

KENYA BDS VISION HANDBOOK

A coordinated, standards-driven, market-led roadmap for Business Development Services (BDS) in Kenya

Implementation Cycle: 2026–2028 | Version: 1.0 | December 2025

Prepared by the AMEA Kenya Local Network (AMEA KE) in collaboration with public and private sector stakeholders.

Vision (summary): Kenya has a coordinated, standards-driven, market-led BDS ecosystem that enables agricultural MSMEs and farmer organisations to grow, create decent jobs, and improve the livelihoods of smallholder farmers and rural households.

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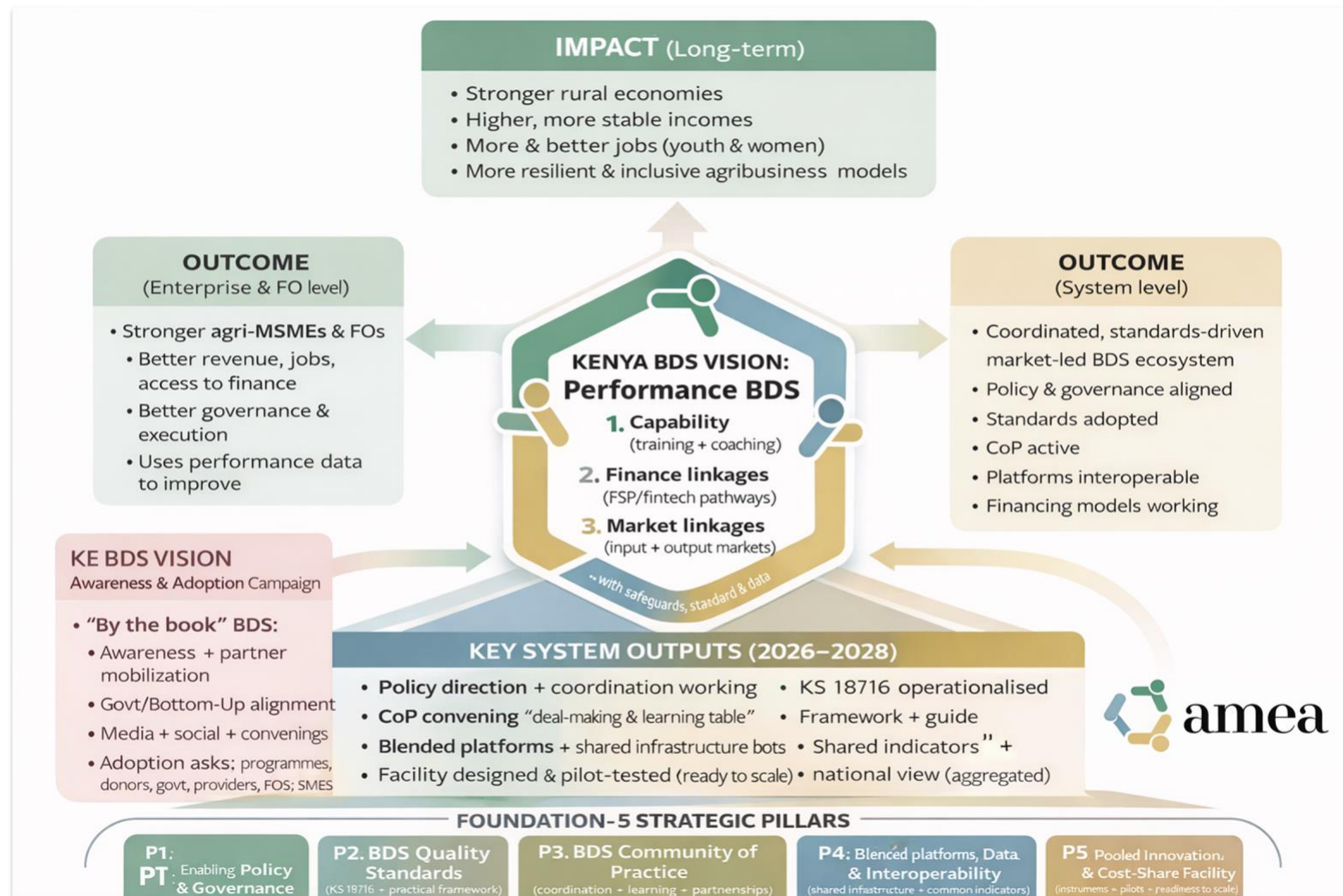


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Theory of Change at a Glance



Executive Summary

Kenya's agricultural MSMEs and farmer organisations are essential to linking smallholder farmers to markets, finance and services—yet many struggle to grow due to persistent constraints in strategy, governance, management, finance, productivity, market access and digital adoption. While Business Development Services (BDS) can address these constraints, the current BDS system is fragmented across uncoordinated initiatives, uneven in quality, and often shaped by short-term project cycles. The absence of shared standards, common indicators, and aggregated evidence limits accountability and weakens learning on what works at scale.

This Handbook sets out a long-term Kenya BDS Vision and a first implementation cycle (2026–2028) to shift BDS from “knowledge transfer” to measurable performance enablement for enterprises and farmers. Under the Kenya BDS Vision, BDS is designed as a performance pathway: it begins with diagnostics and segmentation, builds capability through structured training and coaching, then brokers practical finance and market linkages—while tracking outcomes and strengthening evidence through learning-in-action.

The roadmap is organised around five interconnected pillars that strengthen the system end-to-end—from enabling policy and coordination, to practical quality standards (KS 18716), to shared learning through an active Community of Practice, to scalable blended delivery and shared digital infrastructure, and to innovation and cost-share financing that helps proven models scale and the BDS market mature. Agriculture is the entry point for proving models, while building a framework that can scale to the wider MSME ecosystem over time.

Implementation will be accelerated through a sustained Awareness, Adoption and Ownership Campaign that embeds the Kenya BDS Vision, KS 18716 and the shared indicator set as the default reference for BDS design, procurement and delivery in Kenya. The campaign functions as an adoption engine—combining high-level mobilisation, coordinated communications, credible quality signals (including an “Aligned to the Kenya BDS Vision / KS 18716” badge and public listing), and practical toolkits and clinics that make alignment fast and practical for programmes, providers, platforms and partners.

The Handbook presents a portfolio of fundable packages that partners can support in full or in part. The indicative 2026–2028 investment envelope is approximately USD 13.1M—comprising USD 4.9M for core system-building and adoption (Pillars 1–4 plus the national campaign) and USD 8.2M to capitalise the Innovation and Cost-Share Facility as the market-shaping scale engine. To make entry simple, partners can engage through three pathways: a Catalytic Year 1 package (legitimacy, mobilisation, adoption tools and early proof points), a core system-building portfolio (governance, standards, CoP, platforms and shared indicators), and a scale engine (innovation and cost-share financing). The annual profile is indicative and ramps from USD 2.5M (2026) to USD 4.9M (2027) and USD 5.7M (2028) as adoption deepens and the Facility scales; annual figures will be refined through Annual Action Planning based on confirmed partner commitments and sequencing priorities.

Kenya now has an opportunity to become a continental benchmark for digitally enabled, scalable, standards-driven BDS—delivering measurable enterprise performance and farmer impact at home. We invite government, development partners, private sector actors, platforms, providers, farmer organisations and investors to align, co-invest and help make this vision real.

1 Introduction & Background

1.1 Why BDS matters for Kenya

Agriculture is central to Kenya’s economy and the livelihoods of millions. Agricultural MSMEs and farmer organisations link smallholder farmers to markets, finance, and services; when these enterprises are weak, entire value chains suffer. Business Development Services (BDS)—training, coaching, advisory support, linkages, and (increasingly) blended digital tools—help enterprises overcome real constraints, strengthen performance, and improve farmer outcomes. In this Handbook, BDS is not training alone; it is a performance system that combines capability-building with brokered linkages to finance and input/output markets—supported by standards, data, and accountability. Stakeholders emphasized that the roadmap must keep the customer and impact central—focusing on measurable improvements in enterprise performance and farmer livelihoods (e.g., market access, revenue, jobs, and access to finance).

BDS creates real value when it is relevant, high-quality, accessible, and coordinated.

1.2 The current BDS landscape

Kenya’s BDS landscape has expanded rapidly, characterised by multiple donor and government programmes supporting agri-SMEs and farmer organisations, a growing base of local consulting firms and coaches, and the emergence of blended delivery models supported by digital platforms. Kenya has also adopted ISO 18716 through KEBS as KS 18716, providing a recognised quality standard for BDS service delivery. At the same time, stakeholders highlighted persistent system gaps: fragmentation across uncoordinated initiatives, uneven quality due to differing approaches and tools, short-term project cycles that end before systems strengthen, and weak measurement with limited consistent data on enterprise outcomes. Stakeholders further validated that Kenya should not pursue a single central platform. Instead, the opportunity is to strengthen a hybrid ecosystem—a CoP-linked sector portal/marketplace and resource hub alongside multiple private platforms—supported by common indicators, interoperability norms, and practical quality signals to reduce duplication and build trust. This roadmap builds on what is working, addresses these gaps, and provides a shared, nationally relevant direction for strengthening BDS in Kenya—starting with agriculture as an entry point, with a clear pathway to scale to the wider MSME ecosystem over time.

Referenced resources and studies are annexed.

2 Vision, Guiding Principles

2.1 Long-term BDS Vision for Kenya

Vision

Kenya has a coordinated, standards-driven, market-led BDS ecosystem that enables agricultural MSMEs and farmer organisations to grow, create decent jobs, and improve the livelihoods of smallholder farmers and rural households. BDS is reliable, relevant, and accessible; enterprises can easily find quality-assured providers and digital solutions; and public and donor investments reinforce—rather than fragment—the BDS market.

The Kenya BDS Vision will be made real through a deliberate awareness, adoption, and ownership campaign that embeds KS 18716, shared indicators, and the Performance BDS approach as the default reference for BDS design, procurement, and delivery in Kenya.

Scope note (validated): Agriculture is the entry point for proving models, while building a framework that can scale to the wider MSME ecosystem over time.

2.2 Guiding Principles

The roadmap is guided by five core principles:

1. **Impact first (enterprise and farmer performance as the customer)**
Focus on measurable improvements in performance and livelihoods—productivity, quality, market access, revenue, jobs, investment, and access to finance—through **integrated performance BDS** that combines capability building with practical market and finance linkages.
2. **Market-led and sustainable systems (not stand-alone projects)**
Strengthen a functioning BDS market driven by enterprise demand, including viable models for bundled services (training/coaching + linkages). Use smart, time-bound subsidies where markets are thin, and crowd-in private providers, buyers, and financiers.
3. **Standards-driven quality and accountability**
ISO 18716 and the Kenya service delivery framework define “good BDS,” supported by simple shared indicators—including enterprise performance and linkage conversion—so quality and results are consistent, comparable, and accountable.
4. **Inclusive and fair access (including digital inclusion)**
Promote fair access for women, youth, and underserved regions through practical inclusion measures (e.g., low-data/offline options, language support, accessible design) and ensure equitable inclusion in market and finance linkages.
5. **Collaboration, interoperability, learning-in-action, and adoption**
No single actor—and no single platform—builds the system alone. Kenya will strengthen a hybrid ecosystem (a CoP-linked sector portal/resource hub alongside multiple private

platforms), underpinned by shared indicators, interoperability norms, and continuous learning within Kenya and across AMEA. Uptake will be accelerated through an active adoption and behaviour-change campaign—tools, onboarding, champions, communications, and incentives—so standards and Performance BDS become normal practice.

2.3 Time Horizon

This roadmap is a long-term guide that looks beyond 2030 and serves as a North Star for BDS efforts in Kenya. It is implemented through rolling three-year cycles supported by Operationalization Plans and annual action plans. The implementation structure and first cycle (2026–2028) are presented in Chapter 4, with the 2026–2028 Operationalization Plan annexed.

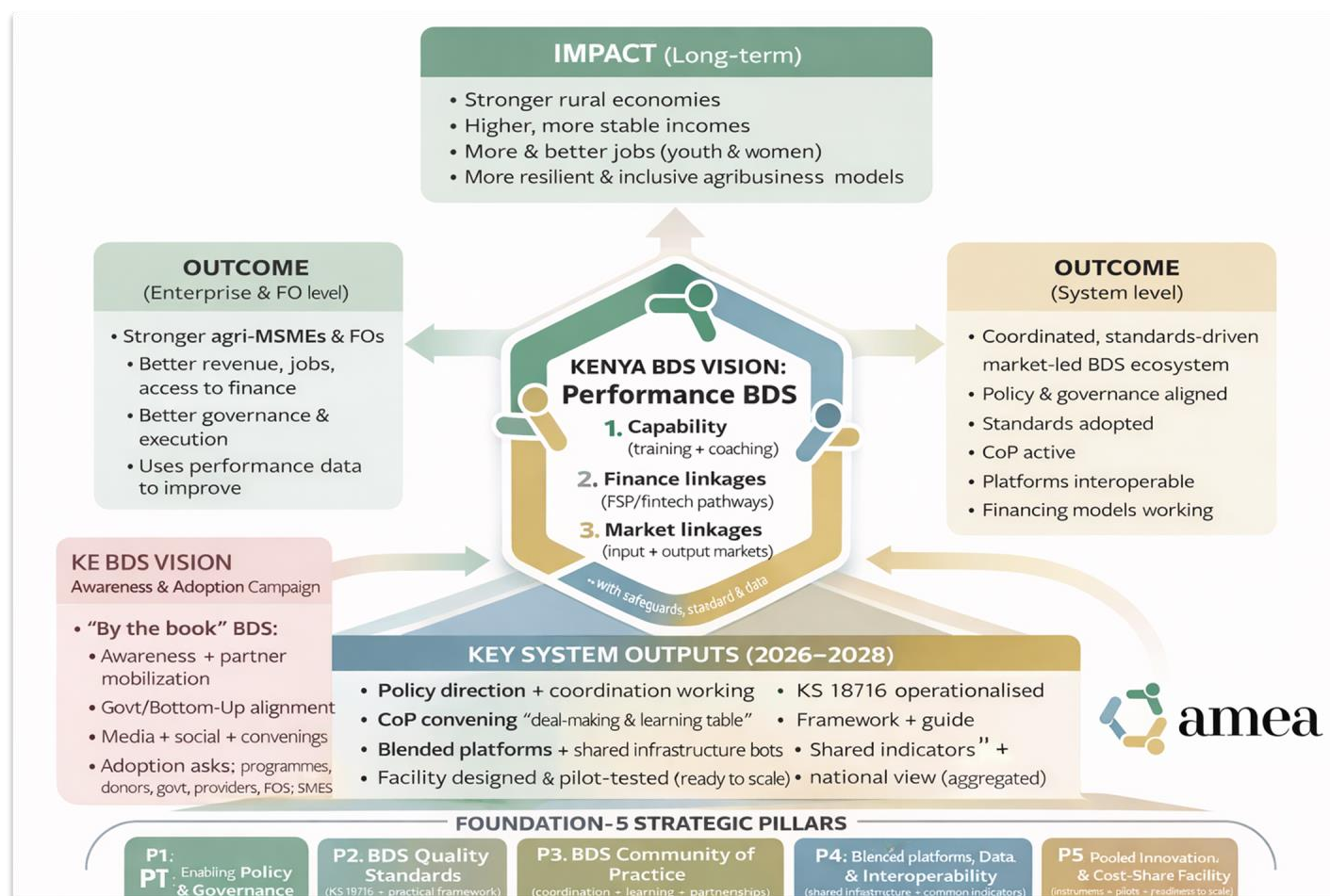
3 Theory of Change and Roadmap Architecture

3.1 Problem Statement

Kenya’s agricultural MSMEs and farmer organisations are essential for linking smallholder farmers to markets, finance, and services—yet many struggle to grow due to persistent constraints in strategy, governance, management, finance, productivity, market access, and digital adoption. While BDS can address these constraints, the current BDS system remains fragmented across uncoordinated initiatives, uneven in quality, and shaped by short project cycles. As a result, enterprises struggle to access reliable, stage-appropriate support, and public/donor investments do not consistently reinforce a coherent, market-led BDS ecosystem.

Stakeholders emphasised that the roadmap must keep the “customer and impact” central—anchored on enterprise and farmer outcomes (market access, revenues, jobs, and access to finance). However, the absence of shared standards, common indicators, and aggregated evidence limits accountability and weakens learning on what works at scale. This roadmap responds by establishing a coordinated, standards-driven, market-led approach—starting with agricultural BDS as an entry point (with a pathway to wider MSME BDS as the system matures)—and strengthening the enabling environment, delivery infrastructure, adoption mechanisms, and evidence required to make BDS more reliable, measurable, scalable, and impactful.

3.2 Theory of Change and Roadmap Architecture (Illustrated)



3.3 Performance BDS: integrating capability + finance + markets

Under the Kenya BDS Vision, BDS is a performance pathway: it begins with enterprise diagnostics and segmentation, builds capability through structured training and coaching, and then brokers appropriate finance and market linkages (input and output)—while tracking outcomes and learning what works.

Diagnose → Build capability → Coach execution → Broker linkages (finance/market) → Track outcomes → Learn

In this model, coaches are performance enablers and linkage brokers (not trainers only), applying agreed safeguards and standards-aligned tools. They enable three practical outcomes:

- **Know-how:** skills + execution discipline
- **Money:** access-to-finance pathways
- **Markets:** input and output linkages

3.4 Theory of Change: how the roadmap delivers impact

If Kenya invests in the foundations of a stronger BDS system through:

- i) enabling policy, coordination, and governance;
- ii) a performance-based service delivery framework and tools aligned to ISO/KS 18716;
- iii) a functioning Community of Practice (CoP);
- iv) blended BDS platforms, interoperability, and shared indicators/data; and
- v) pooled financing instruments (innovation/cost-share) with credible governance—

then these inputs will produce the system outputs required for impact:

- **Performance enablement delivery:** BDS shifts from knowledge transfer to performance enablement—combining stage-appropriate training/coaching with brokered access to finance and markets—driving measurable gains in revenue, jobs, and investment.
- **National coordination:** clear stewardship through an agreed BDS steering mechanism, reducing fragmentation and improving alignment.
- **Practical standards implementation:** a Kenya service delivery framework and ISO/KS 18716 implementation guidance, developed through a sector-engaged technical process with KEBS providing technical secretariat support.
- **Learning and self-regulation:** a functioning CoP that enables benchmarking, strengthens advocacy, curates standards-aligned practice, and accelerates shared learning.
- **Hybrid platform ecosystem:** a CoP-linked sector portal/resource hub plus multiple private platforms adhering to standards, supported by quality signals (certified facilitators, aligned tools/criteria, and feedback loops).
- **Inclusive reach:** delivery options that fit Kenya's reality (low-data/offline, USSD/IVR where relevant, inclusive design) so women, youth, and underserved regions are not locked out.

- **Financing readiness:** tested instruments and facility readiness (innovation grants, vouchers/cost-share, co-funded research/M&E), validated through pilots and early commitments under credible governance.
- **Adoption at scale:** an active awareness and adoption campaign to accelerate uptake of standards, tools, and the performance BDS approach across providers, funders, and implementers.

These outputs enable enterprise-level outcomes: higher-quality and more accessible support; better targeting and stage-appropriate solutions; faster diffusion of proven practices through shared learning and adoption; and measurable improvements in enterprise performance—driven by integrated performance BDS that combines capability building with finance and market linkages. Results are tracked through common indicators (including linkage conversion and enterprise metrics such as revenue, jobs, and investment), enabling aggregation and benchmarking across initiatives.

Over time, this drives the intended impact: stronger rural economies with higher and more stable incomes; more and better jobs (especially for youth and women); improved access to markets and finance; and more resilient and inclusive agribusiness models for smallholder farmers and rural households—starting with agricultural BDS and scaling lessons into wider MSME support as the system matures.

3.5 Strategic Pillars of the Roadmap

The roadmap is organized around five interconnected pillars that strengthen the BDS system end-to-end—from enabling policy and coordination, to clear standards, to shared practice, to scalable blended delivery, to pooled innovation and cost-share financing (tested through learning-in-action). Together, the pillars enable Performance BDS: diagnostics and segmentation, capability building through training/coaching, and brokered finance and market linkages, tracked through common indicators.

Pillar 1 establishes the enabling environment and national coordination architecture (National BDS Steering Mechanism and AMEA Kenya Local Network), including an active awareness and adoption campaign. Pillar 2 translates KS 18716 into practical guidance, tools, and quality signals so delivery becomes consistent and comparable. Pillar 3 strengthens the relationships and learning loops needed to apply and improve standards in real delivery contexts, accelerating diffusion of proven practice. Pillar 4 scales access through blended, tech-enabled delivery, interoperability, and shared infrastructure—reducing duplication and strengthening data for benchmarking. Pillar 5 catalyzes innovation and cost-share financing so proven, standards-aligned models can scale and the market matures.

By building on Kenya’s strengths in BDS and technology, the roadmap positions Kenya as a continental leader in digitally enabled, scalable, standards-driven BDS—while delivering measurable enterprise performance and farmer impact at home.

3.5.1 Pillar 1 – Enabling Policy & Governance

Pillar 1

Enabling Policy & Governance



Purpose

Create the national enabling environment and stewardship that makes standards-driven, market-led Performance BDS the default—starting with agri-MSMEs and scalable to the wider MSME ecosystem.

The 3 Levers (what we do)

1

Policy clarity

Publish and secure endorsement of a Kenya BDS Policy Position Paper that defines national direction, clarifies the role of KS 18716, and sets enabling conditions for a functioning BDS market.

2

Stewardship and alignment

Operationalise a practical coordination and governance mechanism (National BDS Steering Mechanism + alignment framework) that reduces fragmentation and aligns public and donor BDS programmes to the roadmap, standards and shared indicators.

3

Market and inclusion enablers

Introduce enabling incentives that unlock scale—especially for blended/digital delivery and inclusion (connectivity/devices/digital skills, recognition of aligned platforms/providers, interoperability and shared infrastructure, and reduced barriers for women, youth and underserved regions)—including partnerships that crowd-in private sector enablers.

2028 Success Signals (what "good" looks like)



A nationally endorsed BDS Policy Position Paper and a functioning coordination framework used by major programmes.



A formal, active National BDS Steering Mechanism publishing annual priorities and progress updates.



Priority strategies and flagship programmes explicitly reference KS 18716, apply shared indicators, and participate in coordination/learning platforms—showing early, demonstrable alignment.

3.5.2 Pillar 2 – BDS Quality Standards

Pillar 2

BDS Quality Standards



Purpose

Make KS 18716 practical and usable in Kenya—so BDS quality is consistent, outcomes are measurable and comparable, and Performance BDS (capability + linkages) becomes normal practice.

What "good BDS" means (definition anchor):

Kenya's Service Delivery Framework defines quality BDS as **capability-building plus brokered linkages** (finance + input + offtake markets), delivered with agreed safeguards and tracked through shared indicators.



The 3 Levers (what we do)

1

Practical national guidance

Co-develop a Kenya BDS Service Delivery Framework and a KS 18716 Implementation Guide that translate the standard into usable steps for programmes, providers and platforms—including expectations for blended delivery and inclusion.

2

Quality tools and minimum requirements

Roll out a shared set of quality assurance tools (diagnostics/segmentation, service design, delivery checklists, client feedback tools, core indicators) and clarify minimum provider capability expectations (ethics/professionalism; fit-for-purpose roles for trainers, coaches, firms and platform-enabled facilitators).

3

Accountability through benchmarking and recognition

Establish a staged benchmarking/recognition pathway for standards-aligned providers, tools and platforms—starting voluntary and maturing over time—supported by a technical process under the CoP with KEBS technical secretariat support, and a transparent public listing/registry.



2028 Success Signals (what "good" looks like)



A published Kenya Service Delivery Framework linked to KS 18716, used by multiple programmes, providers and platforms.



A KEBS-referenced KS 18716 Implementation Guide in active use, supported by practical templates and shared indicators.



A functioning benchmarking/recognition mechanism (technical process + tool + transparent listing) that reinforces quality signals and enables comparability of enterprise outcomes and cost-effectiveness.

3.5.3 Pillar 3 – BDS Community of Practice (CoP)

Pillar 3

BDS Community of Practice (CoP)



Purpose

Build a trusted, action-oriented CoP that convenes public and private actors to accelerate standards uptake, strengthen delivery practice, and solve market and delivery bottlenecks—while streamlining existing efforts rather than creating new sector associations.



The 3 Levers (what we do)

1

A convening and coordination engine

Anchor the CoP under the AMEA Kenya Local Network as an open platform, supported by light coordination (BDS Think Tank and pillar-aligned working groups), with an interim secretariat function as governance arrangements mature.

2

An implementation and problem-solving table

Use the CoP to solve practical bottlenecks in delivery—standards application, blended delivery, inclusion, outcome measurement, and linkage brokering (finance and markets)—and document workable referral pathways and partnership models as replicable practice.

3

A learning and adoption engine

Produce and share Kenya-generated learning outputs (case studies, briefs, practice notes and tools), strengthen advocacy influence through partnerships with aligned networks, and support uptake of KS 18716 and shared indicators—anchored by practical data-sharing norms and quality signals.



2028 Success Signals (what "good" looks like)



An active CoP anchored in AMEA KE with regular convenings and clear follow-through.



A steady pipeline of Kenya-generated learning products informing programmes, standards uptake and policy dialogue, with lessons contributing into AMEA's Learn & Act (LiA) streams.



A defined sustainability model for the CoP (clear value proposition and tiered contributions/cost-recovery mechanisms) reducing reliance on ad-hoc convening.

3.5.4 Pillar 4 – Blended BDS Platforms, Data & Interoperability

Pillar 4

Blended BDS Platforms, Data & Interoperability



Purpose

Scale Performance BDS through blended, tech-enabled delivery—combining self-paced digital tools with structured human support—so Kenya can reach more enterprises under resource constraints while strengthening quality, evidence, and a market-led BDS ecosystem.



The 3 Levers (what we do)

1

Scale blended delivery models (reach + quality)

Prioritise blended models that lower unit cost and extend reach while maintaining quality through purposeful human support (virtual and/or in-person), with inclusion-focused delivery options where needed.

2

Build a hybrid platform ecosystem and shared infrastructure

Strengthen a CoP-linked sector portal/resource hub alongside multiple private platforms, promoting shared/open technology components (courseware libraries, coaching workflows, templates) to reduce duplication and lower entry barriers—guided by a CoP-agreed code of practice.

3

Enable interoperability, quality signals, and trusted linkage workflows

Ensure the Service Delivery Framework covers platforms and blended delivery (engagement standards, coaching intensity, safeguarding, QA, feedback loops). Agree a small shared "data spine" and shared indicators that enable aggregation and support trusted referrals for finance and market linkages—built with consent and privacy-by-design.



2028 Success Signals (what "good" looks like)



Standards-aligned blended models demonstrating improved reach, quality and enterprise outcomes.



Multiple platforms and programmes using shared indicators and contributing to an aggregated national dashboard concept.



A functioning CoP-linked portal/resource hub, with early platform-enabled quality signals (vetted providers/tools, structured feedback) and at least one credible shared/open arrangement reducing duplication and accelerating scale.

3.5.5 Pillar 5 – Innovation and Cost-share Financing Facility

Pillar 5

Innovation & Cost-Share Financing Facility



Purpose

Catalyse a market-led BDS ecosystem by pooling resources to stimulate both demand and supply—funding vision-aligned innovation, reducing affordability barriers, and accelerating scale-up of proven, standards-aligned Performance BDS models.



The 3 Levers (what we do)

1

Design a pooled Facility with clear rules and instruments

Establish a pooled Facility that aggregates contributions from partners (public, private, development, and participating enterprises) and deploys fit-for-purpose instruments such as vouchers/matching grants, results-linked subsidies, and risk-sharing to unlock early adoption while encouraging fair enterprise co-payment over time.

2

Fund market-driven innovations that unlock adoption and scale

Support roadmap-aligned innovations with explicit inclusion and affordability objectives—tools, delivery models, platform features, linkage workflows, and digital inclusion packages—aligned to KS 18716, the Service Delivery Framework and shared indicators. Priority windows include finance-linkage pipelines, market access models, digital inclusion bundles (e.g., affordable data/device pathways and low-bandwidth options), and shared platform components that reduce duplication.

3

Operationalise credible governance and learning-in-action

Operationalise an independent governance and fund management model housed in a reputable local institution, with transparent decision rules, safeguards and learning requirements. Use 2026–2028 as a runway to pilot instruments through existing programmes, document results, refine design, and build an investable pipeline for the next funding window.



2028 Success Signals (what "good" looks like)



Documented pilots demonstrating improved reach, quality, inclusion and enterprise outcomes from innovation/cost-share mechanisms.



A fully designed and pilot-tested National BDS Facility model (instruments, eligibility, governance, safeguards and learning agenda) aligned to KS 18716 and the roadmap pillars—ready for launch and scaling in the next cycle, subject to resource mobilisation.



At least 1–2 pilot-tested private-sector BDS access solutions (telco/fintech/market-led) co-funded through the Facility, with evidence of results and a clear scale pathway.

3.5.6 Success by 2028: 2026–2028 Results at a Glance

By the end of 2028, the roadmap aims to deliver:

1. **Policy & Governance:** An endorsed Kenya BDS Policy Position Paper, an operating coordination framework, and a functioning National BDS Steering Mechanism, with BDS and KS 18716 referenced in key MSME/agriculture/cooperative/digital strategies and programmes, alongside digital inclusion incentives for BDS uptake.
2. **Quality Standards:** A published Kenya BDS Service Delivery Framework linked to KS 18716, a KEBS-referenced KS 18716 Implementation Guide, shared quality tools/templates and core indicators used across initiatives, and a functioning benchmarking/recognition mechanism with a pathway toward certification.
3. **Community of Practice:** A regular, action-oriented BDS CoP anchored in AMEA KE, generating case studies/learning briefs/joint positions, feeding lessons into AMEA learning streams, and operating with a clearer sustainability model.
4. **Blended Platforms, Data & Interoperability:** Multiple platforms/programmes using common indicators and contributing to a tested national BDS dashboard concept, with 1–2 shared/open platform arrangements that reduce duplication and lower entry barriers under an agreed Code of Practice and the Service Delivery Framework.
5. **Pooled Innovation & Cost-Share Facility:** Documented innovation and cost-share pilots, and a fully designed and pilot-tested National BDS Facility with governance/instruments agreed and a pipeline of standards-aligned solutions—ready for national launch and scaling in the next cycle (subject to resource mobilisation).

4 Implementation Approach

4.1 Implementation logic and sequencing

The roadmap will be implemented through a deliberate three-year sequence that builds legitimacy and shared tools first, scales adoption through mainstream programmes and procurement second, and consolidates institutionalisation and sustained delivery third. Year 1 investments focus on national mobilisation, coalition commitments, and practical standards and adoption tools that unlock accelerated delivery in Years 2–3. Year 2 expands uptake through aligned programmes, procurement and platform interoperability, and validates what works through pilots and early evidence. Year 3 consolidates and solidifies results, embeds what works into routine practice, and prepares the next implementation cycle.

4.2 Annual action planning and delivery

Implementation will be driven through rolling Annual Action Plans agreed through the National BDS Steering Mechanism and delivered by AMEA KE and partners. Each annual plan will select priority actions from each pillar, assign owners, define milestones and targets, and publish a clear Call to Partner so co-investment and in-kind support can be organised transparently.

4.3 Cross-cutting workstreams

Two workstreams cut across all pillars. First, Monitoring and Learning enables lightweight, consistent tracking and shared learning using common indicators (including linkage conversion and core enterprise metrics such as revenue, jobs and investment). Second, the Awareness, Adoption and Ownership Campaign functions as the national adoption engine—mobilising stakeholders and making alignment easy through quality signals, onboarding tools, clinics and coordinated communications.

4.4 Implementation Plan by Pillar (2026–2028)

The following pillar tables summarise the three-year implementation plan. They are designed to support mobilisation, co-implementation and partner alignment; detailed annual workplans and budgets will be agreed through the Annual Action Planning cycle. The indicated budgets exclude the separate national Awareness/Adoption Campaign budget. Detailed costing assumptions sit in Chapter 5.

4.4.1 Pillar 1: Enabling Policy & Governance

2028 Success (what “good” looks like): A functioning national BDS stewardship mechanism is institutionalised; Kenya has an endorsed BDS policy position; and major BDS investments increasingly reference KS 18716 + shared indicators + the Kenya Performance BDS pathway, reducing fragmentation and improving enterprise outcomes.

2026	2027	2028
Governance & policy • Constitute National BDS Steering Mechanism (ToR, co-chairs, secretariat). • Issue Year-1 priorities + coordination calendar. • Draft BDS Policy Position Paper; complete consultations; agree endorsement path. Market / programme alignment • Draft standard BDS ToR/procurement clauses (Vision + KS 18716 + indicators). • Secure 2–3 flagship adopter commitments for 2027 pilots. • CoG engagement: identify priority counties; draft county integration pathway. Adoption & mobilisation (cross-cutting) • Sustained mobilisation (pre/post event) to secure buy-in + commitments. • 2026 Catalytic Convening delivered (national commitment moment). Outputs (by year) • Steering mechanism operational; policy paper drafted/consulted. • Coordination calendar + ToR clauses drafted; adopter commitments secured. • Catalytic convening delivered (commitments captured).	Governance & policy • Endorse Policy Position Paper (guidance note/circular where feasible). • Stewardship operational: quarterly meetings, action notes, annual refresh. Market / programme alignment • Procurement mainstreaming: ToR clauses adopted by major funders/programmes. • Run 2–3 aligned flagship pilots (Performance BDS + shared indicators). • County pilots launched (2–3 counties) integrating Vision/standards/indicators. Adoption & mobilisation (cross-cutting) • Sustained engagement to accelerate procurement uptake + programme onboarding. Outputs (by year) • Policy position endorsed; ToR clauses used in major procurements. • Flagship pilots running + shared reporting; county pilots underway.	Governance & policy • Institutionalise Steering Mechanism (hosting/mandate sustainability option). • Evidence early integration in national/sector programme guidance/reporting. Market / programme alignment • Publish county replication pack (templates/toolkit) for wider roll-out. • Codify partnership models/roles to reduce fragmentation (GoK–funders–market). Adoption & mobilisation (cross-cutting) • Publish adoption scorecard + recognition; share “what works” evidence. Outputs (by year) • Steering institutionalised; replication pack published; mainstreaming evidenced. • Adoption scorecard reinforces alignment.
Indicative budget (USD)* \$140k	Indicative budget (USD)* \$220k	Indicative budget (USD)* \$190k

4.4.2 Pillar 2: BDS Quality Standards (KS/ISO 18716)

2028 Success: KS 18716 is operationalised through a published Kenya BDS Service Delivery Framework and KEBS-referenced implementation guidance; shared QA tools and core indicators are in use across multiple initiatives; and a functioning benchmarking/recognition pathway (with a technical panel and public registry/listing) strengthens quality signals and comparability.

2026	2027	2028
Standards governance & leadership • Establish Standards Technical Working Group (TWG) under CoP; KEBS as technical secretariat; ToR + workplan. Frameworks & guidance • Draft Kenya BDS Service Delivery Framework (KS 18716-aligned): full delivery chain, blended delivery, inclusion, linkage safeguards. • Co-develop KS 18716 Implementation Guide (v1 draft): how-to steps, minimum requirements, examples. QA tools & indicators • Publish core QA templates v1 (diagnostics/segmentation, delivery checklists, coaching logs, client feedback) + core indicator definitions. Benchmarking & recognition • Design benchmarking/recognition pathway + technical panel concept + registry specs; run baseline benchmarking pilots (5–10 actors). Outputs (by year) • TWG established; Framework + Implementation Guide drafts; QA toolkit v1 + indicators defined. • Baseline benchmarking pilots completed; registry design agreed.	Standards governance & leadership • TWG runs as active steward; annual technical review; continuous improvement loop via CoP feedback. Frameworks & guidance • Finalise & publish Service Delivery Framework + KEBS-referenced Implementation Guide; roll out user-friendly summaries. QA tools & indicators • Roll out QA toolkit across flagship programmes/providers/platforms; embed safeguards; shared reporting templates used. Benchmarking & recognition • Launch voluntary benchmarking + recognition process; technical panel active; public registry/listing live (aligned actors + tools). Outputs (by year) • Framework + KEBS-referenced Guide published; QA toolkit rolled out to priority implementers. • Benchmarking/recognition live; public registry/listing operational.	Standards governance & leadership • Institutionalise TWG/panel functions and routine update cycle with KEBS technical assurance. Frameworks & guidance • Update Framework/Guide based on learning; publish v2 addenda (blended delivery, linkage safeguards, inclusion refinements). QA tools & indicators • Shared tools + core indicators in routine use across multiple initiatives; comparative learning on cost-effectiveness and outcomes. Benchmarking & recognition • Strengthen recognition pathway toward certification readiness; expand registry coverage; publish annual quality/benchmarking summary. Outputs (by year) • Guidance/tools updated from learning; routine benchmarking produces comparable quality signals and evidence.
Indicative budget (USD)* \$180k	Indicative budget (USD)* \$260k	Indicative budget (USD)* \$220k

4.4.3 Pillar 3: Community of Practice (CoP) & Learning-in-Action

2028 Success: A national CoP functions as the learning and self-regulation engine—accelerating diffusion of proven practice, supporting consistent application of KS 18716, and strengthening quality, inclusion, and enterprise performance outcomes through routine learning loops.

2026	2027	2028
CoP governance & mobilisation - Establish CoP structure (membership, steering/working groups, calendar). - Launch adoption clinics to help programmes/providers align in 30–60 days. Learning loops & evidence - Start peer learning with early adopters; capture baselines and lessons. Resource hub - Populate a lightweight repository (toolkits, templates, briefs, cases). Advocacy support - Issue practice notes v1 and evidence briefs to support national coordination. Outputs (by year) - CoP constituted; clinics launched; repository populated; first practice notes issued.	CoP maturity & delivery - Quarterly convenings + working groups (standards, inclusion, linkages, digital). - Scale adoption clinics and peer reviews; run thematic learning sprints. Knowledge products - Publish playbooks/case studies from pilots; keep repository updated. System support - Provide evidence briefs to support procurement alignment and shared indicators uptake. Outputs (by year) - Clinics scaled; learning sprints delivered; playbooks/cases published; evidence briefs produced.	Institutionalisation - Sustain CoP operating model and annual calendar; deepen membership value. Learning-in-action at scale - Routine learning cycles refine tools and guidance; adoption support becomes business-as-usual. Synthesis - Publish annual “what works” synthesis; strengthen quality signals via peer learning. Outputs (by year) - Annual synthesis published; learning cycles institutionalised; quality signals strengthened.
Indicative budget (USD)* \$200k	Indicative budget (USD)* \$280k	Indicative budget (USD)* \$240k

4.4.4 Pillar 4: Blended BDS Platforms, Interoperability & Shared Data

2028 Success: A hybrid platform ecosystem is operational: a CoP-linked sector portal/resource hub plus multiple private platforms adhering to standards; interoperability norms and shared indicators enable aggregation, benchmarking, and improved access—including inclusion-oriented delivery options.

2026	2027	2028
Architecture & norms • Agree interoperability principles (minimum data set, indicators, privacy/consent). • Define hybrid ecosystem roles (portal/resource hub + private platforms). Shared infrastructure • Launch/upgrade sector portal/resource hub (tools, downloads, navigation). Shared data enablement • Publish data dictionary + reporting templates for core indicators (incl. linkage conversion). Access & inclusion • Define and pilot low-data/offline options (USSD/IVR where relevant) and onboarding flows. Outputs (by year) • Principles agreed; portal live; data dictionary/templates published; onboarding pilots started.	Implementation & onboarding • Implement minimum interoperability features with early adopters (export/import, APIs where feasible). Portal expansion • Add listings/navigation; integrate CoP learning products and standards resources. Aggregation & benchmarking • Produce first cross-initiative dashboard from shared indicators; enable benchmarking insights. Inclusion pilots • Scale inclusion pilots; document what improves reach and outcomes. Outputs (by year) • Early interoperability implemented; first aggregated dashboard produced; inclusion pilots scaled.	Consolidation • Interoperability norms routinised; additional platforms/programmes onboarded. Trusted entry point • Portal/resource hub functions as national access point for tools, listings, and evidence. Data-driven learning • Publish annual aggregated insights; benchmarking informs quality and financing decisions. Inclusion at scale • Proven inclusion options adopted more widely; access gaps reduced. Outputs (by year) • Expanded onboarding; annual aggregated insights published; portal operates as national reference point.
Indicative budget (USD)* \$350k	Indicative budget (USD)* \$550k	Indicative budget (USD)* \$450k

4.4.5 Pillar 5: Innovation & Cost-Share Financing Facility

2028 Success: A credible pooled innovation and cost-share facility is operational with transparent governance; tested instruments (vouchers/cost-share, innovation grants, co-funded research/M&E) scale proven, standards-aligned Performance BDS models and crowd-in market actors.

2026	2027	2028
Facility design & governance • Define facility purpose, instruments, eligibility, safeguards, and governance options. • Establish oversight committee and fund management approach; operations manual v1. Instrument design & pipeline • Design voucher/cost-share + innovation grant + evidence/M&E instruments. • Build pipeline of standards-aligned pilots (incl. linkage brokering models). Pilot launch (limited) • Run first small pilots to validate assumptions and reporting requirements. Outputs (by year) • Governance/ops manual v1; instruments designed; pipeline built; limited pilots launched.	Facility operationalisation • Launch facility windows; clear selection criteria; publish calls and results. Scaling proven models • Fund scale-up of standards-aligned Performance BDS models (capability + linkages) via cost-share. Evidence & value-for-money • Enforce shared indicator reporting; commission learning on cost-effectiveness and outcomes. Market shaping • Crowd-in providers/partners; refine instruments based on performance. Outputs (by year) • Facility windows live; awards made; shared reporting enforced; learning studies commissioned.	Expansion & consolidation • Expand windows and reach; strengthen safeguards and governance based on learning. Sustained market maturation • Scale models with proven outcomes; reduce subsidy intensity where markets strengthen. System learning • Publish annual facility performance/evidence report; feed insights to standards and procurement. Next-cycle readiness • Prepare continuation options (capitalisation, partnerships, sustainability) for 2029+. Outputs (by year) • Expanded facility reach; annual evidence report published; sustainability options prepared.
Indicative budget (USD)* \$1.2M	Indicative budget (USD)* \$3.0M	Indicative budget (USD)* \$4.0M

4.5 Kenya BDS Vision 2026–2028 Awareness, Adoption & Ownership Campaign

Indicative campaign envelope (USD): 2026 – \$450,000; 2027 – \$600,000; 2028 – \$550,000.

These figures cover the national campaign lead function, content production and amplification, adoption toolkits, clinics and convenings, digital resource hub support, and monitoring and learning for adoption (see Pillar 6 table for annual milestones and outputs).

Key adoption mechanisms include: a public “Aligned to the Kenya BDS Vision / KS 18716” signal (badge and listing), a simple alignment toolkit (checklists, standard ToR language, indicator definitions and reporting templates), regular CoP adoption clinics for implementers, and lightweight adoption tracking and reporting using shared indicators and early outcome stories. The campaign will combine three mutually reinforcing levers: (i) high-level stakeholder mobilisation anchored by the annual catalytic convening and a rolling “Call to Partner”; (ii) coordinated communications and media engagement that keeps the Vision and standards visible and credible; and (iii) practical adoption tools that remove friction and make alignment fast for programmes, providers, platforms and partners.

The implementation cycle will prioritise a sustained national Awareness, Adoption and Ownership Campaign to make the Kenya BDS Vision, KS 18716 and the shared indicator set the common reference point for BDS design, procurement and delivery in Kenya. The campaign positions standards-driven, market-led, blended Performance BDS as a direct enabler of enterprise performance and farmer impact (market access, revenue growth, jobs and access to finance).

4.5.1 Pillar 6: Kenya BDS Vision Awareness, Adoption & Ownership Campaign

2028 Success: The Kenya BDS Vision, KS 18716, shared indicators and the Performance BDS pathway are the default reference for BDS in Kenya—visible in programme design, procurement language, platform signals, and delivery practice; adoption is tracked and reinforced through tools, clinics, media partnerships, and annual scorecards.

2026	2027	2028
Strategy & mobilisation (always-on) • Develop strategy, message house, segmentation and 12-month campaign calendar (pre/during/post catalytic event). • Put in place Campaign Lead (partner or dedicated role) and delivery partners. Content & tools (friction removal) • Produce content pack (ToC story, explainers, decks, FAQs, media kit). • Release Adoption Toolkit v1 (checklist, ToR clauses, indicator guide + templates, mini-guides). Signals & channels • Establish “Aligned to Kenya BDS Vision / KS 18716” signal (rules + verification approach). • Secure media/amplification partnerships; run sustained communications. Catalytic convening • Deliver catalytic convening; capture commitments and convert into action follow-ups. Outputs (by year) • Strategy + calendar; campaign lead in place; toolkit v1 + content pack published; signal rules set; catalytic convening delivered.	Always-on rollout • Continuous campaign with partners and periodic thematic pushes (procurement, standards use, inclusion, linkages). Adoption support • Quarterly adoption clinics + onboarding support for programmes/providers/platforms (30–60 day alignment). Signals & listings • Public listing/registry for aligned actors; improve credibility through verification. Evidence & storytelling • Publish early outcome stories; iterate toolkit based on learning. Outputs (by year) • Continuous rollout; clinics running; public listing live; outcome stories published; toolkit iterated.	Consolidation & lock-in • Embed uptake into procurement norms and programme cycles; make compliance the default expectation. Scorecards & recognition • Publish annual adoption scorecard + recognition mechanism reinforcing market signals. Sustained infrastructure • Maintain portal/resource hub as home for tools, listings, and evidence; refresh campaign assets. Next-cycle readiness • Document lessons and propose 2029+ adoption strategy and sustainability model. Outputs (by year) • Adoption scorecard + recognition; procurement/programme lock-in strengthened; next-cycle strategy prepared.
Indicative budget (USD)* \$450k	Indicative budget (USD)* \$600k	Indicative budget (USD)* \$550k

4.5.2 Resourcing and annual planning

The roadmap is implemented through rolling annual action plans supported by a clear resourcing logic: Year 1 investments focus on legitimacy, mobilisation and tools that unlock accelerated delivery in Years 2–3; Year 2 scales adoption through mainstream programmes and procurement; Year 3 consolidates and institutionalises what works while sustaining delivery. Detailed financing packages and the annual Call to Partner are set out in Chapter 5.

4.5.3 Monitoring and learning in implementation

Monitoring and learning are designed to be lightweight but consistent, enabling coordination without overburdening programmes. Shared indicators will be applied consistently across diagnostics, capability building, coaching and linkage brokering so Kenya can track conversion along the Performance BDS pathway, aggregate results across initiatives, and identify what works for scale. A detailed monitoring, learning & impact section is outlined in Chapter 6.

5 Financing the Vision: Resource Mobilization & Call to Partner

Where appropriate, partners are encouraged to integrate the Kenya BDS Vision, KS 18716, and the shared indicator set into programme design and procurement language so that alignment becomes routine rather than exceptional. This is one of the most powerful and low-cost mechanisms for reducing fragmentation and accelerating adoption across the sector. Partner support can be organised through practical entry points such as: (a) the annual catalytic convening and national mobilisation; (b) secretariat and CoP backbone coordination (including technical working groups); (c) standards operationalisation, toolkits and procurement templates; (d) digital interoperability, shared infrastructure and learning systems; (e) campaign design, content, amplification, clinics and adoption tracking; and (f) Facility capitalisation and governance support. In all cases, support can be financial, technical or in-kind, and can be delivered directly or through a designated implementing partner under agreed governance arrangements.

Indicative resource envelope (USD, 2026–2028): approximately \$13.1M in total. This comprises (i) approximately \$4.9M for core system-building and adoption (Pillars 1–4 plus the national campaign) and (ii) approximately \$8.2M to capitalise an Innovation and Cost-Share Facility that scales proven, standards-aligned models through market-shaping instruments. The annual profile is indicative and will be refined through the Annual Action Planning cycle based on confirmed partner commitments and sequencing priorities.

The Awareness, Adoption & Ownership Campaign is treated as a distinct, fundable package with dedicated deliverables and a separate budget line. It is designed to accelerate uptake of standards, tools and shared indicators across programmes and providers, and to strengthen coherence and value-for-money of BDS investments.

To support mobilisation, the roadmap is structured as a portfolio of fundable packages that different partners can sponsor—individually or jointly—without requiring a single large “one-donor” solution. Each year, AMEA KE will issue an Annual Call to Partner aligned to the Annual

Action Plan, with defined priorities, deliverables, owners, milestones and an indicative budget envelope for that cycle.

Implementation of the Kenya BDS Vision and Roadmap (2026–2028) requires shared ownership and a clear financing approach across the Kenya BDS ecosystem. AMEA will provide catalytic coordination support, but delivery at the level of ambition in this Handbook depends on partners aligning existing programmes and budgets to the roadmap, and co-investing (cash or in-kind) in the system-building components that no single programme can fund alone.

Pillar / Workstream	2026	2027	2028	Total (2026–2028)
Pillar 1: Enabling Policy & Governance	\$140k	\$220k	\$190k	\$550k
Pillar 2: BDS Quality Standards	\$180k	\$260k	\$220k	\$660k
Pillar 3: BDS Community of Practice (CoP)	\$200k	\$280k	\$240k	\$720k
Pillar 4: Blended Platforms, Data & Interoperability	\$350k	\$550k	\$450k	\$1.4M
Pillar 6: Awareness, Adoption & Ownership Campaign	\$450k	\$600k	\$550k	\$1.6M
Subtotal: Core system-building + adoption (Pillars 1–4 + Campaign)	\$1.3M	\$1.9M	\$1.6M	\$4.9M
Pillar 5: Innovation & Cost-Share Facility	\$1.2M	\$3M	\$4M	\$8.2M
Grand Total (all pillars)	\$2.5M	\$4.9M	\$5.7M	\$13.1M

**Annual figures are indicative and will be refined through Annual Action Planning based on confirmed partner commitments and sequencing priorities.*

6 Monitoring, Learning & Impact

6.1 What we track

The roadmap promotes a small common set of indicators that all standards-aligned BDS programmes, providers, and platforms are encouraged to track:

- **Enterprise performance:** revenue, number of full-time jobs, finance or investment mobilised
- **Reach and inclusion:** number and type of enterprises and farmers reached, women and youth

participation, and inclusion of underserved regions

- **Service quality:** simple client satisfaction and perceived usefulness

Programmes can add their own indicators, but these core ones make it possible to compare and aggregate results across initiatives. Data sharing is expected at an aggregated and anonymised level, based on agreed norms, to strengthen coordination and learning while protecting client confidentiality and programme competitiveness.

6.2 How we learn – Kenya and AMEA’s LiA platform

Learning will happen at three levels:

1. **Programme & platform level** – providers and platforms use their data to improve design and delivery.
2. **National level (CoP)** – AMEA KE convenes stakeholders to share findings, discuss challenges and adjust priorities.
3. **Regional & global level (AMEA Learn & Act / LiA)** – Kenya’s experience feeds into AMEA’s broader evidence base, and Kenya draws on lessons from other countries.

Under this roadmap:

- Kenya will turn BDS experiences into knowledge briefs, case studies and learning notes.
- These will be shared through the CoP and uploaded to AMEA’s Learn & Act / Learning-into-Action platform, enabling regional and global benchmarking.
- Kenya will be able to compare its progress with other countries and import good practices emerging elsewhere in the AMEA network.

Where feasible, the national learning and evidence function will be supported through a hybrid model: a CoP-led portal/marketplace and agreed data-sharing norms that enable a simple national view of aggregated results, rather than creating a single central database owned by one institution.

6.3 Review and adaptation

Monitoring and learning are only useful if they lead to decisions and course correction. The roadmap therefore uses the three-year implementation cycle as a natural reflection point.

At the end of each three-year cycle (for example 2026–2028):

- Government, AMEA KE and key partners review progress against the roadmap’s priorities and the 2026–2028 Operationalization Plan.
- They agree on what to scale, what to improve and what to stop, based on evidence from programmes, platforms and the CoP.
- They set priorities for the next cycle (e.g. 2029–2031), drawing on data, case studies and stakeholder input.

In this way, the roadmap becomes a living framework, continually refined through experience and learning, rather than a static document.

7 Governance & Roles (High-Level)

7.1 National stewardship and coordination

Government ministries and agencies provide overall stewardship by:

- Giving policy direction for BDS and creating an enabling environment for standards-driven, market-led and inclusive BDS
- Recognising the roadmap, the Kenya BDS Policy Position Paper, and KS 18716 as guiding national reference points
- Promoting the use of national BDS standards and common indicators in public and donor-funded programmes
- Supporting enabling incentives for digitally enabled and blended BDS delivery (including inclusion-focused measures for women, youth and underserved regions)

A National BDS Steering Mechanism (Board, Council, Committee, or other) will provide strategic national leadership and a forum for:

- Reviewing progress, priorities and resourcing needs across the roadmap pillars
- Encouraging coordination across sectors and partners (including national and county linkages)
- Anchoring the annual action planning cycle and maintaining momentum across implementation cycles

The Steering Mechanism should include representation from key public institutions and national platforms, including relevant line ministries and agencies as well as cross-cutting institutions such as National Treasury and Planning, KEBS, and the Council of Governors (CoG), alongside private sector and ecosystem representatives.

7.2 Standards governance and technical leadership

Standards development and operationalisation will be anchored in a CoP-led technical process, with KEBS providing technical secretariat support and technical assurance. This will include:

- Guidance on BDS standards, including KS 18716, and alignment of national tools/frameworks to the standard
- Technical support to develop and maintain practical frameworks, implementation guidance, and shared tools/templates
- A structured mechanism (e.g., a technical working group and/or panel) to support benchmarking/recognition pathways for standards-aligned providers, tools and platforms, ensuring credibility and practicality

7.3 AMEA Kenya Local Network, Community of Practice and Secretariat

The AMEA Kenya Local Network (AMEA KE) serves as the backbone convenor for the roadmap and the BDS Community of Practice (CoP) by:

- Bringing stakeholders together around the vision, roadmap and implementation priorities
- Convening learning, coordination and problem-solving engagements focused on implementation bottlenecks
- Coordinating knowledge products, communications and visibility for the roadmap and KS 18716

- Linking Kenya’s experience to AMEA’s wider learning agenda, including the Learn & Act / LiA platform

The AMEA KE Secretariat provides day-to-day coordination, documentation and follow-through. In the early phase, AMEA KE will serve as an interim secretariat as governance arrangements mature, while supporting a pathway toward longer-term sustainability through agreed resourcing and member contribution mechanisms. The CoP may be guided through rotating public–private co-chairs and light working groups aligned to the pillars.

7.4 AMEA KE members, BDS providers and platforms

AMEA KE members, and other BDS providers and platforms, are primary implementers and innovators. They will:

- Design and deliver standards-aligned, results-focused BDS (including blended/tech-enabled delivery models)
- Apply common indicators and share aggregated, anonymised learning and results summaries into agreed coordination and learning channels
- Participate in peer learning, pilots and standards uptake initiatives, and champion roadmap alignment in engagements with clients, government and funders
- Contribute to preventing fragmentation by supporting shared infrastructure and interoperability norms where applicable

7.5 Farmer organisations, cooperatives and business associations

Farmer organisations, cooperatives and business associations are central beneficiaries and co-shapers. They will:

- Provide feedback on BDS relevance, quality and accessibility
- Mobilise members to participate in standards-aligned BDS and blended delivery opportunities
- Help spread effective approaches through their networks and strengthen accountability for results

7.6 Development partners, foundations, financial institutions and investors

Development partners, foundations, financial institutions and investors play a catalytic role by:

- Funding system-level work (policy, standards operationalisation, CoP convening, digital alignment, learning and communications)
- Aligning BDS-related programmes and financing with the roadmap pillars, KS 18716 and the national Service Delivery Framework
- Supporting innovation and cost-share pilots and contributing to the pathway toward a pooled Innovation and Cost-Share Facility, using transparent governance approaches that avoid single-implementer models
- Backing evidence generation and learning that strengthens what works and informs the next implementation cycle

8 Annexes

This Kenya BDS Vision Handbook and the accompanying 2026–2028 implementation cycle are the product of a deliberate, consultative, and evidence-informed process led by the AMEA Kenya Local Network (AMEA KE), in line with AMEA’s global mandate to support the development of national BDS roadmaps in priority countries.

Between 2023 and 2025, AMEA KE drew on commissioned background studies, key-informant interviews, and practical lessons from ongoing programmes supporting agri-MSMEs, farmer organisations, and digitally enabled BDS delivery. These inputs were used to test assumptions, surface market realities, and ensure that the roadmap responds to what enterprises, providers, and platforms encounter in day-to-day delivery.

To provide technical direction, AMEA KE constituted a Roadmap Think Tank that shaped the vision, strengthened the strategic pillars, and stress-tested options for feasibility and relevance. The Think Tank comprised Peter Nduati (Africa Turnaround Limited), Stephen Kiiru (Farm Africa), Richard Midikira (ACELI Africa), Lydia Omamo (NCBA CLUSA), George Nyamweya (Nuru), and Gerald Mutua (Crop Care).

Critically, the roadmap’s Theory of Change (ToC) emerged from the Nairobi Validation Workshop as a unifying “systems-change spine” for the Kenya BDS Vision—anchoring the roadmap on measurable impact for the end “customer” (enterprises and farmers), and ensuring that every pillar, initiative, and implementation choice is ultimately accountable to improved livelihoods and enterprise performance.

Two milestone convenings strengthened the roadmap’s quality and legitimacy. A Naivasha Technical Retreat (14–15 July 2025) refined the draft and ensured alignment with ISO 18716 / KS 18716. A Nairobi Validation Workshop (13 November 2025) then broadened participation and validated the roadmap, sharpened the 2026–2028 priorities, and confirmed the focus of the Operationalization Plan. Participants of both the Naivasha Technical Retreat and the Nairobi Validation Workshop are listed in the annexes to this handbook. We extend special thanks to all participating institutions and individuals for their time, technical contributions, candid feedback, and shared commitment to a coordinated, standards-aligned BDS system for Kenya.

AMEA KE member organisations—including ATL, Farm Africa, Christian Aid, Agri Nexus, AGRA, Cordaid, IFC, and Nuru—contributed staff time, case examples, implementation insight, and critical feedback that strengthened both credibility and practicality.

The process was coordinated by the AMEA Kenya Secretariat (Merciline Oyier, Nelly Shonko, Fredrick Owino, and Peter Nduati), with strategic and technical support from Mark Blackett, AMEA Global Director, through ongoing technical review, global evidence inputs, and cross-country learning.

This roadmap is a living framework. The individuals and organisations acknowledged here are invited to remain engaged as champions, co-implementers, and critical friends as Kenya moves from design to coordinated action.

Annex B – Workshop Participant Lists

Table A1 – Nairobi 1-Day Validation Workshop Participants

Name of Stakeholder	Organization & Position
1. Peter Nduati	AMEA & Africa Turnaround Limited (ATL)
2. Simon Muchigiri	MOAL Head Agro Inputs
3. Christine Kalui	KEBS
4. Daniel Nyamai	Principal Livestock Production Officer
5. Anne Mutinda	Deputy Commissioner for Cooperative Development, Ministry of Cooperatives
6. Ann Waimiri	Strathmore University Business School
7. Sylvia Maura	Africa Management Institute (AMI)
8. Nelly Shonko	Cordaid (KE)
9. Moses Mwarey	GoK, National Treasury- RKFIFA Project

Table A2 – Naivasha 3-Day Technical Workshop Participants

Name of Stakeholder	Organization & Position
1 John Njoroge	MoALD-Director, Agribusiness and Markets Development Department, MoAL
2 Simon Muchigiri	MoALD- Head Agro Inputs
3 Madrine Karuiru,	MoALD-Technical office, Agrifinance
4 Christine Kalui	KEBS
5 Catherine Kinyanjui,	MoALD- Food Systems Resilience Project (FSRP)
6 Okati Juma	Kenya Livestock Commercialization Program (KELCOP)
7 Alice Kinyua	ENABLE Youth Program
8 Anne Mutinda	Deputy Commissioner for Cooperative Development, Ministry of Cooperatives
9 John Waria	MoLD/SDA
10 David Nyamai	MoLD/SDL
11 Henry Njenga	ASNET
12 Dr Daniel M'Mailutha	Kenya National Farmers Federation (KENAFF)
13 Peter Nduati	Africa Turnaround Limited (ATL)
14 Nelly Shonko	Cordaid
15 William Omoro	Cordaid
16 Fredrick Owino	Cordaid
17 Judy Kithinji	Policy and Markets Consulting
18 Joachim Kutoyi	AMEA - Agriterra
19 Stephen Kiiru	AMEA - Farm Africa
20 Clarice Bugo	Heifer International
21 Simon Kiragu	SNV
22 Geoffrey K Rono	SNV
23 Prof Simon Wagura Nderitu	Strathmore Business School
24 Anne Waimiri	Strathmore Business School
25 Stellamaris Mulaeh	Fastenaktion
26 Silvia Mwaura	AMI
27 John Muthee	Agnexus
28 Mark Blackett	AMEA

Annex C – Glossary of Key Terms

Agri-SME – An MSME working in agriculture or related value chains.

BDS (Business Development Services) – Services that help enterprises improve performance. In this Handbook, BDS combines capability-building (training/coaching advisory support, digital tools) with brokered linkages to finance and input/output markets, supported by standards, data and accountability.

BDS Coach – A performance enabler and linkage broker—not trainer only—and must apply agreed safeguards (consent, transparency, data protection, and conflict-of-interest rules).

BDS coordination framework – The practical arrangements (roles, forums and processes) that enable alignment of government and partner programmes to the roadmap and KS 18716.

BDS Provider – An organisation, firm or individual that delivers BDS to enterprises or farmer organisations.

Blended BDS – A delivery approach that combines self-paced digital learning/tools with structured human support (virtual and/or in-person) to improve outcomes and reduce unit costs.

Code of Practice (for platforms/providers) – An agreed set of norms guiding standards-aligned delivery, responsible feedback loops, onboarding/vetting and interoperability expectations.

Community of Practice (CoP) – A group of people and organisations that share a common interest and learn together through regular interaction.

Core indicators – A small set of standard metrics recommended by this roadmap to track enterprise outcomes (e.g. revenue, jobs, finance, reach).

Cost-share / risk-sharing instruments – Financing tools (e.g., matching support, vouchers, results-linked subsidies) that reduce early barriers while encouraging fair enterprise co-payment over time.

Digital BDS Platform – An online or mobile platform that delivers business support or connects enterprises to BDS providers, content and tools.

Digital inclusion – Practical measures that ensure enterprises (especially women, youth and underserved regions) can participate in digitally enabled BDS, including low-bandwidth and offline pathways.

Farmer Organisation (FO) – A cooperative, association or group that represents farmers and provides services to them.

Interoperability – The ability of different systems and platforms to “talk to each other” using common definitions for key data and indicators.

[ISO 18716](#) / **KS 18716** – An international standard for BDS (ISO 18716), adopted in Kenya as a national standard (KS 18716), defining principles and guidelines for quality BDS.

Kenya BDS Service Delivery Framework – Practical national guidance aligned to KS 18716 that translates the standard into usable expectations, tools and good practice for programmes, providers and platforms (including blended delivery).

MSME – Micro, Small and Medium Enterprise.

National BDS Facility – A proposed financing mechanism that would support and scale standards-based, digitally enabled BDS models in a coordinated way.

National BDS Steering Mechanism – A multi-stakeholder forum that provides oversight, sets priorities and tracks progress of roadmap implementation.

Operationalization Plan – A separate, linked document that translates this roadmap into concrete actions, responsibilities, timelines and budgets for a specific three-year period (e.g. 2026–2028).

Quality assurance (QA) – Simple processes and tools used to ensure BDS delivery meets agreed standards (e.g., checklists, client feedback, coaching logs and outcome tracking).

Sector portal/marketplace (CoP-linked) – A sector-led resource hub/marketplace linked to the CoP that supports coordination, visibility of solutions/providers and shared learning—alongside multiple private platforms (not a single national platform).

Shared/open platform infrastructure – Arrangements where multiple providers/programmes use common technology, courseware libraries and/or coaching workflows to reduce duplication, lower entry barriers and accelerate scale.

Annex D – References & Further Reading

AMEA and internal resources

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Springfield Centre. (2015). *Perspectives on business development services market systems*. Springfield Centre.

Standards and related

International Organization for Standardization (ISO). (2018). *ISO 18716:2018 – Business development services – Requirements and guidance*. ISO.
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Additional suggested references

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Annex E – About AMEA (Agribusiness Market Ecosystem Alliance)

AMEA (the Agribusiness Market Ecosystem Alliance) is a global network working to accelerate the professionalisation of farmer organisations and strengthen the wider ecosystem that supports them—including agri-SMEs and Business Development Services (BDS). [AMEA Global](#) AMEA convenes public and private sector members and partners to collaborate through working groups, local networks, shared learning, and practical tools that improve the quality and effectiveness of enterprise support. [AMEA Global](#) Through this collective approach, AMEA helps align actors around standards, evidence, and coordinated action—so that farmer organisations and agri-enterprises can access better services, perform more strongly, and deliver greater impact for rural households.