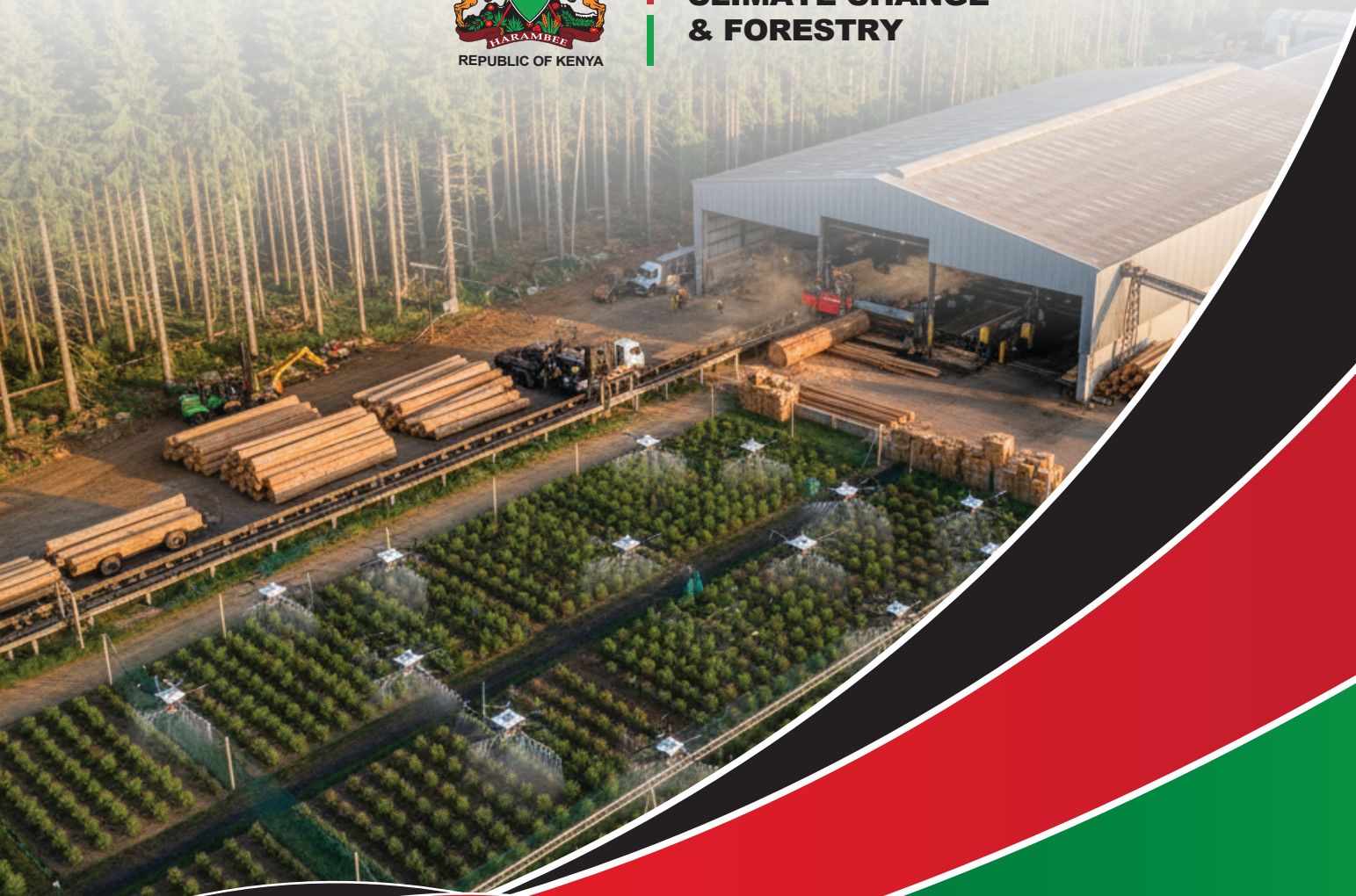




**MINISTRY OF
ENVIRONMENT,
CLIMATE CHANGE
& FORESTRY**



NATIONAL COMMERCIAL FORESTRY STRATEGY 2025-2035



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FOREWORD



I am honored to present the Commercial Forestry Strategy (2025-2035), aimed at placing Commercial Forestry in competitive trade and investment, with cognizance of climate mitigation as well as adaptation. The strategy will result in expanded tree cover, forest cover, and socio-economic development, and will contribute to the national plan of achieving 30% tree cover. The opportunity to increase tree cover lies in private lands outside public forests, particularly in the Arid and Semi-Arid Areas (ASALs). Commercial forestry will include wood, bamboo, non-timber forest products, and ecosystem services. These ecosystem services include ecotourism, carbon trading, and climate financing. In

harnessing all these opportunities, the country's GDP will be raised through the creation of jobs, and increased products for local and export markets. Commercial forestry in community, private, and smallholder farms will lift pressure from public plantations and introduce a variety of timber species that have previously not been traded.

Commercial forestry development is a key deliverable of the Bottom-up Economic Transformation Agenda (BETA) that the forest sector is implementing. The main result areas on commercial forestry include: the development of a favourable policy and regulatory framework to attract Public Private Partnerships through concessioning; addressing seed and germplasm improvement; enhancing production and productivity; and capacity building of all stakeholders. In addition, the strategy emphasizes on need to modernize and commercialize Non Timber Forest Products such as briquettes, gums, resins, medicinal products, apiculture, among other forest-related value chains, while addressing land and tree tenure systems as key factors in attracting the adoption of commercial forestry.

This commercial forestry strategy offers a pathway towards sustainable development, drawing upon the principles outlined in key global, regional, and national priorities, commitments, and obligations for sustainable management of our environment, connecting the planet, environment, and people. This strategy empowers communities in all regions, including pastoral areas, to actively participate in sustainable resource management practices. It also aims to improve ecotourism in ecologically sensitive areas and contribute to the achievement of Nationally Determined Contributions.

A handwritten signature in blue ink, appearing to be 'D. Barasa', written over a light blue circular stamp.

Dr. Deborah M. Barasa, EGH

Cabinet Secretary

Ministry of Environment, Climate Change and Forestry

PREFACE



The National Commercial Forestry Strategy 2025 - 2035 provides a solid foundation upon which the Ministry will accomplish its broad mandate of sustainable management, protection of the environment, forests, climate action and sustainable utilization of natural resources for present and future generations.

This strategy will address gaps in forest management, high rates of deforestation in public forests, the growing severity of climate change, and the increasing threat of forest cover loss. The strategy will attract funding, increase the forest cover, and ensure a sustainable supply of commercial forestry products.

The overall objective of the strategy is to ensure coordinated and sustainable commercial forestry development in Kenya for the production of high-value wood and non-wood forest products and services targeting domestic, regional, and international markets for national economic development and improved livelihoods. Specifically this entails: i) reviewing and strengthening policy, legal, regulatory frameworks and institutional coordination for enhanced commercial forestry development in Kenya; ii) promoting and upscaling diverse forest plantation development in public, communal and private lands for sustainable commercial forestry, iii) supporting innovative product development, standardization, value addition, certification and marketing of wood and non-wood forest products and ecosystem services, iv) strengthening capacity, research, innovation, creativity, monitoring, learning and knowledge management for sustainable and technically sound commercial forestry development in the country and v) enhancing resource mobilization, networking and partnerships for sustainable commercial forestry.

This strategy, once implemented, will lead to a vibrant forestry sector for socio-economic development and improved livelihoods.

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Gitonga Mugambi, CBS

Principal Secretary,

State Department for Forestry

ACKNOWLEDGEMENT



Development of the National Commercial Forestry Strategy (2025–2035) represents a landmark achievement and culmination of extensive consultation, collaboration, and dedication from stakeholders across Kenya. We gratefully acknowledge the effort and commitment of all individuals and institutions who contributed to this document, which will guide the transformation of the commercial forestry sector.

We express our gratitude to the Cabinet Secretary, Dr. Deborah M. Barasa, E.G.H Ministry of Environment, Climate Change and Forestry, for her visionary leadership, unwavering support, and strategic direction, which were instrumental in championing this strategy from its inception to its final formulation. Special appreciation to the Principal Secretary, Mr. Gitonga Mugambi, CBS, State Department for Forestry, for providing the guidance and policy oversight that ensured the completion of this strategy.

We are grateful to our stakeholders and development partners, particularly, JICA, for providing both financial and technical support towards the formulation of this Strategy. We also appreciate Heads of Departments, SAGAs and the Ministry staff for their leadership and commitment during the process. Equally important was the contribution of the Technical Working Group (TWG), whose tireless efforts and adherence to strict timelines ensured that the strategy reflects the aspirations of the Ministry, the Government, and the People of Kenya.

A handwritten signature in black ink, appearing to read 'George Tarus', with a long horizontal line extending to the right.

George Tarus

Secretary, Forest Development



ABBREVIATIONS

ABS	Access and Benefit Sharing
AFA	Agriculture and Food Authority
AFEAS	Agroforestry Extension and Advisory Services
AFR100	African Forest Landscape Restoration Initiative
AIDS	Acquired Immunodeficiency Syndrome
ANAFE	African Network for Agriculture, Agroforestry and Natural Resources Education
AgGDP	Agricultural Gross Domestic Product
ARIDSAK	Agroforestry for Integrated Development in Semi-arid Areas of Kenya
ASALs	Arid and Semi-Arid Lands
ASTGS	Agricultural Sector Transformation and Growth Strategy
AWAK	Association of Women in Agriculture in Kenya
CAADP	The Comprehensive Africa Agriculture Development Programme
CBD	Convention on Biological Diversity
CF	Commercial Forestry
CETRAD	Centre for Training and Integrated Research in ASAL Development
CG	County Governments
CIDPs	County Integrated Development Plan
CoG	Council of Governors
COMESA	Common Market for Eastern and Southern Africa
CPPMU	Central Planning and Project Monitoring Unit
CSA	Climate-Smart Agriculture
CSPs	County Spatial Plans
CTCN	Climate Technology Center and Network
DARP	The Dryland Applied Research and Extension Project
DRSRS	Department of Resource Surveys and Remote Sensing
EAC	East African Community
EAS	Extension and Advisory Services
EMCA	Environmental Management and Coordination Act
FAO	Food and Agriculture Organization of the United Nations
FCMA	Forest Conservation and Management Act of Kenya
FFSPAK	Farm Forestry Smallholder Producers Association of Kenya
FMNR	Farmer Managed Natural Regeneration

F/PMNR	Farmer/pastoralist managed natural regeneration
FSC	Forest Stewardship Council
FSK	Forest Society of Kenya
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEFF	Green Economy Financing Facility
GOK	Government of Kenya
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
ICRAF	International Centre for Research in Agroforestry, also World Agroforestry
IEC	Information, Educational, and Communication
IFAD	International Fund for Agricultural Development
IPCC	Intergovernmental Panel on Climate Change
ITK	Indigenous Technical Knowledge
KALRO	Kenya Agriculture and Livestock Research Organization
KARI	Kenya Agriculture Research Institute (defunct and now part of KALRO)
KCSAS	Kenya Climate Smart Agriculture Strategy
KEFRI	Kenya Forestry Research Institute
KEPROBA	Kenya Export Promotion and Branding Agency
KEPSA	Kenya Private Sector Alliance
KFS	Kenya Forest Service
KIRDI	Kenya Industrial Research and Development Institute
KTDA	Kenya Tea Development Agency
M&E	Monitoring and Evaluation
MECCF	Ministry of Environment, Climate Change, and Forestry
MTPs	Medium Term Development Plans
NACOSTI	National Council for Science and Technology and Innovation
NAMAs	Nationally Appropriate Mitigation Actions
NAP	National Adaptation Plan
NARS	National Agricultural Research System
NATHEPA	The National Traditional Health Practitioners' Association
NCCAP	Kenya National Climate Change Action Plan
NDC	Nationally Determined Contributions

NDE	National Designated Entity
NEMA	National Environment and Management Authority
NIMES	National Integrated Monitoring and Evaluation Systems
NGOs	Non-Governmental Organizations
NRM	Natural Resource Management
NRT	Northern Rangeland Trust
NSAs	Non-State Actors
PES	Payment for Ecosystem Services
PESTLE	Political, Economic, Social, Technology, Legal, and Environmental
PPB	Pharmacy and Poisons Board - Kenya
RCMRD	Regional Centre for Mapping of Resources for Development
REDD	Reducing Emissions from Deforestation and Forest Degradation
ROAM	Restoration Opportunities Assessment Methodology
R&D	Research and Development
RMPs	Recommended Management Practices
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TA	Technical Assistance
TIMPs	Technologies, Innovations, and Management Practices
TIPs	Transition Implementation Plans
TVETs	Technical and Vocational Education and Trainings
UoN	The University of Nairobi
UNCCD	United Nations Convention to Combat Desertification
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
VMGs	Vulnerable and Marginalized Groups



GLOSSARY

Term	Definition
Agroecological Zone	A land resource mapping unit, defined in terms of climate, landform and soils, and/or land cover, and having a specific range of potentials and constraints for land use.
Agroforestry	A dynamic, ecologically based, natural resource management system that, through the integration of trees in farm-and rangeland, diversifies and sustains smallholder production for increased social, economic and environmental benefits.
Agroforestry Systems	Are multifunctional systems that can provide a wide range of economic, sociocultural, and environmental benefits.
Biodiversity	The total diversity of all organisms and ecosystems at various spatial scales (from genes to entire biomass)- which is integral to a healthy and stable environment.
Biodiversity Conservation	The protection, upliftment, and management of biodiversity in order to derive sustainable benefits for present and future generations.
Carbon Sequestration	The process of removing carbon from the atmosphere and depositing it in a reservoir, such as the soil or trees.
Climate Action	Stepped-up efforts to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts, including climate-related hazards in all countries; integrating climate change measures into national policies, strategies and planning; and improving education, awareness-raising and human and institutional capacity with respect to climate change mitigation, adaptation, impact reduction and early warning.
Climate Change	A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.
Climate Shock	The realizations of highly unexpected events that cause welfare losses and encompasses i) unexpectedness, ii) size, iii) high damage due to concentration on persons with high vulnerability and low resilience; iv) exogenousness in the source; and v) physical or psychological strain to one or more individuals due to that stress.
Climate Smart Agriculture	Agriculture that sustainably increases productivity, resilience (adaptation), reduces/removes greenhouse gases (mitigation), and enhances the achievement of national food security and development goals.

Climate Variability	The variations in the mean state and other statistics (such as standard deviations, the occurrence of extremes, etc.) Of the climate at all spatial and temporal scales beyond that of individual weather events. Variability may be due to natural internal processes within the climate system (internal variability), or to variations in natural or anthropogenic external forcing (external variability).
Commercial Forestry	Commercial forestry refers to the practice where trees are raised, grown, harvested, processed for products like medicine, gums, resins, fruits, seeds, roundwood, bamboo items, charcoal energy, boards, timber, furniture and constructions materials as well as for the provision of ecosystem services such as carbon sequestration and ecotourism
Coping	The use of available skills, resources, and opportunities to address, manage, and overcome adverse conditions, with the aim of achieving basic functioning in the short to medium term.
Degraded Land	A land that has lost some degree of its natural productivity due to humancaused processes.
Desertification	The persistent degradation of dryland ecosystems by climate change and mainly human activities: unsustainable farming that depletes the nutrients in the soil, mining, overgrazing (animals eat away grasses and erode topsoil with their hooves) and clear-cutting of land, when the tree and plant cover that binds the soil is removed.
Dissemination	The interactive process of communicating knowledge to target audiences so that it may be used to lead to change.
Ecological Zone	A zone or area with broad yet relatively homogeneous natural vegetation formations, similar (not necessarily identical) in physiognomy.
Ecosystem	The complex system of plant, animal, fungal, and microorganism communities and their associated non-living environment interacting as an ecological unit.
Ecosystem Services	Ecological processes or functions that have monetary or non-monetary value to individuals or society at large resulting from their practice of agroforestry and/or other conservation practices. For example, provisioning services (food and medicinal products, bioenergy, timber and fodder), regulating services (microclimate modification, erosion control and soil conservation, mitigation of desertification, carbon sequestration and pest control), supporting services (biodiversity conservation, soil enrichment, crop pollination) and cultural services (recreation, spiritual enrichment and aesthetic experience).

Environmental Risks	The “actual or potential threat of adverse effects on living organisms and the environment by effluents, emissions, wastes, resource depletion, etc., Arising out of an organization’s activities.
Evaluation	The process of generating evidence on why and how well the outputs, targets and outcomes of an initiative are, or are not, being achieved.
Financing Mechanism	The way in which a business, organization, or program receives the funding necessary for it to remain operational such as revenue collection, grants or donations, loans, fund-raising among others.
Food And Nutrition Security	A state that exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.
Germplasm	Collection of genetic resources for an organism which can be any plant part used for regeneration such as seeds, cuttings, scions, pollen, and/or symbionts necessary for a plant’s survival.
Greenhouse Gases (Ghgs)	The atmospheric gases responsible for causing global warming and climate change. The major ghgs are carbon dioxide (co ₂), methane (ch ₄) and nitrous oxide (n ₂ o). Less prevalent but very powerful greenhouse gases are hydrofluorocarbons (hfc _s), perfluorocarbons (pfc _s) and sulphur hexafluoride (sf ₆).
Green Wood	It is the commercial wood products harvested from sustainably managed forest that is certified and takes care of forest and tree cover changes during harvest.
Gross Domestic Product	The sum of gross value added by all resident producers in the economy plus any product taxes minus any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources.
Incentives	Policy instruments that increase the comparative advantage of agroforestry practices and thus stimulate investments in agroforestry. This includes incentives in research and extension, which are important elements in supporting agroforestry development; and, sectoral and macro-economic policies which create much of the general investment climate and heavily influence the economic behavior of individuals and corporations ²⁸ .
Land Degradation	An alteration to all aspects of the natural (or biophysical) environment by human actions, to the detriment of vegetation, soils, landforms and water (surface and subsurface, terrestrial land marine) and ecosystem.
Land Tenure	The possession or holding of the many rights associated with each parcel of land. Ownership or user rights are not static because such rights can be subdivided or transferred by the holder.

Landscape	A social-ecological system that consists of a mosaic of natural and/or humanmodified ecosystems, often with a characteristic configuration of topography, vegetation, land use, and settlements that is influenced by the ecological, historical, economic and cultural processes and activities of the area.
Livelihood	The methods and means of making a living in the world. The concept revolves around resources such as land/property, crops, food, knowledge, finances, social relationships, and their interrelated connection with the political, economic, and sociocultural characteristics of an individual community. A livelihood consists of capabilities, assets, and activities that are required for living.
Monitoring	The set of actions that provide information on where an initiative is at any given time (and over time) relative to planned activities, inputs, outputs, targets and outcomes.
Nationally Appropriate Mitigation Action	Any action that reduces ghg emissions in developing countries and is prepared under the umbrella of a national governmental initiative.
Payment For Environmental Services	An economic instrument designed to provide positive incentives to users of agricultural land and those involved in coastal or marine management purposely to encourage continued or improved provision of ecosystem services, which in turn, will benefit the whole society.
REDD+	An international framework whose name stands for ‘reducing emissions from deforestation and forest degradation, the conservation of forest carbon stocks, sustainable management of forests, and enhancement of forest carbon stocks.
Resilience	The ability of a system and its component parts to anticipate, absorb, accommodate and/or recover from the effects of a hazardous event in a timely and efficient manner.
Social Inclusion	The process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights.
Soil Health	Also referred to as soil quality, is the continued capacity of soil to function as a vital living ecosystem that sustains plants, animals and humans.
Start-Up Capital	The money a business owner needs to start up a new business. This funding helps the business meet its initial costs.
Subsidy	The direct or indirect payment to individuals or firms, usually in the form of a cash payment from the government or a targeted tax cut. Subsidy is typically given to remove some type of burden and is often considered to be in the overall interest of the public, given to promote a social good or an economic policy.

Tree Tenure	The right of owning and using trees. Components of tree tenure include the right to own and inherit trees, the right to plant trees, the right to use trees and the right to cut down and sell trees.
Value Chain	The entire system of production, processing and marketing of a product, from inception through to the finished product to waste disposal.
Value Chain Development	Focuses on deliberate efforts to create and strengthen win-win relationships between two or more chain actors aiming to result in win-win outcomes that can sustain the relationships over time. In addition, at the heart of vcd, are efforts to strengthen mutually beneficial linkages among value chain actors so that they work together to take advantage of market opportunities.
Vulnerability	The degree to which a system is susceptible to, or unable to cope with, adverse effects of climate change, including climate variability and extremes.



EXECUTIVE SUMMARY

The National Commercial Forestry Strategy (2025–2035) is a 10-year blueprint designed to transform Kenya’s commercial forestry sector, positioning it as a competitive trade and investment pillar that significantly contributes to the national economy and climate action. This Strategy provides a foundation to accomplish sustainable management and protection of the environment and natural resources.

The Strategy is aligned with the global and regional commitments and obligations as well as the provisions of the Constitution of Kenya (2010), National Forest Policy (2023), Vision 2030 and Bottom-up Economic Transformation Agenda (BETA). Its overarching goal is to contribute to the national plan of achieving 30% tree cover, primarily by leveraging opportunities presented by private lands outside public forests, particularly in the Arid and Semi-Arid Lands (ASALs).

Commercial forestry under this Strategy is diversified and encompasses the sustainable production of wood, non-wood forest products and Bamboo, alongside the monetization of ecosystem services such as ecotourism, carbon trading, and climate financing.

The overall objective is to promote coordinated and sustainable development of commercial forestry for improved livelihoods and national economic development.

Specifically, the strategy aims to:

1. To strengthen policy, legal, regulatory frameworks, and institutional coordination.
2. To strengthen technical capacity and knowledge management for sustainable commercial forestry development.
3. To promote and upscale diverse, suitable tree species for commercialization in public, communal, and private lands.
4. To support innovation, certification, value addition and market linkages of forest products and ecosystem services.
5. To enhance resource mobilization, partnerships, and investments for the sustainable development of commercial forestry.

Strategic issues facing commercial forestry development in the country and the measures to address them have been categorized under six key thematic areas, referred to as pillars. These are:

1. Policy and Legal, and Regulatory frameworks in Commercial Forestry Development
2. Plantation Development and Management
3. Germplasm improvement and management
4. Capacity development, Research, Innovation, and Technology
5. Product Development, value addition, and marketing
6. Resource mobilization and investment management

The Strategy establishes M&E framework with Quarterly, Annual, Mid-Term, and End-Term reporting mechanisms. The findings from monitoring and evaluation will be utilized to inform evidence-based decision-making, facilitate corrective measures during implementation, and guide future policy formulation, budgeting, and program design.

Successful implementation will address frequent moratoria and high rates of deforestation by lifting pressure from public plantations. It will lead to a vibrant forestry sector, ensure regular supply of commercial forestry products, and mitigate challenges posed by climate change, thereby enhancing economic resilience and contributing to Nationally Determined Contributions (NDC)



CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Forestry plays a key role in the socio-economic Development of Kenya. Trees and forests provide a livelihood base for the majority of Kenyans. It provides fuelwood energy for 82% of Kenya's households, direct employment for over 750,000 Kenyans, and indirect benefits to over 4 million citizens (KFS, 2016). The contribution of the forest sector to the GDP is estimated at USD 365 million (3.6%) annually, excluding environmental services, non-timber products, contributions to other sectors, and household wood energy (FAO, 2014). It is estimated that the sector contributes more than KES 20 billion worth of goods annually to other productive sectors of the economy, such as agriculture, fisheries, livestock, energy, wildlife, water, tourism, recreation, trade, and industry (KFS, 2014). The subsequent contribution of these sectors to the national economy (GDP) is estimated at 33% to 39 % annually (MEF, 2018).

Kenya's forest cover was estimated at 7% (4 million hectares) in the year 2010 and has been increasing by 0.1% (National Forest Programme, NFP (2022-2026). The National Forest Resource Assessment conducted in 2021 established Kenya's National Tree Cover at 12.13% and forest cover at 8.83% (KFS, 2022). To sustain this increase and achieve the internationally recommended cover of 10%, it is necessary to adopt a sustainable forest management system that also promotes tree planting and a proper silvicultural system for existing trees.

Commercial Forestry refers to the Practice where trees are raised, grown, harvested, processed for products like medicine, gums, resins, fruits, seeds, roundwood, bamboo items, charcoal energy, boards, timber, furniture and constructions materials as well as for the provision of ecosystem services such as carbon sequestration and ecotourism. A forest-smart, multisector, or landscape approach considers forests and their services as essential components of the Sustainable Development Agenda. Commercial forestry has been recognized as one of the strategies in the National Landscape Restoration Strategy 2023-2032 to address wood shortage, climate change, and livelihoods. As Kenya faces a wood deficit, commercial forestry is one approach to bridge this gap. It will further increase forest cover and reduce pressure on natural forests.

There are tremendous opportunities to unlock investment from responsible private operators in sustainable forest management and forest product value chains in Kenya. Targeted investments in sustainable commercial forestry have the potential to catalyze economic, social, and climate-smart transformation contributing to broad areas, such as: (i) afforestation and reforestation of degraded lands; (ii) profit generation for private sector shareholders; (iii) natural resource value chain development; (iv) carbon sequestration and climate change mitigation; (v) job creation and improved livelihoods; and (vi) a range of other local and national development co-benefits. With concerted action, society can make much better, more sustainable use of forest resources to create wealth and promote economic development.

1.2 Evolution Of Commercial Forestry

Tree planting as a commercial venture dates back to 1880's with the introduction of *Acacia mearnsii* (Black Wattle) in Machakos before spreading to other parts of the country, mainly Muranga, Uasin Gishu, and Embu. The tree was widely grown by both African and European farmers because of its high demand for its bark for the production of tannin. *Acacia mearnsii* has established itself as an important land use in the Uasin Gishu plateau, whose profitability has been enhanced through intercropping with maize and wheat at early stages of establishment and silvo-pastoralism at later stages (Cheboiwo and Ongugo, 1989).

Commercial forestry plantations peaked in the 1980's at 170,000 ha; afterwards, there was a decline to 165,000 ha by 1995 (Cheboiwo, 2007). The imposition of a moratorium on the harvesting of timber from 1999 to 2012 created local demand for forestry products, leading to significant investments in commercial forestry by private commercial players. Between the periods 2010 to 2013, the area under private commercial forestry had expanded to cover about 100,000 hectares (Cheboiwo, 2016). The most preferred species being the fast-growing *Eucalyptus grandis*, grown to provide posts, transmission and building poles, sawn timber, fuelwood, and charcoal. Currently, the tea and tobacco industries are the leading investors in fuelwood plantations for drying their products. These companies also contract farmers to supply them with fuelwood under an arrangement known as out-grower schemes. Besides Eucalyptus, other exotic species grown by private investors for sawn timber include *Cypressus lusitanica*, *Pinus patula*, and *Grevillea robusta*. Indigenous species such as *Prunus africana*, *Melia volkensii*, *Podocarpus falcatus*, and *Juniperus procera* are grown but on a smaller scale (Gatsby, 2014).

Promoting fast-growing exotic trees like Eucalyptus, pines, and cypress on public land over the last century spread to farms over time. People were encouraged to grow trees on farms for environmental protection and to meet their needs. However, for a long time, trees were not considered cash earners and hence were not grown commercially. In the early 2000s, the government, NGOs, and other groups promoted interventions to help farmers form groups focused on growing trees for both conservation, home use, and income. Farmer groups later merged to form associations at the local level, and by 2010, national associations started to emerge. These associations then started forming tree cooperatives to help farmers sell their trees to bigger markets and earn higher incomes. These associations and cooperatives have helped promote commercial forestry in the country.

Commercial Forestry Timeline

1880s

Introduction of *Acacia mearnsii* (Black Wattle) in Machakos

1980s

Peak of Commercial Forest Plantations **170,000 ha**

1995

Decline to **165,000 ha**

1999-2012

Logging Moratorium in Effect

2010-2013

Expansion to **100,000 ha** Private Forestry

2010s

Formation of **Tree Farmer Associations & Cooperatives**



1.3 Rationale and justification

The Kenyan population is projected to increase from the current 47.6 million (KNBS, 2019) to over 80 million people in 2050 (The World Bank, 2010; Population pyramid, 2020). This increase will translate into increased demand for forestry products to support other sectors of the economy, such as construction (timber), and energy (fuel wood and charcoal). The annual consumption of key forest products is valued at US\$ 785,440,000 (KES 78.5 billion), making the forestry sector critically important to the socioeconomic development of Kenya (GoK, 2013; Gatsby Africa, 2019). The country's wood supply potential by the year 2024 was 31.4 million m³ against a national demand of 41.7m³ million, hence a current deficit of 10.3m³ million exerting high pressure on the country's forest resources.

The development of commercial forestry will play a critical role in addressing the national wood supply gap, thus resulting in reduced imports, increased opportunities for exports, and enhanced foreign exchange as envisioned in the Bottom-up Economic and Transformation Agenda. In addition, commercial forestry has great potential towards the realization of the Country's Green Economy transitions' 2030 thematic areas and strategies: promoting sustainable infrastructure, building resilience, sustainable natural resource management and promoting resource efficiency and social inclusion, and sustainable livelihoods.

Kenya has made firm commitments under various international conventions, identifying commercial forestry as a key pathway to achieving these targets. The country under NDC committed to reduce national emissions by 32% relative to the baseline of 143 MtCO₂ by 2030 (Government of Kenya, 2020), 53% of which is to be met through increased forestry and agroforestry.(Government of Kenya , 2018a). Some of the instruments that are relevant to the tree growing initiative towards landscape and ecosystem restoration in Kenya, include but not limited to the following: Sustainable Development Goals; the Bonn Challenge on restoration of 150 million hectares of the world's deforested and degraded land by 2020, and 350 million hectares by 2030 out of which the African Continent (AFR100) pledged to restore 100 million hectares; Constitution of Kenya 2010, Vision 2030, BETA and the National Landscape and Ecosystem Restoration Strategy committing to restoring 10.6 million hectares by 2032 through growing of 15 billion trees. Commercial Forestry is recognized as a core intervention towards the realization of these commitments.



CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

This section presents an analysis of commercial forestry development in Kenya. It evaluates the current operating environment, challenges, and opportunities that form the foundation for the proposed interventions and vision.

2.1 Status of the commercial forestry sector in Kenya

The Kenya commercial forests include the public or gazetted plantations managed by the Kenya Forest Service (KFS), estimated at 152,000 Ha as at year 2024, and the private forests, estimated at 47,000 ha according to the KNBS report 2022.

The commercial forests play a significant role in contributing to the country's GDP. They are a primary source of timber used for construction, furniture, and paper products, and non-timber forest products (NTFPs), which include fruits, nuts, resins, medicinal plants, among other materials that can be converted into bioenergy, serving as a renewable energy source.

The national per capita wood demand in Kenya is estimated at 1 cubic meter per year, translating to a national wood demand of 51 million cubic meters (KNBS, 2019), which is expected to grow to about 60 million cubic meters by 2030. During the year 2022, construction accounted for the bulk demand for industrial wood products, with an estimated 580,000 cubic meters for timber trusses, concrete formwork, and joinery (e.g., doors, windows, floors). It is estimated that tree growing accounts for 36% (KES 12 billion) Gross Value Addition in industrial wood products. Primary processing has the potential to add an extra 25% (KES 20 billion) to this value, with secondary processing adding an extra 42% (KES 56 billion). This shows that tree growing accounts for only 36% of the gross value added to industrial wood, while primary and secondary processing have the potential to add the extra 64% to commercial forestry values (Wood Vision, 2025)

Wood fuel remains a major energy source in Kenya, especially in rural areas where around 80% of households rely on it for cooking. In 2021, Kenya's annual demand for wood fuel stood at approximately 40 million cubic meters, while sustainable supply was only around 30 million cubic meters, creating a deficit that is expected to grow (KFS, 2021). The highest industry consumer of wood fuel is the tea sector.

NTFPs play a key role in forest and biodiversity conservation and consequently contributing to climate change resilience, improved livelihoods by employment creation, and increased income (Ahenkan & Boon, 2011; Subedi et al., 2003; FAO, 1995; Marshall et al., 2006). NTFPs have the potential for commercialization, including but not limited to: paper, charcoal, gums & resins, essential oils, fruits, medicinal products, honey and other bee products, wood fuel, dye and tannins, woodcarving, and ecotourism. In Kenya, gums and resins of commercial value include: gum Arabic, myrrh, hagar, and frankincense (Muga et al, 2021). The annual production of Gum Arabic in Kenya is approximately 16,291t, while that of resins is about 10,134t, composed of Myrr (644.6t), Frankincense (1,800t), and Hagar (7,789.7t).

The main markets for gum Arabic are in Europe, while those of resins are in Asia. Gums and resins are marketed through local, national, and export marketing outlets despite the huge potential. Kenya

is only able to export 59 tonnes and 2,446t for gum Arabic and resins, respectively. The collectors, who are mostly male cattle herders, women, and children, sell their collections, averaging 10 kg per person, to local dealers who mostly operate grocery or hides and skins business shops at local market centers. The volumes are then bulked and sold off to national dealers who subsequently sell them to manufacturers or directly export.

Global trade in medicinal products is over USD 100 billion per annum, with rising demand for herbal and traditional remedies to treat various ailments/illnesses. Kenya is home to a rich diversity of medicinal trees, which play a significant role in traditional medicine and contribute to the economy.

Commercial forestry also plays a significant role in enhancing climate change mitigation through carbon sequestration, with trees capturing and storing carbon dioxide from the atmosphere. Forests help in moderating local climates by providing shade and reducing temperature extremes. Sustainable commercial forestry has the potential of sparing over 19,300 Ha/ year of natural forests, avoiding carbon emission of over 2.7 Mt Co₂/ Year and contributing an additional KES 3 billion on ecosystem services/ year.

Commercial Forestry is a key cultural service and ecotourism. Key Supporting and Cultural services offered by forests include habitats for various plant and animal species, contributing to biodiversity and providing spaces for outdoor activities such as hiking, camping, birdwatching, and ecotourism, which can have economic benefits. Forests are often valued for their beauty and tranquility, which contribute to the mental health and well-being of members of society.

2.2 Policy, Legal, and Regulatory Framework in Commercial Forestry

Commercial forestry is a crucial sub-sector for sustainable economic development, environmental conservation, and climate change mitigation as envisioned in various national, regional, and global strategies, commitments, and obligations. Table 1 outlines the current national policy, legal, and regulatory frameworks that govern commercial forestry development.



Table 1: Policy, Legal, and Regulatory frameworks guiding Commercial Forestry Development

S/No.	Policy/Act/ regulation	Alignment/ opportunity for commercial forestry
1	The Constitution of Kenya (COK) 2010	Requires that at least 10% tree cover be achieved and maintained
2	Fourth Medium Term Plan (MTP IV 2023 – 2027) of Vision 2030	The plan commits to a massive, diversified national effort to establish over 1.4 million hectares of forests and woodlots, including commercial plantations, smallholder agroforestry, and bamboo, by producing one billion high-quality tree seedlings to boost both environmental conservation and household incomes.
3	National Forest Policy 2023	It provides for: <ul style="list-style-type: none"> • Promotion of investment in commercial forest development, forest industry, and trade. • Development and implementation of interventions to enhance the competitiveness of Kenya’s commercial forestry sector with the aim of securing increased investment in forest plantations, wood processing, and value addition.
4	Forest Conservation and Management Act 2016	Recognizes: <ul style="list-style-type: none"> • Potential of sustainable plantation forest development in public and community, as well as private forests • investments in commercial forestry, with the Forest Concessions Regulation directly opening opportunities for commercial forest establishment
5	National Landscape and Ecosystem Restoration Strategy 2023-2032	Towards 15 billion trees growing by year 2032 highlights the establishment of commercial forests targeting 750,000 ha while restoring 10.6 million Ha of degraded lands
6	Kenya National Climate Change Action Plan (NCCAP) 2023 – 2027	Aims to incentivize tree growing through the establishment of 1,000 Ha of bamboo commercial forests, 300,000 Ha of commercial forest plantations, improved processing efficiency of forest materials, and recovery rates from 15% - 30% towards adaptation and mitigation against climate change.

7	The National Forest Programme (NFP)	Encourages private sector involvement in commercial forestry, including investment in plantation forestry and value addition, and capacity building of stakeholders to support commercial forestry activities.
9	Community Land Act 2016, in line with Article 63 (5) of the COK	Provides for the protection of community land rights, ownership and tenure system, procedure for recognition and adjudication of community land, and registration of community lands, which are key for commercial forests development.
10	The Environmental Management and Coordination Act (EMCA), CAP 387	Provides for: <ul style="list-style-type: none"> • Establishment of an appropriate legal and institutional framework for the management of the environment and related resources • Through Legal Notice 150, which gives guidelines on Environmental Impact Assessment when harvesting timber in plantation forests and in the timber treatment process
11	Energy Act 2019	Provides for energy development, management, and efficient use of renewable energy technologies, including biomass, charcoal, and fuelwood
12	Public Private Partnerships Act, 2021	Provides for the participation of the private sector in the financing, construction, development, operation, or maintenance of infrastructure or development projects through Public Private Partnerships
13	National Policy for the Sustainable Development of Northern Kenya and Other Arid Lands 2012	Aims at protecting and increasing forest cover, riverine vegetation, and critical water catchment areas in the ASALs, including special ecosystems such as Mount Marsabit and Mount Kulal
14	Climate Change (Carbon Markets) Regulations, 2024	Establish a framework to manage carbon market activities for climate mitigation and sustainable development. Regulates project approval and compliance, ensures community benefit-sharing, and aligns Kenya's carbon trading efforts with international standards, including the Paris Agreement's Article 6.

16	Kenya Industrial Wood Sector Vision 2050	promotes commercial forestry and Public-Private Partnerships (PPPs). The opportunity is to grow GDP to Ksh 137 billion by 2050, create 85,000 jobs, integrate 7.5 million smallholders, and establish Kenya as a regional green industry leader.
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The review reveals that there exist several policies and legislations on different aspects of commercial forestry development. However, there are gaps in certification systems, incentives management, institutional framework for coordinating and enforcement of commercial forestry functions.



2.3 Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) in Commercial Forestry

An analysis of the strengths, opportunities versus weaknesses and threats reveals a great opportunity for promotion of investments for commercial forestry as outlined in Table 2.

Table 2: strengths, weaknesses, opportunities, and threats for commercial forestry development.

Strengths	Weakness
<ol style="list-style-type: none"> 1. Diverse agro-ecological zones suitable for a wide range of commercial tree species 2. Established public forestry institutions (KFS, KEFRI) with mandate and technical expertise 3. Existing public and private plantation base and processing capacity 4. Presence of community forest associations (CFAs), cooperatives, and farmer groups 5. Existing national tree seed research and production infrastructure (KEFRI-led) 6. Strong domestic demand driven by construction, energy, and manufacturing sectors 	<ol style="list-style-type: none"> 1. Inconsistent and unpredictable policy directives (e.g. moratoria) 2. Weak coordination and enforcement across forestry institutions 3. Inadequate certification, traceability, and valuation systems 4. Limited access to certified, high-quality germplasm for commercial forestry 5. Weak species–site matching and limited use of digital decision tools 6. Low productivity and recovery rates in plantations and processing 7. Limited access to long-term finance and absence of forestry-specific insurance products 8. Weak market organization for timber, NTFPs, and ecosystem services 9. Inadequate incentives for private and community forestry investments 10. Unsupportive and unclear land and tree tenure arrangements 11. Limited prioritization of non-timber forest products and ecosystem services
Opportunities	Threats
<ol style="list-style-type: none"> 1. Growing domestic and regional markets 2. Availability of underutilized land for commercial forestry, especially in ASALS 3. Government commitment to 15 billion trees and 30% tree cover target 4. Expansion of carbon markets, Payment for Ecosystem Services, and climate finance mechanisms 5. Willing private sector and Public Private Partnership (PPP) frameworks 6. Emerging digital technologies for forest monitoring, certification, and inventory 7. Rising demand for certified and sustainable forest products 	<ol style="list-style-type: none"> 1. Ad hoc bans, moratoria, and political interference in forestry decisions 2. Weak enforcement of land use plans and forest regulations 3. Climate change impacts (droughts, pests, diseases, fires) 4. Natural disasters (landslides, floods, prolonged droughts) 5. Land fragmentation, encroachment, and tenure-related conflicts 6. Human–wildlife–livestock conflicts in forest-adjacent areas 7. Conflicts with local and indigenous communities due to weak benefit-sharing 8. Illegal logging and informal timber markets undermining legal investments

2.4 Analysis of Political, Economic, Social, Technological, Legal, Environmental, and Governance (PESTLEG) in Commercial Forestry

The analysis of key external factors that have significance in the development of the commercial forestry sub-sector in Kenya are outlined in Table 3.

Table 3: Strategic Implications of Key External Factors to Commercial Forestry Development

Factor	Aspect	Strategic implication	Mitigation measure
Political	<ul style="list-style-type: none"> • Goodwill and political pronouncements • Declaration of logging moratoriums 	<ul style="list-style-type: none"> • Enhanced adoption of commercial forestry • Effects on wood quality 	<ul style="list-style-type: none"> • Continuous engagement and advocacy • Compliance with management plans, guidelines, and technical orders.
Economic	<ul style="list-style-type: none"> • Inflation • Taxation • Imported products • Diversification of income streams • Valuation 	<ul style="list-style-type: none"> • Inadequate investments in commercial forestry by the private sector in private and community lands • Enhanced stocked areas in public plantations • Undervaluation of the forestry contribution 	<ul style="list-style-type: none"> • Implementation of forest concessions regulations • Enforcement of forest products import and export regulations • Develop incentive programs for commercial forestry investments • Proper valuation of forest resources
Social	<ul style="list-style-type: none"> • Inadequate forest data for informed decisions • Accrued benefits from forests • Unsupportive communal land tenure systems 	<ul style="list-style-type: none"> • Develop modules for data collection, collation, and sharing • Enhanced forest conservation and restoration • Delays in the uptake of commercial forestry investments 	<ul style="list-style-type: none"> • Roll out the natural capital accounting and payment for ecosystem services • Implementation of the forest benefits sharing regulation • Continuous sensitization on land use planning and management • Promote land leasing and certification with relevant agencies, namely the ministry of lands
Technological	<ul style="list-style-type: none"> • Low uptake of modern processing technologies • High cost of technologies to monitor forest cover 	<ul style="list-style-type: none"> • Loss of value of forest products • Timely availability of data 	<ul style="list-style-type: none"> • Implementation of wood grading and valuation regulation • Roll out the forest management information system

<p>Legal</p>	<ul style="list-style-type: none"> • Existence of policy and legislative instruments • Weak forest certification and chain of custody standards • Variability in climatic conditions 	<ul style="list-style-type: none"> • Enabling legal environment • Low access to premium markets • Weak traceability of forestry products 	<ul style="list-style-type: none"> • Monitor compliance and enforcement • Awareness creation/ develop certification and traceability framework
<p>Environmental</p>	<ul style="list-style-type: none"> • Existence of participatory forest management frameworks • Potential for the establishment of forest cooperatives 	<ul style="list-style-type: none"> • Low forest establishment • Low-quality forest products • Enhanced supply of forest products all year round 	<ul style="list-style-type: none"> • Production of diversified forest products
<p>Governance</p>	<ul style="list-style-type: none"> • Enhanced forest conservation, management, and restoration • Economies of scale in tree growing, processing, and value addition 	<ul style="list-style-type: none"> • Continuous sensitization, capacity building, and training 	



2.5 Analysis of Stakeholders in Commercial Forestry

Various stakeholders have great interests in commercial forestry development as outlined in Table 4.

Table 4: Analysis of stakeholders' roles and influence in commercial forestry

No	Stakeholder	Interest / Role of the stakeholder
1	Ministry of Environment, Climate Change, and Forestry	Provide oversight and policy direction
2	Ministry of Investment, Trade and Industry	Provide policy and strategies for investment in commercial forestry
3	Ministry of Agriculture and Livestock Development	Promote establishment of orchards
	Ministry of Education	Support training, curriculum review and research
4	Kenya Forest Service (KFS)	Establishment and management of public plantations/ forests Provision of technical support to commercial forestry Regulation of the movement and trade of forest products
5	Kenya Forestry Research Institute-KEFRI	Undertake research and advisory on commercial forestry and tree species matching
6	National Environmental Management Authority- NEMA	Coordinate environmental management activities related to commercial forestry
7	Kenya Plant Health Inspectorate Service -KEPHIS	Regulate Certification of tree seeds Administer and enforce sanitary and phytosanitary measures within and out of the country
8	Kenya Bureau of Standards -KEBS	Partner to develop and enforce standards for commercial forestry products and services
9	Private sector / Commercial forestry investors	Invest in commercial forestry Business Influence
10	Communities Forest Associations	Lobbying and advocacy on participatory forest management and conservation
11	Education research and training: Universities, Londiani College, World Agroforestry Center/TVETs	Undertake research on commercial forestry and disseminate the findings for adoption
12	Financial institutions and insurance companies	Provide capital for commercial forestry projects Provision of risk mitigation solutions for commercial forest investments against risk
13	Media	Create awareness of commercial forestry
14	Development partners	Support sustainable commercial forestry projects and programs
15	Faith Based Organizations (FBOs)	<ul style="list-style-type: none"> Promote establishment of woodlots and tree nurseries Create awareness and of commercial forestry Support investments and value addition in commercial forestry



CHAPTER THREE

3.0 STRATEGIC INTERVENTIONS

This chapter presents the vision, mission, and guiding principles informing the formulation of the six (6) strategic pillars, objectives, and key interventions

3.1 Vision, Mission, and Guiding Principles

MISSION



To create an enabling environment for the development and upscaling of commercial forestry for socioeconomic development in Kenya

VISION



A vibrant and competitive commercial forestry sector

3.2 Guiding Principles

- a) Sustainability and climate resilience:** The Strategy will promote sustainable production and consumption of commercial forest products. This will contribute to the achievement of the national tree cover target, a resilient green economy, reducing pressure on the existing natural forests, and enhancing ecosystem services. The strategy will put mechanisms in place to promote sustainable forest management.
- b) Collaboration and partnership:** The Strategy will create an enabling environment for various stakeholders, including the private sector, to participate in commercial forestry. It will seek to promote involvement and participation of all value chain actors including, minority, marginalized, and all other community groups.
- c) Wealth Creation:** This strategy considers the role of commercial forestry in poverty alleviation and livelihood improvement in line with aspirations of the Sustainable Development Goals, Vision 2030, and the Bottom-up Economic Transformation Agenda (BETA).
- d) Innovation and knowledge management:** The strategy recognizes platforms for sharing of indigenous knowledge, technology, and innovations for sustainable Forest development in the country. The strategy will leverage on different knowledge systems that exist in different spheres and with different stakeholders, including indigenous technical knowledge, which can be harnessed to enable many locally adaptable innovations in commercial forestry
- e) Good governance:** This strategy aims to establish an enabling policy and institutional framework that guides the commercialization of forest products and Services. The strategy will also seek to align policies, legislation, and plans that are critical for good governance.

- f) **Socio-economic focus for sustainable livelihoods:** The use of market-based incentives in this strategy will put measures and mechanisms in place to promote investment at all levels in forest products and services value chains. The strategy will develop frameworks geared towards integrating the green growth paradigm, involving economic incentives and proper valuation of ecosystem services (including biodiversity) and intellectual property.

3.3 Overall Objective

The overall objective is to promote coordinated and sustainable development of commercial forestry for improved livelihoods and national economic development.

3.3.1 Specific objectives

- | |
|---|
| 1. To strengthen policy, legal, and regulatory frameworks, and institutional coordination |
| 2. To strengthen technical capacity and knowledge management for sustainable commercial forestry development. |
| 3. To promote and upscale diverse, suitable tree species for commercialization in public, communal, and private lands |
| 4. To support innovation, certification value addition, and market linkages of forest products and ecosystem services |
| 5. To enhance resource mobilization, partnerships, and investments for the sustainable development of commercial forestry |



3.4 Strategic Pillars

The section outlines the key strategic pillars to be implemented for the realization of the commercial forestry strategy vision.

3.4.1 Policy, legal, and regulatory framework in commercial forestry.

The table below gives details on the strategic issues, objectives and key strategic intervention for the pillar.

S/No.	Strategic Issue	Strategic Objective	Strategic Interventions
1.	Weak coordination and enforcement of policies and legal frameworks in commercial forestry	To strengthen coordination and enforcement of the policy, legal, and regulatory framework for commercial forestry in Kenya	<ol style="list-style-type: none"> 1. Develop, review and harmonize relevant policies, laws, regulations, and strategies on commercial forestry development 2. Mainstream commercial forestry in relevant National and County plans and Programmes. 3. Develop and operationalize guidelines and standards for germplasm, commercial forestry tree nurseries, establish harvesting, transportation, processing, and trade in commercial forestry 4. Enhance policy for science, technology, and society interlinkage 5. Develop and operationalize environmental and social safeguards in commercial forestry 6. Establish an inter-sectoral/ multi-stakeholder platform for enhanced coordination of commercial forestry development, and information sharing 7. Operationalize benefit-sharing regulation for commercial forestry

S/No.	Strategic Issue	Strategic Objective	Strategic Interventions
2.	Lack of certification of forest products and weak chain of custody systems	To develop certification and strengthen the chain of custody systems for forest products and services	<ol style="list-style-type: none"> 1. Build the capacity of actors on forest certification 2. Develop and operationalize different chains of custody and certification systems for different forest types. 3. Establish digital technology for the chain of custody. 4. Promote awareness of voluntary certification for access to regional and export markets
3.	Inadequate and ineffective incentive framework for commercial forestry development in private and community lands	To develop and operationalize innovative incentive frameworks for commercial forestry	<ol style="list-style-type: none"> 1. Develop and promote incentive schemes for commercial forestry. (Ecotourism, Payments for Ecosystem Services (PES), and carbon credits, such as tax credits and subsidies) 2. Develop and promote bankable products for commercial forestry 3. Establish and operationalize producer cooperatives for commercial forestry. 4. Streamline the licensing and permit systems for engaging in commercial forestry development in the country 5. Develop a framework for private sector involvement in commercial forestry development in public and community lands (Concession of public forest regulations, participation in sustainable forest management, benefit sharing regulations)

3.4.2 Commercial Forestry development and management

The pillar aims at addressing the following strategic issues: low productivity in commercial plantations and management deficiency in commercial forestry development.

S/No.	Strategic Issue	Strategic Objective	Strategies
	Low productivity in commercial forestry.	To improve productivity in commercial forestry	<ol style="list-style-type: none"> 1. Develop and domesticate, and promote appropriate technologies such as silvicultural practice, gum and resin harvesting 2. Enhance production of high-quality and quantity germplasm 3. Enhance the tree species siting and monitoring digital tool 4. Promote management of pest, disease, and fire
	Inefficiency in commercial forestry Management	To improve the management of commercial forestry.	<ol style="list-style-type: none"> 1. Develop and review the forest standards and management plans in public, private, and community forests 2. Sensitize the stakeholders on the developed or reviewed forest standards 3. Enhance forest infrastructure to support commercial forest operations 4. Enhance tools for monitoring and reporting on the status of the commercial forest stands. 5. Form producer associations and cooperatives. 6. Revitalize forest extension services

3.4.3 Germplasm improvement & management

The pillar addresses the strategic issues of species diversity for commercial forestry and the supply of high-quality germplasm.

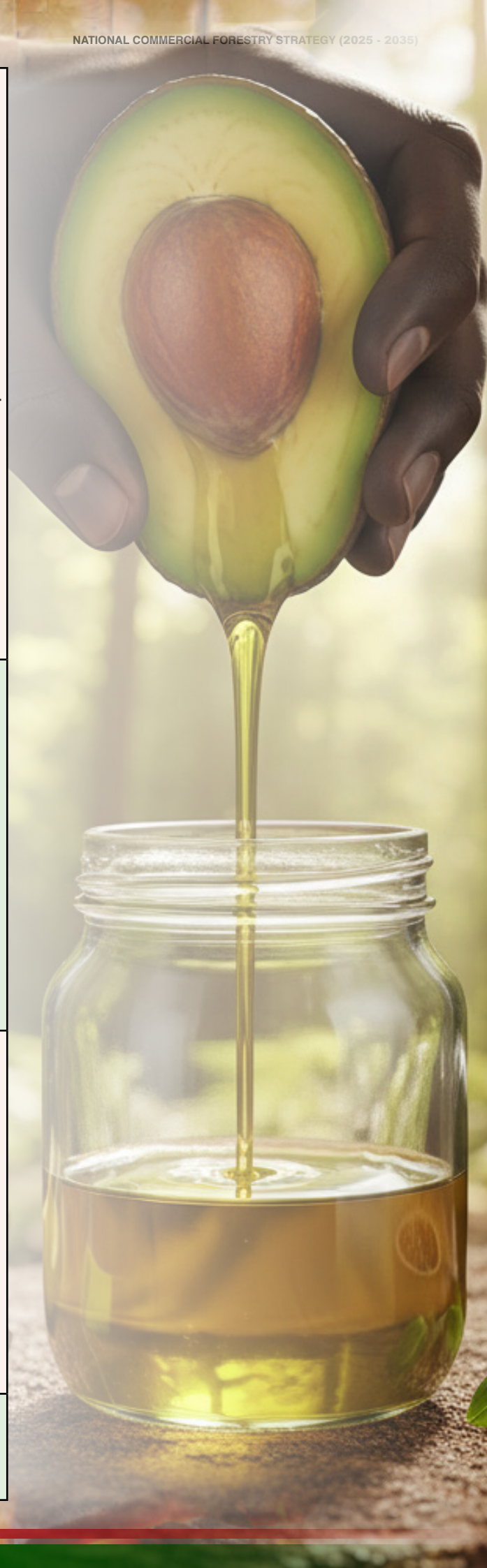
S/No.	Strategic Issue	Strategic Objective	Strategic intervention
1	Limited species diversity for commercial forestry	To increase the commercial forestry tree species	<ol style="list-style-type: none"> 1. Develop a database for potential commercial tree species 2. Select and prioritize candidate tree species for commercialization 3. Develop a breeding program for the priority species
2	Inadequate supply of high-quality and quantity germplasm	To promote access to adequate, high-quality germplasm	<ol style="list-style-type: none"> 1. Establish a tree seed and seedlings certification unit 2. Decentralize and increase the capacity of the seed centers 3. Increase the area under quality germplasm production 4. Streamline high-quality germplasm production and marketing 5. Enhance private sector investment in germplasm production and marketing



3.4.4 Product development, value addition, and marketing

The pillar seeks to address strategic issues on value addition and market access.

S/No.	Strategic Issue	Strategic Objective	Strategic Intervention
1	Low recovery during harvesting and processing	To modernize harvesting, transport, and processing equipment for higher recovery	<ol style="list-style-type: none"> Promote the adoption of modern equipment in harvesting, transport, and processing Promote equipment suitable for small-scale cottage processing industries
2	Uncoordinated market for wood and non-wood forest products	To enhance the coordination and marketing of wood and non-wood forest products.	<ol style="list-style-type: none"> Promote market research and linkages Develop and enhance market information systems for wood and non-wood forest products Strengthen commercial forestry associations/cooperatives and establish market outlets for wood and non-wood forest products Enhance the capacity of micro, small, and medium enterprises in the production and marketing of wood and non-wood forest products



3.4.5 Capacity development, Research, technology, innovations, and knowledge management

The pillar focuses on strengthening staff, stakeholders, and institutions' capacity development, promotion of innovations, technologies, and knowledge management.

S/No.	Strategic Issue	Strategic Objective	Strategies
1	Inadequate capacity development, research, technology, innovations, and knowledge	To enhance research technology, knowledge, innovations, and adoption in commercial forestry	<ol style="list-style-type: none"> 1. Develop training programs for commercial forestry development 2. Create awareness and sensitization among commercial forestry stakeholders 3. Capacity building actors in harvesting, transportation, processing, and maintenance of modern equipment 4. Support the development of a training curriculum for commercial forestry in institutions of higher and tertiary learning 5. Capacity building in harvesting and wood processing, including the development of business plans 6. Upskilling of processing technicians in new technologies 7. Strengthen the capacity of small-scale growers for efficiency and enhanced economic gain. Empower Community Forest Associations (CFAs) to engage in commercial forestry

2	<p>Inadequate capacity development in commercial forestry</p>	<p>To enhance capacity development in commercial forestry.</p>	<ol style="list-style-type: none"> 1. Develop training programs for commercial forestry development 2. Create awareness and sensitization among commercial forestry stakeholders 3. Support the development of a training curriculum for commercial forestry in institutions of higher and tertiary learning 4. Capacity building in harvesting and wood processing, including the development of business plans 5. Upskilling of processing technicians in new technologies 6. Strengthen the capacity of small-scale growers for efficiency and enhanced economic gain. 7. Empower Community Forest Associations (CFAs) to engage in commercial forestry
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3.4.6 Resource Mobilization and Investment Management

The pillar seeks to address inadequate resource mobilization for commercial forestry development and promotion of investment in public and private forests, as well as other related investments.

S/No.	Strategic Issue	Strategic Objective	Strategies Interventions
1	Inadequate resources for commercial forestry development	To enhance resource mobilization for commercial forestry development	<ol style="list-style-type: none"> 1. Development of project concept notes and proposals for enhanced funding for enhanced. 2. Promote market linkages to enhance access to innovative private sector finance and credit facilities 3. Enhance climate financing in commercial forestry through promotion of carbon trading schemes 4. Promote aggregation of producers through associations and cooperatives for access to financing. 5. Develop performance-based grants to encourage private sector investments.
2	Low investments in forest investments	To promote sustainable investments in commercial plantations	<ol style="list-style-type: none"> 1. Operationalize Forest concessions for private sector investment. 2. Provide incentives for private sector investments. 3. Map out suitable sites and provide viable options for private sector investment 4. Develop and demonstrate business cases on investment opportunities in commercial forestry. 5. Establish an investor facilitation support Centre

3	Low access to Climate Financing	To increase access to climate financing for sustainable forest management and material utilization levels	<ol style="list-style-type: none">1. Development of viable climate finance projects2. Development of sustainable investments in forests for non-consumptive use e.g. eco-tourism3. Facilitate the linkages between commercial forestry investors to Carbon Markets and project implementing partners4. Map and register carbon market projects
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CHAPTER FOUR

4.0 IMPLEMENTATION FRAMEWORK AND COORDINATION OF COMMERCIAL FORESTRY

4.1 Introduction

The successful implementation of this strategy will rely on inter-ministerial, inter-agency, and multi-stakeholder collaboration, harnessing synergies across sectors that support commercial forestry development in Kenya. Implementation will primarily be undertaken by ministries, departments, and agencies (MDAs) responsible for forestry and county governments.

The private sector, development partners, non-governmental organisations (NGOs), civil society organisations (CSOs), and community-based organisations (CBOs) will play a pivotal role in resource mobilisation, technical support, and implementation.

This chapter presents the coordination, resource mobilization plan for the strategy.

4.2 Coordination framework for the commercial forestry strategy implementation

Implementation will be coordinated by the ministry responsible for commercial forestry. The director responsible for commercial forestry will be responsible for monitoring implementation progress and convening stakeholder meetings to discuss implementation progress

4.3 Resource mobilization

It is estimated that KES 1.467 billion will be required for the ten (10) years implementation period of this strategy. This is broken down below;

Table 12: Financial resources required for commercial Strategy

Pillars of Strategy	Amount (Mil KES)
Policy, Legal, and regulatory framework in commercial forestry	360.00
Plantation development & management (High potential areas and ASALs)	690.00
Germplasm Improvement (breeding) and management	158.00
Product development, Value addition and marketing	105.00
Capacity Development, Research, Technology and Innovations	242.00
Resource Mobilization and Investment Management	272.50
Sub-total	1,467.00

The strategy is primarily expected to be funded from the national and county government budgets. As such, there will be need to prioritize and mainstream commercial forestry development in National and counties Planning and budgeting processes. This can be done through demonstration of the positive impacts of commercial forestry on socioeconomic development.

As the funding from the exchequer will not be adequate for the implementation of this strategy, contributions from development partners will also be sought. Such contributions will be through resource mobilization initiatives.

Counties may have alternative institutional arrangements relevant to commercial forestry to guide allocation of resources to implement their commercial forestry functions. Opportunities for private sector investment will be identified across commercial forestry-based value chains including wood and non-wood products such as food products, fuel wood and ecosystem services. In kind support for the implementation of this strategy will be coordinated by the relevant implementing institutions.



4.4 Implementation matrix

The section outlines the implementation framework of the six strategic pillars, estimated budget, and responsible entity.

Pillar 1: Policy, Legal, and regulatory framework in commercial forestry

Strategic Objective	Strategies	Expected Outputs	Indicator	Target	Estimated Budget (Million KES)	Responsible Entity
To strengthen the policy, legal, and regulatory framework for commercial forestry in Kenya	a) Develop, review, and harmonize relevant policies, laws, regulations, and strategies on commercial forestry development	Policies, laws, regulations, and strategies developed/ reviewed/harmonized	No	5	20	MECCF Forest Society of Kenya (FSK) Farmer Umbrella Associations Development Partners
	b) Enhance the capacity of county governments to domesticate and operationalize relevant national forest policy and legislation.	County-based policies and legislations developed/ domesticated, and operationalized.	No	20	40	MECCF FSK Development Partners CG CoG Farmer Umbrella Associations
	c) Mainstream commercial forestry in relevant National and County plans and Programmes.	Commercial forestry programmes and plans are mainstreamed in CIDsPs and sectoral plans	No	20	5	MECCF FSK, CoG, CG Development Partners Farmer Umbrella Associations
	e) Create awareness on the innovative land and tree tenure arrangements	Awareness forums	Regions	10	10	MECCF, Ministry of Land/NLC FSK COG Farmer Umbrella Associations Development Partners

<p>f) Develop and operationalize guidelines for the establishment, management, and harvesting of commercial forestry species, including indigenous species</p>	<p>Guidelines developed and piloted/ disseminated</p>	<p>No(1 developed; 10 regions)</p>	<p>1</p>	<p>15</p>	<p>MECCF COG KEBS KEPHIS FSK Farmer Umbrella Associations Development Partners</p>
<p>g) Enhance science, policy, and society interlinkage</p>	<p>Science, Policy forums conducted</p>	<p>No</p>	<p>20</p>	<p>40</p>	<p>MECCF Parliamentary Committee COG FSK Farmer Umbrella Associations Development Partners Private Sector</p>
	<p>Policy briefs</p>	<p>No</p>	<p>10</p>	<p>5</p>	<p>MECCF COG FSK Farmer Umbrella Associations Development Partners Private Sector</p>
<p>h) Develop and operationalize environmental and social safeguards in commercial forestry</p>	<p>Environmental and social safeguards developed</p>	<p>No</p>	<p>2</p>	<p>10</p>	<p>MECCF, COG Indigenous People Representatives, TMA KAM, KCHR, CFAs FSK, Farmer Umbrella Associations, Development Partners Private Sector</p>

						10	20	MECCF COG Indigenous People and Local Communities representatives, CFAs FSK, Farmer umbrella associations, Development partners, Private sector
Develop certification and strengthen the chain of custody systems for forest products and services	Develop and operationalize forest certification standards	Certification standards developed	No	Number	5	20	MECCF, COG, KEBS KEPHIS, FSK, Farmer umbrella associations Development partners	
	Build the capacity of actors on forest certification	Trainings	No	No	50	10	MECCF, COG, KEBS, KEPHIS, FSK, Farmer umbrella associations Development partners	
	Develop and operationalize an integrated chain of custody system for forest products	Chain of custody system	No	No	1	50	MECCF, COG, KEBS, FSK, Farmer umbrella associations Development partners	
	Promote voluntary certification for access to regional and export markets	Awareness forums	No	No	20	40	MECCF, COG, KEBS, FSK, Farmer umbrella associations Development partners	
To develop and operationalize innovative incentive frameworks for commercial forestry	b) Develop and promote incentive schemes for commercial forestry. (Ecotourism, Payments for Ecosystem Services (PES), and carbon credits, such as tax credits and subsidies)	frameworks developed	No	No	5	20	MECCF, TNT, COG Certification bodies, FSK, Forest Stewardship Council (FSC) Farmer umbrella associations, Development partners, Private sector,	

	<p>c) Develop and promote bankable products and services for commercial forestry</p>	<p>Bankable products developed</p>	<p>No</p>	<p>10</p>	<p>10</p>	<p>MECCF, COG, KFS KEFRI, The National Treasury, Financial institutions, FSK, Farmer umbrella associations Development partners Private sector</p>
	<p>d) Establish and operationalize forestry-based cooperatives/societies/associations.</p>	<p>Cooperatives/ society/associations established</p>	<p>No</p>	<p>20</p>	<p>15</p>	<p>MECCF, MSMEs & Cooperatives, COG The National Treasury Financial institutions, FSK Farmer umbrella associations, Development partners, Private sector</p>
<p>Enhance coordination and standardization of forest management for commercial forestry in public, private, and community lands</p>	<p>a) Finalize the guideline on registration of commercial forests in private and community lands</p>	<p>Guidelines finalized</p>	<p>No</p>	<p>1</p>	<p>10</p>	<p>MECCF, COG, FSK Farmer umbrella associations, Development partners, Private sector</p>
	<p>c) Promote registration of private and community forests</p>	<p>Area under registered forests</p>	<p>Ha</p>	<p>100000</p>	<p>5</p>	<p>MECCF, COG, FSK Farmer umbrella associations, Development partners, Private sector</p>
	<p>e) Establish an inter-sectoral/ multi-stakeholder platform for enhanced coordination of commercial forestry development, and information sharing</p>	<p>Platform established</p>	<p>No</p>	<p>1</p>	<p>5</p>	<p>MECCF, COG, FSK Farmer umbrella associations, Development partners, Private sector</p>

<p>Develop and promote innovative land and tree tenure arrangements for commercial forestry development</p>	<p>a) Develop frameworks for private sector involvement in commercial forestry in public and community lands, ie, Concession of public forest regulations, participation in sustainable forest management, benefit sharing regulations)</p>	<p>Frameworks developed</p>	<p>No</p>	<p>3</p>	<p>10</p>	<p>MECCF, COG, FSK Farmer umbrella associations, Development partners, Private sector</p>
<p>Sub Total 360</p>						



Pillar 2: Plantation development & management (High potential areas and ASALs)

Strategic Objective	Strategies	Expected outputs	Indicator	Target	Estimated Budget (Million KES)	Responsible Entity
To increase productivity in commercial plantations	Enhance production of high-quality seedlings	high-quality seedlings production enhanced	No	1,200,000	100	MECCF, PRIVATE SECTOR, COUNTY GOVT, MDAS
	Promote appropriate technologies for the best silvicultural practice in the management of plantations	Appropriate technologies adopted	No	5	10	MECCF, PRIVATE SECTOR, COUNTY GOVT, MDAS
	Develop and domesticate innovative technologies for plantation establishment and management	Innovative technologies developed and domesticated	No	3	10	MECCF, PRIVATE SECTOR, COUNTY GOVT, MDAS
	Enhance tree species citing and monitoring digital tool	Tree species siting and monitoring digital tool enhanced	No.	1	5	MECCF, PRIVATE SECTOR, MDAS, development partners

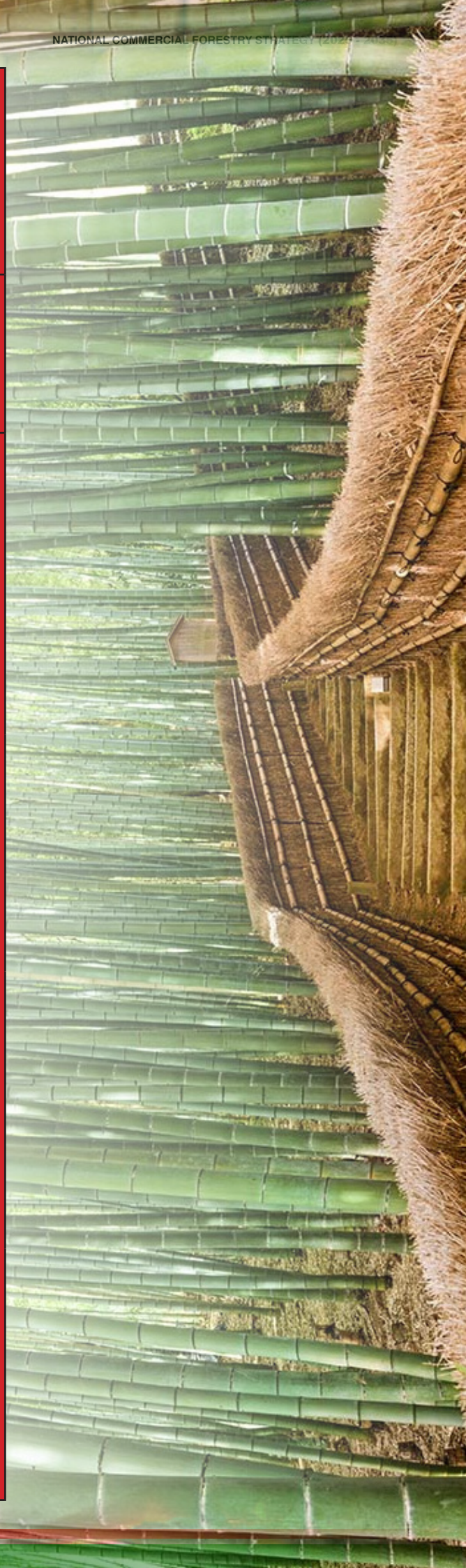


Improve the management of the commercial plantation	Develop and review the forest standards for plantation management established	No.	20	5	SDF, KFS, KEFRI
	Sensitize the stakeholders on the developed or reviewed forest standards	No. of forums	10	30	KFS, KEFRI
	Review and update the station-level forest management plans.	No	150	10	SDF, KFS, KEFRI
	Support the development of management plans in private and community forests	No.	300	10	MECCF, PRIVATE SECTOR, KFS, KEFRI
	Promote cooperatives establishment in commercial forestry	No	30	10	Ministry of Cooperative and MSME Development, MECCF, County governments
	Enhance tools for monitoring and reporting on the status of the commercial forest stands.	No	2	500	MECCF, KFS, KEFRI, development partners,
	Sub Total			690	

Pillar 3: Germplasm Improvement (breeding) and management

Strategic Objective	Strategies	Expected outputs	Indicator	Target	Estimated Budget (Million KES)	Responsible Entity
Develop high-quality germplasm for commercialization	Finalize and operationalize the tree seeds regulation	Regulations developed, and awareness conducted	No. of regulations and awareness	1 (regulation) and 8 (awareness forums)	10	MECCF, KEPHIS, KEFRI, Private Sector, County Govt, KFS, MDAS
	Develop and implement breeding programs for the priority species	Breeding programs for identified commercial trees for scaling up commercial forestry. Species prioritized	Breeding programs	1	10	KEFRI, MECCF, Private Actors, KFS, Strategic development partners
Production of high-quality germplasm	Establishment and management of seed sources for improved germplasm	Seed sources for increased production of improved germplasm established	Ha	100	5	KEFRI, MECCF, Private Actors, KFS, Strategic development partners
	Promote best silvicultural practices in the management of the tree seed sources.	Tree seed producers trained on best silvicultural practices	No	20	3	MECCF, KEPHIS, KEFRI, Private Sector.
	Leverage on PPP to sustain the production of high-quality germplasm	high-quality germplasm produced	Tons	100	50	KEFRI, MECCF, Private Actors, KFS, Strategic development partners
		Seed processing facilities enhanced	No	10	50	MECCF, Strategic development partners

To enhance access and use of high-quality germplasm	Awareness and sensitization on improved germplasm	Technical guidelines on improved germplasm developed	No.	1	5	MECCF, KEFRI, Private Actors, KFS, Strategic development partners
		Diversified media fora and awareness platforms established	No of forums	47	5	MECCF, Private Actors, Strategic development partners
To assure quality germplasm through certification	Develop a protocol for germplasm certification	Certification protocol developed and published	No	5	10	KEFRI, Private Actors, KFS, Strategic development partners
	Establish tree seeds and seedlings certification unit	Units established	No.	1	10	MECCF, PRIVATE SECTOR, KEFRI, KFS, MDAS, development partners
Sub Total					158	



Pillar 4 : Product development, Value addition and marketing

Strategic Objective	Strategies	Expected outputs	Indicator	Target	Estimated Budget (Million KES)	Responsible Entity
Improve harvesting and transportation methods/ practices	Promote the adoption of new technologies for harvesting	New technologies adopted	No	2	20	MECCF, KFS, KFRI, KIRDI, NMC, Universities, and technological centres
	Promote the use of lightweight vehicles in transportation	Lightweight transportation technologies adopted	No	2	10	MECCF, KFS, KFRI, KIRDI, NMC, Universities, and technological centres
Enhance recovery rate in commercial forestry	Promote occupational safety and health standards in commercial forestry	Occupational safety and health measures adopted	Percent	90	5	MECCF, KFS, DOSH
	Promote the use of efficient processing technologies	Processing technologies adopted	No	10	10	MECCF, KFS, KEFRI, KIRDI, private sector
	Develop participatory technical and business guidelines for wood and non-wood	Technical and business guidelines developed	No	10	5	MECCF, Ministry of Trade, KEPROBA, KFS, KEFRI, COG, County governments (CGs)

To enhance the coordination and marketing of wood and non-wood forest products.	Promote market research and linkages	Market linkages established	No	10	20	MECCF, Ministry of Trade, KEPROBA, KFS, KEFRI
	Promote the development of innovative wood and non-wood products for local and international markets	Innovative wood and non-wood products developed	No	10	10	MECCF, Ministry of Trade, KEPROBA, KFS, KEFRI, Private sector
	Develop and enhance market information systems for wood and non-wood forest products	Market information systems developed and enhanced	No	1	5	MECCF, Ministry of Trade, Ministry of ICT, KFS, KEFRI, Private sector
	Strengthen aggregators/cooperatives and establish market outlets for Non-wood Forest Products	Cooperatives/aggregators strengthened	No	100	5	MECCF, Ministry of Cooperatives and MSME Development, Ministry of Trade, KFS, KEFRI, Private sector
	Enhance the capacity of micro, small, and medium enterprises on the production and marketing of wood and non-wood forest products	MSMEs' Capacity enhanced	No	1000	10	MECCF, Ministry of Cooperatives and MSME Development, KEPROBA, Ministry of Trade, KFS, KEFRI, Private sector
To support the development and exploitation of emerging forest markets	Operationalize the REDD+ Strategy and guidelines	REDD+ strategy and guidelines operationalized	No	1	5	MECCF, KFS, KEFRI, NEMA, Private sector
Sub total					105	

Pillar 5: Capacity Development, Research, Technology and Innovations

Strategic Objective	Strategies	Expected outputs	Indicator	Target	Estimated Budget (Million KES)	Responsible Entity
To strengthen research, innovation, and dissemination in Commercial Forestry development	a) Strengthen commercial Forestry infrastructure for research, innovations, technologies, and dissemination in the Counties	Infrastructure strengthened	No.	47	47	SDF, KEFRI, KFS Development partners, Private Sector
	b) Establish and strengthen county, regional, and national research and business incubation centers for commercial Forestry	Incubation centers strengthened	No.	47	80	SDF, KEFRI, KFS Development partners, Private Sector
	c) Promote and enhance participatory and action research in commercial Forestry	Participatory and action research models developed Participatory and action research trainings undertaken	No. No.	10 10	10	SDF, KEFRI, KFS Development partners, Private Sector

	d) Strengthen linkages for collaborative research, technology development, and dissemination in commercial forestry	Collaborative research linkages (MOUs, LOAs, Partnerships agreements) strengthened	No.	15	15	SDF, KEFRI, KFS Development partners, Private Sector
	e) Strengthen technical liaison between policy, research, extension, and practitioners in the commercial forestry value chain	Joint technical liaison fora held	No.	10	20	SDF, KEFRI, KFS, National Treasury, Development partners, Private Sector
To promote the adoption of modern technology and innovation in commercial forestry development	a) Establish incubation and innovation centers for upscaling technologies for adoption (e.g., KCFIC) and Sawmilling center (KFC)	Innovation/ Incubation Centers established	No.	47	20	SDF, KEFRI, KFS, Ministry of ICT, National Treasury, Development Partners, Private Sector
	b) Enhance digital data collection on forest products and value chains	Digital data collection campaigns conducted	No.	10	20	SDF, KEFRI, KFS, Ministry of ICT, National Treasury, DRSSRS
	c) Undertake near real-time forestry resource monitoring, verification, and reporting	Near real-time forestry resource monitoring, verification, and reporting undertaken	No.	5	30	SDF, KEFRI, KFS, Ministry of ICT, National Treasury, DRSSRS
Sub total					242	

Pillar 6: Resource Mobilization and Investment Management

Strategic Objective	Strategies	Expected outputs	Indicator	Target	Estimated Budget (Million KES)	Responsible Entity
To enhance resource mobilization for commercial forestry development	Development of project concept notes and proposals for funding	Project concept notes and proposal developed	No.	10	5	SDF, KEFRI, development partners, KFS,
	Promote market linkages to enhance access to innovative private sector finance and credit facilities	Market research conducted Match-making stakeholders forums held Market linkages established	No.	10 5 5	20 12.5 5	SDF, National Treasury SDF, National Treasury, SDF, National Treasury
	Enhance climate financing in commercial forestry through the promotion of a carbon trading scheme	Functional carbon trading schemes established	No.	2	20	SDF, Development pa
	Develop performance-based grants to encourage private sector investments.	Performance-based grant developed	No.	1	30	SDF, National Treasury, and development partners
To promote sustainable investments in commercial forestry	Map out suitable sites and provide viable options for private investments	Area of Suitable sites mapped	Hectares	750,000	30	SDF, KFS, KEFRI Regional Centre for Mapping of Resources for Development (RCMRD)

Development and demonstration business cases on investment opportunities in commercial forestry	Sustainable timber plantations developed (such as <i>Melia</i> , <i>Eucalyptus</i> , <i>Grevillea</i> , <i>bamboo</i>)	Hectares	100,000	20	KEFRI, SDF, KFS, Development partners, and the private sector
	Bamboo value chain enterprises developed	No.	10	20	SDF, KEFRI, KFS, Development partners, private sector
	Business case analysis for gum arabic and resins done	No.	3	15	SDF, KEFRI, KFS, Development partners, Private sector
	An operational investor facilitation and support centre established	No.	1	20	SDF, KEFRI, Development Partners, Keninvest
Develop investors incentives schemes (Insurance, tax rebate, grants)	Investors' incentive schemes developed	No.	4	20	SDF, KEFRI, KFS, Development partners, private sector

To increase access to climate financing for sustainable forest management	Develop viable climate finance projects	Viable climate finance projects developed and implemented	No.	2	30	SDF, National Treasury, Development Partners, and the Private sector, KFS, Tourism
	Develop sustainable investments in forests for non-consumptive use, e.g., eco-tourism	Viable non-consumptive Commercial forestry projects developed	No.	10	10	KFS, Tourism
	Facilitate the linkages between commercial forestry investors to Carbon Markets and project implementing partners	Linkages created	No.	4	10	MECC&F, Development partners, and private investors
	Map and register carbon projects	Carbon projects mapped and registered	No.	4	5	MECC&F, Development partners and private investors
Sub Total Budget						272.5
Grand Total Cost For The Strategy						1,467.5

CHAPTER FIVE

5.0 STRATEGY, MONITORING, EVALUATION AND LEARNING

5.1 Monitoring, Evaluation, and Learning

Monitoring, evaluation and learning are critical in assessing and tracking the progress of the strategy implementation to ensure it is impactful, cost effective and well-coordinated.

The monitoring, evaluation, and learning plan aims at achieving the following objectives:

1. Assess the outcomes and long-term impacts of commercial forestry projects and programs.
2. Guide new and ongoing commercial forestry programmes and projects to maximize effectiveness and efficiency.
3. Provide a framework for knowledge management and information sharing.
4. Inform decision making on new and ongoing commercial forestry programmes and projects
5. Ensure accountability and transparency to stakeholders
6. Provide evidence of the contribution of commercial forestry to the country's development outcomes.

The strategy implementation will be monitored continuously, evaluated and reported on quarterly, biannually and annually. The planning and budgeting processes at the National and County level will align to the pillars of the National commercial forestry strategy. This will enable all entities to monitor the performance of commercial forestry in the country in a coordinated manner.

5.2 Impact assessment

Impact assessment will measure the intermediate and long-term changes. Surveys to measure the impact of commercial forestry will be done at year 3 (short term), Year 6 (Medium term and year 10 (long term). Impact assessments on commercial forestry will establish the degree to which different pathways contribute to the proposed outcomes. They will be undertaken by the implementing agencies and the results shared with the director incharge of commercial forestry for compilation and generating of a national progress report.

The impact assessment will be conducted by The directorate of commercial forestry will coordinate the monitoring and evaluation. Each of the implementing entities will be responsible for monitoring specific activities under the pillars.

The directorate will guide the application of the M&E system, collation of data as well as conduct evaluation. It will also ensure alignment with the National Integrated Monitoring and Evaluation Systems (NIMES) in collaboration with Central Project Planning Monitoring Directorate (CPPMD).

5.3 Learning and Feedback Mechanism

Monitoring and evaluation findings shall be utilized to inform evidence-based decision-making with a view to improving service delivery and the realization of the forestry mandate. The findings will inform corrective measures during implementation, inform policy decisions for planning, budgeting, and design of programmes and projects, and the next course of action.

For ease of knowledge management and learning, all documented evidence and reports will be managed and uploaded into the Ministerial web page and linked to a knowledge management and archival database within the State Department for Forestry. the social networking channels for learning purposes will be utilized



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