



## STRATEGIC PLAN 2023/24 - 2027/28

---

### ***PEST CONTROL PRODUCTS BOARD***

This Strategic Plan gives the road map for Pest Control Products Board for the next 5 (five) years towards service delivery and contribution towards Vision 2030.



*PROMOTING PRODUCTIVITY, SAFEGUARDING HUMAN HEALTH AND THE ENVIRONMENT; 2023/24 - 2027/28*

## VISION AND MISSION

### **Vision**

A world-class regulator for pest control products that assures safety to human health, animals, the environment and a sustainable economy.

### **Mission**

To provide effective and scientific evidence-based regulatory service and facilitate trade in pest control products in the manufacture, distribution, sale, use and disposal to ensure the safety of humans, animals and the environment for a healthy and wealthy nation.

## OUR CORE VALUES

Customer focus

Professionalism

Integrity

Confidentiality

Equity and Equality

Teamwork

Innovation

## LIST OF ABBREVIATIONS

<b>AFFA</b>	:	Agriculture, Food and Fisheries Authority
<b>AIA</b>	:	Appropriation In Aid
<b>ASDS</b>	:	Agricultural Sector Development Strategy
<b>ASTGS</b>	:	Agricultural Sector Transformation and Growth Strategy
<b>COFEK</b>	:	Consumer Federation of Kenya
<b>COMESA</b>	:	Common Market for Eastern and Southern Africa
<b>CSR</b>	:	Corporate Social Responsibility
<b>EAC</b>	:	East Africa Community
<b>EMCA</b>	:	Environmental Management and Co-ordination Act
<b>ERS</b>	:	Economic Recovery Strategy for Wealth and Employment Creation
<b>EU</b>	:	European Union
<b>FAO</b>	:	Food and Agriculture Organization of the United Nations
<b>FCK</b>	:	Kenya Flower Council
<b>FCM</b>	:	False Codling Moth
<b>FPEAK</b>	:	Fresh Produce Exporters Association of Kenya
<b>GDP</b>	:	Gross Domestic Product
<b>HIV/AIDS</b>	:	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
<b>HOD</b>	:	Head of Department
<b>HR</b>	:	Human Resource
<b>ICT</b>	:	Information and Communication Technology
<b>IPM</b>	:	Integrated Pest Management
<b>ISO</b>	:	International Organization for Standardization
<b>KEPHIS</b>	:	Kenya Plant Health Inspectorate Service
<b>KENTRADE</b>	:	Kenya Trade Network Agency
<b>KALRO</b>	:	Kenya Agricultural Livestock and Research Organization
<b>LGB</b>	:	Large Grain Borer
<b>MDGs</b>	:	Millennium Development Goals
<b>MLND</b>	:	Maize Lethal Necrosis Disease
<b>MTP</b>	:	Medium Term Plan

<b>M &amp; E</b>	:	Monitoring and Evaluation
<b>MRL</b>	:	Maximum Residue Level
<b>MSME</b>		Micro, Small Medium Enterprises
<b>NEMA</b>	:	National Environmental Management Authority
<b>NHIF</b>	:	National Hospital Insurance Fund
<b>OSBP</b>	:	One Stop Border Point
<b>PCP</b>	:	Pest Control Product
<b>PCPB</b>		Pest Control Products Board
<b>PESTLE</b>	:	Political, Economic, Socio-Cultural, Technological, Legal and Environmental
<b>PFM</b>	:	Public Finance Management Act, 2012
<b>SADC</b>	:	Southern Africa Development Corporation
<b>SMEs</b>	:	Small Medium Enterprises
<b>SOPs</b>	:	Standard Operating Procedures
<b>SDGs</b>	:	Sustainable Development Goals
<b>SRA</b>	:	Strategy for Revitalizing Agriculture
<b>SWOT</b>	:	Strengths, Weaknesses, Opportunities and Threats
<b>TFP</b>	:	Trade Facilitation Platform
<b>TNA</b>	:	Training Needs Assessment
<b>WTO</b>	:	World Trade Organization
<b>UK</b>	:	United Kingdom
<b>USA</b>	:	United States of America

## TABLE OF CONTENTS

VISION AND MISSION.....	ii
OUR CORE VALUES.....	iii
LIST OF ABBREVIATIONS.....	iv
TABLE OF CONTENTS.....	vi
FOREWORD.....	x
PREFACE.....	xii
ACKNOWLEDGEMENTS.....	xiv
EXECUTIVE SUMMARY .....	xv
CHAPTER ONE: INTRODUCTION.....	1
1.1 Overview.....	1
1.2.1 Linkage of the strategic plan with the Constitution of Kenya 2010 .....	2
1.2.2 Linkage of the Strategic Plan with the Government Development Agenda .....	3
1.3 Global and National challenges .....	3
1.3.1 Climate change .....	3
1.3.2 Infrastructure.....	4
1.3.3 High cost of finance .....	4
1.3.4 Rapid population growth and unemployment.....	4
1.3.5 Governance .....	4
1.3.6 Security .....	4
1.3.7 Funding .....	5
1.4 Kenya's Development Agenda - Kenya Vision 2030.....	5
1.4.1 Role of the PCPB in Achieving the Vision 2030.....	5
1.4.2 Sustainable Development Goals (SDGs).....	7
1.4.3 Role of PCPB to Support Sustainable Development Goals.....	7
1.4.4 Role of PCPB to Support the Government (Kenya Kwanza) Manifesto .....	8
1.5 Rationale for the strategic plan .....	11
1.6 Assumptions.....	11
1.7 Methodology for developing the Strategic Plan .....	11
1.8 Organization of the Strategic Plan .....	12
1.9. Layout of the strategic plan .....	15
CHAPTER TWO: SITUATIONAL ANALYSIS OF THE ORGANIZATION.....	16
2.1 Establishment of Pest Control Products Board.....	16
2.2 Key achievements and lessons learnt.....	18
2.2.1 Achievements.....	18

2.2.2 Lessons Learnt .....	23
2.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis .....	23
2.4 Political, Economic, Social-cultural, Technological, Environmental and Legal (PESTEL) Analysis ..	25
2.5 Stakeholder Analysis .....	28
2.6 Threats to Food Security in the recent past.....	33
CHAPTER THREE: STRATEGIC MODEL .....	38
3.1 Vision, Mission, Philosophy and Core Values .....	38
3.2 Mandate and Functions .....	40
3.3 Overall Goal.....	40
3.4 Key Result Areas .....	40
3.4.1 Summary of Key Result Areas, Strategic Objectives and Strategies .....	41
CHAPTER FOUR: IMPLEMENTATION OF THE STRATEGIC PLAN.....	53
4.1 Introduction.....	53
4.2 Structure of the organization.....	53
4.2.1 Board of Management.....	53
4.2.1.1 Technical and Registration Committee.....	53
4.2.1.2 Finance and Administration Committee .....	54
4.2.1.3 Audit Committee.....	54
4.2.2 The Board Secretariat .....	54
4.2.2.1 Registration Department .....	54
4.2.2.2 Analytical Services Department .....	56
4.2.2.3 Compliance and Enforcement Department .....	58
4.2.2.4 Corporate Services Department .....	59
4.2.2.5 Research, Strategy, Planning & Performance Management .....	60
4.3 Staff Establishment & Requirements.....	61
4.4 Resources .....	62
4.4.1 Resource requirements.....	62
4.4.2 Strategies for Resource Mobilization.....	62
4.5 Business process re-engineering.....	63
4.6 Risk Management .....	66
CHAPTER FIVE: MONITORING & EVALUATION.....	68
5.1 Monitoring .....	68
5.2 Evaluation of the Strategic Plan.....	69
LIST OF REFERENCES.....	70
ANNEX 1: IMPLEMENTATION MATRIX.....	71

ANNEX 2: OUTCOME MATRIX.....	71
ANNEX 3: ORGANIZATION STRUCTURE OF PEST CONTROL PRODUCT BOARD.....	72
ANNEX 4: PCPB STAFF ESTABLISHMENT.....	73



## List of Tables

Table 1: Areas of intervention in the Kenya Kwanza Manifesto.....	9
Table 2: Trend of five years Total Import Quantities of Pest Control Products .....	19
Table 3: Total Revenue accrued in the Last Five Years of 2018/2022 Strategic Plan Period .....	21
Table 4: SWOT Analysis of PCPB.....	24
Table 5: Stakeholders Analysis Matrix.....	30
Table 6: Key Result Areas, Strategic Objectives and Strategies .....	43
Table 7: Resource requirements .....	62
Table 8: Risks and Risk Management .....	66

## List of Figures

Figure 1: Trends of Imports of Pest Control Products in the last 5 years .....	19
--	----

## List of Pictures

Plate 1: The Pest Control Products Board of Management.....	17
Plate 2: Laboratory complex at PCPB headquarters in Loresho, Nairobi.....	20
Plate 3: CEO, Dr Esther Kimani explaining to the Deputy President (H. E Rigathi Gachagua) and other visitors pesticide label and interpretation during farmer's field day.....	22
Plate 4: Photo of Desert Locust.....	34
Plate 5: Damage caused by the Fall Armyworm on Maize.....	34
Plate 6: Maize weevil, a common grain storage pest .....	35
Plate 7: Larger Grain Borer: serious post-harvest storage pests .....	36
Plate 8: Efficacy trial conducted before registration of PCPs .....	
Plate 9: The CEO of PCPB with representatives from Kenyan laboratories during the DVFA/SSC mission on reference laboratories.....	57
Plate 10: PCPB pesticide analysts running tests on pesticide samples .....	57
Plate 11: PCPB pesticide store at Loresho, Nairobi.....	58
Plate 12: Non Compliant pesticides awaiting disposal .....	59
Plate 13: Members of staff during a team building exercise.....	60
Plate 14: PCPB experts reviewing 2023/24 - 2027/28 Strategic Plan at DTI Naivasha .....	61

## FOREWORD



**Njoroge Kagwe,**

**Chairman**

Today mankind is faced with several problems which can only get bigger and insurmountable if not addressed with urgency. While they are all interrelated, it is possible to pick food and health as dominant within the mainstream of these challenges.

Population expansion, challenges the capacity of the human species to be food secure. New farming approaches need to be adopted to ensure food is available in the appropriate quantities and must continually increase into the future as the population increases. Productivity per unit area and returns from the farming investments become an emphasis.

In the pursuit of the quantity thrust, there is frequently a compromise on quality and process which when not managed effectively ultimately leads to several health challenges, both on the people and the environment. The Pest Control Products Board (PCPB) is a key regulator in this space.

As per the Pest Control Products Act (CAP 346), PCPB exists to ensure that pest control products used in this country are of good quality, are effective in pest management, are safe, and are available. PCPB must always ensure that human beings and the environment are protected. This is a mandate that the Board is committed to carry out.

The PCPB strategic plan 2023/24 - 2027/28 is crafted to enable the institution to fulfil this mandate impactfully. This strategic plan has been anchored on the direction of the Kenya Vision 2030 and the Agriculture Sector Transformation and Growth Strategy 2019-2029(ASTGS).

The document will guide PCPB in the implementation of policies, programmes and projects, and also guide in setting priorities in the next five years. The focus on the future will give the institution the capacity to deal with emerging issues in the pest control environment.

The Board of Management is keen and committed to support the implementation of the strategic plan and will work with all parties to ensure successful implementation. This includes, but is not limited to, other departments of the Ministry of Agriculture, relevant arms in the Government and stakeholders.

Internally, the Board will ensure a conducive institutional framework and capacity. This will enable the staff to execute their mandate effectively and implement the strategic plan within the set aspiration and direction.

The implementation monitoring will be done regularly. It will update on progress and ensure emerging issues are addressed in a timely manner to keep the strategic plan on course.

I take this opportunity to thank the entire team involved in the development of the strategic plan including board members, management, staff, and our partners for their commitment to the process.

Finally, I urge all who are directly or indirectly involved to be fully supportive of the implementation process and make the PCPB 2023/24 - 2027/28 Strategic Plan a success.

**Njoroge Kagwe,**

**Chairman**

## PREFACE



**Dr Esther Kimani, OGW**  
**Chief Executive Officer/  
Secretary**

For nearly four decades, the Pest Control Products Board has been responsible for regulating pest control products in the country. During that period, the Board ensured that safe and efficacious pest control products were available. The Board has always been keen to align its plans and activities to the development agenda of the Government of Kenya. In keeping with this trend, this Strategic Plan was developed as per the Medium Term Plans of the Kenya Vision 2030.

During the previous plan period (2018-2022), the Board made significant strides in service delivery and responding to evolving local and global trends and challenges in the pest control products sector. Amongst the strides include, the commencement of the review of the PCP Act which has led to the development of the PCP Draft Bill and regulations. PCPB also initiated the construction of a laboratory complex that will house a residue section, formulation and biopesticides analytical units. Further, PCPB successfully reviewed its HR Policy Instruments which led to improved terms of service for its staff. In terms of improved coverage, the institution opened an office at the Busia Border Point. Other developments include increased collaboration with other stakeholders to build the capacity and create public awareness on the safe use and handling of PCPs. Additionally, PCPB received an increase in its annual budgetary allocation through positive engagement with the Ministry of Agriculture and Livestock Development.

The Plan has set out the strategic objectives, priorities and strategies that will be pursued in order to achieve tangible and measurable results. In this regard, the Board has identified two strategic objectives to be pursued over the plan period. These are: Ensuring access to quality pest control products, promoting agricultural productivity, safeguarding human health and the environment, and enhancing institutional sustainability. These strategic objectives shall be accomplished through various actionable strategies that are drawn from PCPB's mandate. A wide consultative and

participatory approach, involving all stakeholders, was adopted in the development of this Strategic Plan.

The Strategic Plan (2023-2028) will help to position PCPB as a global leader in the regulation of pest control products. In the current planning period, some of the institution's key goals are to complete the construction of the laboratory complex and to have the draft PCP Bill passed into law, thus according the institution authority status. Other key goals will be to finalize the review of the Pest Control Products Regulations, to ensure that PCPB undertakes a participatory review of highly hazardous pesticides with a view of mitigating their potential impacts on human health and the environment and to strengthen linkages with stakeholders through collaborative activities and projects.

PCPB remains committed to continual improvement and efficient service delivery and shall pursue this through the implementation of quality management systems and results-based management. The institution shall monitor performance on a continuous basis to ensure that planned strategies, objectives and activities are achieved.

Finally, I wish to sincerely thank the Board, management and staff for their effort and time in developing this Strategic Plan.

**Dr Esther Kimani, OGW**

**Chief Executive Officer**

## ACKNOWLEDGEMENTS

We acknowledge the support and leadership provided by the Board of Management in the development of this Strategic Plan. Our sincere gratitude goes to the Ministry of Agriculture and Livestock Development for their continued support and guidance.

A lot of effort, dedication and commitment went into the development of this Strategic Plan. I take this opportunity to thank Mr Samuel Gicheru, the Director of Planning, State Department of Crop Development and Agricultural Research, Dr Matthew Muma of Kenya Institute for Public Policy Research and Analysis (KIPPRA) and Joel Mutai of the Agrochemicals Association of Kenya for their effective participation and involvement. I particularly recognize the Strategic Plan steering committee, led by Dr Paul Ngaruiya, Fredrick Muchiri, CPA James Mwaura, Grace Muchemi, Margaret Maumba, Lawrence Kalawa, Dr Peter Otieno, Stephen Mathia, and Anne Nkatha. Further, I acknowledge contributions made by all the stakeholders who participated in enriching this document.

It is my conviction that through the strategies envisaged in this plan, PCPB will ensure access to quality and efficacious pest control products by users and facilitate trade while safeguarding human health and the environment for Kenya.

**Dr Esther Kimani, OGW**

**Chief Executive Officer/ Secretary**

## EXECUTIVE SUMMARY

The Pest Control Products Board is a statutory organization of the Government of Kenya established under an Act of parliament, the Pest Control Products Act, Cap 346, Laws of Kenya of 1982 to regulate the importation, exportation, manufacture, distribution and use of pest control products used for the control of pests and of the organic functions of the plants.

For the last five years, the activities of the Pest Control Products Board (PCPB) were guided by the Strategic Plan 2018-2022 which is coming to an end. The Strategic Plan was aligned to the second medium-term plan of the Kenya Vision 2030. During this period, PCPB achieved major milestones and periodically conducted self-assessments on the implementation of the plan. Nevertheless, the lessons learnt during the implementation period were taken into consideration in the development of this Strategic Plan 2023/24 - 2027/28.

The PCPB Strategic Plan 2023/24 - 2027/28 maps out the pathway that will guide the organization in its endeavour to deliver on its mandate. It acknowledges the dynamic nature of the operational environment and therefore, will continuously strive to adapt to emerging trends. PCPB aims to remain relevant by enhancing performance, meeting diverse expectations and keeping in line with the Constitution of Kenya 2010, the Government Development Agenda, the Kenya Vision 2030, Medium Term Plans (MTPs), the Ministry of Agriculture and Livestock Development Strategic plan, Agriculture Sector and Transformation and Growth Strategy 2019-2029 (ASTGS), Sustainable Development Goals and other relevant policy documents.

The importance of the agriculture sector has been highlighted as well as the need to manage factors affecting production in Kenya. Pests and diseases are recognized to pose a major challenge to increasing agricultural productivity, therefore effective management is key to sector productivity and environmental sustainability.

Under this strategic plan, PCPB aspires to be “*A world-class regulator for pest control products that assures safety to human health, the environment and a sustainable economy*”.

The overall goal of PCPB is to ensure access to quality and safe pest control products, promote agricultural productivity and facilitate trade while safeguarding human health and the environment.

Our new mission as PCPB is “**To provide effective and scientific evidence-based regulatory service and facilitate trade in pest control products in the manufacture, distribution, sale, use**

**and disposal to ensure safety of humans, animals and the environment for a healthy and wealthy nation.”**

We are committed to upholding the following core values: Customer Focus, Professionalism, Integrity, Confidentiality, Equity and Equality, Teamwork and Innovation.

The Strategic Plan has outlined the achievements PCPB made in the preceding strategic plan period **2011-2015, 2016-2020 and 2018-2022** as well as the challenges encountered during implementation.

In the preceding strategic plan, PCPB facilitated the importation and exportation of pest control products, with amounts ranging from 14.55-20.5 million Kgs per year imported; the highest volume recorded during the period was 20.5 million Kgs imported in the 2020/2021 financial year. The construction of the PCPB Residue Laboratory was commissioned and started during the preceding period. The physical structure is almost complete. The number of registered pest control products increased from 1,585 products in 2018 to about 2,100 in 2021. The amount of revenue realized increased over the last three years. In 2020/2021, the AIA collected was Ksh. 112,062,161, the highest ever in a year in the history of PCPB.

The observed variances between the targets in the preceding strategic plans and the actual achievements provide insight into the adjustments required to ensure the realization of the objectives of the subsequent strategic plan. Availability of competent staff was identified as a major strength while inadequate staffing levels are one of the major weaknesses, where it was noted that PCPB relies on 24% of its human resource capacity requirement. Inadequacies in the Pest Control Products Act CAP 346 and Regulations therein were also mentioned in the SWOT analysis as a major weakness among others.

### **Strategic objectives**

In the Strategic Plan 2023/24 - 2027/28, PCPB will focus on two key result areas:

1. Ensure access to quality and safe pest control products, promote agricultural productivity, and safeguard human health and the environment.
2. Enhance institutional sustainability.

The strategic objectives from the key result areas to be addressed are:

- i. Enhancing compliance of pest control products with set standards and facilitating trade.
- ii. Ensuring safe, quality and efficacious pest control products are availed to users.



- iii. Promoting responsible handling and use of pest control products.
- iv. Enhancing compliance with food safety standards and market requirements
- v. Improving resource mobilization and accountability
- vi. Improving quality and efficiency of service delivery

Under each strategy, activities have been detailed in the plan to help in achieving the strategic objectives. The implementation matrix provides an actual framework through which the strategic objectives will be achieved in the plan period. The plan shall inform the departmental work plans for ease of implementation and monitoring.

Financing for the key result areas and actionable strategies therein will be done from internally generated revenue, grants from the government and contributions from various development partners. Prudent financial management of resources will be observed as provided for by the Public Finance Management Act 2012.

The monitoring and evaluation framework guides how the achievements will be measured. The measurable outputs and indicators shall be outlined in the departmental quarterly and annual performance progress reports.

## CHAPTER ONE: INTRODUCTION

### 1.1 Overview

The Pest Control Products Board (PCPB) is a Statutory Organization of the Kenya Government established in 1985 under Cap 346, Laws of Kenya. The formation of the Board was in recognition that pesticides are key to agricultural production and can be harmful to humans, animals and the environment. The Board is mandated to oversee matters related to pesticides, including but not limited to, regulation of the importation and exportation, manufacture, distribution, sale and use of pest control products while mitigating their harmful effects on human health, animal health and the environment. PCPB undertakes its functions through a Board of Management and five departments. The Board also collaborates with both local and international stakeholders.

Kenya's economy is predominantly dependent on agriculture in terms of its contribution to the Gross Domestic Product (GDP), employment creation, provision of raw materials for industries and generation of foreign exchange. The sector directly contributes about 21 per cent of the GDP and an additional 27 per cent through forward and backward linkage with manufacturing, distribution and service-related sectors (Economic Survey, 2021).

Specifically, the importance of the agriculture sector is notable from the National Economic Survey of 2021. Kenya's Real Gross Domestic Product (GDP) is estimated to have contracted by 0.3 per cent in 2020 compared to a growth of 5.0 per cent in 2019. Despite this, it is notable that agriculture remained the dominant sector, accounting for 23.0 per cent of the total value of the economy in 2020. Indeed, agriculture growth increased from 3.0 per cent recorded in 2019 to 5.4 per cent in 2020. This was despite the poor short rains, the COVID-19 pandemic and desert locust incidence in various parts of the country (Economic Survey, 2021; KNBS).

Owing to the importance of the sector, the government has outlined the key role that agriculture will continue to play under the economic pillar of the Kenya Vision 2030 and the Agricultural Sector Transformation and Growth Strategy (ASTGS). The two documents aim at accelerating the agricultural sector's growth in order to improve food and nutritional security for Kenyans and their standard of living.

Pests and diseases pose a major challenge to increasing agricultural productivity, therefore effective management is key to sector productivity and environmental sustainability. The Government has continued to intensify environmental conservation measures aimed at improving the management and protection of natural resources for sustainable economic growth. Pesticides play a vital role in the management of pests and diseases. They are potentially hazardous to humans, animals, plants and the environment, and therefore require to be regulated and used responsibly. Globally, the use of Integrated Pest Management (IPM) is being encouraged as a strategy in pest and disease management as the emerging trends now encourage the use of less hazardous pesticides e.g. biopesticides which include microbials, macrobials and biochemicals.

Pesticide regulation plays an important role in food security and safety, and environmental protection. It has been adopted in many countries all over the world such as the United States of America, Canada, China, India and the United Kingdom.

#### 1.2 Linkages of the Strategic Plan with Legal and other policy documents

The preparation and implementation of this strategic plan are guided by the Government Development Agenda and the Constitution of Kenya 2010.

##### 1.2.1 Linkage of the strategic plan with the Constitution of Kenya 2010

In performing the functions and relating with the stakeholders, Pest Control Products Board shall always consider the Constitution but not limited to the following provisions:

- The national values and principles of governance set out by article 10 of the constitution
- The values and principles of public service set out by article 232 of the constitution
- The principles of leadership and integrity set out in Chapter Six of the Constitution
- Environmental protection: emphasizes the right to a clean and healthy environment, in Article 42
- Consumer rights: Consumers have the right to the protection of their health, safety, and economic interests, Article 46.
- Obligations in respect of the environment: It requires the State to ensure sustainable exploitation, utilization, management and conservation of the environment and natural resources; ensure the equitable sharing of the accruing benefits; protection of genetic resources and biological diversity; and elimination of processes and activities that are likely to endanger the environment in Article 69.
- The Bill of Rights in various articles

### 1.2.2 Linkage of the Strategic Plan with the Government Development Agenda

This strategic plan was developed in line with the government's national goals as outlined in the following documents:

- a. Kenya Vision 2030
- b. Medium Term Plans (MTPs )
- c. Agriculture Sector Transformation and Growth Strategy
- d. Sustainable Development Goals
- e. Agenda 2063 on The Africa We Want
- f. International Treaties and Conventions

## 1.3 Global and National challenges

Kenya's development blueprint, the Vision 2030, highlights various challenges that the country may face in its quest to achieve the Vision's targets. The following challenges have been identified:

### **Changing market standards**

The various trading blocks in the world have set certain market standards which Kenya has to adhere to in order to trade. These include the European Union (EU), Common Market for Eastern and Southern Africa (COMESA), Southern Africa Development Cooperation (SADC) and East African Community (EAC). Kenya has many partners all over the world trading in various commodities such as horticulture, industrial crops, pesticides etc. The EU is the major consumer of fresh fruits and vegetables from Kenya and changing market standards currently have put pressure on Kenyan producers to meet the maximum residue levels (MRLs). Europe is also the main destination market for Kenyan flowers, with very stringent regulations. Currently, China and India are the main sources of pest control products imported into the country with relatively less stringent requirements compared to the traditional sources. The East Africa Region remains the country's main destination for pesticide exports.

### 1.3.1 Climate change

Kenya depends to a large extent on rain-fed agriculture and the effects of climate change will negatively affect the agriculture sector due to drought, erratic rains and floods. Similarly, new and emerging pests and diseases could be as a result of global warming. More resources are required to carry out mitigation measures.

#### 1.3.2 Infrastructure

Poor infrastructure has led to slow movement of goods and services across the country and this has resulted in high cost of production in the agricultural sector, thus slowing economic growth. The government is currently allocating resources to improve the infrastructure, especially the building of roads and railway systems to make agricultural productive areas accessible.

Kenya has a limited number of laboratories that have the capacity to analyze pesticide residue and formulations. Most of the available laboratories are in major cities and this makes the cost of analysis very high.

#### 1.3.3 High cost of finance

High banking lending rates and high interest rates also impact agricultural production hence the cost of goods and services. High exchange rates have led to higher costs of imported pesticides and other farm inputs.

#### 1.3.4 Rapid population growth and unemployment

Agriculture is the prime mover of the Kenyan economy which in turn creates employment and ensures food security. The rapid population growth does not match the economic growth and therefore high rates of unemployment and poverty.

#### 1.3.5 Governance

Corruption and other governance issues are a threat to the growth of the economy and they need to be mitigated. The Constitution of Kenya 2010, has clearly entrenched good governance and formed institutions expected to reduce the vice. The Government has put measures in place to address governance issues such as the “Mwongozo” code of conduct for state corporations.

#### 1.3.6 Security

Security is paramount for economic growth and the creation of a conducive investment environment. Political instability in the neighbouring countries has contributed towards slow economic growth in Kenya. The government continues to allocate more resources to fight against the threats.

### 1.3.7 Funding

Currently, the government allocates about 6% of the total budget to the agricultural sector which is less than the recommended 10% by the African Union 2003 Maputo declaration on agriculture and food security. Funding to PCPB has been inadequate over the years, thus affecting the capacity to achieve its mandate.

## 1.4 Kenya's Development Agenda - Kenya Vision 2030

Kenya's development agenda is defined in the Kenya Vision 2030, which is being implemented through the five years Medium Term Plans.

The Vision aims to make Kenya a globally competitive and prosperous country by transforming it into an industrialized middle-income nation, providing high quality of life for all its citizens in a clean and secure environment. Kenya Vision 2030 is anchored on three pillars namely, economic, social and political.

- i. The Economic pillar: Aims at providing prosperity for all Kenyans by attaining an annual growth rate of 10% per annum and sustaining it through the Vision period. Under this pillar, flagship projects have been identified in tourism, agriculture, manufacturing, wholesale and retail, business process outsourcing and financial services.
- ii. The Social pillar: Seeks to build a just and cohesive society with social equity in a clean and secure environment. The priority sectors identified to achieve this include education and training, health, water and sanitation, the environment, housing and urbanization, gender, youth and vulnerable groups.
- iii. The Political pillar: Is intended to realize an issue-based, people-centered, result-oriented and accountable democratic system. The specific areas identified for the achievement of this priority include respect for the rule of law, protection of individual rights and freedoms, electoral and political processes, democracy and public service delivery, transparency and accountability, security, peacebuilding and conflict resolution.

### 1.4.1 Role of the PCPB in Achieving the Vision 2030

The Kenya Vision 2030 has identified the agricultural sector as the prime mover of the economic pillar to deliver 10% of the annual growth rate. To achieve this, access to high quality and safe inputs is critical in increasing agricultural productivity. Pesticides are a major input in agricultural production in the control and management of pests and diseases. PCPB is mandated with the

regulation of pesticides with the aim of ensuring quality, efficacious and safe pest control products are accessible for use in agriculture and public health.

The Medium Term Plan IV (MTP IV) identifies pests and diseases as one of the main challenges affecting the sector. Prevalence of diseases and pests, pre-harvest and post-harvest losses occasioned by pests, diseases and lack of proper handling and storage facilities continue to be high. This causes heavy losses through deaths, reduced productivity and loss of markets for products.

MTP IV recognizes projects focusing on addressing challenges of limited market access for agricultural products, high cost of agricultural inputs, pests and diseases, inadequate agricultural research, poor governance of cooperative institutions and effects of climate change among others. MTP IV identifies food Safety as a priority in policy reforms. It proposes the development of a National Food Safety Policy to advance the national food safety system to prevent, detect and manage food safety risks for the protection of human health and promotion of food trade consistent with national and international requirements. Addressing pesticide risk assessment will minimize residues and also enhance MRL compliance and food safety.

MTP IV also identifies programs on pest management through different projects in the crops subsector such as the management of Fall Armyworm, Aflatoxin, *Quelea quelea* and other emerging pests and diseases. New and emerging pests, diseases and weeds include; Golden apple snail in Mwea irrigation scheme, *Drosophila suzukii*, African Armyworm, and *Tuta absoluta*. Invasive weeds include; Purple Witch weed, Japanese Dodder, Water Hyacinth, *Parthenium*, giant Salvinia, Erect Prickly Pear, *Prosopis juliflora* and Tall Morning Glory. PCPB will work closely with the ministry and other stakeholders to support this noble initiative.

MTP IV also highlights the completion of various projects including the PCPB laboratory, and policy reforms including the finalization of the Pest control products bill and regulations. The completion of the new laboratory will enhance formulation analysis and residue analysis thus ensuring quality and safe pesticides, and food safety for agricultural commodities. This will go a long way to protect farmers from unscrupulous traders, enhance food safety for consumers by protecting them against hazards caused by pesticide residue and facilitate international trade for producers and exporters thus leading to a strong Kenyan economy.

PCPB has been actively involved in trade facilitation through the Trade Facilitation Platform (TFP) for the processing of import/export permits for pesticides. PCPB enforces the provisions of the PCP Act and ensures a level playing ground for traders through licensing of premises.

Pesticides being potentially hazardous, PCPB ensures that pesticides are used and disposed of responsibly to safeguard human health and the environment.

Regulations made under the Pest Control Products Act Cap 346, international treaties and conventions guide PCPB in achieving its mandate. The Board will also take into account dynamic market requirements, food safety concerns, and safeguard human health and the environment. It will participate in the finalization of the PCP Bill and regulations and continually participate in standard setting fora on pesticides, develop and implement guidelines on emerging issues.

PCPB will achieve this by:

- i. Assessing and registering safe and efficacious pest control products
- ii. Assuring quality and safety through post-registration surveillance and quality analysis
- iii. Conducting pesticide residue analysis in agricultural produce, soil and water
- iv. Inspection of pesticide premises
- v. Compliance and Enforcement to set standards
- vi. Carrying out surveys on pesticide use

#### 1.4.2 Sustainable Development Goals (SDGs)

The Sustainable Development Goals were adopted by world leaders in September 2015 and came into force on January 1st 2016. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The 17 goals were built on the successes of the Millennium Development Goals (MDGs) while including new areas. The goals provide clear guidelines and targets for all countries to end all forms of poverty, fight inequalities and tackle climate change while ensuring no one is left behind.

Kenya was among the 193 United Nations member states and international organizations that endorsed SDGs in Sept. 2015. The country has therefore integrated SDGs into its development agenda.

#### 1.4.3 Role of PCPB to Support Sustainable Development Goals

PCPB has been playing a critical role in support of the Sustainable Development Goals (SDGs) as follows:

**Addressing SDG 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture: PCPB being a regulatory agency under the Ministry played a key role in



the achievement of the above SDG by supporting the intervention of providing quality and effective pest and disease control products; and reduction of post-harvest losses.

**To support SDG 3.** Ensure healthy lives and promote well-being for all at all ages: PCPB contributes towards healthcare and safety by ensuring the implementation of mitigation measures on hazardous pesticides through risk assessment of pesticides, training, and registration of pest control products for vector control.

**To support SDG 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation: PCPB contributes to the manufacturing industry and fosters innovation by fast-tracking registration of technical grade material for local formulation and manufacture of pesticides.

In addition, PCPB has an indirect role in other SDGs targets that include **SDG No.1** on zero poverty, **No.6** on cleaner water and sanitation, **No. 11** on sustainable cities and communities, **No. 12** on responsible consumption and production, **No. 14** on life below water, and **No. 15** on life on land.

#### **1.4.4 Role of PCPB to Support the Government (Kenya Kwanza) Manifesto**

The current government under Kenya Kwanza is planning to improve the economic status of the country by introducing the Bottom-Up Economy. A bottom-up economy involves investing the limited capital available where it will create the most jobs – at the bottom of the pyramid. Its main focus will be on smallholder agriculture and the informal sector. There are five (5) sectors which form the core pillars of the plan in order of priority of the new government. These sectors are:

- I. Agriculture
- II. Micro, Small, and Medium Enterprise Economy
- III. Housing and Settlement
- IV. HealthCare
- V. Digital Super Highway and Creative Economy

According to the manifesto, investing in agriculture will lead to economic recovery. Increasing agricultural productivity requires cost, quality and availability of inputs which include commercial feeds, seeds, fertilizers, pesticides and working capital. Once agricultural productivity is achieved this will have a ripple effect on the economy whereby the cost of living will decrease due to increased food supply, jobs will be created thus increasing income and foreign exchange.

PCPB will play a major role in supporting the Government to achieve the plan, especially in the Agricultural Sector. Pests are a major threat to agricultural productivity since they reduce yields which in turn affect the income, living standards and eventually GDP of the country. PCPs/Pesticides help in increasing agricultural productivity and food safety. PCPB ensures effective scientific evidence-based regulation of these pest control products/pesticides.

PCPB shall contribute to the manufacturing of local pest control products by undertaking the following activities:

- The Pest Control Products Board will fast-track registration of technical grade material for local formulation and manufacture of pesticides. Locally formulated pesticides will reduce the cost of pesticides and the overall cost of agricultural production as well as create job opportunities.
- PCPB will also facilitate the registration of quality and effective products which will increase the production of agricultural produce used as raw materials in agro-processing. This will focus more on major crops such as cotton and pyrethrum.
- Facilitate licensing of manufacturing and formulating plants for pest control products.

In the next 5 years, PCPB plans to intervene in the following areas:

**Table 1: Areas of intervention in the Kenya Kwanza Manifesto**

#	Theme	Issue	Role of PCPB
1.	Agriculture pillar	Addressing the cost, quality and availability of inputs (animal feeds, seeds, fertilizers, pesticides etc, affordable inputs	Enhance surveillance for PCPs to ensure quality, efficacious and safe products are availed to farmers
2.	Agriculture pillar	Revamp underperforming/ collapsed export crops, and expand emerging ones (coffee cashew nuts, pyrethrum, avocado, macadamia nuts)	Produce coffee and avocado seedling at the PCPB nursery
3.	Transforming the Micro, Small and Medium Enterprise	Making trading licenses accessible	Procedure for acquiring premises license, and accreditation license to be made clearer

	(MSME) Economy		Train spray service providers in collaboration with other agencies Facilitate safe trade
4.	Housing and Settlement	New and affordable housing	PCPB will ensure provision of quality, efficacious and safe termiticides for use in the building and construction of more affordable housing.
5.	Health Care	Reducing the growing burden of non-communicable diseases, cancers, heart disease and diabetes-related complications	<ul style="list-style-type: none"> <li>Enhanced risk assessment of new PCPs and review active ingredients with health or environmental concerns using risk assessment models</li> <li>Promote safe use of pest control products and reduce occupational exposure for PCPs used in agriculture and in public health</li> <li>Avail pest control products for vector control.</li> </ul>
6.	Digital superhighway & the creative economy	Enhance government service delivery through digitization and Automation of all government critical processes and make available 80 per cent of government services online	PCPB will review services and facilitate the digitization of critical services

## Universal Health

PCPB contributes towards universal healthcare by ensuring the implementation of mitigation measures on hazardous pesticides through training, enhancement of food safety and quality control.

## 1.5 Rationale for the strategic plan

For the Board to achieve its Vision, Mission, Mandate and organizational objectives, the strategic plan has been developed as a road map. The strategies are to address the following:

- i. The government's national agenda (Vision 2030 and the Kenya Kwanza manifesto)
- ii. Quality pest control products to promote agricultural productivity, safeguard human health, animal health and the environment
- iii. Agrochemical Industry challenges
- iv. Emerging trends and issues like food safety and management of new diseases and pests, and climate change
- v. Institutional growth and sustainability
- vi. Optimization of available resources and capacity building

## 1.6 Assumptions

The following are the key assumptions underpinning the achievement of this Strategic Plan.

- i. The National Treasury will continue funding PCPB for both the recurrent and development expenditure
- ii. The agriculture sector remains vibrant
- iii. Inflation is expected to be maintained within the target of 5%.
- iv. The proposed Pest Control Products Bill will be enacted into Law

## 1.7 Methodology for developing the Strategic Plan

A mixed methodology approach was used to develop this Strategic Plan. Desk literature review, participatory validation workshops and expert workshop methods were mainly used for conceptualizing and documenting this Plan. Technical documents with data and information on PCPB, pest control products, government policies and strategies were used to prepare the plan. The Plan was prepared taking into account the past PCB Strategic Plans, the Constitution of Kenya, the Vision 2030 development blueprint, Medium Term Plan III MTP IV, the Sustainable Development Goals (SDGs), Agriculture Policy, Pest Control Products Act CAP 346 Laws of Kenya and many other relevant key policy and strategy documents.

A review of the current PCP Act Cap 346 Laws of Kenya has been ongoing. Consequently, the views of key stakeholders were sought in consultative workshops in 37 of the 47 counties of Kenya. The review has been undertaken to streamline the mandate of PCPB to Kenya, the Constitution and other national and international policies and agreements. The review was made necessary because of the need to align the requirements of the Constitution regarding provisions of

the devolved governments, changes in policy, legal and institutional frameworks, the rights of citizens to food and nutrition security and a healthy environment, participation of citizens in socio-economic development and governance and other facets of development. The key stakeholder participants were consulted for their input to the proposed legal review which was used in the development of this Plan. The consultative workshops in the 37 counties provided different stakeholders with free and open discussions on the Pest Control Products Bill and Regulations. Views and insights from these consultative workshops have been incorporated into this Plan. Additionally, an expert workshop involving policymakers from the Ministry of Agriculture, Livestock, Fisheries and Cooperatives, the Agro-chemicals Association of Kenya (AAK) and the Kenya Institute for Public Policy Research and Analysis was organized by PCPB to further give inputs and finalize the SP. The document therefore has a diversity of inputs addressing the mandate of PCPB, harmonization with the National Government and County Government's policies, laws and regulations, and international PCP policies, regulations and guidelines in addition to facilitation of trade in PCPs.

## **1.8 Organization of the Strategic Plan**

In the next five years, PCPB will revolutionize the regulation of pest control products in Kenya by implementing the following new areas:

### **Enhance food Safety and quality through regulation of pest control products.**

To ensure that the food availed to consumers is free from harmful effects that could result from pesticide residues and contamination by:

- i. Continuously monitor pesticide residues in food crops through periodic sampling from local markets produce destined for international markets through laboratory analysis and take the required remedial measures where cases of contraventions have been detected. This will be achieved by completing and operationalizing the laboratory block that will house facilities for analyzing residues, formulations and biopesticides.
- ii. Periodic monitoring of pesticide contamination in water and soil and also establishing a working relationship with actors in the environment and public health sector.
- iii. Conduct local supervised residue trials for some select commodities
- iv. Equipping the laboratory for assessment of food safety and quality analysis of the pest control products

### **Trade facilitation**

PCPB will:

- v. Undertake training of Micro, Small and Medium Enterprises (MSMEs) involved in the trade of pest control products and the provision of spray services that will facilitate the spraying of pesticides on crops at the grass root levels. This will create harmony and consistency in spraying and minimize incidences of residues and contamination in food production.
- vi. Train SMEs involved in trade in pest control products and other stakeholders responsible for storing, selling and distributing pest control products. The training will focus on safe handling, storage and disposal of pest control products waste.

## **Enhanced collaboration**

PCPB will:

- Identify regional and international regulators, analytical laboratories and development partners to collaborate with
- Collaborate with County governments and the Agrochemical industry in the collection and disposal of pesticides empty containers and pesticides waste
- Enhance synergies with partners and stakeholders through information and resource sharing, and taking leadership in training on PCPs

## **Enhanced pesticide regulation**

PCPB will:

- Establish additional regional and border point offices
- Undertake technical evaluation of pest control products to inform the risk assessment process

## **Enhanced communication**

PCPB will:

- Disseminate information on safe handling and safe use of pest control products
- Capacity build for farmers and traders on responsible use of pest control products and food safety
- Develop and implement a strategy on communication and publicity
- Establish a communication office

## **Institutional sustainability**

PCPB plans to:

- Broaden the revenue collection by identifying new sources.
- Develop and implement Quality Management System ISO 9001
- Develop and implement ISO 17025 on Calibration and Testing for the analytical laboratory.
- Improve corporate image and culture by branding
- Review legal framework to address emerging issues

## **Leveraging ICT in service delivery**

PCPB plans to:

- Develop and implement ICT Policy and Strategy
- Adopt the use of short message subscription (SMS) service
- Establish a platform for issuance of online licenses and permits
- Implement safe and secure electronic submission of dossiers

### **1.9. Layout of the strategic plan**

The strategic plan is presented in five chapters which include:

Chapter one is an introduction, which covers the PCPB overview, Kenya's development challenges, Kenya's development agenda, the role of PCPB in attainment of Kenya's Vision 2030 and the rationale for the strategic plan and organization of the plan.

Chapter two covers a situational analysis of the organization, the organization's functions and responsibilities, key achievements and lessons learnt in the last 5 years, a SWOT analysis of the organization, a PESTEL Analysis of the organization and a stakeholder analysis.

Chapter three covers mandates and functions, vision, mission, core values/ principles, summary of strategic issues, Key Result Areas (KRA), strategic objectives, strategies and implementation & Outcome matrix (see annex 1 and 2).

Chapter four is on the establishment of the organization; departments/sections and their roles, staff establishment & requirements, resource required and risk management.

Chapter five covers monitoring & evaluation, the M&E Framework

A list of annexes is also provided as follows:

Annex 1: Implementation Matrix

Annex 2: Outcome Matrix

Annex 3: Organization structure

Annex 4: Staff establishment



## CHAPTER TWO: SITUATIONAL ANALYSIS OF THE ORGANIZATION

### Introduction

This chapter covers the functions and mandate of the Pest Control Products Board, key achievements and lessons learnt in the situational analysis and stakeholder analysis.

### 2.1 Establishment of Pest Control Products Board

The Pest Control Products Board is a Statutory organization established under an Act of Parliament, the Pest Control Products Act, Cap 346, Laws of Kenya of 1982 to regulate the importation and exportation, manufacture, distribution, use and disposal of pest control products. The Act became operational in 1983 and the Board was established in 1985.

The overall policy powers of PCPB are vested in a Board of Management which is constituted as follows:

- a. A chairman, appointed by the President.
- b. Two public officers appointed by the Cabinet Secretary, being persons with knowledge and experience of pest control;
- c. One public officer appointed by the Cabinet Secretary for time being responsible for matters relating to commerce;
- d. One public officer appointed by the Cabinet Secretary for the time being responsible for matters relating to the environment;
- e. One public officer appointed by the Cabinet Secretary for the time being responsible for matters relating to health;
- f. One public officer appointed by the Cabinet Secretary for the time being responsible for matters relating to water development;
- g. The Government Chemist;
- h. The Director of Kenya Bureau of Standards;
- i. The Director of Coffee Research Institute under (KALRO)
- j. One person appointed by the Cabinet Secretary, being a person engaged in farming, to represent the interests of farmers;
- k. One person by the Cabinet Secretary for the time being responsible for livestock development, being a person engaged in farming, to represent the interest of farmers
- l. The Director of Agriculture
- m. The Board may co-opt to serve for such period as it may think fit not more than five persons whose assistance or advice it may require.



## PCPB Board of Management



**Plate 1: The Pest Control Products Board of Management**

The Board currently undertakes its mandate through four technical departments and a corporate services department.

**The Registration Department** undertakes the registration of pest control products;

**The Analytical Services Department** conducts sampling and quality analysis of formulated pest control products.

**The Compliance and Enforcement Department** is responsible for licensing, training and enforcement of the Provisions of the Pest Control Products Act.

**The Research, Strategy, Planning and Performance Management Department** coordinates the activities in research, performance management, ISO, planning and ICT services.

**The Corporate Services Department** provides the support function to the other departments (human resource & financial management and administrative service).

## 2.2 Key achievements and lessons learnt

### 2.2.1 Achievements

PCPB continues to play a critical role in the regulation of pest control products traded within Kenya. Notably, PCPB has undertaken;

- i. The registration of PCPs & approval of labels
- ii. Inspection and licensing of premises
- iii. Issuance of import /export permits
- iv. Investigations in collaboration with Multi-agency teams,
- v. Laboratory Quality assurance of pest control products through post-registration surveillance
- vi. Supervising the safe disposal of PCPs
- vii. Creating awareness on responsible use of pest control products
- viii. Youth empowerment through internships and industrial attachments

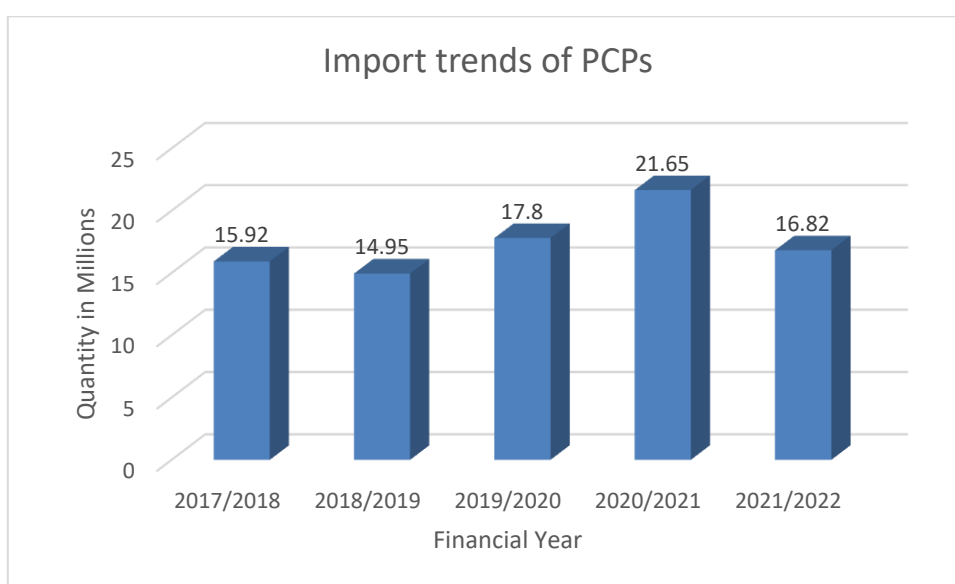
The PCPB strategic plan (**2018 - 2022**) under review was formulated in 2018.

Since then, the Board has made significant achievements, which include the following:

1. The opening of an office in Busia Border (OSBP) to control the entry/exit of pest control products
2. The list of registered products is now available on the PCPB website free of charge. The use of this modern technology has enhanced information dissemination to stakeholders on registered pest control products. This gets updated in real-time as products get approved.
3. Issuance of import/export permits. PCPB has integrated the processing of import and export licenses in the Kenya Tradenet System. Through this system, import/export license applications are submitted by clearing agents online through the Kenya Tradenet System-PCPB web portal. PCPB verifies, validates and approves the licenses without physically meeting the applicant. Table 2 below presents the trend in total quantities of PCPs imported in the last five (5) years.

**Table 2: Trend of five years Total Import Quantities of Pest Control Products**

Financial Year	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Quantity (Million Kgs)	15.92	14.95	17.80	21.65	16.82

**Figure 1: Trends of Imports of Pest Control Products in the last 5 years**

- Capacity building of PCPB staff to enforce pesticide regulations and train stakeholders in order to reduce risks to human health and the environment has been enhanced through the following: Denmark - sponsored 14 staff members for trainings in Entrepreneurship, Innovations & Value Chains, Risk Assessment, and One Health and Food Safety; The Netherlands project supported the training of staff (registration department); several capacity building workshops both in Kenya and abroad; a survey on the use of pesticides (kales & tomatoes) in Kirinyaga County and the development of a Level 5 Curriculum on IPM and food safety (approved by TVET) for the training of stakeholders. The Sweden project through SIDA and the Swedish Chemicals Agency (KemI) sponsored 3 staff members for training on Developing Strategies for National Chemicals Management.



5. The scope of inspection increased over the years through activities undertaken by all the regional offices to reach 7996 premises in 2016/2017 but in 2017/2018 and 2018/2019 the numbers achieved (5038 and 4887 respectively) were less due to financial constraints. However, in 2019/2020 (3300) and 2020/2021 (4877), the achievements as shown were low since this activity was hampered by the Covid pandemic prevention guidelines that limited work requiring physical interaction. Issuance of premises licenses has been improved through decentralization to the regional offices and also enhanced product certification and compliance with the law.
6. Review of the Pest Control Products Act; The following PCP Bill review activities were undertaken;
  - i. Consultations with stakeholders (Counties) Conducted Regulatory Impact Assessment and a report prepared by MMK advocates
  - ii. Presented the documents to the Intergovernmental Joint Agriculture Sector Thematic Working Group (SWAG) on policy, regulations and standards
  - iii. Conducted National validation workshop
  - iv. Incorporated comments in the Bill and regulations and submitted final documents to the Ministry of Agriculture and Livestock Development for further processing.

This work was supported by a grant from AGRA and the agrochemical industry.

7. The construction of the laboratory was commissioned and started. The project is almost complete (the physical structure, presented below). The laboratory complex will consist of residue, formulation, biopesticides, research, offices and conference facilities.



**Plate 2: Laboratory complex at PCPB headquarters in Loresho, Nairobi**

8. Increased the number of registered pest control products from about 1585 products (2018) to about 2100 in 2021 (both conventional & bio-pesticides). About twenty-two products were de-registered; some based on applicant requests and others due to decisions of the International Conventions to which Kenya is a party.
9. Prepared guidelines for crop grouping (efficacy and residue trials) guidelines for; Cereals & Herbs, Vegetables, Flowers and Fruits and Tree Nuts in collaboration with stakeholders
10. The amount of revenue realized increased over the last five years as demonstrated in Table 3 below. In 2020/2021 PCPB collected the highest AIA ever collected in the history of PCPB.

**Table 3: Total Revenue accrued in the Last Five Years of 2018/2022 Strategic Plan Period**

<b>Revenue Type</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
A in A	85,404,261	83,495,821	90,673,780	112,062,161	111,674,502
Ex. Chequer	127,800,000	88,200,000	89,550,000	90,000,000	187,357,663
<b>Total</b>	<b>213,204,261</b>	<b>171,695,821</b>	<b>180,223,780</b>	<b>202,062, 161</b>	<b>299,032,165</b>

11. In keeping with the Government policy of engaging the youth, PCPB now has a programme for internship, attachment and visits by local university students. During the SP under review period, the total number of interns and attaches' on board were; 18 (2018/2019), 34 (2018/2019), 23 (2019/2020) and 36 (2020/2021).
12. Implemented the Constitution's gender equity requirement. The staff ratio of men to women is 66.7% male officers and 33.3% females.
13. Continued to undertake post-registration surveillance and analysis of PCPs sampled in the market. The number of analyzed samples increased from 340 in 2017/2018 to 358 in 2020/2021. The formulation laboratory has increased its scope of molecules that can be analyzed from 30 in 2018 to 40 in 2021. Some of the results of the analyses have been used as evidence in courts of law.
14. Improved service delivery through the implementation of Result Based Management and Performance Contracting.
15. Operationalized online submission of applications for product registration and labels for review.

16. Conducting virtual engagements, meetings and training through utilization of the technology.
17. The PCPB career guidelines and HR Manual were revised and implemented to attract and retain staff.
18. Conducted stakeholder training and awareness creation activities such as stockist training, and farmer field days (*example activity photo below*) and participated in shows and exhibitions among others. In 2017/2018, 2018/2019, 2019/2020 and 2020/2021 PC periods, a total of 66, 60, 42 and 66 of such activities were achieved respectively.



**Plate 3: CEO, Dr Esther Kimani explaining to the Deputy President (H. E Rigathi Gachagua) and other visitors pesticide label and interpretation during farmer's field day**

### 2.2.2 Lessons Learnt

1. Human resources are the most important resource in any organization. In order to maintain effective service delivery, there is need to put in place mechanisms to retain staff within PCPB. All staff who have left PCPB have joined well-paying organizations.
2. Replacing the manual processing of some of our operations with ICT-based tools has reduced the physical interaction between PCPB staff and our clients. Enhanced use of ICT tools will improve our service delivery, especially during the Covid Pandemic.
3. The decentralization of PCPB offices has improved service delivery and enhanced compliance with the set standards and quality.
4. Use of modern analytical equipment has facilitated the identification of sub-standard products including counterfeit which would not have been identified in any other way. This has enhanced the monitoring of quality and compliance.
5. Collaboration with stakeholders has enabled PCPB in several areas under the mandate. PCPB was able to get grants from development partners/NGOs.

### 2.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The SWOT model provides a tool for the analysis of strengths, weaknesses, opportunities and threats. Understanding PCPB's internal and external environments, strong points, deficiencies and prospects is critical to its operations and sustainability.



**Table 4: SWOT Analysis of PCPB**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>a) Good collaboration with stakeholders</li> <li>b) Regional and International recognition in pesticides regulation</li> <li>c) Adoption of ICT innovations for service delivery</li> <li>d) Availability of operational analytical laboratory</li> <li>e) Availability of competent staff</li> <li>f) PCPB is established under a statute Cap 346 Laws of Kenya</li> <li>g) Existence of a supportive Board of Management</li> <li>h) Conducive work environment</li> <li>i) Decentralized PCPB services</li> </ul>	<ul style="list-style-type: none"> <li>a) Limited laboratory equipment</li> <li>b) Limited financial resources</li> <li>c) Inadequate awareness of PCPB services</li> <li>d) Inadequate ICT infrastructure</li> <li>e) Inadequate staffing levels</li> <li>f) Weaknesses in Pest Control Products Act CAP 346 and Regulations therein</li> <li>g) Lack of a succession plan</li> <li>h) Inadequate resources to undertake stakeholders training and awareness creation</li> <li>i) Limited information and data on pesticides usage</li> <li>j) Inadequate capacity to man border points</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>a) Regional Integration and harmonization of pesticide regulation.</li> <li>b) Embracing emerging technologies e.g. mobile technology to detect counterfeit products.</li> <li>c) Reduced registration trials through extrapolation and crop grouping.</li> <li>d) Use of electronic, print media and mobile technology for training, communication and publicity of PCPB's activities</li> <li>e) Potential revenue streams such as charging for: vetting of adverts, accrediting institutions, commercial trainers and consultants and training of trainers among</li> </ul>	<ul style="list-style-type: none"> <li>a) Unfavourable changes in legal and policy framework</li> <li>b) Rapid technological advancements</li> <li>c) Negative publicity and activism on pesticides</li> <li>d) Natural calamities</li> <li>e) Varied pesticide regulations, standards and enforcement internationally</li> <li>f) Inadequate financial resources</li> <li>g) High staff turnover</li> <li>h) Increased civil and criminal litigation matters related to PCPs</li> <li>i) Terrorism and insecurity</li> <li>j) Changes in international market</li> </ul>

<p>others</p> <p>f) Create an environment for self-regulation of the agrochemical industry to enhance compliance</p> <p>g) Increase the scope of analysis in the laboratory</p> <p>h) Establishment of a pesticide resource centre</p> <p>i) Enhanced collaboration with stakeholders in training and awareness creation</p> <p>j) Enhanced collaboration with development partners.</p>	<p>requirements for agricultural commodities</p> <p>k) Porous borders</p>
--	---

## 2.4 Political, Economic, Social-cultural, Technological, Environmental and Legal (PESTEL) Analysis

A PESTEL analysis offers a useful framework for analyzing environmental influences on the operations of an organization. Broadly, the factors expected to affect the operations of PCPB include political, economic, social-cultural, technological, environmental and legal. The following were identified as the key factors likely to influence the operations of PCPB during the plan period.

### Political Factors

The provisions of the Constitution of Kenya 2010, EAC integration, COMESA, International Agreements and Conventions on pest control products present new opportunities for the Board while some may bring challenges to our operations. The new regulations on farm inputs, including pest control products under the regional integration, will lead to increased movement of pesticides to and from the East African Community countries. PCPB will need to effectively cope with these challenges and take advantage of the opportunities arising from the integration.

### Economic Factors

Kenya's economy is predominantly dependent on agriculture in terms of its contribution to the Gross Domestic Product (GDP), employment creation, provision of raw materials for industries and generation of foreign exchange. The sector directly contributes about 21 per cent of the GDP and an additional 27 per cent indirectly through manufacturing, distribution and service-related

sectors (Economic Survey, 2021). The sector accounts for 65% of Kenya's total exports and 70% of informal employment.

Recently Kenya attained middle-income status. The country's economic growth coupled with the government's commitment to revitalize agriculture through the Agricultural Sector Development Strategy, is expected to lead to increased use of pesticides, calling for PCPB to intensify its regulatory role in line with local, regional and international requirements. Pests and diseases pose a major challenge to increasing agricultural productivity. Therefore effective management is key to sector productivity. The increased acreage under irrigation as stipulated in the Vision 2030 Agriculture sector flagship project will lead to more use of PCPs and increased food production.

The emerging trends in the global market have led to changes in the supply chain in pest control products such as huge imports from non-traditional sources. This calls for enhanced controls. The government has implemented the single window system for processing import/export permits, hosted by Kenya Trade Systems.

### **Social-Cultural Environment**

PCPB operates in a highly dynamic socio-cultural environment which makes it necessary to keep pace with changes taking place in order to remain relevant to the needs of our customers. There are some rural areas where the awareness levels and knowledge about pesticide use are still low. This calls for increased training and awareness creation to reduce incidences arising from the use/misuse of pesticides. PCPB envisages an opportunity to regulate training on pesticides through capacity building and accreditation of trainers for a comprehensive approach to supplement its efforts.

There are increased consumer awareness and health and safety concerns that require strict adherence to food safety standards for both local and international markets. Article 46 of the Kenya Constitution, 2010 provides that "Consumers have the right to the protection of their health, safety, and economic interests." Due to said awareness and concerns, in the year 2019, a group of organizations raised a petition: "The Public Petition No. 70 of 2019 Regarding the Withdrawal of Harmful Chemical Pesticides in the Kenyan Market" that was tabled in Parliament by Hon. Gladys Boss Shollei. This led to increased demand for regulatory burden for PCPB in addressing such concerns.

This scenario requires PCPB to be in a position to respond adequately and effectively to emerging issues on pesticides and also strengthen the activities that address food safety concerns. This also includes the mechanisms to support the prudent and sustainable use of pesticides to meet food

safety and consumer expectations. PCPB will therefore require more resources to undertake education and public awareness activities to build capacity for responsible handling and use of pesticides.

## **Technological Environment**

Advancement in technology has increased customer awareness and stakeholder expectations. The demands for efficient service and timely information require that PCPB changes the way it conducts business. PCPB will continuously explore all possibilities of using modern technology to enable it to be a better engine of agricultural development and at pace with modern business approaches. It is now possible to access important information about PCPB services on the website. Since the emergence of Covid-19 in March 2020, the Kenyan Government issued a circular requiring all state corporations/ SAGAs to find ways of working from home and ensuring all the services are rendered to the clients effectively and efficiently. Cloud Computing and Virtual Meetings have revolutionized the way institutions work, in that we neither have to have onsite ICT equipment nor conduct physical meetings to run our operations. PCPB adapted to the use of ICT Cloud computing tools such as Zoom applications, Google Meet, Microsoft Teams, Dropbox, Google Drive etc. which has assisted the organization to increase productivity at work and improve efficiency. Submission and evaluation of dossiers has been made online as well as reporting of efficacy summaries from the efficacy trial institutions. Payment of all relevant levies to PCPB has also been made seamless which has made customers maximize on the use of ICT infrastructure, therefore reducing direct contact and social distance to both internal and external clients when delivering services.

## **Environmental Factors**

Chemical pesticides may have a negative impact on the environment. This calls for strict risk assessment, management and mitigation to ensure environmental protection. The increased consumer awareness and health and safety concerns call for reduced use of toxic products in favour of safer PCPs. Further, newer technologies for pest and disease management are required for environmental sustainability. In addressing environmental safety and consumer health, PCPB will encourage the use of cleaner technologies in the pesticide life cycle and will revise regulations to accommodate emerging issues.

The international market access for our agricultural produce requires adherence to strict food safety standards and is thus demanding an increased pesticide regulatory burden for PCPB. Also,

the vagaries of climate change may lead to the development of new plant pests and diseases, and change in their distribution, virulence and prevalence. This requires PCPB to keep abreast with the changing environmental conditions.

## **Legal factors**

The PCPB legal environment should be in line with international conventions and address emerging issues to enable it to facilitate trade, safeguard the environment and enhance consumer safety in the use of pesticides. The Pest Control Products Bill 2021 which has been reviewed in line with the Constitution of Kenya and takes into account the changing political environment, food safety, technological developments and other emerging issues should be fast-tracked. The changing legal environment within which PCPB operates poses a number of challenges, which requires that the overlaps with other laws be addressed. Some of the Kenyan laws overlapping with the PCP Act include; the Pharmacy and Poisons Act Cap 244 (on dispensing of pesticides by pharmacists) and the Food, Drugs and Chemical Substances Act Cap. 254, the Veterinary Surgeons and Veterinary Para-Professionals Act No. 29 of 2011.

## **2.5 Stakeholder Analysis**

Stakeholders are individuals, groups or institutions that may affect and be affected by strategic choices made by PCPB. They can affect and be affected by the outcomes of the proposed strategies. A multi-agency approach will enhance the implementation of the activities envisaged in this strategic plan. Understanding the stakeholder concerns is vital for successful strategic planning and realization of the mission of PCPB. The Board's key stakeholders include the following:

- i. Agro-chemical industry: These are individuals and entities involved in pest control products business e.g. registrants, agents, transporters, distributors, stockists, formulators/manufacturers.
- ii. Employees: These are the people employed by PCPB to execute the day-to-day functions of pest control products regulation.
- iii. International organizations: These are organizations with whom PCPB interacts on matters of pest control products e.g. registration guidelines, regulations and conventions. The organizations include FAO, WHO, UNEP, and ICIPE among others.
- iv. Media: These are print and electronic media for communication. They expect open dissemination of information on pest control products to the public while PCPB expects fair and objective publicity on the same.

- v. The farming community and other PCPs users: These are the main consumers of pesticides. Their expectations from PCPB include safe and high-quality pest control products, guidelines on usage, education, disposal and timely information on the products.
- vi. General public: The public uses pesticides which, in addition to being useful for increased food production, are inherently poisonous. PCPB has a duty to the general public to ensure that only safe high-quality pesticides are in use and also to guarantee safety to users. The public expects timely and reliable information on pesticides.
- vii. Academic, training and research institutions: These impart knowledge and skills to PCPB staff and the general public. They also conduct research on various issues relating to PCPs. They can partner with PCPB in research and policy formulation matters. PCPB also imparts knowledge and serves as a reference point on matters of pesticides.
- viii. Relevant government ministries and agencies e.g. The Ministry of Agriculture and Livestock development provides policy direction, resources and backstopping to PCPB. The other ministries and public agencies include; the Ministry of Health, NEMA, KALRO, KEBS, AFFA, NEMA, KEPHIS and others which have a stake in health, environmental conservation and plant health matters, respectively.
- ix. Non-Governmental and consumer organizations e.g. Fresh Produce Exporters Association of Kenya (FPEAK), Kenya Flower Council (FCK), and Consumer Federation of Kenya (COFEK) among others play an important role in addressing market requirements.
- x. Development partners; PCPB works with various development partners in the implementation of activities of similar interests. In some instances, the partners facilitate through the provision of resources. PCPB has worked with USAID, SIDA, DFID, DANIDA/DFS, AGRA, AGRIFI, and COLEACP among others.

**Table 5: Stakeholders Analysis Matrix**

<b>Stakeholders' Name</b>	<b>Role of Stakeholders</b>	<b>Expectations of the Stakeholders</b>
Agrochemicals Association of Kenya (AAK)	<ul style="list-style-type: none"> <li>-Coordination of the Agrochemical Industry</li> <li>-Product stewardship</li> <li>-Training and Awareness Creation</li> <li>-Advocacy and Policy</li> <li>-Enhancing self-regulation</li> </ul>	<ul style="list-style-type: none"> <li>- PCPB to run an efficient and effective regulatory system</li> </ul>
PCPB Employees	<ul style="list-style-type: none"> <li>-Execute day-to-day functions of PCPB</li> </ul>	<ul style="list-style-type: none"> <li>-PCPB to meet and fulfil its mandate, objectives and service delivery charter.</li> <li>-PCPB to cater for its employees' needs</li> </ul>
International Organizations (FAO, WHO, ICIPE, etc.)	<ul style="list-style-type: none"> <li>-Provides PCPB with guidelines</li> <li>-Collaborate with PCPB in developing guidelines and implementation of conventions of pest control products which are internationally accepted.</li> <li>-Partnering in projects related to PCPs.</li> <li>-Conducting Research/Innovations</li> </ul>	<ul style="list-style-type: none"> <li>-PCPB to operate following the international standards of pest control products.</li> </ul>
Media	<ul style="list-style-type: none"> <li>-These are print and electronic media for communication. Offer PCPB fair and objective publicity on pest control products.</li> </ul>	<ul style="list-style-type: none"> <li>- They expect current dissemination of information on pest control products to the public.</li> </ul>
Academic, training and research institutions	<ul style="list-style-type: none"> <li>- These collaborate with PCPB to impart knowledge and skills to</li> </ul>	<ul style="list-style-type: none"> <li>- PCPB to impart knowledge and serve as a reference point</li> </ul>

	<p>students and the general public.</p> <ul style="list-style-type: none"> <li>-They also research various issues relating to PCPs.</li> <li>-They partner with PCPB in research and policy formulation matters.</li> </ul>	<p>on matters of pesticides.</p>
Ministry of Agriculture, Livestock, Fisheries and Cooperatives	<ul style="list-style-type: none"> <li>-Provides policy direction, resources and backstopping to PCPB.</li> <li>-Partner with PCPB in training and awareness creation, and development of policies, conventions, and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>-PCPB to give efficient and effective service delivery.</li> <li>-PCPB to advise the ministry on Pesticide matters.</li> </ul>
Ministry of Health	<ul style="list-style-type: none"> <li>-Partner with PCPB in efficacy trials.</li> <li>-Share information with PCPB on poisoning cases associated with pesticides.</li> <li>-Collaborate with PCPB in development of policies and regulations.</li> <li>-Partners with PCPB on food safety matters.</li> <li>-Training of service providers</li> <li>-information sharing</li> </ul>	<ul style="list-style-type: none"> <li>-PCPB to conduct a comprehensive risk assessment prior to approval of PCPs.</li> <li>-PCPB to register efficacious, quality and safe pest control products for management of public health-related pests.</li> <li>-Provide data on pesticide residues in food.</li> </ul>
NEMA	<ul style="list-style-type: none"> <li>-Partner with PCPB in PCP waste management.</li> <li>-Partners with PCPB on implementation of multilateral environmental agreements related to pesticides.</li> <li>-Collaborate with PCPB in the development of policies and regulations.</li> <li>-Partners with PCPB on</li> </ul>	<ul style="list-style-type: none"> <li>-PCPB to register pesticides with minimal impact on the environment.</li> <li>-PCPB to supervise the disposal of all pesticide-related wastes to ensure safe disposal.</li> </ul>



	<p>environmental safety matters.</p> <p>-Sharing information on the effects of non-targets, environmental contamination and pesticide residues.</p>	
KALRO	<p>-Conduct pre-registration trials</p> <p>-Collaborate with PCPB in policy development.</p> <p>-Product development.</p> <p>-Conduct research on pest identification and management.</p>	-PCPB to provide efficient and effective service delivery.
KEBS	<p>-Collaborate in the development of standards.</p> <p>-Part of PCPB Board of Management</p> <p>-Partner with PCPB on food safety matters.</p>	-PCPB to provide efficient and effective service delivery.
AFFA	-Collaborate in policy development, training and awareness creation.	-PCPB to provide efficient and effective service delivery.
KEPHIS	<p>-Collaborate in residue trials.</p> <p>-Collaborate with PCPB in policy development.</p> <p>-Collaborate in approval of biopesticides.</p> <p>-Identification and surveillance of new pests.</p> <p>-Prevention of introduction of new pests.</p>	-PCPB to provide efficient and effective service delivery.
Non-Governmental and consumer organizations e.g. Fresh Produce Exporters Association of Kenya (FPEAK), Kenya	<p>- Addressing market requirements.</p> <p>-Collaborating in policy and regulation development.</p>	-PCPB to put in place the regulations to address market requirements and safety standards.

Flower Council (FCK), and Consumer Federation of Kenya (COFEK)		
Development partners: USAID, SIDA, DFID, DANIDA/DFS, AGRA, AGRIFI, and COLEACP among others.	-Implementation of activities of similar interests. -Facilitate through funding. -Stakeholders' capacity building.	-PCPB to provide efficient service delivery and resources.

## 2.6 Threats to Food Security in the recent past

In the recent past, the East African region has been attacked by various pests such as the Desert locust, Fall Armyworm, Fruit fly, False Codling Moth as well as the Maize Lethal Necrosis Disease (**MLND**) among others. Several problems of pest incidences on crops have been experienced in Kenya. These pests require to be managed using appropriate tools such as pesticides to ensure food security.

According to FAO, desert locusts are considered the most destructive migratory pest in the world, with an ability to reproduce rapidly, migrate long distances and devastate crops. The pasture and crops ravaged by the 2020 desert locust crises in Kenya pose a severe threat to the livelihoods of the farming community and to the 3.1 million people in arid and semi-arid areas of Kenya who were already suffering from food insecurity.

Recent invasions with the Fall Armyworm have also destroyed a large acreage of maize in many maize-growing areas of Kenya. This pest is still a big challenge as it's widespread in the country, affects the crop at all stages and can easily develop resistance with continuous use of the same molecules. Continuous assessment of products is required to enable access to various options by farmers.



**Plate 4: Photo of Desert Locust**



**Plate 5: Damage caused by the Fall Armyworm on Maize**

### **False Codling Moth (FCM)**

The False Codling Moth (*Thaumatotibia leucotreta*) is a threat to many flowers, fruits, vegetables and other crops. In particular, FCM is an economically important pest for roses as it causes crop damage and is categorized as **a quarantine pest** by the European Union (EU). It's **posing an increasing threat to the export of roses** from **Kenya** to the Netherlands. The export of cut

flowers is a major contributor to GDP and also employs many people directly (over 200,000) and indirectly (over 4 million).

### **Post-harvest losses**

Post-harvest losses of food grains occur due to unscientific storage, insects, rodents, and micro-organisms. Losses occur if harvested produce like maize, beans and others are not treated with PCPs for the control of pests such as weevils, Larger Grain Borer among others. For example, in maize, the most important staple in SSA, post-harvest losses are substantial mainly due to insect pests among which is the invasive *Prostephanus truncatus* (LGB). The LGB was accidentally introduced into Africa some 30 years ago and the pest is present in 18 SSA countries. National losses of around 40% of the weight of stored grain have been recorded and in individual households, this can reach as high as 100% (ICIPE).

In most parts of Kenya, a heavy infestation of these pests occur due to favourable climatic conditions (tropical conditions) with substantial losses that further aggravate the food security situation.



**Plate 6: Maize weevil, a common grain storage pest**





**Plate 7: Larger Grain Borer: serious post-harvest storage pests**



## Recent pest invasions



- Various pests attack our crops and other plants and lead to high yield losses, thus threatening food security.
- There is need for management interventions to reduce losses and ensure food security e.g recent Desert Locust invasions in Kenya could have caused a catastrophe without any interventions
- Requires collaborative efforts with other agencies and the private sector
- Pesticides play a vital role in such pests and disease control
- Judicious use is recommended







**Plate 8: Picture showing recent pest invasions in Kenya**

The evaluation of products for registration ensures that they are efficacious against the target pest, checks and defines mechanisms for consumer and environmental safeguards.

The occurrence of emergence pest and disease attacks requires that PCPB is in a position to assess products to address the crisis, in collaboration with other players.

Once the products have been authorized for use, post -registration surveillance mechanisms ensure that the quality is not compromised in any way through inspection and licensing the facilities dealing in PCPs, product verification and laboratory analysis. This helps to stem out any illegal products that may be supplied by unscrupulous traders.

## CHAPTER THREE: STRATEGIC MODEL

### 3.1 Vision, Mission, Philosophy and Core Values

The role of PCPB is to regulate the importation, exportation, manufacture, distribution and use of products used for the control of pests and of the organic function of plants and for connected purposes. To effectively undertake this mandate in a dynamic environment, PCPB envisions a modern regulatory system capable of responding to the needs of its clients. This entails adopting an enhanced customer-focused and quality assurance system.

Our vision, mission and core values have been redefined to re-position the organization in line with the envisioned system and emerging issues.

#### **Vision**

A world-class regulator for pest control products that assures safety to human health, the environment and a sustainable economy.

#### **Mission**

To provide effective and scientific evidence-based regulatory service and facilitate trade in pest control products in the manufacture, distribution, sale, use and disposal to ensure safety of humans, animals and the environment for a healthy and wealthy nation.

#### **Our Philosophy**

We believe that pest control products play a vital role in pest and disease management. Kenya, being in the tropics is prone to invasion and proliferation of pests throughout the year. PCPs play a critical role in checking against pests' incursion into the country, reduction in crop yield losses and consequently food security. These in turn have immense positive effects on household health, food and nutrition security, all of which are key prerequisites for attainment of socio-economic development.

## **Core Values**

The Board, in conducting its business and in relating with clients and stakeholders, will continue to uphold the following values:

### ***Customer Focus***

PCPB shall at all times be customer focused to ensure high levels of customer satisfaction in service delivery.

### ***Professionalism***

The Board will uphold competence in enforcing set quality standards in service delivery.

### ***Integrity***

PCPB shall uphold honesty, uprightness and reliability while executing its mandate.

### ***Confidentiality***

All employees subscribe to the provisions of the Official Secrets Act. PCPB, therefore, shall ensure confidentiality of all information accessed during the course of executing our mandate.

### ***Equity and Equality***

The Board shall promote fairness and equal distribution of resources and services at all levels. PCPB has adopted the principle of equity and equality when recruiting, promoting and remunerating staff.

### ***Team Work***

PCPB shall endeavour to attain targeted results through a high level of coordination, networking and collaboration within its staff.



## 3.2 Mandate and Functions

### Mandate

- Assessing the safety, efficacy, quality and economic value of pest control products with a view of registering them, if found suitable.
- Assessing the suitability of premises used for manufacture/formulation, storage and distribution of pest control products for purposes of licensing.
- Processing and issuing import permits to ensure that only registered products are imported and in the right quantities.
- Advising the Cabinet Secretary responsible for Agriculture on all matters relating to the Provisions of the Act and Regulations made thereunder.
- Monitoring the supply, sale and use of pesticides and ensuring adherence to quality standards of pest control products from production to use.
- Creating awareness to the general public on all aspects of safety, storage, handling and use of pest control products.
- Investigating offences related to the Pest Control Products Act.
- Supervising the disposal of obsolete or undesired pest control products.

### Functions

1. To assess and evaluate pest control products.
2. To consider applications for registration of pest control products
3. To advise the Cabinet Secretary responsible for Agriculture on all matters relating to the enforcement of the PCP Act.

## 3.3 Overall Goal

The overall goal of PCPB is to ensure access to quality and safe pest control products, promote agricultural productivity and facilitate trade while safeguarding human health and the environment.

### 3.4 Key Result Areas

The two key result areas (KRAs); which PCPB has identified to fulfil its mandate in the next five years through 2023/24 - 2027/28 are:

1. Quality and safe pest control products to promote agricultural productivity, safeguard human health animal health and the environment
2. Institutional Growth and Sustainability

### 3.4.1 Summary of Key Result Areas, Strategic Objectives and Strategies

In order to achieve the objectives set out by the government in the Vision 2030, MTP and the Agricultural Sector Transformation and Growth Strategy (ASTGS), PCPB shall focus on the following key areas:

#### **I. Increased Agricultural Productivity**

To ensure that there is sufficient quantity to feed all Kenyans and a surplus for trade PCPB will facilitate in the achievement of this goal by;

- i. Ensure access to quality pest control products for crop production and post-harvest loss management. This will be through continuous registration of new products and re-evaluation of the existing ones to ensure that there are products for both traditional and emerging pests and diseases.
- ii. Undertake post registration surveillance to ensure that only registered pest control products are in the market. This will be achieved by undertaking continuous inspections of products and premises for both domestic and commercial users.
- iii. Undertake post-registration analysis by sampling of pest control products in the market, analyzing them to ensure they are of quality and efficacious.

#### **II. Food Safety**

To ensure that the food availed to consumers is free from harmful effects that could result from pesticide residues and contamination.

In this regard, PCPB shall:

- vii. Undertake training of Small and Medium Enterprises (SMEs) involved in the provision of spray services who will facilitate the spraying of pesticides on crops at the grass root levels. This will create harmony and consistency in spraying and minimize incidences of residues and contamination in food production.
- viii. Train SMEs involved in trade in pest control products and other stakeholders responsible for storing, selling and distributing pest control products. The training will focus on the safe handling, storage and disposal of pest control products waste.
- ix. Continuously monitor pesticide residues in food crops through periodic sampling from local markets, and produce destined for international markets through laboratory analysis and take the required remedial measures where cases of contraventions have been detected.

This will be achieved by completing and operationalizing the laboratory block that will house facilities for analyzing residues, formulations and biopesticides.

- x. Periodic monitoring of pesticide contamination in water and soil and also establishing a working relationship with actors in the environment and public health sector.
- xi. Collaborate with County Governments for training and public awareness creation for the technical staff and farmers.

PCPB has identified six strategic objectives with actionable strategies (Table 1). The details of activities envisaged to meet the strategic objectives are attached in **Annex 1 and Annex 2**.

**Table 6: Key Result Areas, Strategic Objectives and Strategies**

<b>Key Result Areas: 1. Quality and safe pest control products to promote agricultural productivity, safeguard human health, animal health and the environment</b>		
<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Activities</b>
Enhance compliance of pest control products to set standards and facilitate trade	Enhance Quality assurance of pest control products through laboratory analysis	<ul style="list-style-type: none"> <li>• Sampling and analysis of pest control products, water and soils</li> <li>• Sampling and analysis of residues in agricultural produce</li> <li>• Residue trials</li> <li>• Capacity building of the technical staff on residue trials and analysis</li> <li>• Equipping the laboratory for assessment of food safety and quality analysis of the formulated products</li> </ul>
	Ensure compliance of pest control products with set specifications	<ul style="list-style-type: none"> <li>• Conduct premises inspection for licensing</li> <li>• Conduct pesticides use surveys</li> <li>• Label assessment during registration</li> <li>• Product verification</li> <li>• Post-registration efficacy trials</li> </ul>
	Improve management of pest control product wastes	<ul style="list-style-type: none"> <li>• Promote the adoption of cleaner technologies on pesticide lifecycle.</li> <li>• Collaborate with County governments and the Agrochemical industry in the collection and disposal of pesticides empty containers and pesticides waste</li> </ul>
	Increase National coverage of PCPB services	<ul style="list-style-type: none"> <li>• Establishment of additional regional and border point offices</li> </ul>

	Facilitate trade in pest control products in Kenya and globally	<ul style="list-style-type: none"> <li>• Registration of pest control products</li> <li>• Issuance of import and export permits</li> <li>• Licensing of premises dealing with pest control products</li> <li>• Participate in harmonization of regulatory standards regionally and internationally</li> <li>• Participating in standards-setting forum</li> <li>• Participate in multilateral environmental agreements</li> <li>• Enhance collaboration with Ministry in charge of Trade and the Multi-agency teams</li> <li>• Risk assessment of pest control products</li> </ul>
Ensure safe, quality and efficacious pest control products are availed to users	Enhanced risk assessment and mitigation of risk associated with pest control products	<ul style="list-style-type: none"> <li>• Undertake a technical evaluation of pest control products to inform the risk assessment process</li> <li>• Undertake risk assessment and propose mitigation measures</li> <li>• Capacity building of the technical staff to undertake risk assessment</li> <li>• Establish a pool of experts in risk assessment</li> <li>• Promote registration of bio-pesticides</li> <li>• Promote collaboration with other experts in conducting risk assessment</li> <li>• Adopt appropriate technologies for conducting risk assessment</li> </ul>

	Enhance the process of registration of pest control products	<ul style="list-style-type: none"> <li>• Enhance electronic dossier submission</li> <li>• Adopt an advanced secure software for electronic dossier submission</li> <li>• Establish a standard operating procedure for electronic submission of dossiers</li> <li>• Introduce an electronic registration certificate</li> <li>• Monitoring of the pre-registration trials of pest control products</li> <li>• Sensitization on dossier submission requirements</li> <li>• Training on risk assessment</li> <li>• Accrediting and re-accrediting of the trial institutions</li> <li>• Organize and conduct training for accredited institutions and individuals</li> <li>• Support local manufacturing and innovations</li> <li>• Fast-track registration of biopesticides</li> </ul>
	Increase collaboration, linkages and benchmarking with leading pesticides regulators and other relevant international organizations	<ul style="list-style-type: none"> <li>• Identify international regulators, analytical laboratories and development partners to collaborate with</li> <li>• Development of MoU with the identified collaborators</li> <li>• Benchmarking with other regulators and laboratories</li> </ul>
Promote responsible handling and use of pest control products	Improve safe handling and effective use of pesticides through increased public	<ul style="list-style-type: none"> <li>• Disseminate information on safe handling and use of safe control products during;</li> <li>• Stockist training</li> </ul>

	awareness and education.	<ul style="list-style-type: none"> <li>• Pest control operators' training</li> <li>• MSMEs training: Spray service provider training</li> <li>• Subject matter specialists</li> <li>• Farmers field days</li> <li>• ASK Shows and exhibitions</li> <li>• Media engagement</li> <li>• Publication of topical issues on pest control products through print and electronic media</li> <li>• Training of trainers on responsible use of pesticides</li> </ul>
Enhance compliance to food safety standards and market requirements	Promote food safety practices in production, storage, handling and transportation	<ul style="list-style-type: none"> <li>• Participate in National and International consultative fora on food safety</li> <li>• Participate in food safety standard setting meetings e.g. CODEX</li> <li>• Capacity building for farmers and traders on food safety</li> <li>• Monitor pesticide residues in agricultural produce and water</li> <li>• Equip the Laboratory for assessing products for food safety</li> <li>• Build capacity in spray service provision</li> <li>• Conduct supervised residue trials</li> <li>• Collaborate with County government and stakeholders on matters of food safety</li> </ul>
<b>Key Result Area 2: Enhance Institutional Growth and Sustainability</b>		
<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Activities</b>

Improve resource mobilization and Accountability	Increase internally generated revenue by 3% each year.	<ul style="list-style-type: none"> <li>• Ensure timely payment for our services</li> <li>• Adopt effective innovative technologies in revenue collection</li> <li>• Adopt an integrated automated system for tracking renewals of registration and premises</li> <li>• Adopt an Enterprise Resource Planning-ERP system</li> <li>• Broaden the revenue collection by identifying new sources e.g. Laboratory analytical services, broadening the scope to include trade facilitation</li> <li>• Undertake efficient revenue and debt collection</li> <li>• Seek additional funding from Government</li> <li>• Identify funding gaps</li> </ul>
	Multi-agency approach and enhanced Collaboration with stakeholders, alliances and development partners	<ul style="list-style-type: none"> <li>• Develop concept papers to seek support</li> <li>• Strengthening the relationship with development partners</li> <li>• Enhance synergies with partners and stakeholders through information and resource sharing, and taking leadership in training on PCPs</li> <li>• Establish a multi-agency committee on pesticides</li> <li>• Participate in development partners' activities</li> <li>• Collaborate with County governments and other partners in training and awareness creation on pesticides</li> </ul>



	Financial Accountability	<ul style="list-style-type: none"> <li>• Adhere to set procurement plan as per the approved budget.</li> <li>• Carrying out regular internal and external audits</li> <li>• Undertake risk management and mitigation</li> <li>• Adhere to Public Finance Management Act</li> <li>• Develop and Implement activity based Budget</li> <li>• Strengthen the budget implementation committee</li> <li>• Develop and implement a cost-per-unit reduction strategy</li> <li>• Monitoring of expenditure and revenue</li> </ul>
Improve quality and efficiency of service delivery	Enhance human resource capacity Ensure that the optimal number of staff are engaged	<ul style="list-style-type: none"> <li>• Recruitment of appropriate staff</li> <li>• Identify skills gaps and develop competencies</li> <li>• Review staff establishment</li> </ul>
	Enhance staffing levels and skills	<ul style="list-style-type: none"> <li>• Determine optimal staff levels</li> <li>• Undertake training needs assessment</li> <li>• Develop training programmes</li> <li>• Undertake training and development of staff</li> <li>• Carry out training impact assessments</li> </ul>

	Attract and retain competent staff	<ul style="list-style-type: none"> <li>• Review terms and conditions of service</li> <li>• Implement the HR best practices</li> <li>• implement a performance reward system</li> <li>• Continuous improvement of the work environment</li> <li>• Develop and implement a succession plan</li> <li>• Review career guidelines</li> </ul>
	Enhance PCPB infrastructure	<ul style="list-style-type: none"> <li>• Establish a Pesticide Resource Centre in the Head Quarters (Phase 1)</li> <li>• Initiate construction of a pesticide resource centre (phase 2) and accommodation facilities</li> <li>• Operationalize analytical laboratory</li> <li>• Acquire adequate equipment, machinery and vehicles</li> <li>• Establish regional offices, acquire land and develop in e.g. Kisumu</li> <li>• Maintain and upgrade our existing office facilities</li> <li>• Develop and implement an asset development plan</li> </ul>
	Enhance quality systems	<ul style="list-style-type: none"> <li>• Develop and implement Quality Management System ISO 9001</li> <li>• Develop and implement ISO 17025 on Calibration and Testing for the analytical laboratory.</li> <li>• Develop policies on risk management, Science, research and innovations, Protection of Intellectual properties and other relevant policies</li> </ul>

		<ul style="list-style-type: none"> <li>• Update and maintain the risk register</li> </ul>
	Customer satisfaction	<ul style="list-style-type: none"> <li>• Review and implement service delivery charter</li> <li>• Monitor and evaluate external and internal customer satisfaction through Surveys</li> </ul>
	Enhance communication	<ul style="list-style-type: none"> <li>• Develop and implement a strategy on communication and publicity</li> <li>• Establish communication channels and tools for internal and external customers Disseminate information on safe handling and safe use of pest control products</li> <li>• Capacity build farmers and traders on responsible use of Pest Control Products and food safety</li> <li>• Operationalize the communication office</li> <li>• Implement Global Harmonized System of classification and labelling of chemicals</li> </ul>
	Enhance visibility and Corporate image	<ul style="list-style-type: none"> <li>• Improve corporate image and culture by branding</li> <li>• Branded staff uniform</li> <li>• Undertake joint activities with stakeholders</li> <li>• Undertake corporate social responsibilities</li> </ul>
	Improve ICT	<ul style="list-style-type: none"> <li>• Develop and implement ICT Policy and</li> </ul>

	Infrastructure & Systems	<p>Strategy</p> <ul style="list-style-type: none"> <li>• Develop and implement a disaster data and system recovery and business continuity plan</li> <li>• Acquire new ICT equipment such as file server for headquarter, computers, laptops, ipads, printers/copiers and projectors</li> <li>• Acquire software for electronic dossier submission through collaboration with development partners</li> <li>• Acquire a web-based ERP system tailor-made to suit our operations.</li> <li>• Install local area networks in all regional offices to improve information sharing</li> <li>• Install a wide area network to link PCPB headquarter with all regional offices to improve information sharing</li> <li>• Review and upgrade the PCPB website to make it more interactive and user friendly</li> <li>• Adopt the use of short message subscription (SMS) service</li> <li>• Capacity building in ICT emerging issues such as cyber security and ICT system audit</li> <li>• Develop technology and adopt technologies such as GPRS, GIS, and bar coding among others for mapping and monitoring pesticides throughout their lifecycle</li> <li>• Update and maintain institutional data (list of registered, banned/restricted</li> </ul>
--	--------------------------	--

		<p>products, licensed premises etc.)</p> <ul style="list-style-type: none"> <li>• Upgrade Pest Control Products Board Management System (PCPBMS) database</li> <li>• Establish a platform for the issuance of online licenses</li> <li>• Establish data trends on imports and exports of pest control products</li> <li>• Install CCTV in HQ and regional offices</li> </ul>
	Legal and policy reforms	<ul style="list-style-type: none"> <li>• Review legal framework to address emerging issues</li> <li>• Sensitizing members of Parliament</li> <li>• Sensitizing stakeholders and the public after enactment of the Bill and Regulations</li> <li>• Participate in multilateral environmental agreement meetings e.g. Rotterdam, Stockholm, Basel conventions and other pesticide management meetings</li> <li>• Develop guidelines on pesticides under EAC, other regional economic blocks and international conventions</li> <li>• Develop any other guidelines on the management of the pesticide lifecycle</li> </ul>

## CHAPTER FOUR: IMPLEMENTATION OF THE STRATEGIC PLAN

### 4.1 Introduction

This chapter provides a framework for operationalizing the strategic objectives. To implement the Strategic plan effectively, PCPB will continue addressing structural bottlenecks and enhance capacity building in various areas. It will also engage an elaborate coordination mechanism with stakeholders to tap their contributions and promote innovativeness, creativity and professionalism towards the realization of the strategic plan. PCPB aims to ensure effective resource mobilization by increasing its revenue base, and human resources as well as prudent resource utilization. Effective communication geared towards customer satisfaction and risk listing and mitigation measures will be employed in the implementation process.

### 4.2 Structure of the organization

To effectively implement the strategic plan, the Pest Control Products Board adopts the organizational structure as shown in **Annex 3**. PCPB consists of the Board of Management and a secretariat.

#### 4.2.1 Board of Management

The Pest Control Product Board is headed by the Board of Management which has the Chairman and Board Members. The Board is responsible for giving policy directions on matters related to pest control products and the organization. There are three committees of the Board:

- Technical and Registration Committee;
- Finance and Administration; and
- Audit Committee.

##### 4.2.1.1 Technical and Registration Committee

This committee is composed of technical members representing various organizations who are also members of the Board. The committee is responsible for considering:

- application for registration of pest control products;
- deregistration of pest control products;
- change of trade names;
- label extensions;
- proposals on enhancing compliance and enforcement and;
- technical recommendations for Board considerations

#### 4.2.1.2 Finance and Administration Committee

This committee is responsible for the consideration of financial, human resource and administration issues. The committee makes recommendations to the Board on various policy issues.

#### 4.2.1.3 Audit Committee

The committee is responsible for receiving and considering audit reports from PCPB internal audit on various operational and management issues so as to propose internal control measures. The committee also examines external audit reports from KENAO and advises the Board of Management accordingly.

#### 4.2.2 The Board Secretariat

The secretariat is headed by the Chief Executive Officer/Secretary who provides overall policy and technical guidance to the Board. The CEO is responsible for the day-to-day management of the organization. The PCPB secretariat is organized into the following departments:

1. Registration
2. Analytical Services
3. Compliance and Enforcement
4. Corporate Services
5. Research, Strategy and Planning

##### 4.2.2.1 Registration Department

The department is headed by a General Manager who is responsible for overall coordination of the registration department pertaining to strategic planning, departmental budgeting, policy formulation and review, management of pesticide registration, reviews and guidelines and quality monitoring of pesticides. To implement the strategic plan, the department will undertake the following functions:

- i. Evaluation of technical dossiers;
- ii. Import/ export processing;
- iii. Monitoring of efficacy trials;
- iv. Setting standards and guidelines;



**Plate 8: Efficacy trial conducted before registration of PCPs**



#### 4.2.2.2 Analytical Services Department

Analytical Services is headed by a General Manager in charge of day to day running of the department. In the implementation of the strategic plan, the laboratory will facilitate trade in pest control products by undertaking quality analysis of products sampled from the market, and non-complying products encountered by inspectors during inspection or pre-registration samples. The activity will contribute to the reduction of counterfeiting products in the distribution chain. The pesticide residue laboratory will also contribute to the generation of data to be used in the decision-making of food safety issues aimed at a healthy population and the facilitation of both local and international trade while safeguarding the environment. The laboratory will undertake the following activities:

1. Post-registration surveillance and quality analysis of products in the distribution chain
2. Pesticide residue analysis of agricultural produce, environment samples (soil and water)
3. Conducting pesticide residue trials
4. Youth empowerment through internship and attachment
5. Equipping the laboratory with analytical equipment



**Plate 9: The CEO of PCPB with representatives from Kenyan laboratories during the DVFA/SSC mission on reference laboratories**



**Plate 10: PCPB pesticide analysts running tests on pesticide samples**

#### 4.2.2.3 Compliance and Enforcement Department

The department is headed by a General Manager who is responsible for implementing the legal provisions for compliance with the Pest Control Products Act and related regulations. To implement the strategic plan, the department will undertake the following functions:

- i. Enhancing compliance to set standards;
- ii. Enforcement of the PCP Act and regulations;
- iii. Creating awareness to the general public on all aspects of safety, storage, handling and safe use of pest control products;
- iv. Investigating and prosecuting offences related to the Pest Control Products Act;
- v. Supervising the disposal of obsolete or undesired pest control products;
- vi. Monitoring of adherence to quality standards of pest control products from production to use;
- vii. Monitoring import/export of pesticides at ports of entry
- viii. Setting standards and guidelines;
- ix. Engaging stakeholders on the safe use of Pest Control Products.



**Plate 11: PCPB pesticide store at Loresho, Nairobi**





**Plate 12: Non Compliant pesticides awaiting disposal**

#### [4.2.2.4 Corporate Services Department](#)

The department is headed by a General Manager who is responsible for the Board's corporate matters, finance, Human Resources Management and other administrative services for the Board. To implement the strategic plan, the department will be responsible for matters relating to human resource, finance and administration functions.



**Plate 13: Members of staff during a team building exercise**

#### 4.2.2.5 Research, Strategy, Planning & Performance Management

The Department of Research, Strategy, Planning & Performance Management is a new department created in May 2020, through the new career guidelines of October 2018.

The main functions are to:

- 1) Coordinate corporate strategic planning, development and implementation of the Strategic Plan and Service Charter;
- 2) Oversee the development, implementation and evaluation of the Performance Contract;
- 3) Oversee the Coordination of the development of departmental work plans and alignment with the budget;
- 4) Oversee the Monitoring, evaluating and reporting on progress in the implementation of projects and programmes;
- 5) Coordinate Innovation and Protection of Intellectual Property Rights;
- 6) Ensure research on matters relating to pest control is carried out;



- 7) Oversee the development of project proposals;
- 8) Identifying and liaising with the public/private partners for the development/funding of strategic projects;
- 9) Oversee the ICT function in the Board;
- 10) Lead ISO quality management process



**Plate 14: PCPB experts reviewing 2023/24 - 2027/28 Strategic Plan at DTI Naivasha**

### **4.3 Staff Establishment & Requirements**

The Pest Control Products Board's major strength is its staff establishment and capacity. A major strategic focus of this plan is to build staff capacity and provide the environment necessary for their productive service delivery. PCPB will ensure continuous training of staff in order to impart them with the relevant knowledge and skills, as well as engage in activities that contribute to employee motivation and filling in vacant positions as and when necessary.

PCPB has a staff size of 64 officers at post, against an authorized establishment of 265, an indication that it relies only on 24.15% of its human resource capacity requirement. This gives a deficit of one hundred and ninety-eight (201) employees. This has sometimes posed a challenge in service delivery. The current levels of staffing are detailed in **Annex 4**. The analysis indicates the urgent need for the recruitment of more employees to boost the current workforce.

## 4.4 Resources

To implement this strategic plan, PCPB will mobilize adequate resources from the Government and its own revenue collection as well as savings realized through prudent management of available resources.

### 4.4.1 Resource requirements

One of the critical assumptions that PCPB is making for effective implementation of this Strategic Plan is the availability of required resources. Table 7 shows the projected recurrent and development budget resource requirements for the implementation of various strategic plan objectives.

**Table 7: Resource requirements**

	Resource requirements					
	2022/2023 (Ksh ‘000)	2023/2024 (Ksh ‘000)	2024/25 (Ksh ‘000)	2025/26 (Ksh ‘000)	2026/27 (Ksh ‘000)	2027/28 (Ksh ‘000)
Recurrent Expenditure	239,475,000.03	378,000,000	406,000,000	447,000,000		
Development Expenditure	125,525,000.00	157,000,000	170,000,000	180,000,000		
<b>Total</b>	<b>365,000,000.03</b>	<b>535,000,000</b>	<b>576,000,000</b>	<b>627,000,000</b>		

### 4.4.2 Strategies for Resource Mobilization

To implement the proposed activities, the Board will put in place resource mobilization strategies which include:

- a) Support from the Government

The Government is the major financier of the Board. The PCPB plans to lobby for additional funding from the Government.

b) Revenue collection

Currently, the PCPB gets its revenue from registering new pest control products, renewal of product registration, premises license fees and import/export license fee. To increase its revenue base, PCPB will revise existing license fees and consider the introduction of new fees for the services that are presently offered for free.

c) Prudent Management of Available Resources

PCPB will put in place measures to ensure prudent resource management which includes:

- i. Implementation of efficient and effective processes and procedures. This will include the use of fuel cards, preventive maintenance of office equipment and assets, advertisement through the Board's website and minimize printing and photocopying.
- ii. Stringent financial discipline.
- iii. Adequate risk assessment and management.

d) Seek partnerships with development partners

e) PCPB will develop a concept paper seeking funding.

## 4.5 Business process re-engineering

Business process re-engineering (BPR) is a critical step towards enhancing the effectiveness and efficiency of business operations. At PCPB, the implementation of BPR is necessary to improve the overall performance of the Board. This section outlines the key strategies that PCPB will undertake to streamline its operations and enhance service delivery.

### 4.5.1 Digitization of services

PCPB will work closely with the Ministry of Interior and ICT Authority to digitize key services that the Board offers to customers. The digitization of these services will enhance efficiency and convenience for customers while reducing the time and resources required to process applications.

The following services are set to be digitized:

- (i) Registration of pest control products which will include electronic submission of dossiers and progressive interaction between the institution and the applicant. This will enable the applicant to monitor the progress of their application in real-time and receive feedback promptly.



- (ii) Online invoicing and payment of PCPB requisite fees, which will enable customers to make payments online, reducing the need for physical visits to the agency's offices.
- (iii) Change of local agency, which will allow customers to submit requests for changes to their local agency through an online portal.
- (iv) Accreditation of local efficacy trial institutions, which will enable institutions to apply for accreditation online and track the progress of their application.
- (v) Inspection and licensing of premises, which will be facilitated through a digitized checklist. Customers will be able to apply for licenses online, and upon fulfilling the requirements for licensing, the license will be issued electronically.
- (vi) Digitized impounding form, which will streamline the impounding process by allowing officers to record and track impounded products electronically.

#### **4.5.2 Establish a multi-agency committee on pesticides:**

To improve collaboration and information sharing among stakeholders in the pesticide sector, PCPB will establish a multi-agency committee on pesticides. The committee will be tasked with coordinating and harmonizing activities and practices relating to pesticides and ensuring that PCPB's decisions align with the broader goals of the sector.

#### **4.5.3 Establish a Pesticide Resource Centre at the Head Quarters:**

To enhance knowledge management, PCPB will establish a Pesticide Resource Centre at its headquarters. The center will serve as a repository for all information related to pesticides, including research findings, regulations, and guidelines. The center will be accessible to all staff and external stakeholders, enabling them to access up-to-date information that is critical to their work.

#### **4.5.4 Establish communication channels and tools:**

To effectively communicate with our stakeholders, PCPB will establish various communication channels and tools such as field days, shows, exhibitions, and media (print and non-print), including YouTube and e-newsletters. These channels and tools will be used to disseminate information on the safe handling and use of pest control products and to promote enhanced food safety and environmental protection.

#### **4.5.5 Implement a performance reward and sanction system:**

To motivate staff to perform at their best and ensure accountability, PCPB will implement a performance reward and sanction system. The system will be designed to incentivize excellent performance while also penalizing underperformance. Performance metrics will be set, and staff will be evaluated regularly against these metrics.

#### **4.5.6. Install a Wide Area Network:**

PCPB will install a wide Area Network to link its headquarters with all regional offices. This will improve information sharing and collaboration, enabling staff in different locations to work together effectively. The network will be secure and reliable, ensuring that sensitive information is always protected.

#### **4.5.7 Review and upgrade the PCPB website:**

To enhance PCPB's online presence, the Board will review and upgrade its official website. The website will be made more interactive and user-friendly, enabling stakeholders to access information easily. The website will be updated regularly with the latest information on pesticides and PCPB's activities.

#### **4.5.8 Develop and adopt technology:**

To enhance our operations and improve our efficiency, PCPB will focus on developing and adopting technology in the following ways:

1. **GPRS, GIS, and barcoding**, among others, for mapping and monitoring pesticides throughout their lifecycle. These technologies will improve data collection, analysis, and visualization, enabling PCPB to make better informed decisions.
2. Acquiring a **web-based Enterprise Resource Planning (ERP) system** that is tailor-made to suit our operations. This system will enable us to integrate our various functions, including registration of pest control products, invoicing and payment, inspection and licensing of premises, and accreditation of local efficacy trial institutions, among others.
3. Upgrade our current **Pest Control Products Board Management System (PCPBMS) database**, with functions to be incorporated in the ERP. This will allow us to have a more efficient and streamlined system for managing our operations, reducing the need for manual processes and paperwork.
4. Adopt the use of **short message subscription (SMS) service** to enhance communication with our stakeholders. This service will enable us to send updates and notifications directly to the

mobile phones of our stakeholders, including license holders, registered institutions, and other interested parties.

#### 4.5.9 Sampling of residues

To ensure the safety and quality of our food and environment, PCPB will start conducting residue analysis in farm produce and environmental resources such as soil and water. With the completion of the new PCPB residue laboratory, the facility will be equipped with state-of-the-art equipment and staffed by highly trained personnel.

## 4.6 Risk Management

Table 8 below provides a summary of the range and types of risks the PCPB anticipates during the implementation of this strategic plan and how it intends to mitigate them.

**Table 8: Risks and Risk Management**

<b>Risk</b>	<b>Ranking</b>	<b>Strategy for Mitigation</b>
Inadequate funding	High	Enhanced resource mobilization and optimization of available resources
High staff turnover	High	Establish a competitive and equitable remuneration and benefits system to enhance employee satisfaction and staff retention
Overlapping Legislation	Medium	Coordination and harmonization with the relevant stakeholders
Failure to enact proposed PCP Bill 2021	Medium	Sensitizing Policy Makers on the need for speedy enactment
Increased cases of litigation	High	Efficient lawful and fair administrative action
Changing market standards	Medium	Keep abreast with global trends in trade and market standards
Institutional reforms	High	Sensitizing Policy Makers on the critical role of PCPB



## CHAPTER FIVE: MONITORING & EVALUATION

### 5.1 Monitoring

The implementation of the strategic plan shall be closely monitored to ensure its accomplishment. The monitoring process will help determine whether the implementation is on course and establish the need for any amendments in light of the changing business and operating environment. Monitoring and control systems will be established at all levels. These will include progress reports, review meetings, budgets and budgetary control systems.

Review meetings will be held annually where the management will receive and review progress reports indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

- I. Progress made against Plan;
- II. Causes of deviation from the Plan;
- III. Areas of difficulties and alternative solutions that may adversely affect implementation.

The Monitoring and Evaluation framework provides a tool to ensure that objectives are achieved. During the formulation of the strategy, implementation plan indicators and projections are based on past experiences and certain assumptions. However, these may change in the course of the implementation and thus a management control system will be necessary to ensure the plan stays on course.

The following measures will be considered:

- i. Performance standards and targets: the annual performance contracts will comprise targets drawn from the strategic plan;
- ii. Performance measurements or indicators;
- iii. Performance evaluation (midterm, annual, internal and external).
- iv. Performance appraisal system

The strategic control mechanisms will include:

- i. Annual work Plans.
- ii. Quarterly and annual performance reports

The Chief Executive Officer will form a strategic plan monitoring committee to be tracking specific activities associated with the implementation of the plan.

## 5.2 Evaluation of the Strategic Plan

At the end of the Strategic Plan period, PCPB will conduct an assessment to establish the level of accomplishment of the strategic objectives.

## LIST OF REFERENCES

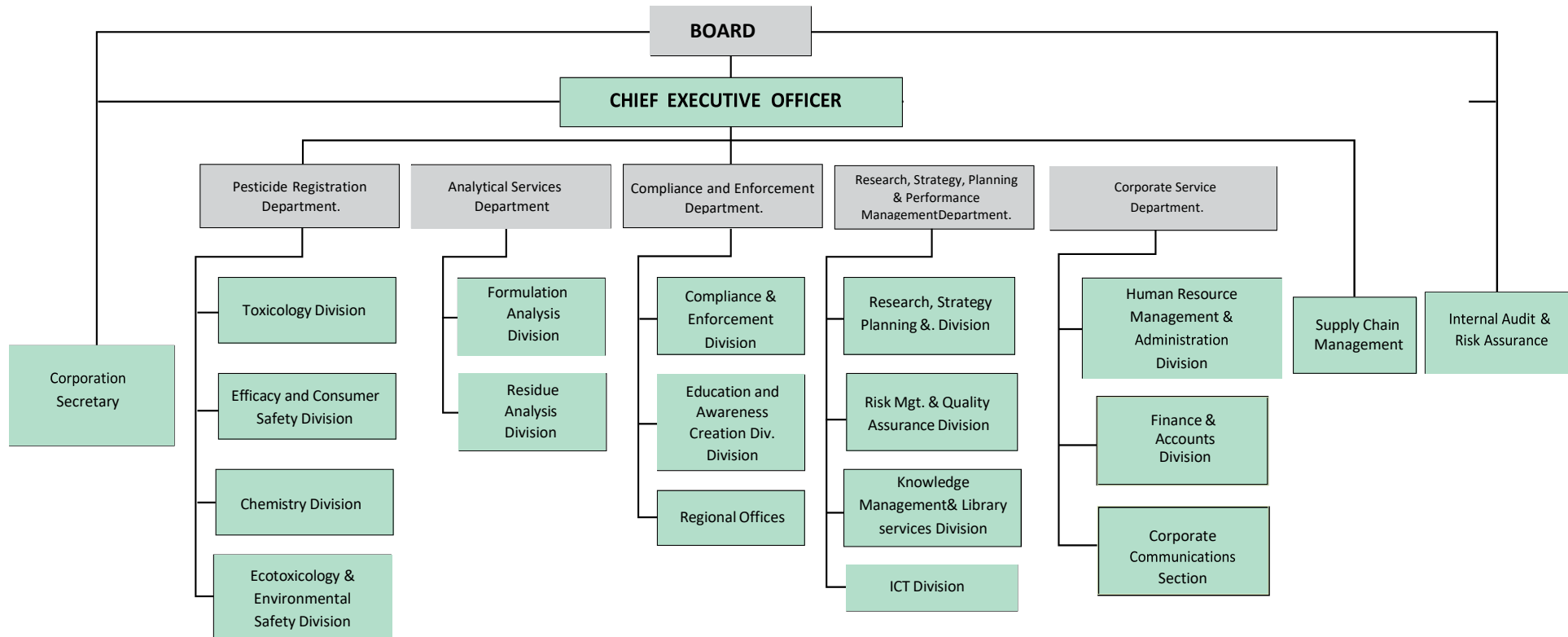
1. Agricultural Sector Transformation and Growth Strategy (ASTGS – 2019/29)-Ministry of Agriculture, Livestock, Fisheries and Irrigation.
2. Constitution of Kenya 2010
3. Environmental Management and Coordination Act Cap 387
4. Foods, Drugs and Chemical Substances Act Cap 254
5. Government of the Republic of Kenya, 2013. Third Medium Term Plan 2018/2022
6. Sustainable Development Goals (SDGs)
7. Medium Term expenditure framework 2022/23-2026/27
8. Pest Control Products Act, CAP 346 Laws of Kenya
9. Pest Control Products Board Strategic Plan 2018-2022
10. Pharmacy and Poisons Act Cap 244
11. Public Finance Management Act, 2012 and Regulations
12. The Presidency Ministry of Devolution and Planning: Strategic Plan Preparation Guidelines 2013/14 – 2017/16
13. The proposed Pest Control Products Bill, 2022

## **ANNEX 1: IMPLEMENTATION MATRIX**

## **ANNEX 2: OUTCOME MATRIX**



### ANNEX 3: ORGANIZATION STRUCTURE OF PEST CONTROL PRODUCT BOARD



#### ANNEX 4: PCPB STAFF ESTABLISHMENT

<b>S/N O</b>	<b>DESIGNATION</b>	<b>TECHNICAL / NON- TECHNICAL</b>	<b>CIVIL SERVICE GRADE/JO B GRADE/SC ALE</b>	<b>AUTHORI ZED ESTABLIS HMENT (A)</b>	<b>IN- POST (B)</b>	<b>VARIANCE (A-B)</b>
<b>Staffing for the Office of the CEO</b>						
1.	Chief Executive Officer	Non-technical	1	1	1	0
2.	Office Administrator/Senior Office Administrator	Non-technical	6/5	2	1	1
3.	Personal Assistant	Non-technical	4	0	0	0
4.	Senior Office Assistant	Non-technical	9	1	0	1
5.	Principal Driver	Technical	7	1	0	1
<b>NB- Note</b>	Office Administrator	Non-Technical	8	0	1	-1
	<b>TOTAL</b>			<b>5</b>	<b>3</b>	
<b>Staffing for the General Manager, Registration Office</b>						
1.	General Manager	Technical	2	1	0	0
2.	Assistant Office Administrator/Senior	Technical	8/7	2	2	0
3.	Office Assistant/Senior	Technical	10/9	1	0	1
4.	Driver/Senior	Technical	9/8	1	2	0
5.	Principal Registration Technician	Technical	7	1	0	1
6.	Registration	Technical	9/8	2	0	2

	Technician/Senior					
	<b>TOTAL</b>			<b>8</b>	<b>4</b>	
<b>Staffing for Toxicology Division</b>						
1.	Manager, Toxicology	Technical	3	1	0	1
2.	Principal Registration Officer	Technical	4	1	0	1
3.	Registration Officer/Senior	Technical	6/5	2	1	1
	<b>TOTAL</b>			<b>4</b>	<b>1</b>	
<b>Staffing for Efficacy and Consumer Safety Division</b>						
1.	Manager, Efficacy and Consumer Safety	Technical	3	1	1	0
2.	Principal Registration Officer	Technical	4	1	0	1
3.	Registration Officer/Senior	Technical	6/5	2	1	1
	<b>TOTAL</b>			<b>4</b>	<b>2</b>	
<b>Staffing for Chemistry Division</b>						
1.	Manager, Chemistry	Technical	3	1	0	1
2.	Principal Registration Officer	Technical	4	1	0	1
3.	Registration Officer/Senior	Technical	6/5	2	1	1
	<b>TOTAL</b>			<b>4</b>	<b>1</b>	
<b>Staffing for Ecotoxicology and Environmental Safety Division</b>						
1.	Manager Ecotoxicology and Environmental Safety Division	Technical	3	1	0	1
2.	Principal Registration Officer	Technical	4	2	0	1

3.	Registration Officer/Senior	Technical	6/5		3	-1
	<b>TOTAL</b>			<b>3</b>	<b>3</b>	
<b>Staffing for Laboratory Analysis Department</b>						
1.	General Manager, Laboratory Analysis	Technical	2	1	0	1
2.	Assistant Officer Administrator/Senior	Technical	8/7	1	0	1
	<b>TOTAL</b>			<b>2</b>	<b>0</b>	
<b>Staffing for Laboratory Analysis-Formulation Division</b>						
1.	Manager, Formulation Analysis	Technical	3	1	1	0
2.	Principal Analysis Officer	Technical	4	1	0	1
3.	Senior Analysis Officer	Technical	6/5	2	1	1
<b>Laboratory Technologist</b>						
1.	Principal Laboratory Technologist	Technical	6	1	1	0
2.	Laboratory Technologist/Senior	Technical	8/7	3	0	3
<b>Laboratory Technicians</b>						
1.	Principal Laboratory Technician	Technical	7	1	0	1
2.	Laboratory Technician/Senior	Technical	9/8	2	0	2
	<b>TOTAL</b>			<b>11</b>	<b>3</b>	<b>8</b>
<b>Staffing for Analysis- Residue Division</b>						
1.	Manager, Residue Analysis	Technical	3	1	0	1
2.	Principle Analytical	Technical	4	1	0	1

	Officer					
3.	Senior Analytical Officer	Technical	6/5	2	0	2
	<b>Laboratory Technologist</b>					
1.	Principal Laboratory Technologist	Technical	6	1	0	1
2.	Laboratory Technologist/Senior	Technical	8/7	3	0	3
	<b>Laboratory Technician</b>					
1.	Principle Laboratory Technician	Technical	7	1	0	1
2.	Laboratory Technician/ Senior	Technical	9/8	2	0	2
	<b>TOTAL</b>			<b>11</b>	<b>0</b>	

#### Office of the General Manager, Compliance and Enforcement

1.	General Manager, Compliance and Enforcement	Technical	2	1	0	1
2.	Assistant Office Administrator/Senior	Technical	8/7	1	0	1
3.	Office Assistant/Senior	Technical	10/9	1	0	1
4.	Senior Driver/driver	Technical	9/8	1	1	0
	<b>SUB TOTAL</b>			<b>4</b>	<b>1</b>	<b>3</b>

#### Staffing for Compliance Division, HQ

1.	Manager, Compliance and Enforcement Officer	Technical	3	1	1	0
2.	Principle, Compliance and	Technical	4	3	0	3

	Enforcement Officer					
3.	Compliance and Enforcement Officer/Senior	Technical	6/5	3	3	0
4.	Chief Assistant Compliance and Enforcement/ Enforcement Office Assistant	Technical	6	2	2	2
5.	Assistant Compliance and Enforcement/Senior	Technical	8/7	4	0	3
6.	Driver/Senior	Technical	9/8	2	1	1
	<b>SUB TOTAL</b>			<b>15</b>	<b>7</b>	<b>8</b>
<b>Mt. Kenya Regional Office</b>						
1.	Manager, Compliance	Technical	3	1	1	1
2.	Principal, Compliance Officer	Technical	4	2	0	2
3.	Compliance Officer/Senior	Technical	6/5	2	3	-1
4.	Principal Pesticide Assistant	Technical	6	2	0	2
5.	Assistant Pesticide Inspector/Senior	Technical	8/7	4	0	4
6.	Assistant Office Administrator II/I	Non-Technical Officer	9/8	1	1	0
7.	Driver/Senior	Technical	9/8	2	2	0
	<b>SUB TOTAL</b>			<b>14</b>	<b>7</b>	<b>8</b>
<b>Western Regional Office</b>						
1.	Manager,	Technical	3	1	0	1

	Compliance					
2.	Principal, Compliance Officer	Technical	4	2	0	2
3.	Compliance Officer/Senior	Technical	6/5	2	3	-1
4.	Chief Pesticide Assistant	Technical	6	2	0	2
5.	Assistant Pesticide Inspector/Senior	Technical	8/7	4	1	3
6.	Assistant Office Administrator II/I	Non- technical	9/8	1	1	0
7.	Driver/Senior	Technical	9/8	2	2	0
	<b>SUB-TOTAL</b>			<b>14</b>	<b>7</b>	<b>7</b>

#### Coastal Regional Office

1.	Manager, Compliance	Technical	3	1	0	1
2.	Principal, Compliance Officer	Technical	4	2	0	2
3.	Compliance Officer/Senior	Technical	6/5	2	3	-2
4.	Chief Pesticide Assistant	Technical	6	2	0	2
5.	Assistant Pesticide Inspector/Senior	Technical	8/7	5	0	5
6.	Assistant Office Administrator II/I	Non- technical	9/8	1	1	0
7.	Driver/Senior	Technical	9/8	2	2	0
	<b>SUB-TOTAL</b>			<b>15</b>	<b>6</b>	<b>8</b>

#### South Rift Regional Office

1.	Manager, Compliance	Technical	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>
2.	Principal,	Technical	<b>4</b>	<b>1</b>	<b>0</b>	<b>1</b>

	Compliance Officer					
3.	Compliance Officer/Senior	Technical	6/5	2	3	0
4.	Chief Pesticide Assistant	Technical	6	1	0	1
5.	Assistant Pesticide Inspector/Senior	Technical	8/7	3	0	3
6.	Assistant Office Administrator II/I	Non-technical	9/8	1	1	0
7.	Driver/Senior	Technical	9/8	2	2	0
	<b>SUB-TOTAL</b>			<b>11</b>	<b>6</b>	
<b>North Rift Regional Office (Eldoret)</b>						
1.	Manager, Compliance	Technical	3	1	0	1
2.	Principal, Compliance Officer	Technical	4	1	0	1
3.	Compliance Officer/Senior	Technical	6/5	2	0	2
4.	Chief Pesticide Assistant	Technical	6	1	0	1
5.	Assistant Pesticide Inspector/Senior	Technical	8/7	3	0	3
6.	Assistant Office Administrator II/I	Non-technical	9/8	1	0	1
7.	Driver/Senior	Technical	9/8	2	0	2
	<b>SUB-TOTAL</b>			<b>11</b>	<b>-</b>	<b>11</b>
<b>Lower Eastern Regional Office (Wote)</b>						
1.	Manager, Compliance	Technical	3	1	0	1
2.	Principal, Compliance Officer	Technical	4	1	0	1
3.	Compliance	Technical	6/5	2	0	2



	Officer/Senior					
4.	Chief Pesticide Assistant	Technical	6	1	0	1
5.	Assistant Pesticide Inspector/Senior	Technical	8/7	3	0	3
6.	Assistant Office Administrator II/I	Non-Technical	9/8	1	0	1
7.	Driver/Senior	Technical	9/8	2	0	2
	<b>SUB-TOTAL</b>			<b>11</b>	<b>-</b>	<b>11</b>

### Inspection Entry Points

	<b>Nairobi Region</b>					
1.	Assistant Pesticide Inspector/senior	Technical	8/7	3	0	3
	<b>Mt. Kenya Region</b>					
1.	Assistant Pesticide Inspector/senior	Technical	8/7	2	0	2
	<b>Western Region</b>					
1.	Assistant Pesticide Inspector/senior	Technical	8/7	3	0	3
	<b>Coast Region</b>					
1.	Assistant Pesticide Inspector/senior	Technical	8/7	4	0	4
				<b>12</b>		
	<b>TOTAL COMPLIANCE DIVISION</b>			<b>103</b>	<b>35</b>	<b>69</b>

### Staffing for Education and Awareness Creation Division

1.	Manager, Compliance and Enforcement Officer	Technical	3	1	1	0
2.	Principal, Compliance and Enforcement Officer	Technical	4	1	0	-1

3.	Driver/Senior	Technical	9/8	1	1	1
	<b>SUB-TOTAL</b>			<b>3</b>	<b>2</b>	
<b>Staffing in Regional Offices</b>						
1.	Manager, Compliance and Enforcement	Technical	3	1	0	0
2.	Principal. Compliance and Enforcement Officer	Technical	4	1	0	1
3.	Compliance and Enforcement Officer/Senior	Technical	6/5	6	0	6
4.	Principal Compliance and Enforcement Assistant	Technical	6	1	0	1
5.	Assistant Pesticide Enforcement/Senior	Technical	8/7	2	0	2
	<b>SUB-TOTAL</b>			<b>11</b>	<b>0</b>	
<b>Mt. Kenya Region</b>						
1.	Manager, Compliance and Enforcement	Technical	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>
2.	Principal. Compliance and Enforcement Officer	Technical	<b>4</b>	<b>2</b>	<b>0</b>	<b>2</b>
3.	Enforcement Officer/Senior		<b>6/5</b>		<b>0</b>	<b>2</b>
4.	Principal Compliance and Enforcement Assistant	Technical	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>
5	Compliance and Enforcement Assistant	Technical	<b>8/7</b>		<b>0</b>	
	<b>SUB-TOTAL</b>			<b>9</b>	<b>0</b>	

	<b>Western Regional Office</b>					
1.	Manager, Enforcement	Technical	3	1	0	1
2.	Principal, Enforcement Officer	Technical	4	1	0	1
3.	Enforcement Officer/Senior	Technical	6/5	1	0	2
4.	Chief Pesticide Assistant	Technical	6	2	0	2
5.	Assistant Pesticide Enforcement/Senior	Technical	8/7	2	0	1
	<b>SUB-TOTAL</b>			<b>7</b>	<b>0</b>	
	<b>Coastal Region Office</b>					
1.	Manager, Enforcement	Technical	3	1	0	1
2.	Principal, Enforcement Officer	Technical	4	1	0	1
3.	Enforcement Officer/Senior	Technical	6/5	1	0	3
4.	Chief Pesticide Assistant	Technical	6	2	0	2
5.	Assistant Pesticide Enforcement/Senior	Technical	8/7	2	0	2
	<b>SUB-TOTAL</b>			<b>7</b>	<b>0</b>	
	<b>South Rift Regional Office</b>					
1.	Manager, Enforcement	Technical	3	1	0	1
2.	Principal, Enforcement Officer	Technical	4	1	0	1
3.	Enforcement Officer/Senior	Technical	6/5	1	0	3



	Compliance	103				
1.	Enforcement	55				
	GROSS TOTAL	158				
Staffing for Department of Research, Strategy and Planning						
1.	General Manager, Research, Strategy, Planning and Compliance	Non-Technical	2	1	0	1
2.	Office administrator Assistant/Senior	Non-Technical	8/7	1	0	1
Staffing for Planning, Performance Management, Monitoring and Evaluation						
1.	Manager, Planning, Performance Management, Monitoring and Evaluation	Non-Technical	3	1	0	1
2.	Principal Planning Officer	Non-Technical	4	2	0	2
3.	Planning Officer/Senior	Non-Technical	6/5			0
Staffing for Risk and Quality Assurance Division						
1.	Manager, Risk and Quality Assurance	Non-Technical	3	1	0	1
2	Principal Risk and Assurance Officer	Non-Technical	4	1		0
3.	Risk and Quality Assurance Officer/Senior	Non-Technical	6/5			0
Staffing for Research and Knowledge Management Division						
1.	Manager, Research and Knowledge	Non-Technical	3	1	0	1

	Management					
2.	Principal Research and Knowledge Management Officer	Non-Technical	4	1	0	1
3.	Research Officer/Senior	Non-Technical	6/5		0	0
4.	Research Assistant	Non-Technical	8/7	1	0	1

#### Staffing for ICT Division

1.	Manager, ICT	Non-Technical	3	1	0	1
2	Principal ICT Officer	Non-Technical	4		0	1
3.	ICT Officer/Senior	Non-Technical	6/5		1	-1
4	ICT Assistant/Senior	Non-Technical	8/7	1	1	0
	<b>SUB-TOTAL</b>			<b>3</b>	<b>2</b>	

#### Staffing for Office of the General Manager, Corporate Services

1.	General Manager	Non-Technical	2	1	0	1
2.	Assistant Office Administrator/Senior	Non-Technical	8/7	1	1	0
3.	Office Assistant/Senior	Non-Technical	10/9	1	0	1
	<b>SUB-TOTAL</b>			<b>3</b>	<b>1</b>	

#### Staffing for Human Resource Management and Administration Division

1.	Manager, HR and Administration	Non-Technical	3	1	0	1
2.	Principal HRM Officer	Non-Technical	4	1	0	1
3.	HRM Officer/Senior	Non-Technical	6/5		0	0
4.	Human Resource	Non-	8/7	1	1	0

	Assistant/Senior	Technical				
	<b>SUB-TOTAL</b>			<b>3</b>	<b>1</b>	
	<b>Administration</b>					
1.	Principal Administration Officer	Non-Technical	4	1	0	1
2.	Administration Officer/Senior	Non-Technical	6/5		0	0
3.	Administration Officer/Senior	Non-Technical	8/7	1	1	0
	<b>SUB-TOTAL</b>			<b>2</b>	<b>1</b>	
	<b>Records Management</b>					
1.	Records Management Assistant/Senior	Non-Technical	8/7	2	0	0
2.	Driver/Senior	Non-Technical	9/8	2	0	2
	<b>Security Services</b>					
1.	Security Officer/Senior	Non-Technical	6/5	1	0	1
2	Security Assistant/Senior	Non-Technical	8/7	1	0	1
	<b>Customer Care</b>					
1.	Principal Customer Care Assistant	Non-Technical	7	1		1
2.	Customer Care Assistant/Senior	Non-Technical	9/8	2	1	1
	<b>Office Assistants</b>					
1.	Office Assistant/Senior	Non-Technical	10/9	2	1	0
	<b>Staffing for Finance and Accounts Division</b>					
1.	Manager, Finance and Accounts	Non-Technical	3	1	0	0
	<b>Finance</b>					
1.	Principal Accountant	Non-	4	1	0	1

		Technical				
2.	Accountant/Senior	Non-Technical	6/5	1	1	0
	<b>Accounts</b>					
1.	Principal Accountant	Non-Technical	4	1	0	1
2.	Accountant/Senior	Non-Technical	6/5	2	1	1
3.	Accounts Assistant/Senior	Non-Technical	8/7	1	0	1
<b>Staffing for Corporate Communications Section</b>						
1.	Principal Corporate Communications Officer	Non-Technical	4	1	0	0
2.	Corporate Communications Officer	Non-Technical	6/5	1	0	0
<b>Staffing for Corporation Secretary and Legal Services</b>						
1.	Corporation Secretary and Manager, Legal Services	Non-Technical	3	1	0	1
2.	Principal Legal Officer	Non-Technical	4	1	0	1
3.	Legal Officer/Senior	Non-Technical	6/5		0	0
4.	Paralegal	Non-Technical	8/7	1	0	1
<b>Staff Establishment for Internal Audit</b>						
1.	Manager, Internal Audit	Non-Technical	3	1	0	1
2.	Principal Auditor	Non-Technical	4	1	0	1
3.	Auditor/Senior	Non-Technical	6/5		1	-1



	<b>SUB-TOTAL</b>			<b>2</b>	<b>1</b>	
<b>Staff Establishment for Supply Chain Management</b>						
1.	Manager Supply Chain Management	Non-Technical	3	1	0	1
2.	Principal Supply Chain	Non-Technical	4	2	0	2
3.	Supply Chain Management Officer/Senior	Non-Technical	6/5		0	0
4.	Supply Chain Management Assistant/Senior	Non-Technical	8/7	1	1	0
<b>TOTAL</b>				<b>265</b>	<b>64</b>	