing consultation, cooperation and coordination among agriculture sector stakeholders in Homa Bay County.

1.5.3. Purpose of CASSCOM

CASSCOM shall facilitate and enhance Coordination, Cooperation, Consultation and Collaboration among agriculture sector stakeholders in the County and provide for a comprehensive link to the JASCCOM at the National level. It shall also provide a comprehensive framework to consolidate, Monitor and Evaluate the numerous agricultural initiatives/ programmes/ projects at County levels.

1.6. Mandate of CASSCOM

The Committee is mandated to:

- i) Strengthen collaborations and linkages with public and private institutions in the management and delivery of agricultural programmes and services, which includes;
 - Approve instruments of partnerships (MOUs, Agreements, Contracts, PPPs)
 - Facilitate joint stakeholder ventures (field days, trade fairs, shows, exhibitions, stakeholder fora, research extension liaison fora)
 - Prioritize important thematic areas requiring Technical Assistance and,
 - Prioritize research and development
- ii) Develop and approve instruments for operation and accountability of agriculture sector programmes and projects that include;
 - Mutual accountability mechanisms

- Strategic description documents
 - Resource mobilization plans
 - County agricultural sector M&E to monitor county, national, regional and international initiatives in collaboration with development agencies, programmes and projects
 - Mechanisms for social inclusivity
 - Reports and communication in prescribed formats to County Executive Committee, JASSCOM, County Government departments and private sector agencies.
 - Appropriate dispute resolution mechanism
- iii) Facilitate development, review, implementation, monitoring of policies, strategies, standards, regulations, plans, legislations of relevance to the sector which include;
- Inventory of policy documents
 - Develop an approved Food security and safety strategies and investment plans
 - Review of operational instruments
 - Fill gaps in documents that require action
 - Advisory support to county governments on agricultural matters including but not limited to; Agricultural Land, extension, agricultural statistics, funding towards agriculture, climate and environmental impact to agriculture and or Diseases & pests.
 - Clearly defined, consistent and predictable policy Framework
- iv) Develop mechanisms for management and dissemination of agricultural information, which include;
- Co-ordination, preparation and compilation of quarterly and annual reports
 - Data collection, collation, analysis and dissemination at the County levels.
- v) Consider, harmonize and approve joint work plans and budgets for joint CASSCOM programmes, Projects and Joint sector activities.
- Develop joint stake holder work plans
 - Consider joint budgets for stakeholder collaboration

1.5. Legal Backing for formation of CASSCOM

The formation of CASSCOM just as Joint Agriculture Sector Steering Committee (JASSCOM), is aligned with the Intergovernmental Relations Act 2012 (23), which states that: “The national or a county government may establish a joint committee with a specific mandate where such a committee is necessary for the achievement of The Intergovernmental Relations Act, 2012, (a) the objects and principles of devolution provided in Articles 174 and 175 of the Constitution.”

The establishment of sector technical working groups is also provided for under the Intergovernmental Relations Act 2012, to enhance the sector performance through joint action. This aims to provide a uniform platform for sector technical consultation based on the principle of equitable representation. The sector technical working groups are neither a coordinating nor a decision-making body.

1.6. Scope of the strategic plan

Homa Bay County Agriculture Sector Steering Committee (CASSCOM) strategic plan 2021 - 2025 is a strategy framework to guide the growth agenda of the committee for a period of 5 years. CASSCOM provides for a forum for promoting joint planning, monitoring and reporting progress in the implementation of projects and programmes by agriculture stakeholders in the County and this is what has guided the development of this strategy document.

This is the first strategic plan for CASSCOM in the County. The strategic plan will guide CASSCOM operations in order to achieve its short- and medium-term objectives. It is designed to ensure that all the activities and strategies are aligned to the organization’s goals, and objectives. The strategic plan has clearly captured the financial requirement projections for the implementation of the planned intervention. It will therefore be a tool for resource mobilization from various stakeholders within the sector. Therefore, this document will guide the operations of the CASSCOM for the next five years, 2021–2025. The aspirations of the Strategic Plan are in line with the County Integrated Development Plan (CIDP), 2018-2022, Kenya Vision 2030 and SDGs and other global commitments.

1.7. Process of developing the strategic plan

The preparation of this strategic plan was through a consultative and participatory process involving various stakeholders. The actors were drawn from the Department of Agriculture Livestock, Fisheries and Cooperative Development, private service providers and other Ministries, Departments and Agencies (MDAs). The process was supported by Technical and Financial assistance from ASDSP II and coordinated by officers from the Department of Agriculture, Livestock, Fisheries and Cooperative Development. The draft document was validated by stakeholders and their comments were subsequently incorporated in the final version.

SECTION 2: SITUATIONAL ANALYSIS

2.1. Overview

This section highlights the performance of CASSCOM and analyses the environmental situation in which the strategic plan will be implemented.

2.2. CASSCOM Performance

Since its establishment in September 2019, Homa Bay County Agriculture Sector Steering Committee (CASSCOM) has made a number of significant achievements in enhancing stakeholder consultation and cooperation in the county.

Key achievements are:

- i. Establishment of a CASSCOM Secretariat
- ii. Held CASSCOM meetings.
- iii. Establishment of technical committees on key issues affecting the sector: Policy legislation, standards and instruments; inputs, joint programs and projects, Resource Mobilization; Research, Extension and capacity building; Monitoring, Evaluation, communication and reporting, Gender and Social Inclusion as well as environmental stewardship and climate change management.
- iv. Launched in December 2020

These achievements have enabled CASSCOM to establish a level of visibility as an institution that has enhanced harmonious stakeholder relations in the agricultural sector in Homa Bay County. Key challenges faced include: inadequacy of financial resources for CASSCOM operations and delayed implementation of CASSCOM decisions.

2.3 Situation Analysis

There are various methods used to perform situational analysis for an organization. The procedure helps the organization to analyze and develop solutions to challenges it faces, at the same time the organization takes advantage of positive aspects provided by the environment in which it operates. For developing this strategy, CASSCOM adopted Strengths, Weaknesses,

Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis as methods for environmental scanning.

2.3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths are beneficial aspects or capabilities of an organization that facilitate it to deliver on its mandate; weaknesses are factors under an institution's control that impede operations and negatively impact; opportunities are external beneficial factors an organization can exploit to strengthen fulfillment of its mandates while threats are external factors within the environment of an organization that are likely to impede its operations. The SWOT was done in order to understand the issues that inform future strategic directions for CASSCOM.

Table 1. Summarizes the results of the SWOT analysis as identified during the planning process.

Table 2.1.: SWOT Analysis Matrix

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> ▪ Existing legal backing for CASSCOM formation ▪ Willing partners and collaborators. ▪ Devolved system of government ▪ Established extension systems ▪ Availability of a pool of highly qualified agricultural technical personnel ▪ Strong Network of sector players ▪ Existence of farmer associations and groups providing a basis for growth and innovations ▪ Existence of highly suitable biophysical, economic, and social ecosystems for agricultural production and growth. ▪ Smallholder agriculture systems that can be highly efficient with appropriate inputs and management. ▪ Increase in Homa Bay County's GCP growth driven by agricultural sector growth since 59.8 % of GCP is from the agricultural sector 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> ▪ Inadequate policies and legislations as well as poor implementation of developed ones ▪ Lack of an operational strategic plan ▪ Lack of adequate financial support ▪ Unclear regulations & policies that may hinder CASSCOM ▪ Uncoordinated stakeholder activities leading to duplication of projects ▪ Little consultation and cooperation among stakeholders ▪ Lack of joint monitoring and evaluation framework ▪ Lack of joint planning and programming ▪ Weak lobbying and advocacy ▪ Uncoordinated extension services
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Existence of CASSCOM 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> ▪ Negative perception for non-disclosure

<ul style="list-style-type: none"> • Willingness of stakeholders to cooperate • Existing agricultural projects • Diversity among agricultural stakeholders • Political goodwill • Availability of resource mobilization opportunities • Availability of technologies and innovation 	<ul style="list-style-type: none"> ▪ Conflicting stakeholders value chain priorities ▪ Natural disasters and pandemics ▪ Restrictive donor funding policies and regulations ▪ Climate change ▪ Donor fatigue affecting NGOs ▪ Political interests ▪ Group dynamics ▪ Mistrust ▪ Lack of specific budget for CASSCOM (unsustainability) ▪ Resistance from other projects at the county level
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2.3. PESTEL Analysis

PESTEL Analysis is a strategic framework used to evaluate the external environment of an organization by breaking down the opportunities and risks into **P**olitical, **E**conomic, **S**ocial, **T**echnological, **E**nvironmental, and **L**egal factors. This tool was used to analyze the external environment of Homa Bay County and table 2.2 below highlights the key items of each of the 6 factors of the PESTEL framework (Political, Economic, Social, Technological, Environmental, and Legal)

Table 2.2: CASSCOM PESTEL Analysis

Parameter	Effect
Political	Vested interest by politicians
	Reorganization of structures
	Corruption
	Uncertain Election processes
Environmental	Climate change
	Unpredictable weather
	Environmental degradation
	Pollution
Social	Cultural barriers

	Demographic factors (Age distribution)
	Rigid attitude
	Pandemics
	Income distribution disparities
Technological	Technological changes
	Emerging innovations
	Insufficient ICT infrastructure
Economic	Unstable and streamlined Source of funds
	Economic recession
	High poverty level
Legal	Unharmonized sector policies, laws and regulations
	Unfavorable taxation and tariffs
	Knowledge on existing legislation and regulations

2.4. Stakeholder Analysis

This strategic plan identifies the following among others as its stakeholders

Table 2.3. Stakeholders Mapping

Table 2.3 presents the stakeholders, their interest and responsibilities as well as are of coverage

NAME OF PARTNER		INTEREST	RESPONSIBILITIES	COUNTY ENTRY	AREA OF COVERAGE	CONTACT PERSON
HOMA BAY COUNTY DEPARTMENTS / DIRECTORATES/ UNITS	Office of the Governor	Medium	Visioning and Policy direction	2013		County Secretary
	County Assembly	Policy development and implementation	Approval of policies, strategies, regulations plans and budget	2013	County wide	The Clerk of the County Assembly

	County Administration	Low	Mobilization and Conflict resolution	2013	County wide	Director
	Office of the Homa Bay County women Rep	Medium	Offering affirmative action support and funding to groups for self-reliance	2013	County wide	
	Department of Finance and Economic planning	Medium	Planning and Disbursement of Funds	2013	County wide	Director
	Department of Trade and industry	Medium	Licensing and Revenue collection	2013	County wide	Director
	Department of Agriculture, Livestock, Fisheries and Cooperatives	High	Offering High Impact Extension Services	2013	County wide	CEC
	Cooperative Development Directorate	High	Cooperative's marketing and extension services	2013	County wide	Commissioner of cooperatives
	Agriculture Directorate	High	Offering High Impact Extension Services	2013	County wide	Director
	Livestock and Veterinary Services Directorate	High	Offering High Impact Extension Services Offering High Impact Extension Services	2013	County wide	Director
	Fisheries Directorate	High	Offering High Impact Extension Services	2013	County wide	Director
	Forestry service	Medium	Forestry extension services	2013	County wide	Director
	Homa Bay ATDC	High	Offering Agricultural training, farm demonstrations, technology development Fabrication of farm machinery and tools	2013	County wide	Manager

	Department of Public Health	High	Offering Public health certification and extension services	2013	County wide	Director
NATIONAL GOVERNMENT STATE DEPARTMENTS AND STATE CORPORATION S	Office of the President	High	Mobilization and conflict resolution	2013	County wide	County Commissioner
	Ministry of Gender and Social Services	Medium	Registration and Group training	2013	County wide	Director Gender and Social Services
	Kenya Meteorological Department	High	Formulating and Sharing Weather Advisories with farmers	2013	County wide	Director
	Kenya Seed Company (KSC)	High	Provision of High-Quality Seeds	2013	County wide	Manager
	Kenya Animal Genetics Resources Centre	High	Production of semen for artificial insemination	2013	County wide	Director (CDVS)
	Kenya Veterinary Vaccines Production Institute (KEVEVAPI)	High	Production of veterinary vaccines	2013	County wide	Director (CDVS)
	Agricultural Finance Corporation (AFC)	High	Provision of targeted agricultural Credit	2013	County wide	Manager
	State Department of Youth Affairs	Low	Implementing Youth Development Activities	2013	County wide	Director
	Youth Enterprise Development Fund (YEDF)	High	Provision of Credit to youth entrepreneurs	2013	County wide	Director
	KIRDI	High	Incubation and capacity building of enterprises	2013	County wide	Director
	Constituency Development Fund (CDF)	Medium	Funding Agricultural Projects	2013	County wide	Manager
	Uwezo Fund	Medium	Funding Agricultural Projects	2013	County wide	Manager

	Women Enterprise Development Fund (WEDF)	Medium	Funding Agricultural Projects	2013	County wide	Manager
	County Affirmative Action Fund	Medium	Funding Agricultural Projects	2013	County wide	Manager
GOVERNMENT REGULATORY BODIES						
	National Environment Management Authority (NEMA)	High	Regulate and coordinate environmental activities	2013	County wide	Director
	Kenya Dairy Board (KDB)	High	Regulation of the Dairy industry. Formulating and Enforcing milk quality standards	2013	County wide	Manager
	Kenya National Cereals and Produce Board	High	Storage of Grain Produce and issuance of subsidized farm inputs	2013	County wide	Manager
	Agriculture and Food Authority (AFA)	High	Certification of nurseries and market agents and capacity building. Ensuring Horticulture Produce standards are followed, Export certification.	2013	County wide	Director
	Kenya Plant Health Inspectorate Services (KEPHIS)	High	Certification and licensing of nurseries, capacity building, Phytosanitary services	2013	County wide	Manager
	Kenya Veterinary Board	High	Regulation of Veterinary sub sector	2013	County wide	Director (CDVS)
RESEARCH ORGANISATIO	Kenya Agriculture and	High	Research on suitable	2013	County wide	Director KALRO

NS	Livestock Research Organization. (KALRO)		technologies and capacity building			
	International Livestock Research Institute (ILRI)	Low	Research and Technology Development	2013	County wide	Director (CDLP)
	Tom Mboya University College-Dean School of Agriculture	Medium	Agricultural Research	2013	County wide	Dean
	Rongo University-Dean School of Agriculture	Medium	Agricultural Research	2013	County wide	Dean
	Mawego Technical Training Institute	Medium	Agricultural Training	2013	County wide	Dean
	Sikri	Medium	Vocational Training	2013	County wide	Dean
	KEFRI, KIRDI-Ksm, ICIPE-Mbita, KIBT-Kisii, KMFRI.)	High	Research on suitable technologies and capacity building	2013	County wide	Director
	Training Institutions (Tom Mboya Universities, Mawego TTI, Ramogi Institute of Advanced Technology (RIAT)	Medium	Agricultural Research	2013	County wide	Dean
AGRICULTURAL SECTOR PROJECTS	Agricultural Sector Development Support Project (ASDSP II)	High	Capacity building, Sector M&E, Coordination sector departments and Agencies, Strengthening of sector institutions Funding	2013	County wide	CPC
	National	High	Value chain Support;	2018		CPC

	Agricultural and Rural inclusive growth project		Banana, Local Vegetables, Dairy Cow Milk, Local Chicken		County wide	
	EU-IDEAS	High	Value chain Support; Banana	2017	County wide	CPC
	AGRIFI-MESPT	High	Value chain Support; Avocado, Dairy Cow and Fisheries	2019	County wide	CPC
	USAID-RTI KCDMS	High	Value chain Support; Dairy milk, African leafy vegetables, Sweet Potatoes, feed and fodder. Supporting development of policies, strategies, regulations and plans	2018	County wide	RPC
	Aquaculture Business Development Program ABDP (IFAD)	High	Value chain Support; Fisheries.	2020	County wide	CPC
	Project for Smallholder Empowerment and Agribusiness Promotion (SHEP Biz)	High	Horticulture value chain support and peanut butter value chain support	2020	Homa Bay Town and Suba South sub counties	CDA – Charles Nyayiera (0711665126)
ASSOCIATIONS	Kenya National Federation of Farmers (KENAFF)	Medium	Advocacy and lobbying for farmer interests	2013	County wide	Regional Manager
	Kenya Livestock Breeders Association	Medium	Registration of livestock, breeding, Milk recording.	2013	County wide	Manager
	Aquaculture association of Kenya-	High	Lobbying and advocacy for fish farmers	2019	County wide	Chairperson

	Homabay Chapter					
FINANCIAL SERVICES INSTITUTIONS	UAP Insurance	High	Offering Farmers insurance services	2013	County wide	Manager
	Equity Bank	High	Offering Credit services and entrepreneurship and financial literacy training	2013	County wide	Manager
	AFC	High	Offering financial services	2013	County wide	Manager
	Wakenya Pamoja	Medium	Offering financial services	2013	County wide	Manager
	Juhudi Kilimo	Medium	Offering financial services	2013	County wide	Manager
	KCB Bank	High	Offering financial services	2013	County wide	Manager
	Family Bank	High	Offering Credit services	2013	County wide	Manager
	Kenya Women Finance Trust	High	Offering Credit services	2013	County wide	Manager
PRIVATE SECTOR PLAYERS	Awendo Agrovet	High	Offering Agricultural Inputs for sale	2013	County wide	Manager
	ELMART Agrovet	High	Offering Agricultural Inputs for sale	2013	County wide	Manager
	Kenya National Chamber of Commerce - Homa Bay	Low	Serving interests of the Business Community	2013	County wide	Manager
	Homa Bay Cotton Cooperative	High	Supporting Cooperative Members	2018	County wide	Chairman
	Great Wang'chieng'S avings Cooperative	High	Supporting Cooperative Members	2018	County wide	Chairman
	Abba Mult purpose cooperative					
	Kago Agribusiness Cooperative Society					

	Kapofa Cooperative Association					
	Lolwe Cooperative					
	Homa bay Multipurpose Cooperative					
	Homa Bay Local Chicken Cooperative	High	Supporting Cooperative Members	2018	County wide	Chairman
	One Acre Fund	Medium	Provision of credit facilities in terms of inputs Crop insurance	2013	County wide	Manager
	Self Help Africa	High	Cassava value chain support	2015	County wide	Project Officer – Martin Odinga 0703683646
	Riana Development Network	High	Supporting sweet potato, local vegetables, local chicken and dairy goats value chains	2019	Ndhiwa sub county	Chief Executive Officer – George Orero 0716286776
	Kavirondo Chemist	High	Offering Agricultural Inputs for sale	2013	County wide	Manager 0710292475
	Agriculture Improvement Support Services (AGRISS)	High	Supporting African Leafy Vegetables, Sweet potatoes, Cereals (maize & sorghum) and fodder value chains	2013	Rangwe, Ndhiwa, Rachuonyo North, Rachuonyo South and Homa Bay Town sub counties	Executive Director – Daniel Nyambok 0711489550
	RHEAL Solutions	High	Supporting sorghum, cassava, soya bean and amaranth value chains	2013	County wide	Programme Director – Carol Alango 0724452885
	Practical action	Medium	Support Vegetable production and Chicken VC	2017	County wide	Programme Director

	Helper International /Hatching Hope	Medium	Promotion of Chicken VC and Extension service provision	2017	County wide	County wide
	World vision	Medium	Support Local Chicken VC and Fish VC	2013	County wide	County Director
	Community Resolve Against Hunger (CRAH)	Medium	Agribusiness development, Renewable energy, Extension service provision	March 2011	County wide	Director
	C-MAD	Medium	Agribusiness development, Extension service provision	2018	County wide	Director
	Awendo	High	Offering Agricultural Inputs for sale	2013	County wide	Manager
	Hand in hand	Medium	Promotion of access to credit facilities and women empowerment	2014	County wide	Director
	STAWI Foods and Fruits Ltd.	Low	Promotion of Sorghum production. and Extension service provision	2020	County wide	Director
	Kenya Agribusiness & Agroindustry Alliance (KAAA)	Low	Promote flow of investments -Promote CSA -Promote food safety and quality -Facilitate market development -Link MSMEs to financing	2020	County wide	Director
	Great Wang'chieng'Savings Cooperative	High	Supporting Cooperative Members	2018	County wide	Chairman
	Abba Mult purpose cooperative	High	Support fish and indigenous chicken VC	2017	Rangwe	Chair person
	Kago Agribusiness Cooperative Society	High	Support indigenous chicken VC	2019	Rangwe	Chair person
	Kapofa Cooperative	Medium	Support Sorghum & Chicken VC	2020	Rachuonyo South	Director

	Association					
	Lolwe Cooperative	High	Saving and Loaning, Seed bulking, Production, Marketing, Processing & Transporting of white and red sorghum varieties.	June 2018	County wide	Chairperson
	Homa bay Multipurpose Cooperative	High	Promotion Fish production marketing and value addition.	2015	County wide	Chairperson
	Lambwe Cereals and Value Addition CBO Lambwe Cereals and Value Addition CBO	High	Promotion sorghum, and other cereals production marketing and value addition.	2013	County wide	Chairperson
	Muga Farm	High	Promotion fish value chain, production marketing and value addition.	Jan 2015	County wide	Chairperson
	Self Help Africa	High	Cassava value chain support	2015	County wide	Project Officer – Martin Odinga 0703683646
	Riana Development Network	High	Supporting sweet potato, local vegetables, local chicken and dairy goats value chains	2019	Ndhiwa sub county	Chief Executive Officer – George Orero 0716286776
	Kavirondo Chemist	High	Offering Agricultural Inputs for sale	2013	County wide	Manager 0710292475
MEDIA	Radio Sunset	Public awareness	Offers Airtime for Agricultural extension services	2013	County wide	Manager
	Radio Lake Victoria		Offers Airtime for Agricultural extension services	2013	County wide	Manager
	RADIO RAMOGI		Offers Airtime for Agricultural extension services	2013	County wide	Manager
	Radio Nam lolwe					
	-Radio stations (ramogi,	Public awareness	Offers Airtime for Agricultural extension	2013	County wide	Manager

	sunset, gulf, Lake Victoria) -Print media (Kenya Gazzete, newspapers, journals, newsletters) - television (KTN farmers, citizen, ntv, Lolwe TV)		services			
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2.5. Cross Cutting Issues

The plan identifies pandemics, culture, climate change and disaster risk reduction, poverty, health, gender mainstreaming, ICT, Environment, Governance, disaster management, security and employment as cross-cutting issues to be mainstreamed during implementation of this strategic plan. The committee will adopt a Multi-Sectoral Approach in dealing with all the current, emerging and cross-cutting issues. Inter-Sectoral communication and information sharing systems will be strengthened through use of ICT enabled systems.

2.6. Risks, Mitigation and Assumptions.

The following risk and risk mitigation measures have been identified at the aggregate level:

Table 2.4: Assumptions, Risks and Mitigation Measures

Risks (Internal/External)	Risk Level (H/M/L)	Mitigating Measures	Assumptions
A change in the county leadership (cabinet) may affect the commitment of the leadership to acknowledge agreements pertaining to the establishment of CASSCOM.	H	The establishment of CASSCOM will be clearly institutionalized in law of HOMA BAY COUNTY. This will facilitate acknowledgement of CASSCOM, irrespective of any future leadership change.	Commitment toward 'joint action' on the part of the sector players, both public and private service providers, will remain high and further broadened to ensure high effectiveness of the cooperative & coordination mechanism.

Resistance among sector departments, projects, and other partners to subject themselves to inter-departmental coordination may restrict this effort	M	Involvement of all the projects and partners in the preliminary planning and institution setup. This will facilitate the sector players readiness to constructively engage in inter-departmental coordination	<p>This includes commitment on the part of both public and private service providers to include associated costs in regular budgets.</p> <p>Homa Bay County Government will readily adopt the Mechanism and promote its growth and entrenchment in the sector.</p>
Readiness of County government and service providers to engage constructively in consultations at the policy and technical levels	M	Building strong, result-oriented technical working groups (TWGs) that will facilitate achievement of practical and mutually beneficial CASSCOM outputs. This will help to overcome distrust and build understanding of the benefits of constructive cooperation and consultation.	
Availability of facilitation to actualize CASSCOM & TWGs by the departments and partners. This would negatively affect CASSCOM & TWGs ownership and sustainability.	H	The Legal Notice and the bill will create a clear commitment on the part of the county partners to finance a gradually increasing and significant part of the costs associated with implementation of transformation initiatives and running of CASSCOM & TWGs structures.	
Sector Service Providers may not subject themselves to the principle of joint and harmonized delivery of services, thereby adding to the risk that parallel and uncoordinated sector transformation and coordination initiatives are pursued.	M	Service Providers will be obliged to adhere to the CASSCOM legislation and expected to maintain an appropriate system of self-regulation, joint planning and harmonized execution of the support toward the sector transformation and coordination effort. Also, Stakeholder mapping and membership is key in	

		identifying and harmonizing their interests
COVID-19 pandemic is posing a big risk and threatening to slow down activities of agriculture sector in Homa Bay County. Physical meetings and gatherings will be reduced or done away with as the pandemic continues to ravage the world.	H	Alternative forms of communication such as digital on-line forums such as Zoom, Webex, etc. may be used in the short and medium term to mitigate the effects of COVID-19 pandemic

SECTION THREE: STRATEGIC FRAMEWORK

3.1. Strategic Issues, Objectives and Interventions

The strategic focus areas, strategic objectives and interventions for the plan period are summarized in Table 3.1.

Table 3.1: Summary of Strategic Issues, Objectives & Interventions

Strategic Issue	Strategic Objective	Strategic Interventions
Weak policy and legal framework for agriculture sector coordination	To strengthen policy and legal framework for sector coordination (CASSCOM)	Development of a CASSCOM bill, strategies and regulations Customize relevant national legislations to the county
Weak coordination structures	To strengthen coordination structures	✓ Joint planning, budgeting & execution of projects ✓ Strengthen CASSCOM

		<p>secretariat and TWG</p> <ul style="list-style-type: none"> ✓ Form and implement relevant coordination structures ✓ Development of TOR for engagement with partners ✓ Develop MoUs with partners
Inadequate resources for CASSCOM operations	To enhance resource allocation towards CASSCOM operations	<ul style="list-style-type: none"> ✓ Sensitization of stakeholders to allocate funds for CASSCOM operations ✓ Development of a resource mobilization strategy ✓ Participatory budgeting for CASSCOM operations ✓ The County Government to allocate funds for CASSCOM operations
Conflicting extension messaging/approaches to the clientele	To harmonize and enforce extension messages and approaches	<ul style="list-style-type: none"> ✓ Development of the agricultural extension standards ✓ Sensitization of stakeholders on agricultural extension standards ✓ Developing an inventory of stakeholders
Skewed distribution of programmes/interventions	To enhance fairness and equity in distribution of agricultural sector programmes in the county	<ul style="list-style-type: none"> ✓ Mapping of existing agriculture programmes and areas of potential investments ✓ Sensitization of potential stakeholders/development partners on status of existing agriculture programmes
Lack of knowledge management and information	To enhance knowledge and	<ul style="list-style-type: none"> ✓ Establishment of a knowledge and information management

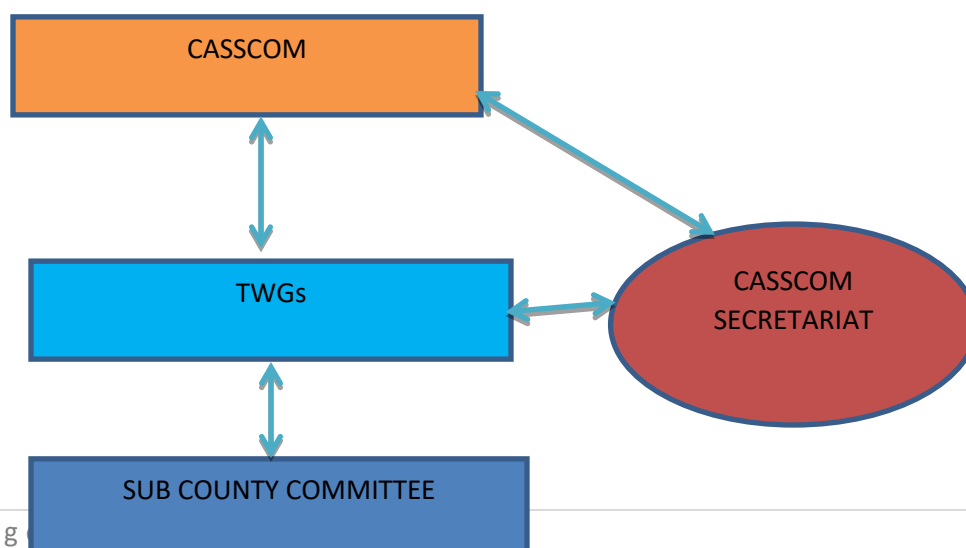
system	information management	system <ul style="list-style-type: none"> ✓ To sensitize stakeholders on the information management system ✓ Strengthening of the M&E TWGs ✓ Development of a communication strategy ✓ Develop documentaries on CASSCOM success stories
Low visibility of CASSCOM	To enhance stakeholder awareness on CASSCOM	<ul style="list-style-type: none"> ✓ Sensitization of stakeholders on CASSCOM ✓ Development of media content on CASSCOM

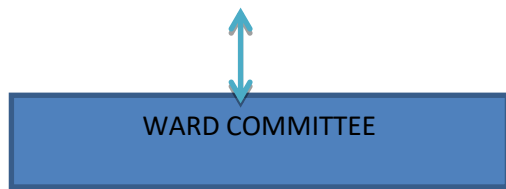
SECTION FOUR: INSTITUTIONAL FRAMEWORK

4.1. Structures and coordination

There shall be a county consultation and cooperation mechanism for the agriculture sector comprising a CASSCOM, secretariat and a TWG.

HOMA BAY County Consultation & Cooperation Mechanism for Agriculture Sector





To strengthen coordination, HOMA BAY CASSCOM should;

- Develop a Bill and regulations to legitimize and institutionalize CASSCOM
- Operationalize Technical working groups
- Establish county agricultural consortiums
- Establish sub county and ward CASSCOM committees

4.2. Membership to Homa Bay County Agriculture Sector Steering Committee (CASSCOM).

CASSCOM shall consist of members appointed by the County Executive Committee Member (CECM) in charge of Agriculture.

In appointing the members, the CECM shall take into consideration;

- i) Representation of county government level administration i.e., relevant County departments.
- ii) Representation of national government level administration.
- iii) Representation of the Private sector.
- iv) Representation of special interest groups.
- v) Representation from the county assembly agriculture sector committee
- vi) Value chain actor representation

CASSCOM County Committee shall have the following members:

- i) CECM Agriculture, Livestock, Fisheries & Cooperative Development (Chair)
- ii) Chief Officer Finance, planning and service delivery
- iii) Chief Officer Agriculture, Livestock, Fisheries and Cooperative Development.
- iv) Chief Officer Trade and Industry.
- v) County Commissioner.
- vi) A representative of Financial Institutions.
- vii) 2 farmer organization representatives
- viii) Civil society representative

- ix) Representatives from national/county programs
- x) 2 representatives of NGOs in agriculture sector
- xi) A representative from special interest groups who shall be either from Youth, Women and PWDs
- xii) Centre Director of research in a mandate area of interest to county
- xiii) A director from the County Department of Agriculture who shall be the Secretary
- xiv) Any co-opted member on need basis.

4.3. Institutions and their Roles

Homa Bay County Technical Working Groups (TWGs) are at the technical level. They will be established under the following thematic areas which shall form the key result areas for this strategic plan:

- i. CASSCOM Secretariat
- ii. Policy legislation, standards and instruments;
- iii. Inputs, joint programs and projects,
- iv. Resource Mobilization;
- v. Research, Extension and capacity building;
- vi. Monitoring, Evaluation, communication and reporting,
- vii. Gender and Social Inclusion.
- viii. Environmental stewardship and climate change management

The proposed interventions under each thematic area shall form the mandate of the specified technical working group

4.3.1. CASSCOM Secretariat

The proposed interventions shall include;

- i) To consolidate sector progressive reports at the county and share with the, CASSCOM, CABINET and Joint Agriculture Sector Steering Committee (JASSCOM).
- ii) Plan and convene CASSCOM and TWGs.
- iii) Follow up implementation of their decisions (CASSCOM and TWGs).
- iv) Provide secretariat support to CASSCOM and TWGs.
- v) Develop Sector reports and circulate approved reports.
- vi) Facilitate day to day linkages between county departments, agencies and other actors.

- vii) House CASSCOM M&E team
- viii) Facilitate coordination, harmonization & liaison between Sector departments and partners.
- ix) Facilitate monitoring and evaluation of the implementation of sector plans and projects.
- x) Facilitate joint capacity building of county agricultural bodies.
- xi) Prepare and follow-up upon events and functions between the departments, partners and stakeholders.
- xii) Organise and implement forums for joint planning.
- xiii) Establish a comprehensive database of projects and programme beneficiaries
- xiv) Handle the joint communication mechanism for CASSCOM

4.3.2. Enhance county agricultural Policy, Legislation, Standards and Instruments development and approval

This shall be through the following interventions;

- Develop a legislative framework (Bill and regulations) to anchor CASSCOM
- Develop an Inventory of required policy documents
- Advocate for the development of and domestication of missing policy documents
- Conduct periodic reviews of operational instruments
- Capacity building of stakeholders on operational instruments
- Working with civil society organizations to strengthen Lobbying and advocacy

4.3.3. Enhancing Research, Extension and Capacity Building;

This shall be through the following interventions;

- Adoption of public private extension services
- Adoption of e-extension services
- Joint planning and programming on research, extension and capacity building
- Conduct Stakeholder consultative forums/platforms
- Conduct a training needs assessment for agriculture sector
- Periodic training for stakeholders
- Collaboration with local universities (Tom Mboya University College and Rongo), colleges (Mawego TTI, Sikri TVET and collaborating with government research organizations (KALRO, KEFRI, KIRDI, ILRI, ICIPE, ICRISAT)
- Identification and dissemination of information and innovation from research organizations
- Establish farmer and agribusiness Mentorship programs

4.3.4. Inputs, Joint Programmes and Projects

This shall be through the following interventions

- Encourage revival, formation and strengthening of value chain organizations such as cooperative societies, unions etc. for collective acquisition of inputs and aggregation of agricultural produce for marketing or processing.
- Encourage Improvement of market access of local agricultural produce through creation of linkages, availing market information etc.
- Develop joint annual work plans for joint implementation
- Map, Develop and maintain the inventory and details of all agricultural projects being implemented in the county.
- Inventorise investments in the county for the agriculture sector and suggest ways of reviving idle ones.
- Foster public private partnership
- Leverage common initiatives by regional economic blocks
- Lobby for new projects to support the sector.

4.3.5. Monitoring, Evaluation, Communication & reporting

This shall be through the following interventions

- Develop an M&E framework with clear indicators
- Conduct joint periodic monitoring, evaluation and reporting
- Develop an agricultural sector communication strategy
- Establish a joint focal communication mechanism
- Developing, updating and maintaining a database on all Sector plan interventions.

4.3.6. Resource mobilization (Both finance and human)

This shall be through the following interventions

- Lobby for adequate budget allocation of at least 10% to the agriculture sector.
- Establish a joint resource mobilization fund for CASSCOM programs and projects
- Develop proposals for funding (internal and external mobilization of funds)
- Ensure stakeholders contribution
- Advocate for recruitment of more extension staff
- Lobby for funds towards policy development

4.3.7. Gender and Social Inclusion

This shall be through the following interventions:

- Advance GSI issues in all the agriculture sector programmes and projects
- Ensures the implementation of Social Inclusion Strategy
- Advocate for budgetary allocation to gender and social inclusion interventions
- Promote institutionalization of GSI in programmes and Projects
- Identify strategic entry points for all gender groups in programmes and projects
- Roll out sector-wide sensitization programmes on GSI in the county
- Promote the capacity development of the special groups to ensure their participation in decision making forum/fora
- Facilitate issue based GSI interaction fora for partners
- Develop a tailored package for gender and social inclusion issues
- Profile and disseminate information on gender friendly financial products
- Develop a joint M&E tool with partners for collecting and analyzing gender information

4.4. Funding

On financial provisions;

- i) The participating institutions shall pool resources together for joint activities.
- ii) The implementation of activities, programmes and operations of the committee will be funded on terms mutually determined and agreed upon by the stakeholders and will be subject to the availability of allocated resources

There is inadequate funding for agricultural activities in the county.

Therefore, CASSCOM shall;

- (i) Lobby for Allocation of at least 10% of the county development budget to Agriculture sector programs (Malabo Declaration);
- (ii) Strengthen their partnerships with sector programs, World Bank, African Development Bank, World Organization for animal health (OIE), FAO and other development partners as well as look for alternative sources of funding from non-traditional donors
- (iii) The public sector should partner with the private sector and create incentives to allow for better participation of the latter.
- (iv) Ensure Joint stakeholder work planning and budgeting

4.5. Research and Development

CASSCOM shall;

- i. Liaise with the research institutions to undertake agricultural research needs in HOMA BAY County
- ii. Set up a county research and development unit to:
 - Extension and research liaison services
 - Develop concepts, products, and solutions.
 - Determine and execute improved technologies

- Establish project goals and priorities by collaborating with other units.
- Transfer new technologies, products, and process into and out of the region.
- Research, design and evaluate materials, assemblies, processes and equipment.
- Develop concepts, products, and solutions by working with other units.
- Monitor team metrics and objectives ensuring meeting of goals.
- Document all phases of research and development.
- Manage Product Testing

4.6. Environmental stewardship and climate change management

The role of this TWG shall include;

- Coordinating the various environmental management activities being undertaken by the lead agencies.
- Promote the integration of environmental considerations into development policies, plans, programmes and projects, with a view to ensuring the proper management and rational utilization of environmental resources, on sustainable yield basis, for the improvement of the quality of human life in Homa Bay.
- To take stock of the natural resources in Homa Bay and their utilization and conservation.
- To establish and review land use guidelines.
- Examine land use patterns to determine their impact on the quality and quantity of natural resources.
- Carry out surveys, which will assist in the proper management and conservation of the environment.
- Advise the Government on legislative and other measures for the management of the environment or the implementation of relevant international conventions, treaties and agreements.
- Undertake and coordinate research, investigation and surveys, collect, collate and disseminate information on the findings of such research, investigations or surveys.
- Mobilize and monitor the use of financial and human resources for environmental management.
- Identify projects and programmes for which environmental audit or environmental monitoring must be conducted under this Act.

- Initiate and evolve procedures and safeguards for the prevention of accidents, which may cause environmental degradation and evolve remedial measures where accidents occur e.g., floods, landslides and oil spills.
- Monitor and assess activities, including activities being carried out by relevant lead agencies, in order to ensure that the environment is not degraded by such activities. Management objectives must be adhered to and adequate early warning on impending environmental emergencies is given.
- Undertake, in cooperation with relevant lead agencies, programmes intended to enhance environmental education and public awareness, about the need for sound environmental management, as well as for enlisting public support and encouraging the effort made by other entities in that regard.
- Publish and disseminate manual codes or guidelines relating to environmental management and prevention or abatement of environmental degradation.
- Render advice and technical support, where possible, to entities engaged in natural resources management and environmental protection, so as to enable them to carry out their responsibilities satisfactorily.
- Prepare and issue an annual report on the State of Environment in Homa Bay and in this regard, may direct any lead agency to prepare and submit to it a report on the state of the sector of the environment under the administration of that lead agency.

SECTION FIVE: IMPLEMENTATION FRAMEWORK

5.1 Overview

This section gives the details of specific activities to be undertaken for each strategic intervention and the resources required for the implementation of the strategic plan

5.2 Implementation Matrix

Table 5 below gives a detailed analysis of the implementation matrix of this strategic plan whose estimated annual budget is **18,051,500** thus a five-year budget of **90,257,500**

Table 5: Implementation Matrix

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
Development of a CASSCOM bill	Functional CASSCOM in place	Development of CASSCOM bill	CASSCOM Bill enacted	No of bills enacted	1	600,000	Year 1	CECM
		Drafting of the bill	A draft bill	No of draft bills	1	1,200,000	Year 1	CECM
		Stakeholder validation of the bill	Validated draft bill	No of draft bills validated	1	200,000	Year 1	CECM
		Public participation	Validated	No of draft	1	300,000	Year 1	CECM

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
		on the bill	draft bill	bills validated				
		Approval by cabinet	Cabinet approved bill	No of cabinet approved bill	1	-	Year 1	CECM
		Approval by County Assembly	CA approved bill	No of CA approved bill	1	1,800,000	Year 1	CECM
		Launch and roll-out	Gazzeted Act	No of Gazzeted Acts	1	100,000	Year 1	CECM
Development/domestication of policies, strategies, bills, regulations and guidelines	Policies, plans, bills and regulations and guidelines developed	Drafting, validation and launch	Approved instruments	No. of legislations	1	2,000,000	Annually	CECM
Joint planning, budgeting &	Harmonized approach to	A stakeholder sensitization	Sensitization meeting	No of Sensitization	1	120,000	Year 1	CECM/CDA

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
execution of projects	extension	meeting on joint planning, budgeting and project implementation	undertaken	meeting undertaken				
		Joint planning and budgeting meeting	Joint planning and budgeting meeting undertaken	No of Joint planning and budgeting meeting undertaken	1	350,000	Annual	CECM/CDA
Strengthen CASSCOM, secretariat and TWG	Effective structure of consultation, cooperation and coordination	Capacity building (Roles and mandate of CASSCOM)	No. structures/people trained	No. structures/people trained on CASSCOM mandate and operations	25	1,500,000	Annual	CECM/CDA
		Hold quarterly TWG meetings	TWG meetings held	No. of TWG meetings held	16	400,000	Annual	CECM/CDA

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
		Hold CASSCOM quarterly meetings	CASSCOM quarterly meetings held	No. of CASSCOM quarterly meetings held	4	500,000	Annual	CECM/CDA
Sensitization of stakeholders to allocate funds for CASSCOM operations	Adequate resources for CASSCOM operations	Hold a sensitization meeting on funds allocation towards CASSCOM operations	Sensitization meeting held	No. of Sensitization meetings held	1	300,000	Annual	CECM/secretariat
Sensitization of stakeholders to support CASSCOM operations	Adequate resources for CASSCOM operations	Hold a sensitization meeting on support towards CASSCOM operations	Sensitization meeting held	No. of Sensitization meetings held	1	300,000	Annual	CECM/CDA
Budgeting for CASSCOM operations	Adequate resources for CASSCOM	Hold budgeting workshop for CASSCOM	Budgeting Workshops held	No. of budgeting Workshops	1	300,000	Annual	CECM/CDA

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
	operation	operations		held				
Development of the agricultural extension message standards	Standardized approach to extension	Conduct a technical workshop for development of ToRs on extension messages/tools	Technical workshops conducted	No of technical workshops conducted	1	300,000	Annual	TWG
		Hold a stakeholder's sensitization meeting on extension tools/message standards	Sensitization meeting held	No. of Sensitization meetings held	1	500,000	Annual	CECM/CDA
		Hold meetings to validate extension tools/messages/approaches applied by stakeholders	Validation meetings held	No. of Validation meetings held	1	756,000	Annual	TWGs
Developing/Updating an inventory of	Updated stakeholder	A stakeholder mapping meeting	Stakeholder mapping	No. of stakeholder	1	60,000	Annual	TWGs

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
development partners/Stakeholders	inventory	held	meeting held	mapping meetings held				
Mapping of existing agriculture programmes and projects	Harmony and synergy in implementation of programmes	Hold a review meeting on existing agricultural programmes/projects and areas of operation	Review meeting held	No of review meeting held	1	66,000	Annual	TWGs
Sensitization of potential development partners on status of existing agriculture programmes/projects	Informed stakeholders on existing agriculture programmes/projects	Hold a stakeholder's sensitization meeting on status of existing agriculture programmes/projects	Sensitization meeting held	No. of Sensitization meetings held	1	500,000	Annual	CECM/CDA
Development of TOR, MoUs and other relevant instruments for	Established standards of stakeholder engagement	Conduct a technical workshop for development of TOR, MoUs and	Technical workshops conducted Instruments	No of technical workshops conducted	1	300,000	Annual	TWG

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
engagement with partners		other relevant instruments for engagement with partners	developed	No. of instruments developed				
Establishment of a knowledge and information management system	An effective M&E, communication and learning system	Conduct workshops for development of tools for data collection	Workshops held	No. of Workshops held	1	300,000	Annual	TWG
		Develop a central repository/database for data storage	Central database developed	No. of databases developed	1	2,500,000	Year 1	CECM/TWG
		Training of M&E TWG on the database system	M&E TWG training held	No. of trainings held	1	600,000	Annual	TWG
		Preparation of periodic M&E reports	Periodic M&E reports prepared	No. of M&E reports prepared	4	1,420,000	Annual	TWG

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
To sensitize stakeholders on the information management system	An effective M&E, communication and learning system	Hold stakeholder sensitization meetings on the Information Management System	Stakeholder sensitization meeting held	No. of stakeholder sensitization meeting held	1	300,000	Annual	TWG
Development of a communication strategy	An effective M&E, communication and learning system	Drafting and validation workshops of the communication strategy	Communication strategy drafted and validated	No. of communication strategies drafted No. of validation meetings held	3	650,000	Annual	TWG
Develop documentaries on CASSCOM success stories	An effective M&E, communication and learning system	Conduct M&E activities (Field Visits, etc.)	M&E activities conducted	No of M&E activities conducted	4	3,150,000	Annual	TWG

Intervention	Outcome	Specific Activities	Output	Performance indicator	Target	Estimated Budget	Year	Responsible Entity
		Engage media service providers on preparation of documentaries	Documentaries prepared	No. of documentaries prepared	1	1,500,000	Annually	TWG
Sensitization of stakeholders on CASSCOM	Enhanced awareness on CASSCOM	Hold stakeholder sensitization meetings on CASSCOM	Stakeholder sensitization meeting held	No. of stakeholder sensitization meetings held	1	500,000	Annually	TWG
Development of media content on CASSCOM	Enhanced awareness on agriculture programmes	Document success stories, lessons for media and stakeholders	Success and lessons on agricultural interventions documented	No. of success stories documented	4	1,200,000	Annually	M&E TWG
		Field monitoring and evaluation by the M&E TWG	M&E reports validated	No. of validated reports	4	600,000	Annually	M&E TWG
						21,373,500		

SECTION SIX: MONITORING, EVALUATION AND REPORTING

6.1. Overview

Monitoring, evaluation and reporting of the CASSCOM strategic plan will involve a systematic internal mechanism that will be a continuous process tied to the Vision and Mission down to the indicators and targets of the outputs and outcomes. The results of monitoring and evaluation will be used for improving the CASSCOM interventions and inform its future plans. A logical framework in the Implementation Matrix will guide implementation of the strategic plan.

6.2. Monitoring, Evaluation and Learning

This strategy has been summarized in a logical framework that outlines the high-level objectives their performance indicators, sources of information and risk/ assumptions. It also has an annual budget framework that will indicate the level of efficiency in resource utilization. This strategic plan has therefore an in-built mechanism for M&E.

6.3. Reporting

A Monitoring, Evaluation and Communication report will be developed periodically based on the objectives, indicators and means of verification. These reports will be shared within the CASSCOM structures and other stakeholders on quarterly and annual basis. It is expected that the stakeholders will provide feedback.