



HORTICULTURAL ASSOCIATION OF KENYA

STRATEGIC PLAN

2013-2017

MESSAGE FROM THE HAK CHAIRPERSON

The Horticultural Association of Kenya (HAK) has developed this Strategic and Vision plan to guide the association for five years from 2013 to 2017. The plan takes into account the past experiences of the association and the current national and global challenges in delivering high quality products and services for a competitive horticulture industry. The association has undergone tremendous growth in recent years, with expansion in the number of members including students, academicians and researchers. Though desirable, this growth has brought about challenges due to increased need to cater for the needs of diverse stakeholders. Some challenges are due to the dynamic expectations of stakeholders, changes in national goals and policies on agriculture, political, and socio economic environments. As an association without a strong income generating base, HAK largely depends on benevolence of donors, which has not been adequate to meet the various needs. As HAK continues to grow, it is necessary to actively seek other sources of funding to support growth and sustain the Association's quest to be the leading Association for advancement of horticulture for the welfare of humanity. This strategic plan is an important tool in guiding the association through the next five year period.

The plan was an outcome of a lengthy process and I would like to thank all those who participated in its preparation. I urge all members and stakeholders to support implementation of the plan towards making HAK a beacon of excellence for the horticulture industry.

Thank you.

Dr. Monica Waiganjo
Chairperson, HAK

LIST OF ABBREVIATIONS AND ACRONYMS

ACP:	Asia, Caribbean and Pacific
ASK:	Agricultural Society of Kenya
DFID:	Department for International Development
EUREPGAP:	European Retailers Produce Good Agricultural Practices
FPEAK:	Fresh Produce Exporters Association of Kenya
HAK:	Horticultural Association of Kenya
HCDA	Horticultural Crops Development Authority
JICA:	Japanese International Cooperation Agency
KARI:	Kenya Agricultural Research Institute
KFC:	Kenya Flower Council
MoA:	Ministry of Agriculture
MRLs:	Maximum Residue Levels
NASEP:	National Agriculture Services Extension Programme
NHRC:	National Horticultural Research Centre
SO:	Strategic Objective
SWOT:	Strengths, Weaknesses, Opportunities and Threats

EXECUTIVE SUMMARY

This five year strategic plan is expected to steer HAK to excellence as it attains the vision of being the leading Association for advancement of horticulture for the welfare of humanity. The plan identifies various opportunities and challenges that the Association will encounter. This strategic plan will be one of the mechanisms to be applied by HAK in continuously appraising and responding to the changing environment to remain relevant to members and stakeholders. Section 1 of the plan presents a brief history and accomplishments of the Association to date, and the relevance of HAK to Kenya's horticultural sector. Section 2 details the fundamental statements of Vision, Mission, Objectives and Core values. Section 3 presents a detailed formative analysis based on SWOT and PETEL analysis.

These sections indicate the strength of the Association to include the diverse membership, strong existing network and growing brand name among horticulture professionals; the weaknesses are identified to include a narrow financial base, weak link with HCDA (the industry regulator) and large number of inactive members, among others. The Association however faces great opportunities due to the increasing rapid growth of the industry and demand for horticultural produce and services, development of favourable government policies that orient farming to business, increasing funding opportunities and a growing number of institution training in agriculture. Among the identified key threat are stiff competition to Kenya's horticulture in the region, climate change effects on horticulture and uncertain global macroeconomic environment.

Section 4 presents the organisational structure and the responsibilities allocated by the HAK Constitution to various offices in managing the affairs of the Association followed by section 5 on membership categories. Section 6 presents the four strategic priorities unpacked into a set of 11 strategic objectives that are further elaborated in the logical framework in section 7. Section 8 reviews the anticipated risks and challenges that may hinder the Association's success. The plan ends with section 9 describing how implementation will be monitored and evaluated.

The net outcome of the activities described in this strategic plan will be to make HAK the leading Association for advancement of horticulture for the welfare of humanity.

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1. INTRODUCTION

1.1 History of HAK

The Horticultural Association of Kenya (HAK) was officially founded in November 2001. The first congregation of the members took place in 1997. Since inception, the Association has grown significantly as evidenced by the regular organisation of workshops, journal publication and other services to members. The Association has emerged as a preferred forum for articulating issues by horticulture experts in Kenya. HAK membership encompasses stakeholders from all spheres of the industry, including farmers, scientists, students, scholars and regulators. Further membership is open to nationals and to international citizens. The registered Secretariat is located at the Department of Horticulture, Jomo Kenyatta University of Agriculture and Technology, P. O. Box 62000 - 00200 Nairobi.

Significant milestones of the Association include establishing linkages with DAAD, HCDA, ISHS, JICA, MoA, local Universities, and the University of Hannover; holding of annual workshops since 1997 on a rotating basis within Kenyan institutions of higher learning; production of workshop proceedings to disseminate research findings to end users; launching a professional science journal (The African Journal of Horticultural Sciences- AJHS) that is published regularly and steady membership expansion; among others.

1.2 Relevance of HAK to national horticultural development

The horticulture industry is a highly intensive and competitive commercial operation, relying on modern, sophisticated technology. It offers rich rewards for well-informed participants. The horticultural industry has been among the leading foreign exchange earning sectors of the Kenyan economy through international and local sales of flowers, vegetables, and fruits. This contribution increases further when coffee, pyrethrum, nuts and tea are included among the horticultural crops traded.

The industry faces challenges, constraints and problems such as: fragmentation of major industry players; poor and inadequate infrastructure; high freight charges; perishability of produce; lack of adequate pest-free seeds, vegetative planting materials and rootstocks; cumbersome duty/tax remission scheme; lack of farm inputs and credit facilities; farmer exploitation by middle merchants; negative attitude by farmers towards new technologies; disease and insect pest incidences; constrained frontline extension and other skilled personnel; adverse weather; tedious and stringent regulations; and stiff competition from African, Caribbean and Pacific countries for international markets.

Strategies are needed to ensure the sector remains competitive locally and internationally to safeguard its contributions to Kenya's economy. Some strategies that can sustain development of the horticultural industry include: avoiding exploitation by middle merchants; export volume and marketing intelligence growth; exported products diversification; extension services

diversification; infrastructure improvement; seed importation and plant breeding; shipping by sea; training and facilitation of farmers; and value added products. HAK intends to play a central role in seeking solutions to the aforesaid problems as well as proposing and developing strategies to sustain growth and profitability of horticultural value chains.

1.3 THE STRATEGIC PLAN 2013-2017

The Horticultural Association of Kenya (HAK) has developed a five-year strategic plan to be implemented from 2013 to 2017. The development of the strategic plan was accomplished through a lengthy process of consultations between members and stakeholders. The HAK Constitution formed a base reference document in the development of this plan, among other documents. HAK will address issues ranging from local to international during the plan period that are aligned to the Association's mandate.

2.0 FUNDAMENTAL STATEMENTS

2.1 VISION STATEMENT

To be the leading Association for advancement of horticulture for the welfare of humanity.

2.2 MISSION STATEMENT

To impact national and global development of horticulture through generation, dissemination and promotion of knowledge, innovations and technologies for the horticulture industry.

2.3 OBJECTIVES

- (a) To promote horticultural science, through generation, dissemination, and exchange of horticultural information and technology.
- (b) To promote sustainable and environment friendly horticultural production.
- (c) To promote exchange of scientific information and technology among members through periodic: (i) Seminars, (ii) Workshops, (iii) Symposia, (iv) Conferences and Congresses.
- (d) To promote capacity building through study, research, training and teaching.
- (e) To publish or cause to be published:
 - (i) Proceedings of workshops, seminars, symposia, congresses and conferences.
 - (ii) Horticultural periodicals including journals, newsletters and reports.
 - (iii) Commentaries and reviews on topical issues in horticulture.
 - (iv) Brochures and posters.
 - (v) Books, summaries or bibliographies of horticultural research.

- (f) To promote professionalism in horticulture
- (g) To promote formation of branches for the furtherance of horticulture locally.
- (h) To promote affiliation to regional and international professional societies and organizations interested in horticulture.
- (i) To promote co-operation with national institutions, societies, non-governmental and other organizations with interest in plant science and horticulture
- (j) To promote utilization of local expertise and resources for horticulture.
- (k) To generate funds for promoting the Association's activities.

2.4 CORE VALUES

1. **Professionalism-** HAK shall at all times act professionally and in a manner that does not bring disrepute to members or the Association while providing products and services.
2. **Responsiveness-** HAK shall promptly respond to needs and/or issues raised by members and horticulture industry stakeholders.
3. **Relevance -** HAK shall endeavour to remain relevant by addressing challenges encountered by members and stakeholders promptly.
4. **Innovation -** HAK will pursue innovative approaches in delivering services to members and stakeholders.

3.0 FORMATIVE ANALYSIS

The formative analysis is based on SWOT and PESTEL analysis.

3.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

3.1.1 Strengths

- First horticultural association in the region
- Diverse membership
- Strong existing network
- Long history of existence
- Wide institutional representation
- Website established
- Recognized legally through registration with the Registrar of Societies
- Widespread good will
- Well known professional products, e.g journal, annual conference

3.1.2 Weaknesses

- Narrow financial base
- Lack of physical office and other infrastructure
- Large number of inactive members
- Limited publicity
- Narrow spectrum
- Limited involvement of industry

- Weak link with HCDA (the industry regulator)
- Inability of members to be proactive

3.1.3 Opportunities

- Rapid growth of the industry and demand for its produce and services
- Existence of widespread goodwill
- Development of horticulture policy
- Policy on commercialization of agriculture
- Changes in orientation of farmers towards business
- Increase in training of horticulture graduates
- Increased funding for horticulture research by government agencies

3.1.4 Threats

- Stiff competition to Kenya's horticulture in the region
- Inadequate funds and stiff competition for grants
- Conversion of agricultural land to estate development
- Climate change effects on horticulture
- Changing macroclimate environment

3.2 PESTEL ANALYSIS

3.2.1 Political

HAK is an association of professionals in the horticulture industry administered through shared responsibility amongst members dispersed in various institutions. The diversity of membership with varying interests requires sensitivity to ensure equitable representation amongst member institution. Other bodies having specific mandates in the horticultural sector may perceive HAK as a potential competitor which could result in hostility. Thus HAK is vulnerable to dynamic of interaction between institutions and members.

3.2.2 Economic

Kenya's national development plans including the Vision 2030 aim to diversify the economic base. This will result in new opportunities for HAK to contribute to wealth generation specifically through support to the crucial horticultural sector. However, success depends on other factors that may be beyond HAK's influence, e.g. demand of produce in export markets, which in turn depends on thriving of the economies and goodwill of actors outside Kenya. With the general decline and uncertainties in global economic growth, the dynamics of supply and demand will vary unpredictably. These changes may affect the Association's fortunes.

3.2.3 Social

Agriculture is recognised as the leading economic sector in Kenya. The increasing value of agriculture will see more people joining the sector, which will increase the demand for services and therefore opportunities for HAK. Cultural and religious beliefs may influence adoption of technologies that are relevant to

horticulture, e.g. GMOs. As an association of professionals, HAK will need to consistently evaluate and adopt strategic positions to ensure the association remains relevant to the needs of stakeholders.

3.2.4 Technology

The Kenya Vision 2030 identifies technology and innovation among the aspects that will drive the country's economy and HAK is expected to be at the forefront in this regard. Rapid technological advancement, e.g. precision agriculture, greenhouses, e-learning, among other will provide opportunities for HAK to show leadership. HAK as a forum of professionals will be expected to influence the development of competencies for technology development and use in the horticulture industry.

3.2.5 Environment

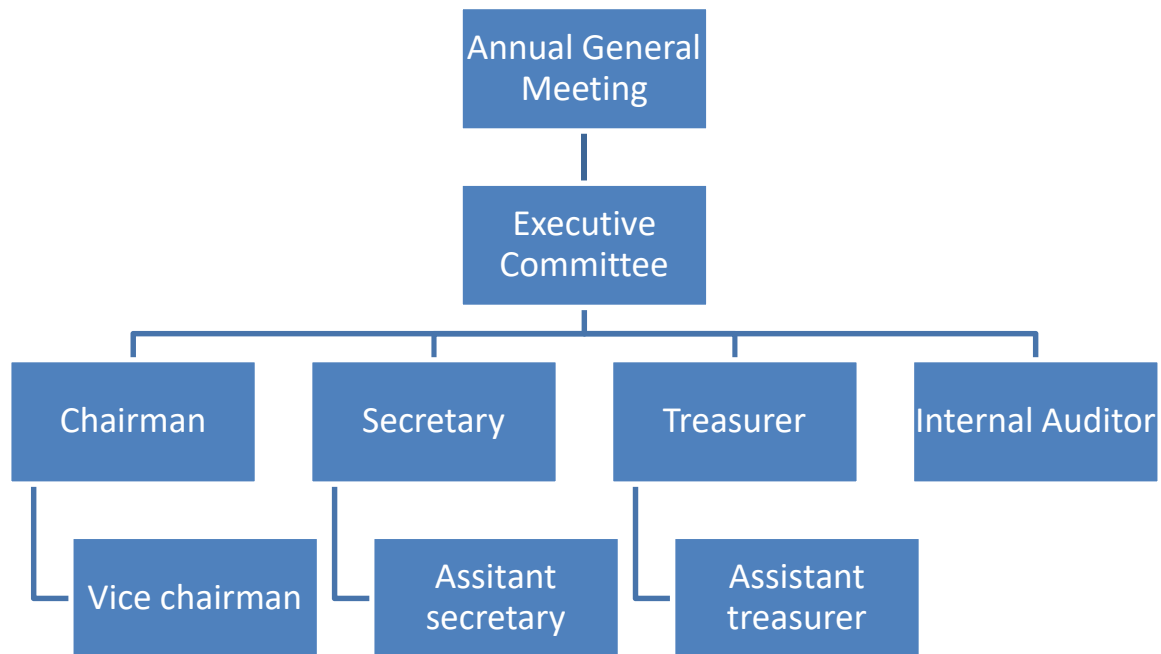
Among the most important threats to livelihoods globally is climate change and variability and pollution and degradation of environment due to agricultural activities. Due to their significance, these issues have attracted widespread attention from environmental conservation groups and regulatory agencies with diverse interest. HAK needs to be well placed to take advantage of benefits that will accrue from the ongoing global interest. Further, Kenya is rich in flora and fauna which presents excellent opportunities for research and exploration of new natural resources for development of the horticultural sector.

3.2.6 Legal

Globally the horticultural industry is regulated by stringent standards e.g. GLOBALGAP a well as Sanitary and Phytosanitary regulation agreed internationally. Locally the sector is regulated by HCDA, a statutory body established through an Act of Parliament. Producers in Kenya have to comply fully with specific requirements of regulator and standards to ensure continued growth of the sector. Within the research domain, various sessional papers provide numerous opportunities for engagement in research with linkages provided to key government institutions such as the National Council for Science and Technology, Ministries, and research institutions. HAK should strategise for growth within the limits of existing legislation while seeking to influence the legal environment in favour of the sector as opportunities arise.

4.0 ORGANISATIONAL STRUCTURE

4.1 ORGANOGRAM



4.2 DUTIES OF OFFICE BEARERS

- (A) The Chairman shall preside over all meetings of the Executive Committee and at all general meetings. The Chairman shall in addition provide guidance in steering the Association into prosperity along with the Executive Committee members.
- (B) The Vice-Chairman shall perform any duties of the Chairman in his/her absence.
- (C) The Secretary shall deal with all the correspondence of the Association under the general supervision of the Executive Committee. He/she shall issue notices convening all meetings of the Executive Committee and all general meetings of the Association and shall be responsible for keeping minutes of all such meetings and preservation of all records of proceedings of the Association and of the Executive Committee.
- (D) The Assistant Secretary shall perform all the duties of the Secretary and any other duties assigned by the Secretary or Executive Committee.
- (E) The Treasurer shall receive and shall disburse all monies belonging to the Association and keep proper books of account preserved and available for inspection.
- (F) The Assistant Treasurer shall perform duties as may be assigned by the Treasurer or by the Executive Committee. In the absence of the Treasurer shall perform duties of the Treasurer.
- (G) The Internal Auditor shall perform regular inspection of the Association's books of account and report to the Executive Committee and the AGM.

5.0 MEMBERSHIP TO THE ASSOCIATION

Membership to the Association shall be obtained by applying to the Secretary, on a prescribed form, and is subject to approval by the Executive Committee (EC) or any other sub-committee established for this purpose. There shall also be payment of fees depending on membership type as described in the Constitution.

5.1 Ordinary membership

- (i) Ordinary membership is open to those engaged in research and teaching of horticultural science(s), or production of horticultural crops, or any other activities involving horticulture.
- (ii) Ordinary members shall have a right to vote and can be elected office bearers of the Association.

5.2 Student membership

- (i) Student membership is open to students enrolled in national universities and institutions of higher learning, awarding degrees, diplomas and certificates in horticulture or related disciplines.
- (ii) Student members do not vote and are not elected office bearers of the Association.

5.3 Honorary membership

- (i) Honorary membership is open to individuals who have made extraordinary contributions towards the achievement or furtherance of the goals and objectives of the Association.
- (ii) The Executive Committee or any other sub-committee that is established for this purpose shall nominate candidates for honorary membership and present them for election at a subsequent ordinary Annual General Meeting (AGM) of the Association.
- (iii) Honorary members do not vote and are not to be elected office bearers of the Association.

5.4 Corporate membership

- (i) Corporate membership is open to societies or organizations and institutions whose goals and objectives are closely related to any aspect of horticulture.
- (ii) Corporate members do not vote and are not to be elected office bearers of the Association.

6.0 STRATEGIC PRIORITIES AND OBJECTIVES

The Association's strategic priorities and objectives for the plan period will be:

STRATEGIC PRIORITY 1: HAK Membership and Publicity Enhancement

SO1: Increase membership by 50% over the plan period

SO2: Increase actively participating members to 80% of registered members over the plan period.

STRATEGIC PRIORITY 2: Research and Technology Dissemination

SO3: Organise HAK Annual workshops and two international symposia

SO4: Increase number of African Journal of Horticultural Science (AJHS) volumes published to 4 per year

SO5: Organize biennial horticultural exhibitions

SO6: Increase scientific research by members.

STRATEGIC PRIORITY 3: Advocacy and Professionalism

SO7: Promote professionalism in all aspects of horticultural practice.

STRATEGIC PRIORITY 4: Linkages and Networks

SO08: Increase strategic representation in public and private industry organizations/bodies

SO09: Increase affiliation to local, regional and international organizations/bodies

SO10: Increase exchange visits

SO11: Jointly organize scientific activities

7.0 LOGICAL FRAMEWORK

STRATEGIC PRIORITY 1: HAK Membership and Publicity Enhancement					
Strategic objectives (SO)	Strategies & activities	Actor(s)	Time frame	Performance targets	Critical assumptions
SO1: Increase membership by 50% over the plan period	Provide opportunities for receiving registration and subscriptions. Enhance value of HAK membership. Maintain updated online register of active members	EC officials	2013-2017	10% growth annually	Publicity is sustained
SO2: Increase actively participating members to 80% of registered members over the plan period.		EC officials	Annually		Resources and opportunities for member activities available

STRATEGIC PRIORITY 2. Research and Technology Dissemination					
Strategic objectives (SO)	Strategies & activities	Actor(s)	Time frame	Performance targets	Critical assumptions
SO3: Organise HAK Annual workshops and two international congresses	Annually organise the workshop on sustainable horticulture in the tropics Attend HORTEC, HORTIFAIR, ASK etc shows and exhibitions Encourage exhibitions at HAK workshops and conferences Offer to host international congresses Print newsletters, brochures and proceedings	HAK members	Annually	One HAK conference/year; one international symposia biennially	Resources available
SO4: Increase number of African Journal of Horticultural Science (AJHS) volumes published to 4 per year	<ul style="list-style-type: none"> Encourage members to submit more high quality manuscripts Market journal to non HAK members 	Editor	2013-2017	1 volume quarterly	Adequate numbers of high quality papers being submitted
SO5: Organize biennial horticultural exhibitions	<ul style="list-style-type: none"> Engagement with industry stakeholders. Wide publicity of exhibitions 	EC officials	Biennially	one exhibition in 2014, one in 2016	technologies developed
SO6: Increase scientific research by members.	Encourage collaborate in research	Members	Regularly	Number of projects per year	Opportunities available.

STRATEGIC PRIORITY 3. Advocacy and Professionalism					
Strategic objectives (SO)	Strategies & activities	Actor(s)	Time frame	Performance targets	Critical assumptions
SO7: Promote professionalism in all aspects of horticultural practice.	Encourage adherence to good horticultural practices	Members	Regularly	Improved standards	Stakeholders and practitioners cooperate
	Recognize professional horticultural practitioners	EC officials	Annually	Two per year	
STRATEGIC PRIORITY 4. Linkages and Networks					
Strategic objectives (SO)	Strategies & activities	Actor(s)	Time frame	Performance targets	Critical assumptions
SO08: Increase strategic representation in public and private industry organizations/bodies	Involve staff of collaborating organisations in steering of the Association	EC officials	Regularly	At least once per year	Staff willing to participate in Association activities
	Jointly train/supervise students	Members	Regularly	At least once per year	Students available
	Jointly solicit for sponsorship of scientific meetings	EC officials	Regularly	At least once per year	
SO09: Increase affiliation to local, regional and international organizations/bodies		EC officials	Regularly	At least once per year	Resources available
SO10: Increase exchange visits		Members	Regularly	At least once per year	Opportunities and resources available
SO11: Jointly organize scientific activities		EC officials	Regularly	At least once per year	

8.0 RISKS AND CHALLENGES

The Association realises that there are risks involved in the plan and projections being made. The risks may stem from changes in environment, government policies, management and partnerships, thereby affecting implementation of the Strategic Plan.

There might not be enough resources in terms of human, financial and in-kind contributions to accomplish the strategic objectives, and hence posing a challenge to realisation of the plan in its entirety. This is because the Association largely depends on membership subscriptions.

Moreover, the playing field is beset with numerous competitors for members, opportunities, and other resources. Numerous organisations within and without Kenya are engaged in the same activities the Association is undertaking in horticulture. Thus to succeed, the Association shall need to be cognisant of these forces, and make necessary adjustments to accommodate their impacts.

9.0 MONITORING AND EVALUATION

The Strategic Plan shall be monitored and evaluated annually by HAK officials, members and stakeholders. Monitoring and evaluation data shall be used to prepare reports that will be used to determine where adjustments are required to ensure implementation of the plan remains on track. The quality assurance coordinator shall coordinate the monitoring and evaluation activities.