



KENYA PLANT HEALTH INSPECTORATE SERVICE

Science, Technology and Innovation Strategy

January, 2023

ABBREVIATIONS AND ACRONYMS

ACL	Analytical Chemistry Laboratory
AU	African Union
COPE	Center of Phytosanitary Excellence
KEPHIS	Kenya Plant Health Inspectorate Service
ICT	Information and Communication Technology
ICS	Import Certification System
ECS	Export Certification System
MDAs	Ministries, Departments and Agencies
MOALD	Ministry of Agriculture and Livestock Development
MoU	Memorandum of Understanding
MTPs	Medium Term Plans
NACOSTI	National Commission for Science Technology and Innovation
SC&PVP	Seed Certification and Plant Variety Protection
SDGs	Sustainable Development Goals
STI	Science, Technology and Innovation
SWOT	Strengths, weaknesses, opportunities and threats
UN	United Nations

EXECUTIVE SUMMARY

Science, Technology and Innovation (STI) strategy has been developed with due cognizance of the scientific nature of Kenya Plant Health Inspectorate Service (KEPHIS) operations. The aim of this strategy is to enhance scientific research, upgrade the technological capabilities and foster innovation. The objectives of the strategy are to: (i) promote regulatory research in plant health, (ii) contribute towards effective diagnostic services for compliance, (iii) promote collaboration and partnerships with other stakeholders, (iv) foster a STI culture amongst KEPHIS staff and (v) contribute towards improved levels of agricultural productivity. Implementation of this strategy is predicated on stakeholder participation, good governance, professional and scientific approach to doing business. The strategy presents the establishment and historical development, the legal and regulatory framework of the corporation. It further outlines the mandate of the corporation in realization of national, regional and international development agenda.

This strategy expounds the current situational and environmental analysis undertaken, indicating how they affect the corporation using: legal and institutional framework; human resource development, training and research; funding STI; technology development and transfer; infrastructure for STI; advocacy and awareness in STI; collaboration and partnerships in STI; gender mainstreaming in STI, SWOT analysis and rationale for STI strategy. The strategic orientation outlines the vision, mission, core values, objectives, guiding principles and interventions. It further outlines the coordination and implementation frameworks. A number of activities to be undertaken in the process of implementation have also been outlined. The strategy shall be monitored quarterly, mid and end-term evaluations carried out and reported.

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1.0 INTRODUCTION

Kenya Plant Health Inspectorate Service (KEPHIS) is a state corporation whose responsibility is to assure the quality of agricultural inputs and produce to prevent adverse impact on the economy, the environment and human health. It is a regulatory body in the Ministry of Agriculture and Livestock Development (MOALD) established under the KEPHIS Act No.54 of 2012. Under the first schedule of the KEPHIS Act, KEPHIS is mandated to implement the Agriculture Produce (Export) Act CAP 319, Plant Protection Act CAP 324 and the Seeds and Plant Varieties Act CAP 326. The role of the Corporation is to undertake regulatory function in the agricultural sector relating to plant protection and seed certification and protection of plant varieties that assures the quality of agricultural inputs and produce, thereby promoting sustainable agriculture and economic growth.

The functions of KEPHIS as encapsulated in the KEPHIS Act No. 54 of 2012 are to:

- (a) Regulate matters relating to plant protection, seeds and plant varieties;
- (b) Administer and enforce Sanitary and Phytosanitary measures;
- (c) Support the administration and enforcement of food safety measures;
- (d) Establish service laboratories to monitor the quality and levels of toxic residues in agro-inputs, irrigation water, plants, soils and produce;
- (e) Be the principal advisor to the Government on issues relating to seeds and planting material;
- (f) Implement plant variety protection in Kenya, administer plant breeders' rights and maintain the Plant Breeders' Rights Register;
- (g) Undertake plant variety testing and description, seed certification and plant quarantine control;
- (h) Undertake inspection and grading of plants and plant produce at the ports of entry and exit;
- (i) In consultation with other relevant agencies, develop and implement standards for seed and plant materials;

- (j) Implement and enforce national biosafety regulations on the introduction and use of genetically or living modified species of plants, insects and micro-organisms, plant products and other related species;
- (k) Regulate import and export of plants and plant materials;
- (l) In consultation with other relevant agencies, regulate the commercial exploitation of naturally occurring plants and plant-related micro-organisms;
- (m) Register and license seed merchants, seed growers, agents and any other person who may be required to be registered under the provisions of this Act or any of the laws specified in the First Schedule;
- (n) Enter into association with such other bodies or organizations or authorized persons as the Board may consider desirable or appropriate in furtherance of the purposes for which the Service is established;
- (o) Be the liaison office for international conventions relating to plant variety protection, plant protection, seed certification and dealing with endangered species or any other related conventions.

STI has been prioritized by the national government and introduced in the Performance Contracting framework as a core indicator. The implementation in institutions is overseen by the National Commission for Science, Technology and Innovation (NACOSTI). The commission has developed a framework and guidelines on implementation and mainstreaming of STI in MDAs which includes KEPHIS as a corporation. This has necessitated the development of this strategy. The strategy is expected to stimulate and promote the Science, Technology and Innovation agenda.

2.0 SITUATIONAL ANALYSIS

2.1 Legal and Institutional Framework

The Corporation is anchored on the KEPHIS Act No. 54 of 2012. The Act stipulates the mandate and provides for structures necessary for effective service delivery. The Constitution of Kenya which was promulgated in the year 2010 provides the legal framework upon which the development of STI is anchored. Article 11 of the Constitution recognizes the role of science and technology in the development of the nation. The State is hence obligated to promote innovations and technology transfer. The science and technology sector is regulated by the Science, Technology and Innovation Act, 2013. The Act provides the legal framework to facilitate the promotion, co-ordination and regulation of the progress of science, technology and innovation of the country; to assign priority to the development of STI and to entrench it into the national production system. The laws that relate to STI at KEPHIS include: Plant Protection Act (CAP 324), Agriculture Produce (Export) Act (CAP 319) Seeds and Plant Varieties Act (CAP 326).

The Kenya Vision 2030, it's Medium-Term Plans (MTPs) and the national priorities recognize the role of STI in increasing productivity, enhancing efficiency levels, accelerating economic development, as well as creating comparative advantage and competitiveness of the country. STI is also recognized as key in transforming the country from a factor-based to an innovation-led and knowledge-based economy. Science, technology and innovation are key drivers of economic and social development, and are hence a critical means of implementation of the National Agenda, as they serve as catalysts and accelerators in the achievement of the Sustainable Development.

Although the corporation has a mission to assure plant health, quality of agricultural inputs and produce towards a food secure nation and safe trade, the road map to streamlining Science Technology Innovation is still unstructured. Several activities are undertaken by the organization with relevance to STI yet packaging, dissemination and utilization of the information remain scanty hence the need for this strategy.

2.2 Human Resource Development, Training and Research

Human resource is an important asset in the achievement of KEPHIS mandate and objectives. There is need for continuous investment in highly skilled workforce to ensure effective and efficient service delivery and response to opportunities and challenges of the industry in a timely and appropriate manner in an ever changing market environment.

The organization currently supports staff to undertake training in various fields in order to acquire various competencies to deliver its mandate. Training needs are tabulated during employee appraisals to identify skill gaps and the organization makes arrangement for staff training. Additionally, there are exchange program which allow staff to visit relevant institutions to gain knowledge. KEPHIS also oversees the operations of the Centre of Phytosanitary Excellence (COPE) which has coordinated the training of experts drawn from the region as well with KEPHIS on sanitary and phytosanitary issues and Seed certification.

Although the institution conducts several activities which are science based and research oriented, the research activities are uncoordinated. In view of this, the current organizational structure, in the directorate of planning and strategy, a research department has been created to spearhead regulatory research activities. It is expected that the department will streamline the activities as per KEPHIS career guidelines.

2.3 Funding STI

Funding for STI is critical in the agricultural sector and especially in the plant health system. However, there is lack of a comprehensive and coordinated financing framework to support the STI leading to inadequate mobilization and utilization of resources within the organization. Further, attracting donor support for regulatory research still remain a big challenge hence a need to consulted effort to be able to win favour from the donors. For STI related activities undertaken with the organization, there is no mechanism documenting budgetary allocation hence the need to request the corporation to allocate a specific budgetary for STI and enhance collaboration with development partners to support regulatory research.

2.4 Technology development and transfer

Advances in Information, Communication and Technology (ICT) continue to have continued to influence and support operations by KEPHIS. Major strides have been made to improve the ICT infrastructure and systems: namely automation of the human resource management system (HRMS), import certification system (ICS); export certification systems (ECS); the seed certification & plant variety protection system (SC&PVP) among others. KEPHIS will seek to leverage on the latest and most competitive ICT in order to enhance its service delivery processes. Operational linkages among the academia, industry and government are weak resulting in a poor enabling environment for growth of innovations and low rate of commercialization of research outputs. There is limited awareness of regulatory research among the stakeholders leading to its low utilization. In addition, the corporation shall continue to innovate with the aim of supporting service delivery to our stakeholders.

2.5 Infrastructure for Science, Technology and Innovation

Infrastructure is a key foundation upon which STI activities are operationalized. The organization is currently equipped with laboratories which are ISO17025 accredited. They include: the Analytical Chemistry Laboratories (ACL) with high end modern equipments where analyses of quality of agro-inputs are conducted; the plant health laboratories with the capacity to conduct pathological analyses for quarantine pests and the seed testing laboratory where germination and purity tests are conducted. The corporation has made efforts to enhance awareness on the existence of high-end laboratories with modern equipment and highly trained staff. These facilities provide the much required services in the sector. Accelerated development and improvements on the infrastructure is critical to keep pace with the rapidly evolving STI sector.

Additionally, the corporation has set up tissue culture facilities which are used for multiplication and virus cleaning of vegetative propagated plants such as cassava, sweet potato and potatoes. Modern greenhouses where technologies such as aeroponics and hydroponics are used to multiply seed potato have been set up. There are also demonstration sites for potato seed multiplication using apical cuttings. All

this additional facilities provide opportunities for the stakeholders to learn and adopt the new innovations and technologies which have been developed.

2.6 Advocacy and awareness in STI

The Science, Technology and Innovation obligate MDAs to promote increased awareness, knowledge and research information. The science culture among the Kenyan populace is low which is attributed to limited information on the role of STI in daily life. This is compounded by negative perceptions, stereotypes and attitudes that hamper gender equality and inclusion in STI education and careers. The existing advocacy and awareness programmes are not well structured and coordinated. In addition, the resources for advocacy and awareness programmes are limited. KEPHIS will endeavor to undertake stakeholder awareness on modern agriculture for youth and women and promote agribusiness. Advocacy work and public awareness shall be done through exhibitions, agricultural shows, trade fairs, workshops and conferences. Physical and digital platforms for dissemination of information shall be adopted.

2.7 Collaborations and Partnerships in Science, Technology and Innovation

Rapid development in Science and Technology has resulted in growth of collaborations and partnerships amongst different sectors of the national, regional and global economy. This has enhanced the flow and sharing of knowledge, infrastructure and technologies which has significantly reduced the scientific and digital divide.

KEPHIS has established strategic linkages, partnerships and alliances with various national, regional and international bodies for harmonization and implementation of standards and transfer of technology. The corporation also participates in various fora and subscribes to various standard setting bodies, schemes and committees in order to support regulatory work, information sharing, continuous learning and alignment with best practices and developments in the agricultural sector.

These linkages and alliances will continue to be maintained and enhanced in order to keep up with the industry's best practices. Kenya's contribution in regional and

international scientific and technological development programmes has enhanced industrial development, global competitiveness and employment opportunities.

2.8 Gender Mainstreaming in STI

Despite a progressive Constitution that promotes gender equality and women's empowerment, gender inequality remains a pertinent issue in Kenya. The patriarchal social systems and structures supported by statutory, religious and customary laws and practices; and the administrative and procedural mechanisms for accessing rights have continued to hamper the goal of attaining gender equality and women's empowerment. KEPHIS has put in place a gender mainstreaming policy and measures to ensure gender parity in respective business operations.

2.9 SWOT Analysis

The situational analysis draws from the strengths, weaknesses, opportunities and threats (SWOT). The analysis provides information on how internal and external environments impacts on the operations of the Corporation (Table 2.1). Through the external assessment, the opportunities available for the Corporation to exploit were identified as well as the factors which inhibit optimal operations.

Table 2.1: SWOT Analysis

Strengths	Weakness
• Existence of strong collaborations and partnerships • Sound Quality Management Systems • Adequate infrastructural facilities • Good corporate governance • Competent and committed staff • Accredited laboratories • National coverage • Adoption of new technologies in service delivery	• Inadequate financial resources • High labour turnover • Human resources skills gap • Inadequate visibility and awareness about some institutional services • Inadequate regulations for implementation of KEPHIS Act, CAP 324, CAP 326 and other laws

Opportunities	Threats
• Existence of other standards and protocols within the STI sector • Devolved governance system • Existing national, regional and international organizations • Enhanced cooperation with stakeholders • Providing leadership in capacity building as a center of excellence in the region • Strategic location in relation to East Africa and the region • Readily available skilled manpower in the market • Expanding global markets; • Increased demand for certified and quality agro-products/inputs • Support from development partners to fund projects • Regional harmonization of policies and regulations • Access to professional trainings and awareness for a • International recognition and membership to international organizations • Emerging pests • Climate change • Technological changes	• Overlapping regulatory mandate in the STI sector • Changing socio - political environment; • Competition for development partner funding; • Changing government priorities and policies • Frequent technological changes • Reduced exchequer allocation

2.10 Rationale of the STI Strategy

The UN SDGs recognize STI as a critical aspect in the development of the global economy. Goal number 9: Industry, Innovation and Infrastructure aims at building resilient infrastructure, promoting inclusive and sustainable industrialization and foster innovation. It targets to enhance scientific research, upgrade the technological capabilities, encourage innovation sustainably increasing the number of research and development. The Kenyan government has prioritized adoption of these SDG goals and KEPHIS operations and strategy is aligned towards the realization of these SDGs. The AU Agenda 2063 recognizes STI as one of the major drivers and enablers for achieving development goals of AU and its member states. In Kenya, the Vision 2030 economic blueprint recognizes the role of STI in a modern economy, in which new knowledge plays a central role in wealth creation, social welfare and international competitiveness.

In light of these developments, KEPHIS has developed this STI strategy to provide direction and scope for the management, coordination and regulation of the STI in the organization. The strategy will guide articulation of KEPHIS' vision regarding its contribution of STI and subsequently its contribution to sustainable socio-economic and national development. Outcomes of the implementation of the strategy will further strengthen the advisory function of the corporation to the Government on issues relating to its mandate areas and their bearing on STI. The strategy will also enable the institution to take a proactive approach to fulfil its mandate of setting priorities in scientific, technological and innovation activities in Kenya.

3.0 STRATEGIC ORIENTATION

3.1 Vision

Excellence in Plant health and quality assurance in agriculture

3.2 Mission

To assure plant health, quality of agricultural inputs and produce towards a food secure nation and safe trade

3.3 Core Values

The mission and vision will be accomplished by observing the highest ideals of customer focus, objectivity, professionalism, integrity, teamwork and innovation.

3.4 Objectives of the STI Strategy

- a) To promote regulatory research in plant health, analytical chemistry and Seed certification
- b) To contribute towards effective diagnostic and quality services for enhanced compliance
- c) To promote collaboration and partnerships with other stakeholders
- d) To foster a science, technology and innovation (STI) culture amongst KEPHIS staff
- e) To contribute towards improved levels of agricultural productivity

3.5 Guiding Principles

For efficient and effective implementation of the objectives identified, the corporation will be guided by the following principles:

- a) Protection of plants from harmful organisms
- b) Improved levels of agricultural productivity
- c) Food safety, Market Access and Compliance
- d) Improved competence of staff
- e) Optimal allocation and utilization of resources
- f) Information and resource sharing with stakeholders and partners

3.6 STI strategies

The corporation has aligned its operations, policies and strategic interventions with the national development goals as provided in the table 3.1 below.

Table 3.1: STI Strategies

S. No.	The Strategic Issue	Strategic Objective(s)	Strategies for Research, Science, Technology, and Innovation
1.	Pests, weeds and invasive species	To promote regulatory research in plant health	○ Safeguard against introduction and spread of harmful organism ○ Operationalize the regulatory research and compliance department ○ Strengthen collaboration frameworks ○ Enhance pest surveillance, monitoring, emergency response and reporting ○ Create an enabling environment for staff to undertake research
2.	Few testing laboratories and competence of test laboratories	To contribute towards effective diagnostic services for compliance	○ Enhance diagnostic and advisory services ○ Enhance analysis for contaminants and agro-input quality ○ Stakeholder collaboration (policy and research) ○ Enhance capacities of laboratories and staff
3.	Need for technical support	To promote collaboration and partnerships with other stakeholders	○ Development of a framework for engaging partners and managing collaborations ○ Strengthening partnerships and collaborations

S. No.	The Strategic Issue	Strategic Objective(s)	Strategies for Research, Science, Technology, and Innovation
4.	Resistance to change	To foster a science, technology and innovation (STI) culture amongst KEPHIS staff and stakeholders	○ Build staff capacity on the issues of science, technology and innovation ○ Aligning culture with strategy and processes ○ Rewarding research and innovation ○ Encourage breeders to enlist their materials for variety testing and release ○ Enhance plant breeders rights benefits ○ Promote Intellectual Property rights of breeders of new plant varieties ○ To maintain genetic resources of all released varieties ○ Enhance ICT infrastructure and systems
5.	Low agricultural productivity	To contribute towards improved levels of agricultural productivity	○ Regulate testing, release and commercialization of superior new varieties of plants ○ To regulate production and distribution of quality seeds

S. No.	The Strategic Issue	Strategic Objective(s)	Strategies for Research, Science, Technology, and Innovation
			○ To certify seedlings and vegetative propagated materials ○ Enhance adoption of new innovations and technologies in variety protection and seed certification ○ Promote adoption of improved varieties ○ Farmer protection from poor quality seeds

4.0 IMPLEMENTATION MATRIX

Table 4.1: Implementation Matrix of the STI Strategy

S. No.	The Strategic Issue	Strategies for Research, Science, Technology, and Innovation	Key Activities	Expected results	Performance indicators	Means of verification
1.	Pests, weeds and invasive species	Safeguard against introduction and spread of harmful organism	- Undertake pest risk analysis - Facilitate import and export certification - Regulate plant pests under research	- PRA reports - PIPs and phytosanitary certificates issued - Research facilities monitored	- Number of reports - Number of PIPs and Phytosanitary certificates issued - Number of facilities monitored	- Technical reports - Publications
		Create an enabling environment for staff to undertake research	- Operationalize the regulatory research and compliance department - Develop research thematic areas - Sensitize staff on research guidelines - Undertake research	- Staff deployed in the department - Approved thematic areas - Sensitization reports - Concept papers - Research proposals - Final research reports	- Number of staff deployed - Number of thematic areas approved - Number of reports - Number of concepts - Number of proposals - Number of final reports	- Deployment letters - Responsibility matrix - Job Descriptions - Concept papers - Publications - Research Reports

S. No.	The Strategic Issue	Strategies for Research, Science, Technology, and Innovation	Key Activities	Expected results	Performance indicators	Means of verification
		- Strengthen collaboration frameworks	- Establish areas for partnerships and collaborations - Undertake stakeholder analysis - Sensitization of stakeholders on areas of partnerships - Develop a coordination mechanism and framework for management of new and emerging pests	- Report on areas of partnerships and collaborations - Stakeholder analysis report - Stakeholder sensitization report - Coordination mechanisms in place	- Number of reports - Number of reports - Number of reports - Number of mechanisms in place	- MoUs - Reports
		Enhance pest surveillance, monitoring, emergency response and reporting	Enhanced technology transfer on tissue culture, aeroponics, minitubers, hydroponics and apical cuttings	- Technologies transferred - Reports on pest management	- Number of technologies transferred - Number of reports	Reports

S. No.	The Strategic Issue	Strategies for Research, Science, Technology, and Innovation	Key Activities	Expected results	Performance indicators	Means of verification
			○ Undertake & participate in management of new and emerging pests			
2.	Few testing laboratories and competence of test laboratories	○ Enhance analysis for contaminants and agro-input quality ○ ○	○ To undertake laboratory diagnostics ○ Validate methods of analysis ○ Participation in proficiency tests schemes	○ Analysis undertaken ○ Methods validated Test schemes undertaken	○ Number of analysis undertaken ○ Number of methods validated ○ Number of tests undertaken ○ Number of pest reference collection facilities	○ Reports ○ Schemes developed
		○ Enhance diagnostic and advisory services ○	○ Develop and review diagnostic protocols ○ Enhance and maintain pest reference collections	Protocols developed, validated and published Pest reference collection facilities established ○ New reference collections acquired	○ Number of protocols developed ○ Number of reference collection facilities ○ Number of new reference collections acquired	○ Protocols developed

S. No.	The Strategic Issue	Strategies for Research, Science, Technology, and Innovation	Key Activities	Expected results	Performance indicators	Means of verification
		Stakeholder collaboration (policy and research)	Knowledge sharing	Fora held for knowledge sharing	Number of fora	- Presentations used - Attendance lists
		Enhance capacities of laboratories and staff	Acquisition of equipment, maintaining and expanding scope of accreditation Capacity building of staff	Donations, sharing and procurement of equipment	- Number of equipment availed for use - Additional methods accredited - Number of staff trained	- Inventory - Certificates of accreditation - Training reports
	Need for technical support	Development of a framework for engaging partners and managing collaborations	- Identify areas of support required - Development of a stakeholder engagement policy - Undertake stakeholder mapping - Strengthening partnerships and collaborations	- Engagement and implementation reports - Policy documents developed - Stakeholders identified - Partnerships and collaborations established	- Number of reports - Number of policy documents developed - Number of collaboration agreements in place	- MoUs - Reports

S. No.	The Strategic Issue	Strategies for Research, Science, Technology, and Innovation	Key Activities	Expected results	Performance indicators	Means of verification
3.	Resistance to change	Build staff capacity on the issues of science technology and innovation	Training Exchange programs Succession planning	- Training reports - Smooth transition	Number of reports	- Succession planning policy - Back to office reports
		Aligning culture with strategy and processes	- Performance management - Promotion of talent	- Learning and development - Improved skills	Reports	Letters of invitation or requests
		Rewarding research and innovation	Motivation through rewards	Rewards presented	Number of rewards presented	- Reward and sanctions policy - Reports
		Encourage breeders to enlist their materials for variety testing and release	- Grant plant breeder's rights - Promote Intellectual Property rights of breeders of new plant varieties	PBRs Gazette notices	- Number of PBRs - Number of gazette notices	- Certificates - Gazette notices
		Enhance ICT infrastructure and systems	- Acquisition and upgrade of ICT infrastructure - Capacity build of staff and	ICT infrastructure acquired Training reports	- Number of equipment procured/updated - Number of people trained	- Inventory Reports - Certificates - System demonstrations

S. No.	The Strategic Issue	Strategies for Research, Science, Technology, and Innovation	Key Activities	Expected results	Performance indicators	Means of verification
			- stakeholders on technology - Development of cyber security systems	Cyber security systems in place	Number of systems	
4.	Agricultural productivity	- Regulate testing, release and commercialization of superior new varieties of plants - To regulate production and distribution of quality seeds	Conduct DUS and NPTs	DUS and NPTs	- Number of candidates tested - Number of varieties released	- Reports - National variety list
			Seed certification activities	Certified seeds produced	- Volume of certified seeds produced - Number of labels issued	- Reports - Test certificates - Labels
		To certify seedlings and vegetative propagated materials	Conduct inspections of nurseries	Nurseries producing seedlings and vegetative propagated materials	Number of nurseries	- Reports - Certificates
		Enhance adoption of new innovations and technologies in variety protection	Develop regulations for adoption of new technologies and innovations in	Regulations developed	Number of regulations developed	Reports

S. No.	The Strategic Issue	Strategies for Research, Science, Technology, and Innovation	Key Activities	Expected results	Performance indicators	Means of verification
		and seed certification	variety protection & seed certification			
		Promote adoption of high quality seeds of superior varieties	- Promote adoption of improved varieties - Promote adoption of sticker labels under SC&PVP system	- Number of demonstrations - Promotion activities	- Number of demonstrations - Number of promotion activities	Reports
		Farmer protection from poor quality seeds	- Conduct post certification surveys - Collection & analysis of seed samples - Enforce requirements of the seeds & plant varieties act	- Survey reports - Samples collected	- Number of reports - Number of samples collected	Reports

5.0 MONITORING, EVALUATION AND REPORTING

5.1 Monitoring Implementation of the STI Strategy

Monitoring the implementation of the Strategy will act as an early warning system to detect potential bottlenecks and help to make adjustments where necessary. It will involve collecting and analyzing data and information relating to the various indicators in the implementation matrix of the STI Strategy. This will be done on a quarterly basis. During the implementation, KEPHIS will ensure seamless, accurate and timely information on the progress of implementation through the use of electronic systems. Activities that will require re-scheduling or revision of targets will be adjusted through a consultative process internally.

5.2 Evaluation of the STI Strategy

Evaluation will entail a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the identified STI strategies. It will be done through formal surveys and assessments and will look at what will have been accomplished against the set targets. Two evaluation activities will be undertaken by the STI committee. These will be mid-term evaluation and end-term evaluation.

5.2.1 Mid-Term Evaluation

The Corporation will conduct a mid-term evaluation of this STI Strategy to examine the progress towards achieving the set targets. The evaluation will be spearheaded internally by the Corporation's STI mainstreaming Committee. This will be undertaken in the financial year 2024/2025. The recommendations of the mid-term evaluation will be useful in revealing the areas which require improvement in the course of implementation of the STI Strategy.

5.2.2 End-term Evaluation

End-term evaluation will be conducted at the end of the implementation period of the STI Strategy in 2026/2027. The achievements, challenges, lessons learnt and recommendations

gathered over time during implementation will inform the development of the next STI Strategy.

5.3 Reporting

The directorates of the Corporation will be involved in monitoring and reporting on the progress of achievement of results and objectives based on key indicators agreed upon in this STI Strategy. This will be achieved by ensuring collection and provision of timely and accurate data during the implementation period. The directorates will be expected to generate reports on quarterly and annual basis or as outlined in the implementation matrix.

5.4 Linkage between the STI Strategy and Performance Contracts

To enhance implementation of the STI Strategy and achievement of its objectives, performance contract STI mainstreaming targets will be drawn from the implementation matrix provided. Establishing linkage between the two documents will ensure that all staff makes a contribution to the STI Strategy implementation. This will build a sense of ownership, optimal utilization of resources, accountability and transparency for the realization of desired results within the given timelines.

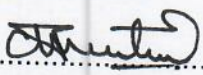
5.5 STI Strategy Review

This strategy shall be reviewed every five (5) years or as need arises considering the rapidly changing STI landscape, scientific and technological advancements.

Commitment by Kenya Plant Health Inspectorate Service to promote Research, Science Technology and Innovation

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