



**NATIONAL CEREALS AND PRODUCE BOARD**

**FIVE YEAR STRATEGIC PLAN –  
2015/16 TO 2019/20**

**ABRIDGED VERSION**

**“Path to Profitability”**

**January 2016**

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>AWP</b>	- Annual Work Plan
<b>COMESA</b>	- Common Market for East and Southern Africa
<b>DAP</b>	- Di-Ammonium Phosphate
<b>ERP</b>	- Enterprise Resource Planning
<b>EY</b>	- Ernst & Young
<b>GCK</b>	- Grain Corporation of Kenya
<b>GoK</b>	- Government of Kenya
<b>HIV/AIDS</b>	- Human Immune-Deficiency Virus/Acquired Immune-Deficiency Syndrome
<b>ICT</b>	- Information, Communication & Technology
<b>IOPs</b>	- Individual Operational Plans
<b>M&amp;E</b>	- Monitoring and Evaluation
<b>MOALF</b>	- Ministry of Agriculture, Livestock and Fisheries
<b>MT</b>	- Metric Tonnes
<b>NCPB</b>	- National Cereals and Produce Board
<b>PC</b>	- Performance Contracting
<b>PESTEL</b>	- Political, Economic, Social Cultural, Technological, Environmental, Legal and Ethical
<b>PPP</b>	- Public Private Partnership
<b>PTC</b>	- Professional Training Consultants
<b>SCAC</b>	- Strategic Food Reserve
<b>SFR</b>	- Strategic Food Reserve Trust Fund
<b>SGR</b>	- Strategic Grain Reserve
<b>SRC</b>	- Salaries and Remuneration Commission
<b>SMM</b>	- Sales and Marketing Manager
<b>SWOT</b>	- Strengths, Weaknesses, Opportunities, and Threats
<b>TM</b>	- Technical Manager
<b>WAN</b>	- Wide Area Network
<b>WRS</b>	- Warehouse Receipt System
<b>VOIP</b>	- Voice Over Internet Protocol

## FOREWORD

This Strategic Plan is aimed at providing an effective framework to not only transform National Cereals and Produce Board (NCPB) to Grain Corporation of Kenya (GCK) but also revitalize and strengthen agricultural commodity trade and grain management. This document highlights the strategic direction of NCPB for the period, 2015 -2020 in its efforts to achieve its vision of being a world class corporation in agricultural commodity trade and grain management. The plan has fully responded to the nationally agreed principles and priorities as reflected in the Medium Term Plan and Kenya Vision 2030, however, we retain a realistic view of the need to balance competing priorities with the challenges of commodity trade and grain management.

The Board conducted a situational analysis that entailed a detailed assessment of agricultural commodity trade and grain management challenges in the national and regional contexts. It took stock of its internal strengths and weaknesses as well as the external opportunities and challenges. In addition, it conducted a stakeholder analysis to identify its stakeholders, their expectations and functional relationships. This analysis was instrumental in identifying the strategic issues that need to be addressed. This also helped in the formulation of the Vision and Mission statements, Core Values and Strategic Objectives.

To attain targets set in the Strategic Plan, the Board will promote the twin spirit of cooperation and consultation and encourage management to work closely with National and County Governments, public and private institutions, relevant stakeholders and communities.

During the Strategic Plan period, situations and trends may change, making it necessary to review and if need be, revise the plan. The Board will facilitate such reviews and guide as necessary while ensuring that it remains focused on set strategic objectives and true to its vision, mission and in the realization of the Vision 2030.

I wish to express my deep gratitude and appreciation to the Strategic Planning Steering Committee, Board members, management staff, Professional Training Consultants and all those who participated in the preparation of this Strategic Plan. We do not have any other option but to make NCPB succeed.

**Chairman**  
**National Cereals and Produce Board**

## ACKNOWLEDGEMENTS

I wish to express special gratitude and appreciation to all those who participated in the preparation of this Strategic Plan. By developing this Strategic Plan (2015-2020) the Board has not only re-aligned its objectives and repositioned itself as a business enterprise, it has also charted a direction it will take in delivering on its mandate. For the Board to be profitable and sustainable, we have developed strategies that will propel the organization to be on the competitive edge of agricultural commodity trade and grain management. Some of the initiatives undertaken include organization restructuring, job evaluation and work load analysis and review of ICT infrastructure.

I wish to thank the NCPB Board Chairman, and the entire Board for their inputs, encouragement, guidance and support that enabled us to develop the plan.

I also wish to thank workshop participants who included General Manager, Heads of Departments, Regional Managers, staff and the Steering Committee for their contribution and active participation during and after the workshop.

We are highly indebted to Professional Training Consultants (Training, Management and Research Consultants) for their effective facilitation of the Strategic Planning process and guidance in preparing the five-year Strategic Plan document.

I am confident that this Strategic Plan will serve as the Board's framework for decision making, a basis for planning, resource mobilization and utilization, performance management, monitoring and evaluation for the next five years.

**Managing Director**  
**National Cereals and Produce Board**

## **1.0 INTRODUCTION**

The last National Cereals and Produce Board (NCPB) covered the period 2009 – 2013. Whereas there has been a gap of one year (2014), this Strategic Plan 2015/16-2019/20 provides a milestone or turning point in the transformation of NCPB to Grain Corporation of Kenya (GCK) within the framework of The Grain Corporation of Kenya Bill, 2014. The Strategic Plan has been developed through a highly consultative and participatory process that brought on board the Board of Director, Heads of Departments, Regional Managers and all Senior Managers as well as key partners especially the Ministry of Agriculture, Livestock and Fisheries, Ministry of Finance, Ministry of Devolution and Planning, State Corporations and team of consultants from Professional Training Consultants (PTC) – Training, Management and Research Consultants as facilitators.

## **2.0 SITUATION ANALYSIS**

A situation analysis exercise was conducted in which a review of the performance of NCPB was done as well as its strengths, weaknesses, opportunities and threats. The results of the analysis are indicated below;

### **2.1 Review of NCPB Performance**

During the previous strategic planning period the Board was able to achieve most of the targets set out for the 5 years, but despite that the financial performance was poor. This was due to various challenges the Board including but not limited such as the following;

- a) Government purchase prices not conducive to commercial grain trading
- b) Inadequate stocks due to inadequate working capital
- c) Delays in Government approvals in the importation of fertilizers, the sale of SGR stocks, in accessing credit facilities, payments to farmers, payment of commissions, among others
- d) Inadequate ICT infrastructure and staff competencies
- e) Inadequate business culture orientation
- f) Resistance of Warehouse Receipting System by farmers and middlemen
- g) Limited decentralization of NCPB operations
- h) Inadequate funding to support new business lines
- i) Aging plants, equipment and storage facilities
- j) Negative publicity – such as the maize scandal of 2008/9
- k) Bureaucracy in the procurement process
- l) Apportionment of Head office and regional costs to profit centers

## 2.2 Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> <li>• NCPB has a wide infrastructure of depots across the country</li> <li>• We have well distributed storage infrastructure</li> <li>• Staff with long experience in grain handling, storage, trading and management</li> <li>• Large quantities of SGR maize in our stores</li> <li>• Goodwill from the Government, customers and clients</li> <li>• Existence of field offices countrywide</li> <li>• Established storage infrastructure with capacity of 1.8 Million MT.</li> <li>• Extended asset &amp; infrastructure base</li> <li>• Fair job security</li> <li>• NCPB has full network country wide (same as bullet one and two)</li> <li>• Capacity to handle large quantities of commodities</li> </ul>	<ul style="list-style-type: none"> <li>• Over-reliance on the parent ministry</li> <li>• Unclear structure and functions</li> <li>• Slow decision making and response to business opportunities</li> <li>• Late servicing/stocking of commodities long after the demand has ran out</li> <li>• Inadequate working capital</li> <li>• Inadequate business orientation</li> <li>• Old and dilapidated facilities(weakness maintenance)</li> <li>• Lack of business policy</li> <li>• Inadequate business skills</li> <li>• Inadequate staff training</li> <li>• Unattractive/weak implementation of scheme of service</li> <li>• Cumbersome regulations leading to high cost of business transactions</li> <li>• Inadequate internal and external communication arrangements</li> <li>• Slow pace in adoption of ICT to support timely services delivery</li> <li>• Slow implementation of performance management system</li> <li>• Insufficient ICT infrastructure</li> <li>• Weak monitoring and evaluation systems for implementation of human resources policy strategies and operations</li> <li>• Employees change of attitude towards performance management</li> <li>• Weak legal and regulatory framework of the grain sector</li> <li>• Inadequate and out-dated field office equipment</li> <li>• Inadequate allocation of funds to departments</li> <li>• Bureaucratic &amp; conflicting government policies</li> <li>• Rigid internal processes and procedures (control structure which is a major weakness and the source of a wanting business culture)</li> <li>• Inadequate working capital</li> </ul>

External Opportunities	External Threats
<ul style="list-style-type: none"> <li>• Many parties willing to do business with NCPB</li> <li>• A growing demand/market for the main grain products of NCPB</li> <li>• To expand market regionally</li> <li>• Products to get market space on supermarket chains</li> <li>• Storage and Drying facilities</li> <li>• Goodwill from the Government</li> <li>• Increased political support on the importance of NCPB on grain management</li> <li>• Trust and reliability by stakeholders e.g. farmers, millers, GOK</li> <li>• Expertise and knowledge on grain handling services</li> <li>• Increased Public-Private partnership in grain management</li> <li>• Increased need for NCPB role in strategic grain services</li> <li>• Goodwill from stakeholders</li> <li>• Kenya Vision 2030 guiding policy for creation of globally competitive and prosperous nation</li> <li>• Globalization and liberalization trends in trade activities enhancing factor mobility and market access</li> <li>• Need by county governments to feed their population and provide market for their farmers (both large and small scale).</li> <li>• Faith and trust in NCPB products especially Nafaka Pishori rice.</li> <li>• Value chain addition on agricultural products</li> <li>• Expanding regional/ local markets</li> <li>• Diversification potential into business lines</li> <li>• Adoption of Modern business concepts - WRS and contract farming</li> <li>• Outsourcing of some services such as cleaning, messengerial to cut down costs</li> <li>• Full network across the country</li> </ul>	<ul style="list-style-type: none"> <li>• Politicization of the maize and fertilizer business</li> <li>• Inadequate working capital</li> <li>• Growing competition by middlemen/traders</li> <li>• Availability of cheap/substandard commodities in the market</li> <li>• Traders offering low quality produce</li> <li>• Unfavourable climate conditions affecting production</li> <li>• Fluctuating grain market prices</li> <li>• Government debts</li> <li>• Unpredictable Government intervention programmes</li> <li>• Increasing burden of diseases (HIV and AIDS, malaria, cancer etc)</li> <li>• Liberalization of the grain sector</li> <li>• Poor infrastructure (road network and communication)</li> <li>• Bureaucratic business regulatory framework</li> <li>• High rate of taxes and duties</li> <li>• High and fluctuating cost of energy/fuels and power</li> <li>• Escalating costs of farm inputs</li> <li>• Some Government policies that may be incompatible with operations of the Board e.g. trading in 50kg bags</li> </ul>

## 2.3 PESTEL Analysis

PESTEL Issues	Current Situation or Impact	Proposed Strategic Actions
1. <b>Political – Governmental</b>	<ul style="list-style-type: none"> <li>• Review of parastatals by the Presidential Task Force.</li> <li>• Prices still controlled by the Government</li> <li>• NCPB's freedom to do business still limited</li> <li>• Restructuring of NCPB to be a commercial enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• NCPB freedom to commercialize its operations</li> <li>• Bill enacting NCPB to trade in grains put in place</li> <li>• Allow market forces to determine the price</li> <li>• Focus on non-maize businesses in addition to maize</li> <li>• Stable political environment</li> <li>• Increased political support on grain management</li> </ul>
2. <b>Economic</b>	<ul style="list-style-type: none"> <li>• Most depots are situated in remote areas where they are dormant</li> <li>• Competition from brokers and middlemen/ traders</li> <li>• Lack of adequate finances</li> <li>• Market saturation of grains</li> <li>• Inflationary factors</li> <li>• Competitive market</li> <li>• East Africa community and COMESA cross border trade</li> <li>• Liberalization of the sector</li> </ul>	<ul style="list-style-type: none"> <li>• Sale of grains when in short supply</li> <li>• Purchase when supply is high</li> <li>• Employ all marketing strategies in order to expand market</li> <li>• Align the NCPB business Strategic Plan to business enterprise</li> <li>• Capital injection into business</li> <li>• Partnerships strengthening</li> <li>• Outsourcing of services to reduce overheads</li> <li>• Invest in the improvement of facilities and infrastructure</li> <li>• Identify and formulate programmes which will lead to increased productivity</li> </ul>
3. <b>Socio- Cultural</b>	<ul style="list-style-type: none"> <li>• Communities feeding habits do not favour some products</li> <li>• Farmers to adopt new farming techniques</li> <li>• Sticking to traditional business</li> <li>• Negative ethnicity</li> <li>• Generational gap/age difference especially involvement of the youth in agricultural production</li> <li>• Gender balance in management/Board of Directors</li> <li>• Maize still major staple food</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify business opportunities</li> <li>• The community social environment analysed to support NCPB business.</li> <li>• Enhance value addition of products</li> <li>• Gender mainstreaming</li> <li>• People to be encouraged to be eating traditional food stuffs</li> <li>• Engaging more youth in agricultural production and value chain addition or development</li> </ul>
4. <b>Technological</b>	<ul style="list-style-type: none"> <li>• Operational weighbridges</li> </ul>	<ul style="list-style-type: none"> <li>• Approve and implement ICT policy</li> </ul>

	<ul style="list-style-type: none"> <li>• Fibre connectivity in all regional offices and other key depots</li> <li>• Operational VOIP telephony</li> <li>• Inadequate ICT infrastructure</li> <li>• Inadequate ICT skills</li> <li>• Aging Board infrastructure</li> <li>• Obsolete equipment e.g. Cyprus bins and mobile dryers</li> <li>• Inadequate maintenance of machinery</li> <li>• Functional ERP system</li> </ul>	<ul style="list-style-type: none"> <li>• Upscale ICT – connectivity in all depots</li> <li>• Upgrade ICT system</li> <li>• Train all staff on ICT skills</li> <li>• Enhance automation of internal processes</li> <li>• Continue implementation of business process re-engineering</li> <li>• Implement asset disposal policy</li> <li>• Review and strengthen contracting system for maintenance</li> <li>• Invest in modern grain handling and grain monitoring equipment</li> </ul>
<b>5. Environmental</b>	<ul style="list-style-type: none"> <li>• Some depots are inaccessible during rainy seasons</li> <li>• Unstable crop production leading to shortages</li> <li>• Crop diseases affecting production yields</li> <li>• Inadequate extension services to farmers</li> <li>• Farmers lack adequate knowledge and technology to manage crop production and post-harvest (storage) activities</li> <li>• Available skills to manage aflatoxin</li> <li>• Over reliance on DAP fertilizers</li> <li>• Unpredictable weather patterns due to climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase large quantities during glut seasons</li> <li>• Review and enhance NCPB’s role in production and post-harvest practices</li> <li>• Establish extension services programmes targeting producers</li> <li>• Collaborate with County and National Government to upgrade rural access roads to depots</li> <li>• Collaborate with metrological department to provide early warning signs to producers</li> </ul>
<b>6. Legal and Ethical</b>	<ul style="list-style-type: none"> <li>• Inadequate legal and policy framework to support re-positioning of NCPB</li> <li>• Slow changes in the legislation</li> <li>• Conflict of interests arising from key stakeholders doing business with the Board</li> <li>• Corruption practices in grain sector</li> <li>• Cartel practices in the grain sector</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen legal processes</li> <li>• Implement recommendations from restructuring exercise</li> <li>• Develop and implement change management strategy</li> <li>• Review and implement communication strategy</li> <li>• Strengthen NCPB corporate governance</li> </ul>

The preparation of the NCPB Five Year Strategic Plan 2015/16 to 2019/20 has been informed by:-

- a) The Strategic Plan 2009 – 2013 review/status report
- b) The Grain Corporation of Kenya Bill, 2014
- c) Organizational Restructuring of Ernest and Young
- d) Workload Analysis and Job Evaluation
- e) Information, Communication, Technology (ICT) Audit Review
- f) Kenya Vision 2030
- g) Final Report on the Study of Restructuring of the National Cereals and Produce Board (June, 2014)
- h) The Pre-feasibility study report on the Potential Business Opportunities for the restructured NCPB
- i) Current situation analysis and
- j) Other institutional as well as national policies and programmes

### **3.0 NCPB STRATEGIC PLAN 2015/16-2019/20**

Based on review of past performance of NCPB, current situation analysis, on-going reviews and the Pre-feasibility Report (April 2015), the Board has developed a Five Year Strategic Plan for the period covering 2015/16 – 2019/2020.

#### **3.1 The Vision**

A world class corporation in agricultural commodity trade and grain management.

#### **3.2 The Mission**

To trade in quality grains, agricultural products and related services.

#### **The Rallying Cry**

“Path to Profitability”

#### **3.3 The Strategic Goals**

- i) Establish GCK as autonomous commercial enterprise
- ii) To diversify sources of funding/revenue generation for sustained business growth
- iii) To increase revenue generation through commodity trade
- iv) To strengthen human resource capacity to support enterprise development
- v) To provide a conducive physical working environment for improved performance
- vi) Strengthen collaboration, partnership and linkages with partners and other stakeholders
- vii) Strengthen post-harvest value addition and management services

#### **3.4 Core Values**

- Integrity

- Team work
- Customer Focus
- Quality Service
- Innovation and Creativity

### 3.5 Strategic Direction

The NCPB **Strategic Direction** is presented as **Appendix 1**. It consists of the Priority Areas; the Strategic Objective(s) for each priority area; the Expected Key Results/Successes and the Strategies for achieving strategic objectives for respective priority areas.

## 4.0 INSTITUTIONAL FRAMEWORK FOR PLAN IMPLEMENTATION

### 4.1 Organisational Structure

The organisational structure will provide both institutional and functional framework for implementation of the Strategic Plan. The Board and Management will provide critical governance and leadership oversights in ensuring proper implementation of the plan. The Chief Executive Officer (Managing Director) will provide continuous functional leadership supported by teams of both technical and administration staff in GCK.

### 4.2 Implementation Matrix

The Strategic Plan will be implemented within a logical framework (logframe) or matrix which details out Key activities for each strategy; Performance indicators; Expected outputs/results; Responsibility centres within the Board; Key partners/stakeholders outside the Board; and the time frame – the target date within which the activities of the strategic plan

### 4.3 Projected Costing Framework

To facilitate financial planning and budgeting, planned activities have been costed. The framework details out the key activities for each strategy; the expected outputs/results; and the estimated cost for each activity during the planning period of five years.

### 4.4 Staffing and Staffing Levels

Human resource (staff) capacity of the Board will be a critical requirement for plan implementation. Consequently; during the plan implementation period, the Board will endeavour to utilize the capacity of personnel through focused deployment of qualified and experienced staff as well as training and competency development. The Board will collaborate with various institutions and partners in providing training in highly specialized areas.

#### **4.5 Resources Mobilization**

Successful implementation of this Strategic Plan will not only depend on the quality and commitment of the Board and Management staff but also on prudent management of funds and other resources. Financing of the plan will be through the planning and budgeting based on budgetary provisions. However, this will be inadequate given the dynamic economic constraints. Consequently, the Board will consider alternative strategies for revenue generation which will include but not limited to:

- Enhancing revenue generation initiatives through diversified business products
- Proposals to current and potential development partners
- Enhanced networking and collaboration with existing and potential partners
- Accessing loans or credits from financial institutions e.g. banks and other non-bank financial institutions.

#### **5.0 MONITORING AND EVALUATION FRAMEWORK**

The Board will monitor and undertake evaluation of the plans implementation in order to provide feedback information on progress, outputs/results realized and more importantly quality information for decision making and taking corrective actions; modifying implementation as dictated by operational environment changing conditions; as well as ensuring optimum impact of the plan implementation. In order to achieve this, the Board will develop and implement a comprehensive Monitoring and Evaluation (M&E) System, which is aligned to the priorities and strategic objectives of the plan. The areas to monitor will include, but will not be limited to: performance, utilization of resources, business impact, coordination, implementation of priorities and institutional capacity development.

The monitoring process will involve regular collection and analysis of information on the progress of the Strategic Plan implementation. The process will include, but will not be limited to the following:

- Regularly checking whether the implementation is on course in relation to the set objectives;
- Supporting documentation of the process of implementation
- Taking corrective measures as appropriate;
- Ensuring that allocated resources are being utilized as intended, are cost-effective and there is value for money

Evaluation will focus on both internal results of the Board as well as achievements realized in implementing the activities. In addition, regular impact assessments will be conducted to establish the levels of achievements and sustainability.

The Board, Managing Director, Management and Technical staff will be responsible for the implementation of the targets that fall under their jurisdictions. This will be achieved by ensuring that the Board prepares Annual Work Plans (AWPs) for each year of implementation; and all individuals in management prepare Individual

Operational Plans (IOPs). Establishment of Performance Management System that includes Performance Contracting, Performance Appraisals and subsequent improvement efforts will form the basis for a robust M&E system.

Targets and performance indicators will form the basis for monitoring and evaluation and will be detailed out (in quantitative and qualitative terms) especially at the AWP, IOP and Performance Contracts (PC) levels.

The results of both monitoring and evaluation will be reported regularly (monthly, quarterly and annually etc) as will be dictated by the M&E system and the activities specific to the various departments. The reports will contain information on achievements, challenges encountered, limitations in implementation; and emerging issues as well as recommendations for interventions in order to improve performance, results/outputs and outcome or impact of plan implementation of the GCK in particular and performance in grain sector in general.

The Board will ensure adequate ICT infrastructure and human resource capacity for efficient and effective monitoring and evaluation of plan implementation. Similarly, coordination and integration within and between businesses particularly with regard to information sharing on activities will be a critical feature in ensuring holistic implementation of the Strategic Plan within the framework of the vision, mission, priority areas and strategic objectives.

Finally, mid-term and end-of-term evaluation of plan implementation will be crucial especially the latter thus providing accurate data for the review of the five (5) year period of implementation and basis for preparation of the subsequent Strategic Plan of the Board.

## APPENDIX 1: STRATEGIC DIRECTION

Priorities Areas	Strategic Objectives	Key Results/Successes	Strategies for Achieving Strategic Objectives
<b>1) Transformation of NCPB to GCK</b>	To transform NCPB to GCK as a corporate commercial enterprise	Profitable and sustainable corporate body trading in agricultural commodity and grain management	Establishment of GCK
	To brand GCK as a corporate body	GCK corporate image positioned as a commercial enterprise	Branding GCK as a corporate body
	To undertake asset rationalization	GCK asset portfolio established and optimally utilized	Assets' rationalization and acquisition Disposal of obsolete and unserviceable assets
<b>2) Raise Capital for growth and sustainability</b>	To diversify sources of funding for sustained business growth	Increase in sustainable working capital, business turnover and profit	Diversification of revenue/funding sources
	To institute cost efficiency measures		Efficient management and utilization of resources
<b>3) Business development, diversification and marketing</b>	Position GCK as a competitive commercial enterprise	Diversified competitive business portfolio for profitability, revenue growth and sustainability	Researching on new products Strengthening marketing function
<b>4) Grain Management and value addition</b>	To establish and operationalize WRS	Improved customer service through enhanced WRS	Promotion of WRS
	To champion establishment of COMMEX	Competitive market driven prices Enhanced local and international market access for our products	Championing for establishment of COMMEX with potential players
	To enhance provision of grain management services	Improved quality of products and services	Strengthening post-harvest management and other services

Priorities Areas	Strategic Objectives	Key Results/Successes	Strategies for Achieving Strategic Objectives
	Increase product portfolio through diverse grain milling	Increased revenue from diversified grain milling	Value addition and business diversification for competitive advantage
<b>5) Partnerships and Collaborations</b>	Develop and implement framework for partnerships and collaborations	Increased business opportunities	Development of linkages with strategic partners
<b>6) Capacity building for enhanced service delivery</b>	To strengthen human resource capacity to support enterprise development	Increased performance and productivity Motivated and committed staff	Enhancement of HR capacity
	To provide a conducive working environment for improved performance	Increased performance and productivity	Improvement of working environment
	Promote business culture	Diversified commercial business portfolio for profitability, revenue growth and sustainability	Development and implementation of Change Management Strategy
	Improve Physical infrastructure for enhanced efficiency and productivity	Transformation from social service delivery to entrepreneurial mindset	Improvement of physical infrastructure
<b>7) ICT for improved efficiency</b>	To install an integrated ICT system that supports GCK business operations	Functional ICT infrastructure that supports operations and management of GCK	<ul style="list-style-type: none"> <li>▪ Design and install an integrated ICT system</li> <li>▪ Enhance ICT capacity building</li> </ul>