



NAIROBI COFFEE EXCHANGE STRATEGIC PLAN

2026-2030



Africa's Premier Market Place
for The World's Best Coffees

TABLE OF CONTENTS

FOREWORD FROM THE CABINET SECRETARY	5
STATEMENT FROM THE PRINCIPAL SECRETARY	7
NOTE FROM THE CHAIRMAN	8
ACKNOWLEDGMENTS FROM THE CHIEF EXECUTIVE OFFICER	9
EXECUTIVE SUMMARY	10
BACKGROUND AND CONTEXT	11
The Nairobi Coffee Exchange	11
Role of the Nairobi Coffee Exchange	11
Organizational Identity	12
ALIGNMENT OF THE STRATEGIC PLAN	13
United Nations Sustainable Development Goals	13
Kenya's Vision 2030	13
Kenya Government Bottom-up Economic Transformation Agenda	13
Capital Markets Authority Strategic Plan 2023 - 2028	13
SWOT ANALYSIS	15
Strengths	15
Weaknesses	15
Opportunities	15
Threats	15
STRATEGIC OBJECTIVES	16
KEY INITIATIVES	18
Resource Requirements	18
Financial Resources	18
Human resources	18
Infrastructure Resources	18
Technological Resources	18
RISK MANAGEMENT AND MITIGATION STRATEGIES	20
Operational and Technological Risk	20
Financial Risks	21
Regulatory and Legal Risks	22
Market Access and Competitive Risks	22
Climate and Environmental Risks	23

Supply Chain and Operational Risks	24
Reputation and Stakeholder Risks	24
GOVERNANCE AND ACCOUNTABILITY FRAMEWORK	25
Board Decisions	25
Management Decisions	26
Stakeholder Consultation	26
MONITORING AND EVALUATION	27
KEY PERFORMANCE INDICATORS	28
Sample KPIs for NCE's Strategic Plan	28
ROLES AND RESPONSIBILITIES	29
REPORTING AND COMMUNICATION	29
Key reporting mechanisms	29
MONITORING AND EVALUATION OF COMMUNICATION AND ENGAGEMENT	30
Key Performance Indicators for Communication and Engagement	30
Objectives of the Communication and Stakeholder Engagement Framework	30
STAKEHOLDER IDENTIFICATION AND ANALYSIS	31
Stakeholder Engagement Approaches	31
COMMUNICATION CHANNELS	31
Digital Platforms	31
In-Person Communication	31
Publications	31
FINANCIAL SUSTAINABILITY AND REVENUE GENERATION	33
FINANCIAL STABILITY	33
KEY REVENUE STREAMS	33
FINANCIAL GOALS AND TARGETS	34
FINANCIAL MANAGEMENT AND COST OPTIMIZATION	34
ANNEX:	
IMPLEMENTATION MATRIX	35



© 2026 Nairobi Coffee Exchange

This publication may be reproduced in whole or part and in any form for educational or non-profit services without special permission from the copyright holder, provided acknowledgement of the source is made. The Nairobi Coffee Exchange would appreciate receiving a copy of any document that uses this publication as a source. No use of this publication may be made for release or any other commercial purpose whatsoever without prior permission in writing from the Nairobi Coffee Exchange. Applications for such permission, with a statement of the purpose and extent of the reproduction, should be addressed to the CEO, Nairobi Coffee Exchange.

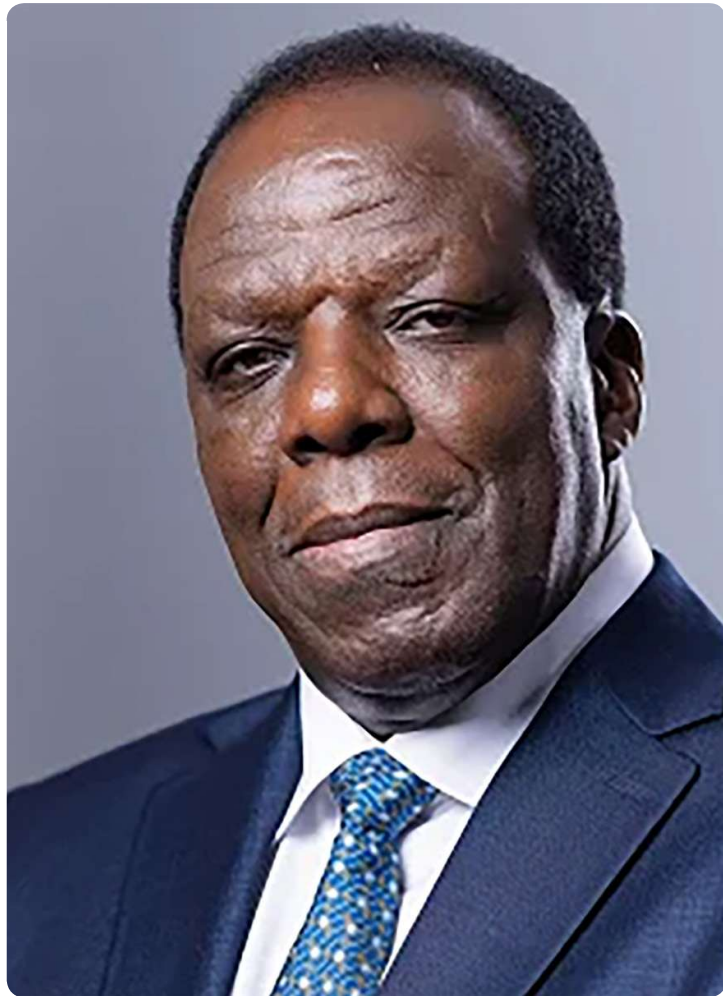


FOREWORD FROM THE CABINET SECRETARY

The launch of the Nairobi Coffee Exchange Strategic Plan 2026–2030 marks a defining moment in the continued revitalisation of Kenya’s coffee sector. This Strategic Plan is not merely a planning document. It is a statement of intent and a clear roadmap for strengthening one of Kenya’s most strategic agricultural value chains and the cooperative institutions that sustain it.

Coffee remains one of Kenya’s most iconic export commodities and a vital source of income for hundreds of thousands of smallholder farmers. It supports rural livelihoods, generates foreign exchange, and anchors economic activity across several counties. The sustainability and competitiveness of this sector are therefore directly linked to the wellbeing of our farmers and the strength of our cooperative movement.

The Government, through the Ministry of Co-operatives and Micro, Small and Medium Enterprises Development, remains firmly committed to revitalising the coffee sector as part of the Bottom-Up Economic Transformation Agenda. Ongoing reforms are focused on strengthening cooperative governance, improving productivity, enhancing market access, and ensuring that farmers earn fair and competitive returns for their produce. The Nairobi Coffee Exchange plays a central role in this transformation



by providing a transparent, efficient and credible marketplace for Kenya’s coffee.

This Strategic Plan outlines key priorities that will guide the Exchange in enhancing market integrity, improving price discovery, strengthening operational efficiency, and positioning Kenya’s coffee competitively in the global market. It also recognises the importance of technology, traceability, sustainability and value addition in shaping the future of the coffee ecosystem. By embracing these priorities, the Exchange will contribute to restoring confidence



The Government, through the Ministry of Co-operatives and Micro, Small and Medium Enterprises Development, remains firmly committed to revitalising the coffee sector as part of the Bottom-Up Economic Transformation Agenda

among farmers, investors and buyers, while ensuring that greater value is retained within the country.

As we move forward, the farmer must remain at the centre of all reforms. A strong and competitive coffee sector begins with a fairly compensated and empowered farmer. Equally important is the inclusion of youth, women and enterprises across the value chain, ensuring that coffee remains an attractive and sustainable economic activity for future generations.

Successful implementation of this Strategic Plan will require strong collaboration among Government, cooperative societies, sector institutions, private sector players and development partners. With shared commitment and disciplined execution, Kenya

has a unique opportunity to strengthen its position as a global leader in premium coffee while delivering inclusive growth and improved livelihoods for our people.

I commend all stakeholders who contributed to the development of this Strategic Plan and urge continued partnership in its implementation. It is my expectation that this roadmap will guide the Nairobi Coffee Exchange in delivering measurable impact, strengthening market confidence and advancing the prosperity of Kenya's coffee sector for years to come.

Hon. FCPA Dr. Wycliffe Ambetsa Oparanya, EGH, EGH Cabinet Secretary for Co-operatives and Micro, Small, and Medium Enterprises (MSME) Development.

STATEMENT FROM THE PRINCIPAL SECRETARY

It gives me great pleasure to acknowledge the collective effort and dedication of the diverse stakeholders who contributed to the formulation of the Nairobi Coffee Exchange Strategic Plan 2026–2030. This document is a product of extensive consultation, reflecting our shared vision to modernize the coffee trade and enhance the livelihoods of our farmers. I wish to specifically commend the Nairobi Coffee Exchange Transition Working Committee, the management team, and our development partners for their technical insights and commitment to excellence.

**Mr. Patrick Kilemi Principal
Secretary, State Department
for Co-operatives**



NOTE FROM THE CHAIRMAN



It gives me great pleasure to present the Nairobi Coffee Exchange Strategic Plan 2026–2030. This landmark document builds on decades of NCE’s dedicated service to Kenya’s coffee sector and sets a clear trajectory for our future as the premier coffee commodity market in Kenya.

The Strategic Plan is an embodiment of the commitment by the NCE to fostering an environment conducive to innovation, growth, and resilience in coffee trade. Development and implementation of this plan are guided by our commitment to modernizing operations, enhancing market access, and ensuring fair pricing for the benefit of all stakeholders across the coffee value chain. Our approach ensures that the benefits of Kenya’s rich coffee heritage are equitably shared.

The Plan is aligned with the institution’s core vision and mission. It focuses on seven key areas that aims to strengthen NCE’s leadership in coffee trade. The plan emphasizes a commitment to modernizing the trading environment through advanced



technological investments and more robust oversight frameworks to ensure ethical trade.

I am confident that the Strategic Plan 2026-2030 will transform the NCE to be a strong player in commodity trading. I therefore call upon all stakeholders to support the implementation of this plan.

Kenneth Gitonga
Board Chairman,
Nairobi Coffee Exchange

“

I am confident that the Strategic Plan 2026-2030 will transform the NCE to be a strong player in commodity trading



ACKNOWLEDGMENTS FROM THE CHIEF EXECUTIVE OFFICER

The Nairobi Coffee Exchange (NCE) takes this opportunity to acknowledge the contributions of all stakeholders who were instrumental in the development of the NCE Strategic Plan 2026- 2030. Special thanks to Development-Shift Consulting; Dr. Kenneth Kambona, Dr. Charles Agwanda, Maxwell Kambona and Maurice Danje for their technical expertise and leadership in the development of the Strategic Plan.

We express our immense gratitude to the Nairobi Coffee Exchange Transition Working Committee, and the Management Team, whose invaluable input has shaped the NCE Strategic Plan. Finally, we extend our sincere gratitude to the coffee industry value chain players whose input have resulted into a robust strategy that represents the NCE they want going forward.

The Nairobi Coffee Exchange Strategic Plan 2026–2030 is a landmark document that builds on decades of dedicated service



to Kenya’s coffee sector. Anchored in our commitment to transparency, efficiency, and sustainable growth, this strategic plan sets a clear trajectory for the future, building on our legacy as the premier market place for the worlds best coffees, connecting local producers with international markets.

Lisper Ndungu
Chief Executive Officer
Nairobi Coffee Exchange

“

...we extend our sincere gratitude to the coffee industry value chain players whose input have resulted into a robust strategy that represents the NCE they want going forward

EXECUTIVE SUMMARY

The Nairobi Coffee Exchange (NCE) Strategic Plan 2026–2030 outlines a roadmap for strengthening Kenya’s coffee trading ecosystem and positioning the Exchange as Africa’s premier marketplace for the world’s best coffees. The plan focuses on modernizing coffee trading, enhancing market access, improving transparency, and increasing value for stakeholders across the coffee value chain, particularly smallholder farmers who form the backbone of the sector.

Coffee remains a key contributor to Kenya’s rural livelihoods, foreign exchange earnings, and national economic growth. However, the sector faces several challenges, including market inefficiencies, limited transparency in pricing, technological gaps in trading infrastructure, increasing global sustainability requirements, and growing competition in international markets.

Climate-related risks further highlight the need for a more modern and responsive trading platform.

In response, the Strategic Plan sets out a vision to transform the Nairobi Coffee Exchange into a modern, efficient, transparent, and globally competitive commodity marketplace. The plan aligns with national and international development frameworks, including Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA), the United Nations Sustainable Development Goals (SDGs), and the Capital Markets Authority Strategic Plan 2023–2028.

The strategy was developed through

stakeholder consultations and institutional analysis, identifying opportunities to strengthen the Exchange through digital transformation, improved governance, expanded market participation, and stronger international partnerships.

To guide implementation, the plan identifies seven strategic objectives: enhancing market access and competitiveness; promoting sustainable coffee marketing and trade; improving operational efficiency through modernized trading systems and digital auction platforms; strengthening governance and regulatory compliance; empowering stakeholders across the coffee value chain; expanding international partnerships and market linkages; and promoting transparency and traceability to reinforce the global reputation of Kenyan coffee.

Successful implementation will require investments in financial resources, human capital, infrastructure, and technology, alongside a comprehensive risk management approach addressing operational, financial, regulatory, environmental, and market risks. Progress will be guided by strong governance and accountability mechanisms supported by a Monitoring and Evaluation framework with clear Key Performance Indicators (KPIs).

Through this Strategic Plan, the Nairobi Coffee Exchange aims to strengthen its role as a trusted, transparent, and technologically advanced coffee trading platform, contributing to the revitalization and long-term sustainability of Kenya’s coffee sector while improving livelihoods for farmers and supporting national economic development.

BACKGROUND AND CONTEXT

The Nairobi Coffee Exchange

The Nairobi Coffee Exchange (NCE) is Kenya's primary coffee auction platform, serving as the central coffee auction which is the trading floor for Kenyan coffee. The Exchange is mandated by the Government of Kenya to manage the coffee central auction in the country. The NCE facilitates the sale of Kenya's high-quality coffee to international buyers, ensuring transparency, fair pricing, and an organised marketplace.

As an auction house, NCE plays a pivotal role in connecting Kenyan coffee farmers, with buyers both locally and globally. It serves as a central hub for the marketing of coffee, with the exchange platform offering a transparent pricing mechanism that reflects the value of Kenya's premium coffee. The Exchange also offers a range of services to stakeholders in the coffee value chain contributing to the stability and growth of Kenya's coffee sector.

Role of the Nairobi Coffee Exchange

The NCE plays a central role in facilitating the marketing, trading, and pricing of Kenya's coffee, ensuring that the benefits of the sector reach all players in the value chain, from smallholder farmers to large international buyers. It provides an organised marketplace for the sale of coffee through its auction system, where local and international buyers bid on coffee lots.

The auction process ensures transparency in pricing and guarantees competitive pricing based on market demand and quality of the coffee under auction.

The NCE also plays the role of quality assurance, ensuring that the coffee offered at auction meets internationally recognised quality standards. In this regard, the Exchange plays a vital role in the grading and classification of coffee, which is vital in determining its price on the global market. An important function of the Exchange relates to payment and settlement. Through the Direct Settlement System (DSS), the NCE facilitates prompt and secure payments between buyers and sellers, enhancing liquidity and financial stability for small holders and large-scale growers.

The NCE plays a role in capacity building, particularly for upstream stakeholders. The Exchange provides training and support to farmers, cooperatives, and other stakeholders, improving their knowledge of the auction best practices, quality standards, and market trends. Despite its role as a key player in the sector, the NCE faces significant challenges, including inadequate infrastructure, limited digital integration, and competition from emerging global coffee markets. As part of its strategic focus for 2026–2030, the NCE aims to address these issues and enhance its role as a central hub for coffee trading in Africa.

Presently the Nairobi Coffee Exchange is managed by a Transition Working Committee which plays the role of the Board of Directors.



Organizational Identity

The NCE is defined by the, Vision, Mission and Core Values as stated bellow:



VISION

To be the preferred national and regional coffee exchange with a global reach.



VALUE PROPOSITION

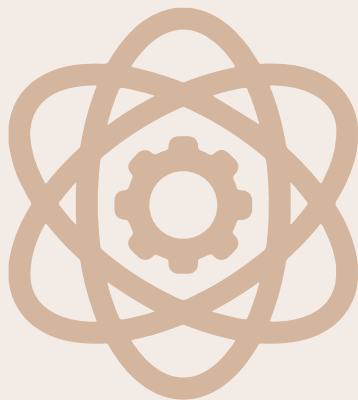
We provide an effective and efficient price discovery mechanism that is anchored on an independent quality analysis to coffee buyers and sellers so that they can achieve their business goals.



MISSION

To facilitate a marketing system that is transparent, competitive, efficient, secure and innovative to stimulate growth in the industry.

CORE VALUES



Integrity



Transparency



Accountability



Innovativeness



Professionalism

ALIGNMENT OF THE STRATEGIC PLAN

The NCE Strategic Plan is aligned to key development goals to support its implementation.

United Nations Sustainable Development Goals



Kenya's Vision 2030

Kenya Vision 2030 - Transforming Kenya into an industrialized, middle-income country providing high quality of life to all its citizens by 2030 in a clean and secure environment

Economic	Social	Political
Improve Kenyan's prosperity through economic transformation programs by an average growth rate of 10% per year.	Build a just and cohesive society with social equity in a clean and secure environment.	A democratic political system that is issue-based, people-centered, result-oriented and accountable to the public.

Kenya Government Bottom-up Economic Transformation Agenda

The Kenya government Bottom-Up Economic Transformation Agenda (BETA) focuses on inclusive growth which include investing in smallholder agriculture. The NCE Strategic Plan is aligned to the agricultural agenda of the BETA which the government hopes to achieve by 2027

Capital Markets Authority Strategic Plan 2023 - 2028

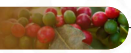
The Capital Markets Authority (CMA) is charged with the prime responsibility of supervising, licensing, and monitoring the activities of market intermediaries, including Securities and Commodity Exchanges and Central Securities Depositories. In addition, the Authority is mandated with the promotion of development of all aspects of the capital

markets. The Vision of the Authority is "The trusted regulator of an inclusive Capital Markets" and her Mission is "to regulate and promote the development of an orderly, fair, and efficient capital and commodities markets that safeguard stakeholder Interests" The key focus areas of the CMA as outlined in the CMA's Strategic Plan 2023 – 2028 are the facilitation of access to the markets by Micro, Small & Medium Enterprises (MSMEs) and implementation of commodity market reforms. The NCE Strategic Plan 2026 – 2030 prioritises the enhancement of market access and competitiveness as number one strategic objective, thus aligning well with the CMA's Strategic Plan.

The CMA expects securities and commodity exchanges to comply with the relevant laws in their operations and invest in infrastructure

that enhances customer experience, grant access to their trading systems for surveillance purposes, effectively undertake their self-regulatory organization role including capacity building, and respond to data requests. NCE's strategic objectives three (improve

operational efficiency and infrastructure), four (strengthen governance and regulatory framework) and five (empower stakeholders and enhance capacity building) specifically align to the CMA's expectations of securities and commodity exchanges as key stakeholders.



SWOT ANALYSIS



Strengths

Digital Transformation - NCE has adopted cloud-based systems, improving accessibility and efficiency

- Direct Settlement System (DSS) - The system has improved payment processing, increasing transparency and trust
- Market transparency - Public reporting on auction results and increased engagement with stakeholders
- Well-Established Market Presence – NCE remains the primary auction platform for Kenyan coffee.
- Growing Perception of Fairness – Stakeholder trust has improved due to digitization and transparency efforts.
- Good Communication – Stakeholders report improved responsiveness from NCE.
- Technical Capabilities – Ongoing efforts to integrate systems with DSS and explore data monetization.
- Public Participation – Conducts stakeholder engagement before making significant changes.
- Traceability Efforts – Efforts have been made to improve data integrity and traceability.

Weaknesses

Inadequate empowerment of the NCE to institute and implement checks and balance mechanisms

- Limited ICT Integration – Some systems still rely on manual processes, causing inefficiencies.
- Slow pace in creation of a clear corporate identity for the NCE
- NCE needs to improve its corporate image and move from the current premises to much better ones

Opportunities

- Become a regional hub for selling coffee
- Data Monetization by packaging commercial data for insights and Improved Market Intelligence
- Establishment of a special auction for microlots, specialty and unique lots.
- Establishment of an internationally accredited coffee lab for quality validation.
- Grower Sensitization Programs by Improving farmer awareness of price discovery and auction processes.
- Establishment of a Derivatives Market.
- Market Access Enhancement by Increasing outreach to international buyers for greater coffee demand.
- Adaptation to mitigate competition from other channels of selling coffee

Threats

- Competition from direct sales, domestic and international exchanges
- Unfair trading practices
- Infrastructure Constraints
- Political dynamics
- Highly litigious environment
- Imposition of Tariff barriers
- Changes in consumer preference
- Volatility in global market trends
- Increased Cyber Crime and Cyber Insecurity

STRATEGIC OBJECTIVES AND GOALS

The NCE strategic objectives and goals for the period 2026–2030 aim to address the challenges facing trading in Kenya’s coffee, capitalize on emerging opportunities, and enhance the Exchange’s role as a key player in global coffee trading. They set the course for the institution’s growth, development, and leadership in the coffee trading in the next 5 years and beyond.

STRATEGIC OBJECTIVE NO. 1	STRATEGIC OBJECTIVE NO. 2	STRATEGIC OBJECTIVE NO. 3
<p>Enhance Market Access & Competitiveness.</p> <ul style="list-style-type: none"> • Strengthen NCE’s role as a premier coffee trading platform globally. • Improve pricing mechanisms and transparency. 	<p>Foster Sustainable Coffee marketing & Trade.</p> <ul style="list-style-type: none"> • Policy creation and implementation to facilitate validation of certified and sustainably produced coffee. • Provide a global market to Kenyan coffee. • Promote interventions that facilitate compliance with emerging global requirements. 	<p>Improve Operational Efficiency & Infrastructure.</p> <ul style="list-style-type: none"> • Invest in modern infrastructure and technology to streamline operations. • Introduce a digital platform for growers to register and participate in auctions, offering remote access to NCE’s.
STRATEGIC OBJECTIVE NO. 4	STRATEGIC OBJECTIVE NO. 5	STRATEGIC OBJECTIVE NO. 6
<p>Advocate for compliant regulatory environment</p> <ul style="list-style-type: none"> • Develop policies and procedures to ensure clear governance and regulatory framework at NCE. • Co-ordinate with relevant government agencies to ensure compliance with quality standards and transparency in the coffee trading system. • Advocate for policies that support fair pricing and market access for coffee producers. • Strengthen enforcement of coffee trading rules and standards to protect the integrity of NCE and maintain its reputation in the global market. • Develop policies and procedures to enhance institutional governance at NCE and compliance with market intermediaries. 	<p>Empower Stakeholders and Enhance Capacity Building</p> <ul style="list-style-type: none"> • Strengthen the role of stakeholders in policy generation, implementation and feedback. • Provide capacity-building programs for stakeholders on the latest market trends, quality standards, and technological advancements in coffee trading. 	<p>Strengthen International Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Build Strong international relationships to expand market reach. develop strategic partnerships with international coffee traders, cooperatives, and financial institutions to enhance market access and financial support for stakeholders. • Position NCE as an international market in global coffee events, exhibitions, and forums to position NCE as the leading coffee exchange in Africa.

STRATEGIC OBJECTIVE NO.7		
<p>Promote Transparency and Traceability in the coffee value chain</p>		
<ul style="list-style-type: none"> • Promote fair practices and transparency and traceability pricing and contract terms between stakeholders. • Advocate for regulation on traceability for Kenyan coffee 		



KEY INITIATIVES AND ACTION PLAN

Resource Requirements

The Resource Requirements as outlined represent the key areas where investments and commitments will be required for the successful execution of the Nairobi Coffee Exchange's Strategic Plan 2026–2030. The section identifies the key resources that will be essential to support the strategic initiatives, ensuring that NCE is well-equipped to meet the demands of a dynamic and growing coffee sector. The resource requirements fall into a number of categories, namely, financial, human, technological, infrastructure, and partnerships.



Financial Resources

Key financial requirements will go towards supporting initiatives in the areas of infrastructure development, technology investments, capacity building, marketing and outreach and sustainability programs. Possible sources of funds to finance these initiatives include internal revenue, government grants and support, donor funding and partnerships and private sector investments.



Human resources

Human resources are critical for driving the implementation of the strategic initiatives and ensuring effective management of operations. NCE requires skilled personnel across various departments, including management, marketing, operations, technology, sustainability, and legal.

As currently constituted, the NCE is lean in certain skill sets. Key areas with human resource needs include strategic management team to steer NCE's strategic vision, marketing and communications team to drive the international promotion of NCE including digital marketing, public relations, and event management, technology and IT specialists, experts in Blockchain, e-commerce platforms, and digital auction systems to develop and maintain NCE's technological infrastructure

and legal and compliance team to ensure compliance with national and international regulations and trade laws. Provisioning for human resources may not necessarily require additional hiring of personnel but may be accomplished through capacity building for staff. This could involve regular professional development and training programs to enhance the skills and knowledge of NCE staff and collaborative training sessions with international experts in coffee trading, sustainability, and financial management. The NCE could also make use of consultants to reduce over head costs for specific tasks.



Infrastructure Resources

The NCE's physical infrastructure plays a key role in supporting the volume of transactions, storage, and handling of coffee samples. Expanding and upgrading infrastructure will be vital for accommodating a growing number of transactions and improving operational capacity.

Additional infrastructure required include:

- Technology Infrastructure - establishment of secure IT infrastructure to support digital systems, including data storage, servers, and network security.
- Coffee quality determination infrastructure – establishment technologically advanced quality assessment infrastructure.



Technological Resources

Technological innovation is a central pillar of the NCE's strategic vision, especially for expanding market reach, improving transparency, and enhancing operational efficiency. Significant investments in technology will be necessary to upgrade existing systems and introduce new tools for managing coffee trade. Key technological resources required are in the areas of:

Technological Resource	Function
Digital Auction Platform	Upgrading and integration of a digital platform to facilitate traceability, improve accessibility for growers and international buyers, and enhance operational efficiency.
Blockchain for Traceability	Investment in blockchain technology to provide transparency, track coffee from farm to cup, and assure buyers of product quality and authenticity.
Data Analytics and Market Intelligence Tools	Tools for gathering and analysing market data, trends, and consumer preferences to inform pricing, forecasting, and decision-making.
Mobile Applications	Development of mobile apps for farmers and traders to access auction information, receive training content, and participate remotely in the exchange
USSD Application	Development of a USSD application to extend offline access to farmers and traders who lack internet access and smartphones.








RISK MANAGEMENT AND MITIGATION STRATEGIES

While NCE aims to strengthen the coffee sector by expanding its market presence, there are various risks that could potentially hinder progress. It is crucial to identify these risks, assess their impact, and develop appropriate

mitigation strategies to ensure the successful achievement of the strategic objectives. This section outlines key risks and the corresponding mitigation strategies to effectively manage and minimise their impact.

1	2	3
Operational and Technological	Financial and Investment	Regulatory and Legal
4	5	6
Market Access and Competitive	Climate and Environmental	Supply Chain and Operational

Operational and Technological Risk

Description	Mitigation Strategy
<p>The implementation of a digital auction platform for the Exchange is crucial for increasing market accessibility.</p> <p>However, technological failures such as system downtimes, cybersecurity threats, and data breaches could disrupt operations, affecting the trust of the stakeholders</p>	 <p>Technology Investment: Invest in reliable and robust IT infrastructure, including secure servers and backup systems to ensure platform availability.</p>
	 <p>Cybersecurity Measures: Implement advanced cybersecurity protocols and regular audits to prevent unauthorized access and data breaches.</p>
	 <p>Technical Support and Training: Establish a dedicated technical support team to provide real-time assistance during auction periods and train users (farmers, brokers, buyers) to use the platform effectively.</p>
	 <p>Redundancy and Backup: Build a failover system with disaster recovery plans in place to ensure that the platform can recover quickly from system failures.</p>
	 <p>Continuous System Updates: Regular updates and maintenance of the platform to incorporate new features and improve performance.</p>



Financial Risks

Risk	Description	Mitigation Strategy
Fluctuations in Coffee Prices	<p>The global coffee market is subject to significant price fluctuations due to factors such as changes in demand, global supply chain disruptions, weather events, and geopolitical instability.</p> <p>This can negatively impact the financial stability of NCE and its stakeholders.</p>	<p>Diversification of Revenue Sources: NCE should diversify its income streams, such as increasing membership fees, introducing additional services like market intelligence, and offering new platforms for trading.</p> <p>Market Intelligence and Forecasting: Strengthen market intelligence and forecasting capabilities to better anticipate market trends and adjust strategies accordingly.</p> <p>Strategic Partnerships with Financial Institutions: Establish partnerships with banks and financial institutions to provide financial instruments, such as insurance, for farmers and traders to cushion them from price volatility</p>



Regulatory and Legal Risks

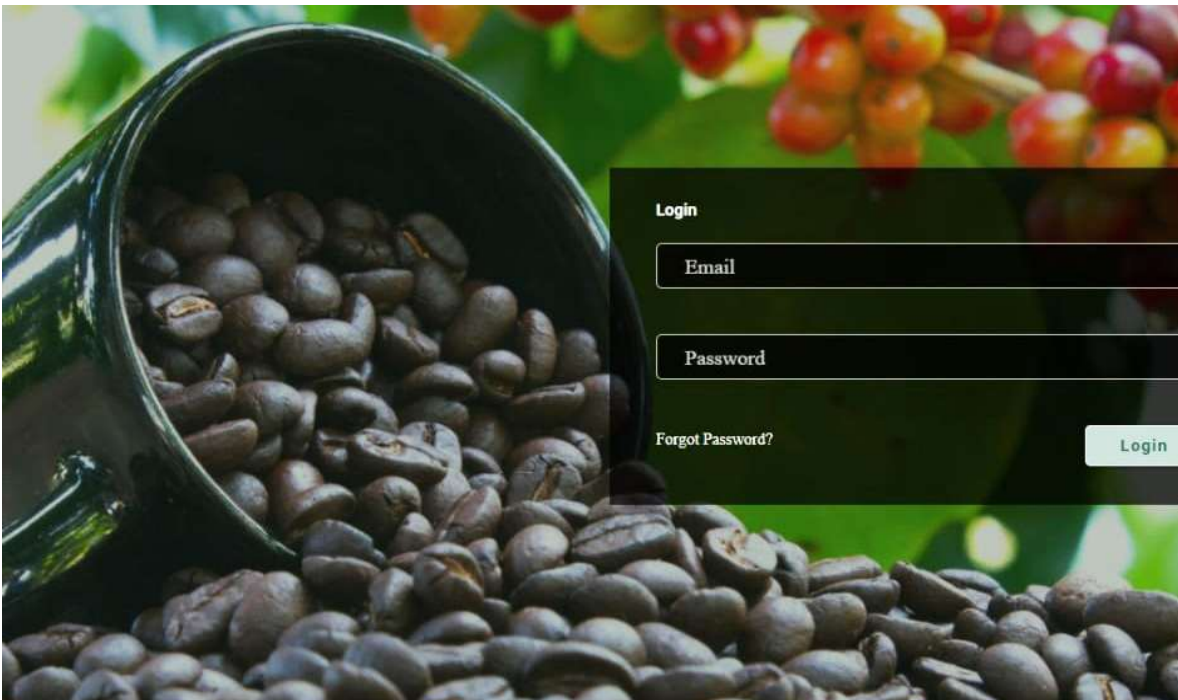
Risk	Description	Mitigation Strategy
Changes in National and International Regulations.	Shifts in national and international regulatory frameworks governing Coffee trade, tariffs, export laws, or environmental standards could create compliance challenges and affect NCE's operations and market access.	<p>Proactive Engagement with Regulators: NCE should maintain strong relationships with key regulatory bodies to stay informed about potential regulatory changes and contribute to policy discussions.</p> <p>Legal Monitoring: Establish a legal team to continuously monitor changes in regulations affecting coffee trade and compliance, both locally and globally.</p> <p>Advocacy for Policy Stability: Work with industry associations and government bodies to advocate for stable, predictable policies that support the growth of the coffee sector.</p> <p>Adopt Global Standards: NCE should ensure compliance with international standards, such as fair trade and organic certifications, to maintain access to key export markets and avoid legal challenges.</p>

Market Access and Competitive Risks

Risk	Description	Mitigation Strategy
Competition from Other Coffee Exchanges and Global Markets	NCE may face growing competition from other established coffee exchanges, such as those in Brazil, Honduras, Ethiopia, or Colombia, as well as emerging digital platforms. This could limit NCE's market share and reduce its influence in the global coffee trade.	<p>Value Proposition Enhancement: Strengthen NCE's competitive advantage by enhancing its value proposition, including offering premium-quality Kenyan coffee, transparent pricing mechanisms, and world-class customer service.</p> <p>Global Marketing Strategy: Implement a targeted global marketing strategy to promote the uniqueness of Kenyan coffee, focusing on quality, sustainability, and traceability, to attract international buyers.</p> <p>Technology and Innovation: Stay ahead of competitors by continually innovating with digital tools, such as improving the online auction platform, utilizing Blockchain for traceability, and integrating data analytics for better decision-making.</p> <p>Strategic Partnerships and Alliances: Forge strategic partnerships with key stakeholders to expand NCE's market access and maintain global competitiveness.</p>

Climate and Environmental Risks

Risk	Description	Mitigation Strategy
<p>Adverse climate conditions affecting coffee production</p>	<p>Coffee production is highly susceptible to climate change, including irregular rainfall, droughts, and increased temperatures. Such changes could negatively impact the quantity and quality of coffee produced in Kenya, which may affect the supply available for trading through NCE.</p>	<p>Climate-Smart Agriculture: Promote climate-resilient coffee farming practices, such as agroforestry, water conservation, and the adoption of drought-resistant coffee varieties, through farmer training programs.</p> <p>Sustainability Initiatives: Work with farmers to implement sustainable agricultural practices and support the adoption of certifications like Fair Trade and Rainforest Alliance to ensure environmental sustainability.</p> <p>Partnerships with Research Institutions: Collaborate with agricultural research organizations to develop and promote climate-resistant coffee varieties and farming techniques tailored to changing climate conditions.</p> <p>Diversification of Coffee Sources: Explore sourcing coffee from regions with more favorable climatic conditions to reduce dependence on specific areas that may be vulnerable to climate risks.</p>



Supply Chain and Operational Risks

Risk	Description	Mitigation Strategy
Market volatility	The coffee supply chain in Kenya, which involves numerous stakeholders, is complex and vulnerable to disruptions caused by factors like weather, poor infrastructure and labor shortage among others.	<p>Supply Chain Diversification: NCE should encourage and, in collaboration with relevant agencies, provide advisory service to farmers to diversify their sources of income to include, for example, agro-tourism, cultivation of multiple market-driven crops and animal husbandry to cushion farmers against volatility of the coffee market without compromising on coffee acreage and yields.</p> <p>Infrastructure Investment: Pay close attention to coffee transport infrastructure to minimize delays and reduce logistical bottlenecks. This can include lobbying the government to improve rural access roads and transport systems.</p> <p>Improved Coordination and Communication: Strengthen coordination among supply chain actors by implementing digital integration and interoperability systems for real-time tracking and communication between stakeholders to address potential bottlenecks early.</p>

Reputation and Stakeholder Risks

Risk	Description	Mitigation Strategy
Mistrust	This could stem from delayed communication and responses from perceived inefficiencies, lack of transparency, or failure to deliver on promises.	<p>Transparent Communication: NCE should maintain open and transparent communication with all stakeholders, providing regular updates on the implementation of the strategic plan, auction results, and any changes in policies or procedures.</p> <p>Stakeholder Engagement: Foster strong relationships with all stakeholders through regular forums, training programs, and feedback mechanisms to ensure that their concerns are heard and addressed.</p> <p>Accountability Mechanisms: Strengthen internal governance by implementing systems for accountability, including regular audits, performance reviews, and public disclosures of financial and operational results.</p>

GOVERNANCE AND ACCOUNTABILITY FRAMEWORK

GOVERNANCE FRAMEWORK



NAIROBI COFFEE EXCHANGE WORKING COMMITTEE 2025



From left. Amos Mamboleo, Raphael Anampiu, Irene Kabochi, Job Kihumba, Lisper Ndung'u, Principal Secretary PS - State Department for Cooperatives; Patrick Kilemi, Kenneth Gitonga (Chairperson), Roselyn Chepkirui (Vice Chairperson), Elphas Tirus, Luka Rotich, Jackie Muia

Key Board Decision-Making Processes

1. Strategic Leadership Governance

The Board is responsible for the overall leadership and strategic direction of the NCE. It ensures compliance with the CMA Act, Crops Act, and other relevant laws.

2. Financial Oversight & Budget Approval

The Board reviews financial statements and ensures funds are used solely for NCE's operations. It oversees the annual financial audit conducted by an independent firm.

3. Regulatory Compliance & Risk Management

The Board ensures that NCE operates within CMA Coffee Exchange Regulations 2020. It is responsible for implementing risk management frameworks.

4 Stakeholder Representation & Policy Making

The Board includes representatives from stakeholders. It makes policies regarding auction procedures, settlement systems, and membership eligibility.

5. Appointment of Key Management Staff

The Chief Executive Officer (CEO) is competitively recruited and reports to the Board.

The Board defines the CEO's authority and may delegate responsibilities.

6. Technology & Infrastructure Investments

The Board approves investments in digital trading platforms and Direct Settlement System (DSS) enhancements.

Ensures compliance with cybersecurity and financial reporting requirements.

Key Management Decision-Making Processes
The Management is responsible for the day to day running of the NCE

1. Operational Execution of Board Strategies	2. Financial Management & Revenue Collection	3. Implementation of the Direct Settlement System
<p>The CEO oversees daily operations, including auction execution, settlement processing, and warehouse coordination.</p> <p>Implements Board- approved regulatory compliance frameworks.</p>	<p>The management team handles transaction fees, commission structures, and financial sustainability planning.</p> <p>Ensures cost-effectiveness of operational expenses.</p>	<p>Works with banks and financial institutions to ensure efficient payment processing.</p>
4. Auction Operations & Market Efficiency	5. Technology Adoption & System Integration	6. Stakeholder Engagement & Dispute Resolution
<p>Oversees auction scheduling, quality control, and coffee grading compliance.</p> <p>Works with brokers and buyers to ensure fair trading practices.</p>	<p>Implements IT systems for digital trading, electronic payments, and data analytics.</p> <p>Establish proper cybersecurity controls and ensure risk mitigation procedures.</p>	<p>Works with farmers, cooperatives, and brokers to address grievances regarding pricing and market access.</p> <p>Resolves disputes before escalation to the Board or regulatory authorities.</p>

Stakeholder Consultation - Key Decision-Making Processes
Stakeholder engagement is a key decision-making process involving all Stakeholders

1. Regulatory and Policy Consultations	2. Market Pricing and Auction Rules Discussions	3. Direct Settlement System Feedback and Enhancements
<p>Engages with government agencies and counties on policy.</p> <p>Seeks input from farmers, cooperatives, and exporters before implementing new policies.</p>	<p>Consults with stakeholders to set reserve prices and improve price discovery mechanisms.</p> <p>Collects farmer input on pricing structures to improve auction participation and competitiveness.</p>	<p>Engages financial institutions and banks to address settlement delays, transaction fees, and compliance issues.</p> <p>Seeks ways to enhance real- time payment tracking and reduce financial barriers.</p>
4. Sustainability and Certification Compliance	5. Conflict Resolution and Policy Adjustments	6. Stakeholder Engagement and Dispute Resolution
<p>Collaborates with international certification bodies and buyers to meet global sustainability standards.</p> <p>Works with NGOs and farmer groups to implement traceability solutions.</p>	<p>Engages stakeholders in resolving disputes over pricing, trading rules, and regulatory compliance. Adjusts policies based on feedback from farmers, brokers, and financial institutions.</p>	<p>Works with farmers, cooperatives, and brokers to address grievances regarding pricing and market access.</p> <p>Resolves disputes before escalation to the Board or regulatory authorities.</p>

MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) are essential components of the NCE Strategic Plan 2026–2030. An effective M&E system allows NCE to track progress toward achieving strategic objectives, identify challenges, assess the effectiveness of initiatives, and make data-driven decisions.

Through continuous monitoring and evaluation,

NCE will ensure that its strategies are on track and adapt to changing circumstances, ensuring the sustainability and growth of the Exchange and the wider coffee sector.

This section outlines the M&E framework that will guide the tracking, assessment, and reporting of the implementation of NCE’s strategic initiatives, focusing on key performance indicators (KPIs), evaluation methodologies, and reporting mechanisms.

Monitoring & Evaluation Monitoring Methodologies	
Activity	Primary objective
Track Progress	Monitor the implementation of the strategic initiatives, ensuring that milestones are achieved on time.
Assess effectiveness	Evaluate the impact of NCE’s programs and services on stakeholders
Ensure Accountability	Foster transparency and accountability by providing regular reports on the status of the strategic plan and the use of resources
Identify Challenges	Identify any barriers or challenges to successful implementation and suggest adjustments to strategies and plans
Provide Data for Decision-Making	Collect and analyze data to inform decision-making, improve program design, and refine NCE’s operational and strategic focus
Measure Long-Term Outcomes	Assess the long-term impact of the strategic plan on the sustainability of NCE



MONITORING AND EVALUATION OF KEY PERFORMANCE INDICATORS

Key Performance quantitative and qualitative Indicators aligned to the strategic objectives will be developed to measure the success of the Strategic Plan.

Operational Efficiency	Sustainability and Impact
<p>Auction Frequency: Number of auctions held per year and the participation rate of brokers, traders, and buyers.</p> <p>System Uptime: Percentage of time the digital auction platform is operational without failure or downtime.</p> <p>Time: Average time taken for coffee transactions from auction to settlement.</p>	<p>Adoption of Sustainable Practices: Number of NCE stakeholders (Producers) adopting sustainable coffee production practices.</p> <p>Environmental Impact: reduction in the carbon footprint of coffee trading operations and sustainable certifications achieve.</p> <p>Climate Resilience: Number of coffee farmers engaged in climate-smart agricultural initiatives.</p>
Market Expansion	Financial Health and Sustainability
<p>Number of New Buyers: Increase in the number of international and domestic buyers participating in NCE auctions.</p> <p>Export Volume: Total volume of coffee exported through NCE transactions.</p> <p>Market Penetration: Geographic expansion of NCE's market: Number of new countries or regions where Kenyan coffee is traded through NCE.</p>	<p>Revenue Growth: Annual increase in NCE's revenue: membership fees, auction commissions, and other services.</p> <p>Cost Efficiency: Reduction in operational costs relative to revenue, including overhead, technology investments, and staff compensation.</p> <p>Profitability: Net profit margin achieved by NCE during the implementation period of the Strategic Plan.</p>
Stakeholder Engagement	
<p>Farmer Participation: Number of smallholder farmers and cooperatives registered with NCE for coffee trading.</p> <p>Farmer Income Growth: Average income increases for farmers</p> <p>Stakeholder Satisfaction: Satisfaction levels of key stakeholders with NCE's services measured through surveys.</p>	

MONITORING AND EVALUATION ROLES AND RESPONSIBILITIES

RESPONSIBLE	M&E ROLE
1. Board of directors:	Approve M&E plans, indicators, and key results. Review M&E reports and ensure that corrective actions are taken when necessary.
2. Monitoring and Evaluation Sub-committee:	Oversee the implementation of the M&E framework, ensuring that it is integrated into NCE's operations. Manage day-to-day data collection, analysis, and reporting processes.
3. Chief Executive Officer and Management Team:	Responsible for developing and managing the M&E plan, tools, and processes. Collect data, analyze results, and prepare regular reports on progress against strategic objectives and KPIs. Coordinate the evaluation of specific projects or initiatives within NCE.
4. Stakeholders:	Provide feedback and participate in surveys, interviews, and focus groups. Share information on the outcomes and impact of NCE's initiatives.
5. External Auditors and Consultants:	Conduct independent evaluations and audits to assess NCE's performance, financial health, and alignment with its strategic objectives.
6. Government Agencies	Regulatory Functions

MONITORING AND EVALUATION REPORTING MECHANISMS

The key reporting systems will ensure that all stakeholders are informed about NCE's progress, challenges, and successes.

Report	Description	Evaluation Tools	Responsible	Target Audience
Annual M&E Report	NCE's achievements, challenges, financial performance, and strategic progress.	Survey Questionnaires KPI Tracker	M&E Sub-committee	Board, Stakeholders, The public
Quarterly Progress Report	Management will produce quarterly Reports by management for internal use, tracking progress against KPIs and highlighting any operational or strategic issues that need attention	Survey Questionnaires KPI Tracker	M&E Sub-committee	Board Stakeholders The Public
Real Time Dashboards	Access key performance data real time: auction results, revenue, market dynamics	Electronic Dashboards	ICT Manager	NCE Management Stakeholders
Stakeholder Meetings and Forums	Regular forums and meetings will be held with key stakeholders to share M&E findings, gather feedback, and discuss next steps	Physical and Virtual Meetings/ Forums	Board Management	

MONITORING AND EVALUATION OF STAKEHOLDER COMMUNICATION AND ENGAGEMENT

This component outlines the communication and engagement strategies that will be implemented to ensure that stakeholders are kept informed, involved, and actively participating in the development and execution of the strategic plan.

Regular reviews of the communication and engagement strategies will ensure that NCE meet the evolving needs of stakeholders and achieve its strategic objectives. Transparent, proactive,

and inclusive M&E communication strategies will ensure that NCE's goals, operations, and progress are clearly understood by all stakeholders.

Engagement on the other hand is aimed at fostering two-way communication, ensuring that stakeholders not only receive information but also have opportunities to provide feedback, share ideas, and influence decision-making. NCE will adopt several approaches to actively engage its stakeholders.

The key Performance indicators to track the impact and effectiveness of communication and engagement are summarized below.

Key Performance Indicators for Communication and Engagement

Indicator	Description
Stakeholder Satisfaction	Measure the satisfaction levels of stakeholders with NCE's communication efforts through surveys and feedback mechanisms.
Engagement Rates	Providing regular updates on the operations at the NCE.
Reach and Visibility	Measure the reach of NCE's communication materials, including website traffic, social media engagement, and media coverage.
Feedback Utilization	Monitor the extent to which stakeholder feedback is incorporated into decision-making and policy development.

Objectives of the communication and stakeholder engagement framework are:

Objective	Description
Raise Awareness:	Increase visibility of NCE's strategic goals, operations, and impact among stakeholders, including farmers, traders, buyers, brokers, government agencies, and the public.
Build Trust:	Establish and maintain transparent and open channels of communication to foster trust and credibility with all stakeholders.
Promote Engagement:	Involve stakeholders in decision-making processes, program development, and feedback loops to ensure that NCE's activities align with their needs and priorities.
Enhance Collaboration	Create partnerships and alliances among stakeholders to strengthen the coffee sector and improve NCE's market presence
Advocate for NCE's vision and mission	Effectively communicate NCE's vision for the future of the coffee sector and advocate for policies, investments, and initiatives that support its growth and sustainability.

STAKEHOLDER IDENTIFICATION AND ANALYSIS

Understanding the interests, needs, and concerns of each stakeholder group will allow NCE to tailor its communication efforts effectively.

1. Coffee Farmers (small holders, estates, and cooperatives)	2. Coffee Traders (Brokers and Millers)	3. Coffee buyers and Roasters (Domestic & International)
<p>Interests: Fair pricing, access to markets, training, and sustainable farming practices.</p> <p>Communication Needs: Regular updates on auction results, price trends, capacity-building opportunities, and market conditions.</p>	<p>Interests: Efficient trading systems, fair and transparent processes, and increased profitability.</p> <p>Communication Needs: Clear auction schedules, trading rules, regulatory updates, and market demand information.</p>	<p>Interests: Quality coffee, competitive pricing, reliable supply chains, and market access.</p> <p>Communication Needs: Consistent updates on the quality and availability of coffee, market conditions, and trading platforms</p>
4. Government Agencies (Ministry of Agriculture, County Government AFA, CMA)	5. Financial Institutions (Commercial Banks, Investors, Settlement Banks, SACCO'S)	6. Civil society Organizations and advocacy groups.
<p>Interests: Effective regulation of the coffee sector, national economic growth, and support for farmers.</p> <p>Communication Needs: Policy updates, regulatory changes, industry reports, and collaboration opportunities.</p>	<p>Interests: Financial transactions, investments in the coffee sector, and stable market conditions.</p> <p>Communication Needs: Market analysis, financial performance reports, and strategic growth opportunities.</p>	<p>Interests: Sustainable development, environmental impact, and social equity in the coffee sector.</p> <p>Communication Needs: Impact reports, sustainability initiatives, and partnership opportunities.</p>
7. Consumers and the Public		
<p>Interests: High-quality, sustainably sourced coffee.</p> <p>Communication Needs: Information on NCE's impact, sustainable practices, and the quality of Kenyan coffee in the international market.</p>		

STAKEHOLDER COMMUNICATION CHANNELS

Communication Method	Description
Digital Communication	
Digital Platforms	NCE will maintain an updated website with information on auctions, market trends, policies, and strategic initiatives. The website will also serve as a portal for stakeholders to access reports, resources, and news.
Social media:	NCE will actively engage with stakeholders through platforms such as NCE blog, Twitter, Facebook, LinkedIn, and Instagram to provide updates, share success stories, and promote coffee trading events.
Email Newsletters:	Regular email newsletters will be sent to stakeholders, including farmers, buyers, and government bodies, providing key updates and industry insights.
Mobile Application:	NCE will provide real-time information and analytics through the mobile application
Website	Use of internet to communicate with stakeholders
In-Person Communication	
Workshops and Training	Regular workshops and training sessions for all stakeholders will be organized to build capacity and share information on best practices.
Forums	Town Hall Meetings and Forums: NCE will host open forums to engage with stakeholders, gather feedback, and discuss key issues affecting the coffee sector. These meetings will also serve as platforms for sharing NCE's strategic direction and performance.
Publications	
Annual Reports	NCE will publish an annual report detailing its financial performance, strategic achievements, and impact on the coffee sector. The report will be shared with stakeholders and the public.
Market Insights & Research Reports	NCE will publish quarterly reports on coffee market trends, auction results, and forecasts to provide stakeholders with valuable market intelligence.
Press Releases	Key developments, announcements, and milestones related to NCE's activities will be communicated through press releases to local and international media outlets.
Electronic Media	
Community Engagement:	Given the rural nature of many coffee farming areas, NCE will explore the use of community gatherings to reach farmers with relevant information and updates.
Radio & TV Programs:	Regular radio programs in local languages will be aired to inform farmers about auction schedules, new policies, and market prices.

FINANCIAL SUSTAINABILITY AND REVENUE GENERATION

Financial Sustainability



Financial sustainability is vital for the long-term success of the NCE. To ensure that NCE can continue to operate efficiently, improve its services, and invest in strategic growth, a clear framework for revenue generation and financial management is proposed. This framework outlines key revenue streams, financial goals, and strategies for NCE to achieve sustainability and growth over the next five years. This component of the strategic plan focuses on diversifying NCE’s revenue sources, optimising its financial operations and ensuring long-term financial health.

KEY REVENUE STREAMS

Auction Levy	NCE will continue to charge participation fees in coffee auctions.
Membership Fees	NCE will charge annual membership fees to its members, and other associate stakeholders who wish to participate in the exchange. These fees provide NCE with a stable income and encourage long-term commitment from members.
Digital Platform and Trading Services	<p>Subscription Fees for Digital Services: NCE will explore offering premium digital services, such as market analysis, trading tools, or enhanced data insights, for a subscription fee. These services could be particularly valuable for buyers and traders who need up-to-date market intelligence.</p> <p>Transaction Processing Fees: NCE can introduce small fees for the digital processing of transactions, including payments and settlements, through its Direct Settlement Scheme (DSS) and other digital platforms.</p> <p>Mobile App Revenue: NCE could develop a mobile application that provides real-time auction updates, market trends, and other services. Premium features on this app could generate additional revenue.</p>
Training and Capacity Building	<p>Training Programs for Stakeholders: NCE will offer specialised training programs for farmers, brokers, traders, and other coffee sector stakeholders on topics such as sustainable farming, market trends, and digital auction processes. These programs could be fee-based.</p> <p>Workshops, Seminars and Exhibitions: NCE could host workshops and seminars focusing on various aspects of the coffee industry, charging registration fees for participants.</p>
Strategic Partnerships and Sponsorships.	<p>Corporate Sponsorships: NCE will actively seek corporate sponsorships from organisations that wish to associate themselves with the promotion of Kenyan coffee. Sponsors could support events, conferences, and other initiatives organised by NCE.</p> <p>Public-Private Partnerships (PPPs): NCE will explore partnerships with government agencies, international development organizations, and private investors to secure funding for specific initiatives such as sustainability programs, climate change adaptation, and coffee market research</p>

Investments and Grants	<p>Access to Investment Capital: NCE will attract investors to fund strategic growth initiatives, such as infrastructure development, technological advancements, and market expansion.</p> <p>Grants and Donations: NCE will actively pursue grants and donations from international development organizations, foundations, and government agencies that support agricultural development, climate change mitigation, and economic empowerment in the coffee sector</p>
-------------------------------	---

FINANCIAL GOALS AND TARGETS

Percent Financial Projections-2026 -2030	
1	Increase Revenue from Auction Fees by 20% per year by 2030
2	Diversify Revenue Sources to Achieve 40% of Total Income from Non- Auction Revenue by 2030
3	Achieve a profit margin of 15% by 2030
4	Achieve a profit margin of 15% by 2030
5	Enhance financial transparency and accountability

FINANCIAL MANAGEMENT AND COST OPTIMIZATION

Cost Control and Efficiency	<p>Operational Cost Optimization NCE will undertake regular reviews of its operations to identify areas where costs can be reduced without compromising the quality of services</p> <p>Technological Investments Invest in technologies to automate and streamline financial processes, reduce administrative costs, and enhance data accuracy.</p>
Financial Modelling and Reporting	<p>Monthly Financial Monitoring Implement a system for monthly financial monitoring to ensure that revenue targets are being met and that the organisation remains within budget.</p> <p>Quarterly Performance Reviews Conduct quarterly performance reviews to assess progress against financial goals and adjust strategies where necessary.</p>
Risk Management Contingency Planning	<p>Risk Assessment Regularly assess financial risks including market volatility, currency fluctuations, and regulatory changes, and develop contingency plans to mitigate these risks.</p> <p>Liquidity Management Ensure that NCE maintains healthy cash flow and adequate reserves to cover operational expenses and unforeseen challenges.</p>

**ANNEX:
IMPLEMENTATION MATRIX**

(Available upon request)



📍 Nairobi Coffee Exchange, Wakulima House, 1st & 2nd Floor Haile Selassie Av
✉ P.O. Box 36886 - 00200 Nairobi, Kenya ☎ +254733 222 223
📧 nce@nce.co.ke 🌐 www.nairobicoffeeexchange.co.ke

CONSULTANTS:

Development Shift Consulting

**Tel: 0722 724 055, 0731 722 055, Email: kkambona@gmail.com,
kkambona@developmentshift.co.ke, Web: www.developmentshift.co.ke**

Design & Layout:

Ophel Seraphic Effects - Tel 0746 290 797