



# 4<sup>th</sup> Utafiti Sera Forum on Employment Creation in the Sugar and Horticulture Sectors

March 14 2017

**INCLUDE**  
KNOWLEDGE PLATFORM ON INCLUSIVE DEVELOPMENT POLICIES

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Centre for African Bio-Entrepreneurship

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# List of Acronyms

<b>AFA</b>	- Agriculture and Food Authority
<b>ANC</b>	- Amani National Congress
<b>CABE</b>	- The Centre for African Bio-Entrepreneurship
<b>FPEAK</b>	- Fresh Produce Exporters Association of Kenya
<b>HCD</b>	- Horticultural Crops Directorate
<b>IDS</b>	- Institute of Development Studies
<b>INCLUDE</b>	- Knowledge Platform on Inclusive Development Policies
<b>PASGR</b>	- Partnership for African Social Governance Research
<b>SUCAM</b>	- Sugar Campaign for Change

## EXECUTIVE SUMMARY

The joint forum on sugar and horticulture sectors on employment creation was organized by the Partnership for African Social Governance Research (PASGR) in collaboration with the Centre for African Bio-Entrepreneurship (CABE). This was the fourth forum after the launch of the Utafiti Sera forums on Sugar and Horticulture. These forums identified policy issues for promoting decent employment and inclusive growth in Kenya. The main purpose of the fourth forum was to present the key policy issues in sugar and horticulture sectors and to use the evidence to engage policy actors for policy uptake. These were the effect of sugar importation on production and wage employment in the sugar sector; and incentives on contract governance, productivity and markets for job creation in the horticulture sector. In this respect, Utafiti Sera engaged the ANC-NASA Technical Committee to consider policy issues of interest to their political party manifesto.

The meeting brought together stakeholders from the Utafiti Sera House namely: INCLUDE, Horticultural Crops Directorate (HCD), Institute of Development Studies (IDS), University of Nairobi, Fresh Produce Exporters Association of Kenya (FPEAK), Sugar Campaign for Change (SUCAM), Kwale International Sugar Company, TechnoServe Kenya, academia and ANC - NASA Technical Committee representatives.

Presentations of key findings and policy recommendations based on the studies conducted in the horticulture and sugar sectors were followed by questions and discussions. Afterwards, there was a moderated plenary session on policy considerations for transforming the sugar and horticulture sector in Kenya.

The sugar sector is faced with challenges of mismanagement of sugar imports, processing deficiencies in public factories and weak support for cane farmers.

These challenges impede self-sustenance and wage employment creation in the sector. Revitalizing the sector should consider both policies in management issues around sugar imports and support to smallholder farmers to produce adequate cane for processing while producing staple food crops.

The on-going efforts by the Agriculture and Food Authority (AFA) and stakeholders have resulted in the development of sugar industry's general regulations and guidelines addressing contracting arrangement, harvesting and payment between the miller and the out-grower. However, these regulations and guidelines have not been gazetted. Despite the horticulture sector performing relatively better, profits have been stagnating with limited new investments. There is also weak adherence to food quality and safety standards of produce for domestic market. The Horticulture code of practice KS1758, that addresses food safety and quality for domestic markets was formulated in 2004 and reviewed in 2016 but not yet adopted.

Utafiti Sera recommended the translation of this regulation into law to rejuvenate the sector and create employment opportunities. Further, a review and adoption of the Draft Trade Development Bill and the Crops Act 2013 needs to be done to address issues of multiple taxation of horticultural produce on transit across counties.

**The sugar sector is faced with challenges of mismanagement of sugar imports, processing deficiencies in public factories and weak support for cane farmers.**



### Two key issues informed the discussion:

1. The effect of sugar importation on wage employment in the sugar sector
2. Contract governance and market access in the horticulture sector



## 1.0 INTRODUCTION

Dr. Hannington Odame, the Executive Director of CAFE and a co-convenor welcomed participants and presented an overview of the day's agenda which comprised of: sharing key policy findings in sugar and horticulture sectors, question and answer session, feedback from the ANC Technical Committee and the way forward.

Dr. Pauline Ngimwa, (Programme Manager, Professional Development and Training, PASGR) representing the Executive Director introduced PASGR as an independent, non-partisan Pan-African not-for-profit institution established in 2011 with an objective to enhance research excellence in governance and public policy. PASGR works with researchers and higher institutions in 12 African countries with a vision to be a vibrant African social science organisation addressing the continent's public policy issues with a mandate to engage in informed policy through research evidence.

Research is one of the three arms of operations<sup>1</sup> at PASGR which co-hosts Utafiti Sera (Research-Policy Community). This is an innovation that takes research evidence into policy actions. Utafiti Sera involves various stakeholders and policy actors working together to ensure appropriate and negotiated settlements and uptake of policy through high quality policy debates, policy programme design and civic actions around issues with research evidence.

The fourth Utafiti Sera forum was a continuation of a policy process, following a research study on wage employment creation in sugar and horticulture sub-sectors in Kenya which was conducted by a team of researchers from Institute of Development Studies (IDS), University of Nairobi. Findings of the study were presented in the second and third forums. In the fourth forum, the Utafiti Sera House brought together stakeholders and technocrats to present research findings and policy issues in wage employment creation in sugar and horticulture sectors identified from the two previous forums to engage the ANC Party Technical Team.

Dr. Ngimwa expressed hope that participants would find the engagement useful for policy actions and emphasized that the Utafiti Sera House is non-partisan and was open to all politically affiliated groups for policy integration in their respective manifestos.



**Between 2004 and 2012, Africa's GDP growth increased to about 6% whereas the labour force employed in wage-paying jobs increased by only 0.4%. The paradox is in this narrative is that increased growth has not translated into employment creation and income growth in Africa.**



## 2.0 PRESENTATIONS

### 2.1 Background

**Dr. Hannington Odame**



The policy debate on agriculture and agro-processing industry is premised on the Africa Rising Narrative. Africa's growth rate averaged 2.5% between 1980 and 2004. Africa was perceived to have high levels of poverty, civil wars and high dependency on foreign aid, yet it was believed to have potential to be self-sufficient -and follow in the footsteps of Asia. Between 2004 and 2012, Africa's GDP growth increased to about 6% whereas the labour force employed in wage-paying jobs increased by only 0.4%. The paradox is in this narrative is that increased growth has not translated into employment creation and income growth in Africa. Yet agriculture and agro-processing have the potential for wage employment creation.



**Africa's growth rate averaged 2.5% between 1980 and 2004.**



<sup>1</sup>Research, Higher Education and Professional Training and Development

The various technocratic explanations of the paradox include inadequate capital investments, poor technology, inadequate rainfall, inadequate market and political will where political will is usually indicated in a footnote or as a recommendation for government action.

Political will has not been unpacked beyond these technocratic explanations. Utafiti Sera is trying to understand the motivation of the ruling elites to support productive sectors that have potential to provide wage employment. Given that these sectors involve stakeholders with diverse interests, there is a need for a negotiated settlement approach. This approach requires both formal and informal processes to establish best-fit relations between political elites, economic entrepreneurs and bureaucrats to promote employment creation.

The launch of Utafiti Sera in the first forum was informed by a study on wage employment creation in agriculture and agroprocessing focusing on the sugar and horticulture sub-sectors in Kenya. This study was conducted by a team of researchers from IDS, University of Nairobi. Subsequently, Utafiti Sera organised two forums to present the research findings and synthesize evidence for engaging policy actors. The forums included the Sugar Forum and the Horticulture Forum.

Utafiti Sera also produced video documentaries, policy briefs, newspaper articles and infographics to communicate and engage with policy actors.

The fourth forum focused on engaging the ANC Party Technical Committee within the NASA coalition, because Utafiti Sera House was of the opinion that if the above concerns were debated and addressed, they would go a long way to promote decent employment and inclusive growth for the people of Kenya.

## 2.2 An overview of ANC- NASA Technical Committees



### Mr. Kibisu Kabatesi

Mr. Kibisu Kabatesi, a representative of ANC Technical Committee explained that the ANC Technical Team works on ANC-NASA issues and it is specifically charged with the responsibility of originating negotiation on ANC position(s) within NASA. It consists of technocrats from diverse professional backgrounds who contribute to various issues of the Party. In particular, the technical team is the research and planning committee which develops policy strategy and engages in negotiations within NASA.

Therefore, the ANC Technical Committee appreciated Utafiti Sera's invitation to the policy dialogue and indicated that their team was privileged to be the first among other political groups to benefit from the research findings and policy recommendations from the Utafiti Sera House. Mr. Kabatesi concluded by stressing the need for the Utafiti Sera House to reach out to other technical teams of political parties forming NASA which are developing the coalition's manifesto.

The presentations on policy findings in sugar and horticulture sectors were timely for the ANC team since the findings would benefit and strengthen ANC policy on agriculture, an issue that the team has been grappling with for a long time. ANC Policy on agriculture would take a sectoral perspective to address the agriculture sector policies in a holistic manner, including policies on least prioritised crops such as traditional grains, roots and tuber.

Mr. Kabatesi noted that the team looked forward to learning and enriching the policy process—especially when handling matters of NASA's manifesto to make it as practicable as possible for ease of implementation.

### Two key issues informed the discussion:

1. The effect of sugar importation on wage employment in the sugar sector
2. Contract governance and market access in the horticulture sector

## 2.3 Analysis of Employment Creation in the Sugar Sector in Kenya: Synthesis of Key Findings and Policy Recommendations

**George Odhiambo, Maasai Mara University**

The effect of importation of sugar on wage employment in the sugar sector formed the basis of discussion on the potential of creating employment in the sugar sector. The presentation on the sugar sector was anchored on the value chain approach to identify the key actors and their roles at the various levels.

The sugar industry has potential to create employment at the factory level and beyond. It currently supports over 250,000 small-scale farmers and derives livelihood for an estimated 6 million Kenyans.

Nevertheless, there has been a general decline in employment creation after liberalization which is attributed to mismanagement of the factories and the effects of imports. The general concern is how to reverse the decline and to achieve objectives of regional economic balances, self-sufficiency, entrepreneurship and joint investments.

The sector has persistently faced challenges including low farm yields, low capacity utilization, high costs of production and low sugar yields necessitating imports. In 2015 the estimated production was 632,000 metric tons

against a consumption of 879,000 metric tons leading to imports of 247,000 metric tons for imports, -a lost opportunity to create employment. Imports dependency have remained between (25-26%) over the years with unclear determination of import levels.

The varying levels of sugar imports is attributed to several factors including weak management of factories, low profitability, inequitable distribution of benefits to various actors, political interference in issuing of import licenses and political appointments of managers and staff in factories. Importation of sugar is also done by well-connected political elites who enjoy the protection of the state; hence addressing sugar imports requires engagement with political actors.

Policy recommendations to revitalize the sector while addressing management and import challenges in sugar include:

1. A subsidy programme for fertilizer, modern mechanization and transportation to promote production of adequate quantities for milling among small holder farmers. This is intended to reduce cost of production and increase milling efficiency to improve competitiveness against counterparts in the region.
2. Efficient management of imports through policy and guidelines that govern strict issuance of import licences, with guidelines of estimating sugar deficits.
3. Support small holder farmers to grow staple food alongside cane for food security.

## Question and Answer Session



The following questions were raised during the Q&A session:

**1. How much sugar does Kenya produce? What is the deficit?**

There is need for data to show details of deficits and imports -overtime. Historical trends show that domestic requirements since the production period 1983/84 was high with an average deficit of 200,000 tons per annum. However the deficit is uncertain. Generally, Kenya has not been able to meet its sugar requirements since 1984.

**2. Is sugar a principal crop like coffee, tea and cereals or a political agricultural crop or neutral crop?**

Sugar is a political crop produced in 130 countries but consumed in the whole world and governments of countries producing sugar have been seen to be directly involved in management of sugar industry at domestic level and its imports, including other political issues in the sector.

**3. Does it make sense to provide subsidy on a crop that does not produce profit to the farmer? Should Kenya grow sugar at high cost rather than to import cheaper sugar?**

Agriculture is a multi-functional sector in the sense that it is a source of primary production (such as food and fibre) and a mixture of private and public goods for society. This means that both the economic and welfare function of crops such as sugar and their important contribution to livelihoods should be considered. Therefore, just like dairy, tea, coffee and miraa receive support from the Government of Kenya, sugar is not an exception.

**4. Other than elections and liberalizations - are there any other factors which impact on the sugar sector generally and production and import specifically? Why did the authors not highlight these factors? Could they explain why they focused on politics and liberal policies?**

There are several challenges for Kenya's failure to achieve self-sufficiency in sugar production including low production and low productivity or low sugar yields. Low productivity is in turn linked to under-utilization or waste; poor cane husbandry practices; high cost of production; policy and marketing problems occasioned by cheaper imports. Therefore, politics and liberal policies are not the only reasons for fluctuations in production imports, but for the purpose of a strategic policy action, they have been considered for discussion.

## Other Recommendations

1. Review tax to encourage sugarcane production and processing (considering cost difference after processing and the final market price).
2. Establish efficient labour requirements for sugar factories with a view of reducing costs of production relative to other regional counterparts with similar capacity.
3. Review policy on issuance of licenses to private millers since government has allowed more millers than cane available for milling through unclear licensing. This could lead to competition in sugar which is choking the sector.

The industry has witnessed a steady growth in job creation accounting for about 25% of workforce in the agriculture sector. In the period between 2005 and 2014, new jobs created by the general agriculture increased steadily up to 2010, thereafter, the sector faced a declining trend; whereas the cut flower sector increased steadily over the same period.

Success witnessed in the flower sector is attributed to some unique characteristics that can provide lessons to increase employment in the agriculture sector.

1. A shift away from volumes and turnover to high quality and more value addition leading to more mechanization and better employee skills.
2. Change of labor strategy from the use of low-skilled workers on repeated short-term contracts with minimal benefits, to a more stable workforce on long-term contracts.
3. Lower risk of side-selling because of the low-volume, high-value characteristic that attracts a high premium and are well-suited to smallholder outsourcing.
4. Better wages compared to other agricultural subsectors

Compliance to new and constantly changing standards has significantly increased production and marketing costs impacting on employment creation.

## 2.4 Analysis of Employment creation in the Horticulture Sector in Kenya



**Elsie Kangai - Centre for African Bio-Entrepreneurship**

The research study on horticulture focused on the cut flower industry as a case study. Cut flower industry was selected based on its contribution to agricultural growth and its potential to create employment.

**In the period between 2005 and 2014, new jobs created by the general agriculture increased steadily up to 2010, thereafter, the sector faced a declining trend; whereas the cut flower sector increased steadily over the same period.**



These increasing costs drive away low quality smallholder producers contributing about 40% of flower exports. Also, the terms of payment and prices trigger disputes over out-grower contracts impacting on employment creation.

The study identified three main blockages to employment creation in the horticulture sector namely: low labour productivity, weak governance of out-grower contracts and limited access to markets.

**a. Low labour productivity**

There is a mismatch between education, training, research and the industry requirements due to limited knowledge among small holder farmers. The sector also faces reducing and stagnating profitability which is attributed to weak investment patterns where producers only invest 20% of their total land in horticulture with no new investments.

**b. Governance of out-grower contracts**

Weak capacities in enforcing contracts and food safety standards has been experienced, resulting to low bargaining power, low prices and limited investment. Produce destined for the domestic market lacks clear adherence to food quality and safety standards making producers to earn low prices. Weak contract enforcement and unclear pricing mechanisms has rendered smallholder farmers to be price-takers because they lack bargaining power and are thus vulnerable buyers. More often than not, producers do not keep clear records. This limits information available for price bargains, complicates farm audits, product certification and discourages new investments as well as ability to negotiate better terms of contracting.

**c. Access to markets**

Producers are unable to maximize profits due to a mismatch between production and market requirements. This results in losses and wastages because of uninformed production which makes farmers less prepared to tap into the market

opportunities. Small holder producers also rely on semi-processed and low value goods which are not competitive in the global market.

**These include:** establishment of platforms of youth service providers; investments in market service centres; innovation fund and setting up appropriate infrastructure to support production and marketing of horticultural produce.

**Policy recommendations were made to address blockages to employment creation in the sector**

**1 Establishment of platforms of youth service providers**

This is an innovative platform to identify and share available skills that youth can engage along the value chain. This platform would also link the youth to service seekers (e.g. individuals, producer organisations, firms) and enable them to negotiate service provision at better rates. This idea is premised to reverse erosion of skills seen among the youth in the period when they leave school and when they get employment.

**2 Investments in Market Service Centres**

This is an improvement from the traditional cooperative union set up which is more business driven to make profits. It is an information hub and a platform where various actors in the value chain can engage, negotiate contracts and create forward and backward linkages to services and markets. This model has a multiplier effect in creating business opportunities and employment while providing avenues for new investments.

**3 Establishment of an innovation fund**

The fund could be utilized to scale up innovations and support agribusiness research, test innovations, actualize them beyond the pilot and scale them up.

**4 Support in setting up appropriate infrastructure**

This initiative involves setting up infrastructure that promotes access of produce to markets to tap into the investment opportunities in the various counties. These include support to enhance transport and logistics system, depots, storage facilities including cold storage for fresh produce.

## Question and Answer Session



The following questions were raised during the Q&A session:

1. **Why is horticulture not thriving along the lake region? Are the infrastructures and markets still the key issues?**

Support in infrastructure to promote horticulture involves putting in place appropriate support systems that increases market access. This includes establishment of depots, facilitating transport and logistics, and storage installed with coolers to enhance shelf life of fresh produce. Well-developed infrastructure attracts investors. Tana River County is a good example of commercialization of the mango value chains. The commercialization story in this County involves many actors reviewing policy and developing infrastructure (e.g. power, roads) to open up the region to markets and connecting the region to the national power. It also involves building aggregation centres; investing in capacity building, facilitating formation of cooperatives, promoting climate smart technologies in farming, building mango processing plant, and existence of a facilitator or broker especially in supporting Market Service Centre (MSC) in terms of technology, value addition and capacity building of farmers.

2. **Is there a synergy between market service centres and cooperative unions?**

The market service centre approach is an improvement on farmer cooperative union -- which is a farmer group-driven and more flexible. The MSC concept is focused on linkages between actors and service providers who are able to negotiate contracts to improve efficiency.

3. **If horticulture has reached a plateau and is experiencing stagnation, is it likely that it will face a decline?**

The stagnation witnessed in horticulture can be addressed through technological innovations to encourage smallholder farmers to increase efficiencies and change of strategies to remain relevant in the business.

### Other views and recommendations are:

1. Consider traditional crops and vegetables such as African Leafy Vegetables, to promote domestic business as well as identify innovations for scaling up.
2. Enhance agricultural market information to encourage horticultural producers to supply domestic markets based on market requirements.
3. Segment and link youth groups to appropriate service platforms based on qualification, skills and attitude on skills.
4. Consider attractive investment strategies in horticulture that can interest the youth.
5. Policies and strategies focused on promoting youth employment should be done at a micro level and should take into account issues of good governance, attitude change, assurance and facilitate capacity training to attract the youth.
6. Continuous investment in training to support the public extension system, including research and development to revitalize agriculture.

## 3.0 PANEL DISCUSSION

The panel discussions focused on key policy highlights and recommendations on sugar and horticulture sectors with the objective of identifying issues for integrating into ANC manifestos for policy action. The discussion was moderated by experienced panelists in the sugar and horticulture sectors. A third panelist, representing the ANC Technical Committee whose main role was to reflect on the day's dialogue to identify elements for enriching the coalition's manifesto.

Two main questions were posed for panel discussions:

i. What is the future of sugar in Kenya? How can policy revitalize the sugar sector to make it viable for the farmer and for employment creation?



ii. Similarly, how do we revitalize the horticulture sector to increase its coverage in the whole country and how do we unblock the policy hurdles to overcome its stagnation?



### 3.1 Sugar Sector

**Michael Arum (SUCAM)**

Sugar is a viable industry worth investing in by the government given that it is a political, food and a welfare commodity. Owing to its importance, the government has invested in five public factories and is committed to support and develop the industry. Nevertheless, the sugar industry has experienced a myriad of challenges in attaining self-sufficiency. Inefficiencies in sugar milling have been due to shift from cane production to horticultural crops, leaving the industry to suffer insufficient volumes of cane for milling.

Adequate production of cane for milling is a key component to attaining self-sufficiency in the sugar sector. Past experience of loss making in cane farming discouraged farmers from investing in the sector causing a shift from cane production to horticultural crops; hence jeopardizing the efforts to attain adequate volumes for milling. Farmers need incentives to reinvest in growing cane to produce adequate quantities for milling. There is need to assure farmers of profit in order to increase investment in cane farming.

### Strategies that could promote cane production and milling efficiencies include:

1. Government incentives to farmers through cane development funds and a subsidy programme for cane production, including tax rebates to farmers diversifying to ethanol production as an incentive for scaling up.
2. An integrated farming strategy to incorporate staple foods in cane production. Such a crop may be green grams for local consumption and export.
3. Reasonable tariffs that can pay off power co-generation at processing and farm level.
4. Regulation of imports and exports through single window marketing system to monitor sugar deficits to justify importation
5. Privatization strategies with a well-managed farmer shareholding model to ensure growth in the sugar industry while benefiting all parties fairly.

### Question: There is formulation of regulation resting at the Attorney General's office, what can you advise as a takeaway message for the ANC Technical committee?

The Sugar industry general regulations and guidelines have been in the Attorney General's chambers for the last 10 years. The regulations require that the miller harvests cane after 18 months and pays the farmer within one month of harvesting, contrary to which the miller is penalized. Utafiti Sera therefore recommended that ANC Technical Committee takes up the matter to follow up its approval. SUCAM agreed to share the current status of the regulation for closer review by the ANC Technical Committee.



## 3.2 Horticulture Sector

### Anthony Mutiso (FPEAK)

The horticulture sector in Kenya produces substantial amounts of fruits, vegetables and flowers, where exports consist 5% of production and 95% local consumption. The growing population and demand of food provides a ready market for horticultural produce.

The attainment of market access specifications of food quality and safety as the major requirements remains a challenge. Coincidentally, a lot of emphasis has been put on export quality and standards with little attention to the domestic market and there has been no official control of what is consumed in the local market. Local standards for horticulture code of practice KS1758 which is a government standard with a scope like that of GLOBAL GAP were formulated in 2004 and were realigned in 2016. These standards address issues of food safety, environmental sustainability and social accountability to encourage farmers to produce quality that can fit in both local and export market without compromising food quality and safety. Support is needed for the formulated horticulture code of practice KS1758 to be considered into law to ensure appropriate, production, transport and handling and traceability of horticultural produce destined for the domestic market.

Agriculture is a devolved function and county governments collect levies from produce leaving their boundaries. Horticultural produce suffers double taxation in form of levies paid to every county while on transit to the destined market, resulting in high transaction costs and uncompetitive prices in the market.

These costs are unfriendly and hurting to horticulture business.

FPEAK is lobbying for review of the crops Act 2013 because it is not friendly given that various counties collect cess on the same horticultural consignment on transit.

With regard to levies applied on horticultural produce, it was important to examine the Draft Trade Development Bill with its rules and regulations, to understand how cess issues are addressed.

Mr. Mutiso concluded that standards are expensive but unavoidable and should be treated with keen emphasis on food safety to minimize health issues like cancer that result from unsafe food.

## 3.3 ANC Technical Committee

### Wasai Nanjakululu



Mr. Wasai Nanjakululu expressed the view that NASA was devoted to ensure appropriate allocation, management and use of government resources. He reiterated that the coalition would be keen to:

1. Promote law enforcement, structure and infrastructure that support agriculture and create employment in the sector.
2. Ensure deliberate investment in implementing shelved research studies undertaken by institutions of higher learning.
3. Pursue the general regulations of sugar currently at the Attorney General's chambers.
4. Encourage independent and sustainable market systems where producers can set prices independently to enjoy full benefits from farming.

### The ANC Technical Committee requested Utafiti Sera to share:

1. Power point presentations and proceeding of the meeting.
2. Copies of dormant sugar policies in the Attorney General's chambers
3. Recommendations on Agricultural Act 2013

## 4. CLOSING REMARKS

Dr. Odame thanked PASGR for organizing the forum and INCLUDE for generous funding that facilitated the Forum. He appreciated the ANC Technical committee for investing their valuable time to participate and requested Utafiti Sera to include them as part of the house. He also thanked researchers, policy actors and participants for their contributions and affirmed that Utafiti Sera would engage them continuously to take policy recommendations into policies, laws and regulations that can improve income for the small holder farmer and create employment.

### Annex 1: Agenda

Utafiti Sera Half-Day Meeting With Members of the Amani National Congress and National Super Alliance Technical Committees on Employment Generation in Sugar and Horticulture Sectors

**Location:** The Panafric Hotel, Nairobi

**Date:** March 14 2017

08:30 –09:00	Arrival and Registration
09:00 – 09:30	Welcome Remarks: Hannington Odame, Executive Director, CABA Prof. Tade Aina, Executive Director, PASGR
Moderator	Dr. Hannington Odame
09:30 – 10:00	An Overview of ANC-NASA Technical Committees Presenter(s): Chair ANC Technical Committee
10:00 – 10:30	Analysis of Employment Creation in the Sugar Sector in Kenya: Synthesis of Key Findings and Policy Recommendations Presenter: George Odhiambo, Mara University, Narok Floor Discussion
10:30 – 11:00	Analysis of Employment Creation in the Horticulture Sector in Kenya: Synthesis of Key Findings and Policy Recommendations Presenter: Elsie Kangai, CABA Floor Discussion Floor Discussion
11:00 – 11.30	Health Break
11:30– 12:45	Plenary Discussion Policy Considerations for Transforming the Sugar and Horticulture Sectors in Kenya ANC Committee Michael Arum, Sugar Campaign for Change (SUCAM) Anthony Mutiso, Fresh Produce Exporter Association of Kenya (FPEAK)
12:45 – 13:00	Way Forward and Closing Remarks Dr. Hannington Odame, Executive Director, CABA Prof. Tade Aina, Executive Director, PASGR
13:00	Lunch and Departure



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