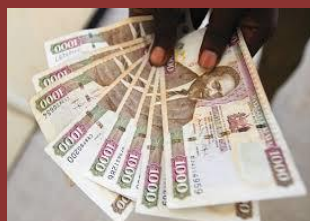
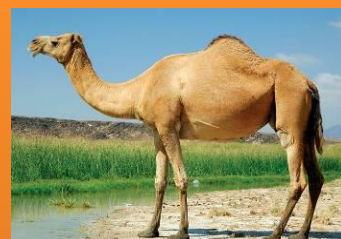




# MINISTRY OF AGRICULTURE LIVESTOCK, FISHERIES AND COOPERATIVES

## STATE DEPARTMENT FOR LIVESTOCK

### STRATEGIC PLAN 2018 - 2022



## **LIST OF ACRONYMS**

ACP	African Caribbean and Pacific Group
ADC	Agricultural Development Corporation
AGOA	African Growth Opportunity Act
AHITI	Animal Health & Industry Training Institute
AI	Artificial Insemination
AIA	Appropriation in Aid
AMR	Anti-Microbial Resistance
AnGR	Animal Genetic Resources
ASALs	Arid and Semi Arid Lands
ASDS	Agriculture Sector Development Strategy
ASGTS	Agricultural Sector Growth and Transformation Strategy
ASTGS	Agriculture Sector Transformation and Growth Strategy
AU	African Union
BDS	Business Development Services
CAADP	Comprehensive African Agriculture Development Programme
CBOs	Community Based Organizations
CECs	County Executive Committee
CIDPs	County Integrated Development Plans
COMESA	Common Market for Eastern and Southern Africa
COs	Chief Officers
CPC	Corruption Prevention Committee
CPPMU	Central Planning & Project Monitoring Unit
CRA	Corruption Risk Assessment
CS	Cabinet Secretary
DA	Director of Administration
DFZ	Disease Free Zone
DLP	Directorate of Livestock Production
DTI	Dairy Training Institute
DVS	Directorate of Veterinary Services
EAC	East African Community
ECAAT	East and Central Africa Agricultural Transformation Programme
ESP	Economic Stimulus Programme
EU	European Union
FMD	Food and Mouth Disease
GDP	Gross Domestic Product
GMOs	Genetically Modified Organisms
GoK	Government of Kenya
HIV/AIDs	Human Immune Virus/ Acquired Immune Deficiency Syndrome
HRM&D	Human Resource Management and Development
ICIPE	International Center for Insect Physiology and Ecology
ICT	Information Communication Technology
IDA	International Development Assistance of the World Bank
IGAD	Intergovernmental Authority for Development

ILRI	International Livestock Research Institute
ISO	International Organization for Standardization
JASCOM	Joint Agricultural Sector Coordination Mechanism
KAGRC	Kenya Animal Genetic Resources Centre
KALRO	Kenya Agricultural and Livestock Research Organization
KDB	Kenya Dairy Board
KENTTEC	Kenya Tsetse and Trypanosomiasis Eradication Council
KEVEVAPI	Kenya Veterinary Vaccine Production Institute
KLIP	Kenya Livestock Insurance Programme
KMC	Kenya Meat Commission
KNBS	Kenya National Bureau of Statistics
Kshs	Kenya Shillings
KVB	Kenya Veterinary Board
LEZ	Livestock Export Zone
LITS	Livestock Identification and Traceability Systems
LRC	Livestock Recording Centre
LTI	Livestock Training Institute
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MEST	Monitoring and Evaluation Strategic Plan Team
MoU	Memorandum of Understanding
MT	Metric Tonnes
MTEF	Medium Term Expenditure Framework
MTI	Meat Training Institute
MTP	Medium Term Plan
NACC	National Aids Control Council
NAIPs	National Agriculture Investment Plans
NAP	National Action Plan
NBI	National Beekeeping Institute
NEPAD	New Partnership for African Development
NGOs	Non-Governmental Organizations
No.	Number
OIE	World Organization for Animal Health
PAS	Performance Appraisal System
PESTEL	Political, Economic, Social, Technological, Legal and Environmental
PPP	Public Private Partnership
PPR	Peste des petit ruminants
PS	Principal Secretary
REC	Regional Economics Blocs
RMPs	Residue Monitoring Plans
RPLRP	Regional Pastoral Livelihoods Resilience Project
RVF	Rift Valley Fever
SADC	Southern African Development Community
SAGAs	Semi Autonomous Government Agencies
SDCP	Smallholder Dairy Commercialization Programme

SDGs	Sustainable Development Goals
SDL	State Department for Livestock
SWOT	Strengths, weaknesses, opportunities and threats
TVET	Technical and Vocational Education and Training
TLU	Tropical Livestock Units
USA	United States of America
VPH	Veterinary Public Health
WHO	World Health Organization
WTO	World Trade Organization

## STATEMENT FROM THE PRINCIPAL SECRETARY

During the past five years, the State Department for Livestock made significant progress in implementing the policies, programmes and projects outlined in its plan for 2013-2017 in line with Second Medium Term Plan (MTP II) of the Vision 2030. One of the key achievements of the past plan was the successful implementation of the devolved system of government in the livestock sector, building capacity of the national government to carry out its new roles and establishing intergovernmental mechanisms. During the current Medium Term Plan III period, agriculture where livestock is a critical component is expected to grow at a rate of 7 percent through implementation of several measures that include: increasing production and productivity; disease and pest control; providing crop and livestock insurance; post-harvest management; market development; natural resource management; increased investment in the sector; strengthening institutions; policies and systems; increasing youth and women participation in modern agriculture; and implementation of regional and international protocols and commitments.

At the same time, the government has spelt out priority areas / sectors under the Big Four Agenda in which to focus on in the next five years (2018 – 2022). These are:

- i) Food and nutrition security;
- ii) Manufacturing and agro-processing;
- iii) Universal healthcare; and
- iv) Affordable housing.

The Livestock Sector is one of the drivers in actualizing the priority area on food and nutritional security and has a key role to play in manufacturing and agro-processing; and attainment of universal healthcare through public health interventions.

In order to implement the Agricultural Policy, we have formulated a strategy referred to as the Agriculture Sector Transformation and Growth Strategy (ASTGS) that focuses on agricultural transformation from small-scale subsistence production to a sustainable, equitable and remunerative Agricultural Sector. The Strategy has prioritized five policy and investment goals for national and county development as embedded in Kenya Vision 2030 and national agricultural policy. The policy and investment goals are: food and nutrition security; eradication of extreme poverty; increasing productivity and competitiveness; wealth and job creation; and strengthening of institutions.

Implementation of this Strategic Plan and its financing framework will focus on delivering the “Big Four” initiatives where we will leverage on private sector investments through Public Private Partnerships (PPPs). We plan initiatives to harmonize planning and implementation at county level with the national planning framework based on well grounded policies and strategies. Other initiatives to be implemented in the Plan period include the review of the National Livestock Policy to align with the current Constitution; finalization of the Veterinary Policy; development of the Livestock Bill and Regulations; and review of all veterinary laws to align them to the Constitution. Measures will be taken to strengthen capacity of the Directorates and institutions delivering public Livestock Sector mandates. In order to ensure effective tracking of implementation, the State Department for Livestock (SDL) will prepare and disseminate quarterly and annual progress reports on implementation

of the “Big Four” initiatives and other Strategic Plan deliverable policies, programmes, projects and activities.

The strategic objectives in this Strategic Plan arise from the mandate of the SDL, situational analysis and the lessons learnt from the implementation of the previous strategic plans. They have also been informed by priorities contained in the Third Medium Term Plan (MTP III 2018-2022), the Big Four Agenda Government Priorities, Sustainable Development Goals (SDGs), the Agriculture Sector Transformation and Growth Strategy (ASTGS), the Livestock Policy and other policies and strategies relevant to the Livestock Sector.

Successful implementation of this strategic Plan will enable the State Department for Livestock to continue delivering on its mandate and achieve its objectives.

The strategic objectives for the State Department for Livestock are to: -

- i Strengthening policy, legal and institutional capacity
- ii Increasing production and productivity
- iii Improving market access and trade
- iv Improving resilience for ASAL communities
- v Strengthening monitoring & evaluation (M&E) and information management

I would like to thank all those who participated in the process of the preparation of this Plan, in addition to those who provided inputs and necessary support. The State Department for Livestock appreciates the leadership and guidance of His Excellency the President and the Cabinet Secretary in spearheading the country’s transformative development agenda in the Livestock Sector.

**Harry K. Kimtai, CBS**  
**Principal Secretary**

## **EXECUTIVE SUMMARY**

The State Department for Livestock (SDL) is one of the four State Departments in the Ministry of Agriculture, Livestock, Fisheries and Cooperatives. It is established through Executive Order No.1 of June 2018 with the following mandate: Livestock Policy Management; Development of Livestock Industry; Promotion of Quality of Hides and Skins, Veterinary Services and Disease Control; Range Development and Management; Livestock Marketing; Promotion of Dairy Industry; Livestock Insurance Policy; Livestock Branding; and Promotion of Beekeeping. The Strategic Plan for 2018-2022 focuses on delivering this mandate.

The vision of SDL in this Strategic Plan is to be a leading agency in creating a sustainable and globally competitive livestock industry. The mission of the SDL in the Strategic Plan is to promote sustainable development of the Livestock Sector by creating an enabling environment through policy and legislative interventions while providing services that increase productivity, value addition, market access and income in the Livestock Sector.

The Strategic Plan (SP) hinges on the recognition that the Livestock Sector plays a key role in the implementation of the Comprehensive African Agriculture Development Programme (CAADP) under NEPAD and the renewal of the CAADP commitments in 2014 through the Malabo Declaration. Further the SP is in line with the Vision 2030 Medium Term Plan III where agriculture is expected to grow at a rate of 7 percent through implementation of several measures. In addition, the Plan is in line with the Agriculture Sector Transformation and Growth Strategy (ASTGS) focusing on agricultural transformation from small-scale subsistence production to a sustainable, equitable and remunerative Agricultural Sector. The SP implements provisions in the Livestock Policy to address the identified challenges. The livestock sector is one of the drivers of the Big 4 Agenda focusing on actualizing the priority area on food and nutritional security and has a key role to play in manufacturing and agro-processing and attainment of universal health care through public health.

The Strategic Plan has identified several challenges and corresponding mitigation measures which are being addressed through this Plan's strategic objectives and proposed interventions. Key among them include weak enforcement of legislations and standards on safety of food of animal origin; inadequate legal and policy frameworks; inadequate feed and water for livestock; low uptake of modern technologies; and fragile natural resource base for livestock. In addition, there was inadequate market access; high cost, adulteration, low and inappropriate application of key inputs; limited capital and access to affordable credit; climate change and pests and diseases.

To address these challenges, the strategic objectives to be implemented through strategic interventions, strategies and activities adopted by the State Department for Livestock in this Strategic Plan are: strengthening policy, legal and institutional capacity; increasing production and productivity; improving market access and trade; improving resilience for livestock farmers especially the vulnerable Arid and Semi-Arid Lands communities; and strengthen monitoring & evaluation and information management

Finally, the Strategic Plan provides a mechanism for monitoring and evaluation and an implementation matrix.

## TABLE OF CONTENTS

LIST OF ACRONYMS .....	i
STATEMENT FROM THE PRINCIPAL SECRETARY .....	iv
EXECUTIVE SUMMARY .....	vi
List of Figures .....	ix
CHAPTER ONE: INTRODUCTION .....	10
1.0 Overview .....	10
1.1 Background.....	10
1.2 Mandate .....	10
1.3 Functions .....	10
1.4 Challenges in the Livestock Sector .....	10
1.5 Role of Livestock sector in Kenya .....	12
CHAPTER TWO: SITUATION ANALYSIS .....	16
2.0 Overview .....	16
2.1. Key Achievements in 2013-2017 Plan Period .....	16
2.2 Implementation Challenges .....	17
2.3 Lessons Learnt .....	17
2.4 Strength, Weakness, Opportunities, Threat (SWOT) Analysis .....	18
2.5 Political, Economic, Social, Technological, Legal and Environmental (PESTEL) Analysis	19
2.6 Stakeholder Analysis .....	21
CHAPTER THREE: THE STRATEGIC MODEL.....	24
3.0 Overview .....	24
3.1 Mission.....	24
3.2 Vision. ....	24
3.3 Core Values .....	24
3.4 Strategic Issues, Objectives and Strategies.....	24
3.5 Mainstreaming Cross Cutting Issues .....	33
3.5.1 HIV/AIDS Prevention and Control .....	33
3.5.2 Corruption Prevention .....	33



3.5.3	Empowerment of Youth, Women and Persons with Disabilities .....	33
3.5.4	Environmental Conservation .....	33
3.5.5	Alcohol and Substance Abuse .....	34
3.5.6	Promote National Cohesion and Values .....	34
CHAPTER 4: INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION .....		35
Resource Mobilization .....		35
Financial Resources .....		35
Human Resource .....		37
CHAPTER 5: IMPLEMENTATION AND COORDINATION FRAMEWORK .....		39
5.0	Overview .....	39
5.1	Pre-Implementation .....	39
5.2	Implementation Framework .....	39
5.3	Risk Analysis and Management .....	39
IMPLEMENTATION MATRIX .....		42
Table 5: Implementation Matrix .....		42
CHAPTER 6: MONITORING, EVALUATION AND REPORTING .....		75
6.0	Overview .....	75
6.1	Performance Reporting .....	75
Annex 1: Monitoring and Evaluation Framework .....		76

## List of Figures

**Figure 1: Current Organization Structure of the SDL ..... Error! Bookmark not defined.**

## List of Tables

Table 1: SWOT Analysis .....	18
Table 2: PESTEL Analysis .....	19
Table 3: Stakeholder Analysis .....	21
Table 4: Risk Analysis .....	<b>Error! Bookmark not defined.</b>
Table 5: Implementation Matrix .....	42
Table 6: Summary of Resource Requirement by Strategic Objective ....	<b>Error! Bookmark not defined.</b>

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Overview**

#### **1.1 Background**

The State Department for Livestock is one of the five State Departments in the Ministry of Agriculture, Livestock, Fisheries and Irrigation. It is established through Executive Order No. 1 of June 2018 (Revised). The State Department is composed of four (4) directorates, five (5) Semi-Autonomous Government Agencies (SAGAs), nine (9) training institutions, nine (9) Livestock farms, four (4) sheep and goat stations, six (6) Veterinary Efficacy Trial Centres and; two (2) national and eight (8) regional laboratories.

#### **1.2 Mandate**

The mandate of the State Department for Livestock is to promote, regulate and facilitate the Livestock Sector for socio-economic development and industrialization. It is also mandated to oversee the running of Semi Autonomous Government Agencies (SAGAs) and training institutions under its purview.

#### **1.3 Functions**

The Executive Order No. 1/2018 provides the following as the functions of the State Department for Livestock: -

- i. Livestock policy management;
- ii. Development of livestock industry;
- iii. Promotion of quality of hides and skin
- iv. Veterinary services and disease control
- v. Range development and management
- vi. Livestock marketing;
- vii. Promotion of dairy industry
- viii. Livestock insurance policy;
- ix. Livestock branding;
- x. Promotion of beekeeping;

#### **1.4 Challenges in The Livestock Sector**

Globally, the characteristics of livestock sector vary widely, from intensive to extensive livestock production systems. For developing countries like Kenya, strategies have to focus on moving from subsistence to commercially oriented and competitive. There are however several constraints that hinder livestock industry development such as:

- i. **Unfavourable international terms of trade:** Stringent requirements by trading partners have impeded trade in livestock products and inputs. In addition, changing consumer demands and other forms of non-tariff barriers continue to pose challenges for trade in livestock products.

- ii. **Climate change:** The effects of climate change are adversely affecting food production and the livelihoods of all people through devastating consequences on the environment, society and wider economy. Over the last three decades the frequency of droughts and floods in Kenya has increased, resulting in loss of livestock, emerging and re-emerging diseases and destruction of marketing infrastructures.
- iii. **Regional Cooperation:** The East Africa region is relatively small and contributes less than 10 percent of international trade and remains a net importer of not only industrial goods but also agricultural commodities. Although intra regional trade has been strengthened through Regional Integration Arrangements within SADC, COMESA, IGAD and EAC, there are still various constraints to regional integration that include lack of convergence of national economic and political interests.
- iv. **Pests and Diseases:** The sub-Saharan African countries have similar agro-ecological characteristics, hence animal pests and diseases. Livestock diseases such as foot and mouth disease, contagious bovine pleuropneumonia, rinderpest, East Coast Fever, etc are found in most countries in sub-Saharan Africa. There are inadequate programmes to address trans-boundary pests and diseases menace. Prevalence of animal pests and diseases lead to reduced productivity, market access, increase mortality and cost of production. Diseases may lead to post harvest losses.
- v. **Civil Strife and Armed Conflicts:** These continue to affect several parts of Africa as they disrupt productive activities, destroy infrastructure and livelihoods, seriously undermining food security and overall development efforts. In Eastern Africa, ongoing and past conflicts continue to cause food insecurity for large population groups in Somalia and South Sudan. This has resulted into the proliferation of small arms into the country leading to high insecurity levels in pastoral areas affecting livestock movement, loss of income and livelihoods and trade.
- vi. **Inadequate legal and policy frameworks:** The sector has made strides in developing livestock industry policies and legislations. However, most of the policies and legislations are in draft form and require completion. The sector has inadequate legislations for the promotion, development and regulation of the livestock industry. In addition, sector institutions are established through legal Notices anchored on State Corporations Act Cap 446. It is critical that these institutions be establish through Acts of Parliament. To this extent, finalization of the Livestock Bill, review and consolidation of veterinary legislations and fast tracking of veterinary policy will be a focus on this Strategic Plan.
- vii. **Inadequate feed and water for livestock:** - Feed and water are critical in livestock productivity. However, seasonal fluctuation of feed and water availability poses challenges to livestock production and precipitate conflicts amongst communities and wildlife competing for these resources.

- viii. **Low application of modern technologies:** Use of modern science and technology in the livestock value chain is still limited. Although Kenya has a well-developed agricultural research infrastructure, inadequate research-extension-farmer linkages and inadequate demand-driven research has led to low agricultural productivity. In addition, commercialization of research innovations has been low.
- ix. **Fragile natural resource base for Livestock.** Kenyan rangelands are threatened by land fragmentation, encroachment by agro-pastoral farming, invasive species, overstocking and over-grazing, land degradation, negative impacts of climate variability and change characterized by persistent and recurrent droughts, and loss of traditional adaptive resource use strategies.
- x. **Limited capital and access to affordable credit.** Livestock enterprises are capital intensive and considered risky by the formal banking sector. Without credit, value chain actors are hard pressed to finance inputs and capital investment. There are national initiatives to provide affordable credit to value chain actors. These initiatives include the UWEZO Funds, Youth and Women Funds but the awareness about the same is low. In addition, a number of microfinance institutions are operating but they tend to increase the cost of credit, reaching only a small proportion of smallholder farmers, and provide only short-term credit.
- xi. **Inadequate market access:** Market in livestock and livestock products is affected by inadequate market information and marketing infrastructures including storage facilities for perishable produces such as milk, meat, honey and other animal products. Insufficient marketing infrastructure like cooling facilities and road leads to increased post harvest losses of livestock products. Access to external market is limited by low quality of produce, inadequate quantity to meet export volumes and non trade barriers.
- xii. **High cost, poor quality, low and inappropriate application of key inputs:** The cost of key inputs such as fodder seeds, semen, agro-chemicals, feeds, value addition equipment and other animal health inputs are expensive and unaffordable by many producers and increasing the cost of production. In addition, cases of adulteration of inputs have been reported.

## 1.5 Role of Livestock sector in Kenya

The livestock sector remains a major driver of the Kenyan economy contributing about 15% of the Gross Domestic Product (GDP) and accounting for nearly 50% of the agricultural sector's. The resource base for the sector is valued at Ksh.795 Billion while the total annual livestock products value was estimated at Ksh 1,891 Billion in 2016 (DLP report, 2016). About 70% of the livestock population is found in the arid and semi-arid lands (ASALs); which constitute about 80% of the country. It is estimated that 13 million Kenyans living in the ASALS derive their livelihoods mainly from livestock rearing. Livestock is the main source of livelihood to the people in the Arid and Semi-Arid Lands (ASALs) accounting for

90% employment and more than 95% of family incomes in these areas. In the high rainfall areas, the sector provides employment and incomes through dairy, poultry and pig production.

The sector also supplies the domestic requirements of meat, milk and dairy products, and other livestock products while accounting for about 30% of the total marketed agricultural products. The sub-sector earns the country substantial foreign exchange through export of live animals, meat, germplasm, hides and skins, dairy products and processed pork products. In addition, the sub-sector provides raw material for agro based industries.

The rural-based nature of livestock activities makes livestock keeping a suitable enterprise to improve the livelihoods of many communities as a source of food and nutrition security, household incomes, employment and poverty reduction in general. Livestock are among the few assets owned by women and other marginalized segments of the Kenyan population.

The country livestock resource base is estimated at 18 million heads of cattle, of which crossbreed and exotic dairy cattle are estimated at 5 million, 17 million sheep, 27.7 million goats, 3 million camels, 32 million poultry, 0.8 million rabbits, 0.5 million pigs and 2 million hives among others. The livestock sector has a huge potential to contribute to food security and improved livelihoods of Kenyans.

## **1.6 Kenya's livestock development agenda**

Kenya development agenda is aligned to global, continental, regional and national goals and aspirations. Kenya is a member of international and regional economics blocks which include World Trade Organization, COMESA, and EAC, IGAD among others. Membership to the regional blocks allows for harmonization of standards, opening up of wider regional markets and facilitating joint trade negotiations.

At the global level, the country subscribes to the SDGs, which came into effect in 2015 after the expiry of the MDGs. To ensure attainment of the SDGs, the government of Kenya developed a road map identifying five thematic areas namely to: conduct extensive advocacy and awareness creation; map out and engage all stakeholders; mainstream the SDGs into National Development Process; domesticate and localize the SDGs agenda; monitor and evaluate progress; and support building capacity for devolved governments to implement the processes. Among the 17 SDGs, the livestock sub sector implements five SDGs which are relevant to the growth of the agriculture sector, namely;

SDG No. 1: End poverty in all its forms everywhere;

SDG No.2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;

SDG No. 3: Good health and well-being

SDG No. 5: Achieve gender equality and empower all women and girls; SDG No. 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and

At the continental level, the livestock sector plays a key role in the implementation of the subscribed Comprehensive African Agriculture Development Programme (CAADP) under NEPAD and the renewal of the CAADP commitments in 2014 through the Malabo Declaration, in which African Heads of States resolved the following:

- i) Recommitment to enhance investment finance in agriculture - at 10% public spending target.
- ii) Commitment to Ending Hunger by 2025.
- iii) Commitment to Halving Poverty by 2025, through inclusive Agricultural Growth and Transformation.
- iv) Commitment to Boosting Intra-African Trade in Agricultural Commodities & Services
- v) Commitment to Mutual Accountability to Actions and Results.

To implement the Malabo declaration, the African Countries resolved that National Agriculture Investment Plans (NAIP's) will provide a road map for actualization. In regard to Constitution of Kenya, 2010, it points out that access to food as one of the inalienable human rights. Further, the Fourth Schedule of the Constitution of Kenya, 2010, delineated the roles of the national and the 47 county governments by devolving most agriculture functions to county governments. This demands constant consultation and cooperation between the two levels of government in order to deliver on this crucial constitutional requirement where livestock sector is a key driver on food and nutrition secure country.

The Kenya Vision 2030 remains the economic blue print to guide the country's development agenda in the coming years. The aim of Kenya Vision 2030 is to create "a globally competitive and prosperous country with a high quality of life by 2030." It aims at transforming Kenya into "a newly-industrialized, middle income country providing a high quality of life to all its citizens in a clean and secure environment". The vision is anchored on three key pillars: a) Economic; b) Social; and c) Political pillar. The economic pillar aims to achieve an economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate more resources to achieve the SDGs. Vision 2030 identifies the vision for the agriculture and livestock sectors to be innovative, commercially-oriented and modern farming.

Vision 2030 is implemented through five (5) year Medium Term Plans (MTPs) and since inception, two MTPs have lapsed and, presently, MTP III has been formulated to guide the implementation from 2018 – 2022. During Medium Term Plan III period, agriculture is expected to grow at a rate of 7 percent through implementation of several measures that include; increasing production and productivity, disease and pest control, crop and livestock insurance, post-harvest management, market development, natural resource management, increased investment in the sector, strengthening institutions, policies and systems, increasing youth and women participation in modern agriculture, and implementation of regional and international protocols and commitments.

Within the agriculture sector, the Agriculture Sector Development Strategy (ASDS) 2010 – 2020, formulated to guide the contribution of the agriculture sector to the Vision 2030 is also

undergoing review due to changed operational environment. The strategy under development called the **Agriculture Sector Transformation and Growth Strategy (ASTGS)** focuses on agricultural transformation from small-scale subsistence production into a sustainable, equitable and remunerative agricultural sector. The strategy has prioritized five policy and investment goals for national and county development as embedded in Kenya Vision 2030 and national agricultural policy, namely:

- i) Food and nutrition security;
- ii) Eradication of extreme poverty;
- iii) Increasing productivity and competitiveness;
- iv) Wealth and job creation; and
- v) Strengthening of institutions

At the same time, the government has spelt out priority areas / sectors in which to focus on in the next five years (2018 – 2022). The “**Big Four**” priorities are:

- v) Food and nutrition security;
- vi) Manufacturing and agro-processing;
- vii) Universal healthcare; and
- viii) Affordable housing.

The livestock sub-sector is one of the drivers in actualizing priority area on food and nutritional security and has a key role to play in manufacturing and agro-processing; and attainment of universal health care (through public health).

### **1.7 Methodology and rationale of the development of the Strategic Plan**

The strategic plan was developed through a highly participatory process involving literature review, one on one interviews with key internal and external stakeholders, questionnaires and stakeholder consultative sessions for large groups of staff as well as convening a strategic planning workshop. Literature review included assessment of various documents including previous strategic plans, strategic plan implementation reports, the vision 2030, MTP III, the framework work for implementation of food security and nutrition, the ASTGS as well as various Agriculture sector reports.

The Strategic Plan 2018-2022 is a forward looking strategy providing an overall framework and a basis for translating high-level strategy set out in Third Medium Term Plan (MTP III 2018-2022) of Vision 2030, the Big Four Agenda, Sustainable Development Goals (SDGs), the Agriculture Sector Transformation and Growth Strategy (ASTGS), the Livestock Policy among others, into specific initiatives and priorities to guide operations of the state department for the five years.



## **CHAPTER TWO: SITUATION ANALYSIS**

### **2.0 Overview**

This chapter describes the current situation of the State Department for Livestock. In particular, it focuses on the performance of selected livestock enterprises, and lessons learnt, institutional strengths, weaknesses, opportunities and threats (SWOT) analysis, political, economic, social, technological, environmental and legal (PESTEL) analysis. The chapter also highlights key stakeholders in the livestock sector and the complimentary roles that they play in assisting the State Department to achieve its objectives. In addition, it analyses risks facing the sector and their management.

### **2.1. Key Achievements in 2013-2017 Plan Period**

In the planning period 2013-2017 the State Department undertook a number of interventions geared towards achievement of the set targets. Some of the key achievements made during period include: -

- i. Developed/reviewed policies, strategies and guidelines (Overarching Agricultural Policy, The Veterinary Policy, The National Livestock Policy of 2008 (reviewed to align it to the Constitution); Dairy Master Plan, Disease Control Strategies, Range Management Strategy, Animal Welfare Strategy, Guidelines for the Delivery of Veterinary Services, Food Defence Guidelines and Standards for export/import of animal genetic materials).
- ii. Constructed of bio-security fence, livestock enclosures, and feeding and water troughs at Livestock Export Zone (LEZ) in Bachuma. The project is at 65% completion level.
- iii. Upgraded infrastructures at the Kenya Veterinary Vaccine Production Institute (KEVEVAPI) to enable production of affordable and quality vaccines. The upgrading involved procurement and installation of modern vaccine production equipment at Embakasi, purchase of new laboratory equipment and capacity building to produce purified oil-based FMD vaccines which confer longer immunity of up to one year with a shelf life of up to two years.
- iv. The sector developed purified oil-based FMD vaccines which confer longer immunity of up to one year with a shelf life of up to two years. The production of oil-based Foot and Mouth Disease vaccine reduced the cost of vaccination by over 50 per cent (i.e. from Kshs.100 to Kshs.50 per dose). Vaccines production increased from 30 to 40 million doses of various vaccines per year within the MTP II period. Within the MTP period, a total of 135 million doses of assorted vaccines for animal disease control have been produced. Further, thermo-tolerant I-2 Newcastle disease vaccine was also developed.
- v. Produced and distributed 2.8 million straws of cattle semen to livestock producers to ensure availability of quality livestock breeding stock and genetic materials. In addition, four Liquid Nitrogen plants were installed in Meru, Nyahururu, Sotik and Kirinyaga to

facilitate semen distribution. A bull station was also constructed at 90% completion in ADC Sabwani Kitale in Trans-Nzoia County.

- vi. A total of 118 milk coolers were installed in dairy production areas to facilitate milk marketing and reduction in post-harvest milk loss.
- vii. In the plan period 90,069 Tropical Livestock Units (TLUs) were insured through the Kenya Livestock Insurance Programme (KLIP) to cushion pastoralists against feed challenges occasioned by drought. The farmers were also supported with feed supplements, drugs and vaccines and livestock off-take as drought mitigation measures.
- viii. To eradicate tsetse and trypanosomiasis, various interventions were carried out in five tsetse belts zones covering Lake Victoria basin, Lake Bogoria Basin, Meru/Mwea regions and Coast–Galana Kulalu. The suppression of tsetse and trypanosomiasis in some of these areas led to the start of diversified economic activities like dairy farming of exotic cows and crop production in Bungoma and tourism in Ruma. Through these efforts, Kenya has maintained a zero status of sleeping sickness.
- ix. In an effort to improve productivity in the livestock industry the department focused on production and distribution of quality breeding stock. Farm infrastructure development was undertaken in the 13 livestock farms and stations. During this period. The improvement led to the production and distribution of total of 600 cattle, 2,680 rabbits and 2,100 sheep and goats to farmers in the country.
- x. A total of 2,128 skilled personnel graduated from livestock training institutions with certificate and diploma courses in animal health, animal husbandry, dairy technology and meat hygiene.
- xi. A total of 572 interns in animal health certificate, diploma and degree were recruited and posted to various counties. The program was initiated under the Veterinary Surgeons and Veterinary Para-professionals Act No. 29 of 2011.

## **2.2 Implementation Challenges**

Some of the challenges faced during implementation of the previous Strategic Plan include: -

- i. Low levels of investment in the sector
- ii. Unfavourable weather conditions
- iii. Disease and Pests outbreaks.
- iv. Poor animal husbandry practises by farmer.
- v. Low uptake of modern technologies by some value chain actors.
- vi. Poor infrastructure
- vii. Shortage of extension staff
- viii. Insufficient exchequer releases particularly at the closure of financial year and austerity measures;

## **2.3 Lessons Learnt**

The implementation of the Strategic Plan for the Ministry provided useful lessons which will be applied in the implementation of this Strategic Plan. The lessons include: -

- i) The level of investment in the livestock sector requires strong consideration in the next strategic planning period.
- ii) Adoption of evidence-based policy formulation is a critical success factor.
- iii) The need to link strategic plan implementation to annual workplans and performance contract.
- iv) Strategies for addressing drought related challenges particularly in the ASAL areas needed to be reviewed.
- v) The implementation of Livestock Disease Free Zones as envisaged in the Kenya Vision 2030 is not attainable. The concept was therefore reviewed to embrace implementation of Livestock Export Zones (LEZ). There is need to explore implementation of LEZs through PPP arrangements.
- vi) Enhanced collaboration between the National and County governments is required on the issues of capacity building, policy development, implementation, monitoring and evaluation of programmes.
- vii) Linkages and collaborations with all the stakeholders in the livestock industry needed to have been strengthened in order to ensure sustainable food security and safety and for efficient service delivery.
- viii) There was need to strengthen monitoring and evaluation (M&E) through development and implementation of a comprehensive M&E framework

## 2.4 Strength, Weakness, Opportunities, Threat (SWOT) Analysis

The State Department is keen in the transformation and growth of the livestock sector through optimal utilization of the existing strengths and exploitation of the available opportunities while mitigating current and emerging weakness and threats that may affect the realization of its objectives. Table 1 summarizes the Strengths, Weaknesses, Opportunities and Threats of the SDL.

**Table 1: SWOT Analysis**

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>i) Existence of skilled manpower;</li> <li>ii) Established research institutions on livestock matter;</li> <li>iii) Availability of land for expansion of livestock institutions and facilities</li> </ul>	<ul style="list-style-type: none"> <li>i) Inadequate staff and poor succession management</li> <li>ii) Inadequate financial resources</li> <li>iii) Inadequate livestock data;</li> <li>iv) Inadequate policy, legal framework and enforcement;</li> <li>v) Unsecured Institutional land;</li> <li>vi) Inadequate equipment, tools and vehicles</li> <li>vii) High cost of production</li> <li>viii) Low productivity.</li> <li>ix) Post-harvest losses due to poor storage facilities.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

<ul style="list-style-type: none"> <li>i) Increased demand for livestock and livestock products</li> <li>ii) Availability of modern technologies for production.</li> <li>iii) Value addition on Livestock and livestock products</li> <li>iv) Existence of trained livestock professionals</li> <li>v) Large livestock resources</li> <li>vi) Responsive farming community</li> <li>vii) Availability of stakeholders for partnerships in development;</li> <li>viii) Political goodwill;</li> <li>ix) Availability of national, regional and global markets;</li> <li>x) Technological development and innovations;</li> <li>xi) Existence of development partners</li> </ul>	<ul style="list-style-type: none"> <li>i) Emerging livestock pests and diseases;</li> <li>ii) High prevalence of trans-boundary livestock disease;</li> <li>iii) Grabbing/Invasion of livestock lands;</li> <li>iv) Insecurity in livestock producing areas;</li> <li>v) Climate change;</li> <li>vi) Cartels in the sector;</li> <li>vii) High costs of inputs</li> </ul>
---	--

## 2.5 Political, Economic, Social, Technological, Legal and Environmental (PESTEL) Analysis

In order to effectively plan and implement strategic interventions in SDL it is important to understand the operating environment and the factors that are likely to impact negatively or positively on its operations. Table 2 illustrates some of the important factors likely to affect implementation of this Strategic plan.

**Table 2: PESTEL Analysis**

Factors Factors		Strategic implications on SDL	Mitigation Measures/interventions
Politics	Devolution	Transfer of disease and pest control function to the counties	Build capacity for Counties to control pests and diseases Development of policies, regulations and strategies - Strengthen M&E
	‘Big Four’ Government Agenda	Need for SDL to provide good environment for investment in 100% food and nutrition security	-Development of ‘Big Four’ Implementation Strategy -Invest in food security measures
	Kenya Constitutional 2010	Inconsistencies in policies and legislations	Alignment of policies and legislations to the Constitution
Economic	Stringent requirements for international trade	Limited trade opportunities	Investment in ISO Certification and development of standards on safety of foods of animal origin
			Establish livestock export

Factors Factors		Strategic implications on SDL	Mitigation Measures/interventions
			zones (LEZ)
	Expanding middle class	Increased demand of foods of animal origin	Increase production and diversification of livestock products
	Regional and international economic integration	Expanded market for livestock and livestock products	Increase production of livestock and livestock products and adherence to standards
Social	Increased urbanization and rise in human population	Encroachment of institutional land	Reclaim and secure institutional land
	Low involvement of youth in agricultural activities	Youth unemployment	Invest in youth friendly technologies and initiatives e.g. feed lots, mechanization
	HIV/ AIDS	Reduced workforce and output	Mainstream HIV/AIDS in SDL activities
	Use of substandard services and inputs by livestock keepers	Low Livestock productivity	Develop Programmes to assist counties in changing consumer attitude and mind-sets. Initiate subsidy programmes in livestock
Technological	Increased technological development	Inadequate automation of SDL services	Adoption of new technologies and systems
	Modern bio-technologies e.g. Genetic engineering for production of Modified Organisms (GMOs)	Leverage on Bio technology for improved productivity.	Enhance research and adoption and create awareness on GMOs
Environmental	Climate change	Extreme weather events such as frequent droughts and floods	Build resilience of vulnerable communities
		Emergence and re-emergence of livestock diseases and pests. Reduction in feed production.	Development of strategies and disease contingency plans. Research in resilient livestock breeds and fodder crops. Development of livestock sub sector climate change action plan
	Land degradation	Inadequate pasture	Range land planning and

Factors Factors		Strategic implications on SDL	Mitigation Measures/interventions
			development Rehabilitation of rangelands
Legal	Livestock sub sector legal instruments	Inconsistencies in policy, legal and institutional arrangements	Review of policies and legal frameworks. Consolidate the various policies and laws. Domestication of laws and policies by counties.

## 2.6 Stakeholder Analysis

The stakeholders in the livestock sector play a complementary role which is critical for realization of SDL objectives and successful implementation of this strategic plan. The livestock industry has a wide range of stakeholders that provide services such as provision of inputs, financial services, markets and market information, research and trainings, information and advocacy among others. Table 3 maps some of the stakeholders and their complementary roles.

**Table 3: Stakeholder Analysis**

S/No	Category of Stakeholder	Stakeholder expectation from the State Department for Livestock	State Department for Livestock Expectations
1.	Research Organizations	<ul style="list-style-type: none"> <li>Policy guidance</li> <li>Enhanced linkages and networks with other research Institutions and stakeholders at local level</li> </ul>	Key source of livestock technologies and innovations, genetic resources, knowledge, information and data; Involvement in research agenda setting and capacity building
2.	Regulators	Well defined livestock policy, legal and regulatory environment	Enforcement and adherence to law for quality assurance Participation in policy making
3.	Teaching and Learning Institutions	Opportunities for internship and industrial linkages for skills development and commercialization of research findings	Supply of skilled manpower; Technology Development & Transfer; Facilitating exchange programs
4.	Farmers/Pastoral Communities/Farmer Organizations/ Community Based Organizations	Research findings, innovations and technology packages for adaption and up-scaling	Promotion of adoption of new technologies in livestock production, Participation in policy making

S/No	Category of Stakeholder	Stakeholder expectation from the State Department for Livestock	State Department for Livestock Expectations
5.	Development Partners	Policy guidance and coordination	Financial Support and capacity building
6.	Financial Institution	Provide policy guidance in agriculture financing	Provide credit facilities in value chains
7.	Private Sector	Enabling business environment Research and innovations development that are commercially viable	Resources, current technologies, awareness creation and capacity building
8.	Kenya Wildlife Service (KWS) & Kenya Forest Services (KFS)	Collaboration in animal genetic research in addressing pests and diseases control	Provide animal genetic resources for research; collaboration in animal research; reduce human-wildlife conflict
9.	Manufacturers, Processors and Input Suppliers	Infrastructure support	Inputs Supply & Value Addition of livestock products
10.	Ministries/State Departments/ Government Agencies	Support and collaboration in development and implementations of policies, legal frameworks, projects and programmes	Synergies and Capacity building
11.	Print and Electronic Media)	Information Communication on livestock sector	Publicity and awareness creation for the sector i.e. information dissemination
12.	Parliament	Development and implementation of livestock policies, legislations and budget that addresses the sector needs; Transparency and accountability	Approval of budgets and enactment laws.
13.	County Governments	Involvement in policy formulation, disseminations of research findings and innovations and setting of the agricultural research agenda	Support in development and implementations of policies and legal frameworks
14.	Extension service providers	Research findings, innovations and technology packages for dissemination and up-scaling by the relevant value chain actors	Promoting technology uptake and commercialization
15.	Professional Bodies	Delivery of quality services in an ethical manner	Assurance of compliance of standards and regulations
16.	Regional/ International bodies	Partnership and collaboration, compliance to treaties, agreements and protocols	Capacity building, International lobbying and technical support
17.	Joint Agriculture sector consultation and cooperation mechanism	Collaboration and priority setting	Lobby for implementation of, policies, programmes and laws in livestock sub sector.

<b>S/No</b>	<b>Category of Stakeholder</b>	<b>Stakeholder expectation from the State Department for Livestock</b>	<b>State Department for Livestock Expectations</b>
	(JASCCOM)		Lobby for increased funding in livestock



## CHAPTER THREE: THE STRATEGIC MODEL

### 3.0 Overview

This chapter covers the department mission, Vision and Core Values of the State Department for Livestock. It also articulates the strategic issues the State Department for Livestock that will address to achieve its strategic objectives for the plan period. Further, it outlines the strategic interventions that will be implemented to meet the strategic objectives.

### 3.1 Mission

To promote sustainable development of the livestock sector by creating an enabling environment through policy and legislative interventions while providing services that increase productivity, value addition, market access and income in the livestock industry.

### 3.2 Vision.

A leading agency in creating a sustainable and globally competitive livestock industry.

### 3.3 Core Values

In conducting its functions, the staff in the State Department will be expected to uphold the following values:

- i) **Professionalism:** Apply the highest standards of service delivery.
- ii) **Integrity:** Uphold honesty, uprightness and reliability at all times.
- iii) **Transparency and accountability:** Be open and answerable to the various stakeholders.
- iv) **Effectiveness:** To be responsive and exceed customer expectations in provision of services.
- v) **Teamwork:** Efforts shall be made to deliver as one through learning and sharing.
- vi) **Meritocracy:** Compliance with all existing guidelines and regulations in human resource selection, recruitment, placement, development and promotion shall be upheld.
- vii) **Inclusiveness:** we shall ensure impartial and equitable representation of all forms of diversity within our processes.
- viii) **Commitment:** All staff shall demonstrate their commitment to results by living by the set of values outlined here.

### 3.4 Strategic Issues, Objectives and Strategies

The potential opportunities for livestock development have not been fully exploited. Some of the factors that have impacted on the rate of livestock development include: weak policy and legal framework in livestock sub-sectors; low livestock productivity; erratic and

unpredictable weather conditions which affect the quality and quantity of livestock feed and water supply; and impacts of climate change. Others are; poor delivery of extension services, poor access to local and international market and unreliable data and information management in the livestock industry. These constraints will have to be addressed in order for the livestock sub-sector to make its contribution to food security and poverty reduction

The strategic objectives in this strategic plan have been derived from the situational analysis and the lessons learnt from the implementation of the previous strategic plans. They have also been informed by priorities contained in the Third Medium Term Plan (MTP III 2018-2022), the Big Four Government Priorities, Sustainable Development Goals (SDGs), the Agriculture Sector Transformation and Growth Strategy (ASTGS) and other agricultural sector policies and Strategies.

The strategic objectives for the State Department for Livestock are to:-

- i Strengthen policy, legal and institutional Capacity
- ii Increase production and productivity
- iii Improve market access and trade
- iv Improve resilience for ASAL communities
- v Strengthen M&E and information management

In addition, the SDL will address a number of cross cutting issues on HIV/AIDS prevention and control; corruption prevention; empowerment of youth, women and persons with disabilities; environmental conservation; alcohol and drug abuse and promotion of national cohesion and values.

### **Key Results Areas**

Key results areas refer to the strategic themes/ issues which are the focal points of strategic planning process and are derived from key opportunities and challenges facing the organisation. The themes have to be addressed if the organisation is to succeed. It is around the strategic themes that the objectives and corresponding strategies are set. For this strategic plan, five (5) strategic themes were identified as follows:

- i) Policy, Legal and Institutional Capacity.
- ii) Production and Productivity.
- iii) Commercialization and Market Access
- iv) Resilience for ASAL Communities
- v) Monitoring, Evaluation and Data Management

#### **3.4.1 Key Result Area 1: Policy, Legal and Institutional Capacity**

The State Department of livestock is mandated to formulate policies for livestock industry development, The Constitution of Kenya emphasis veterinary policy development to guide the sector. In addition, the department is mandated on capacity building of counties governments on technical livestock matters. Currently, most of the existing policies and laws governing the livestock sector are obsolete and its enforcement is inadequate for efficient delivery of the institutional mandate. To address the issues, the SDL embarked on

formulating Veterinary policy and various commodities policies and Bills which are yet to be finalized

In addition, institutions under the State Department purview such as Directorates, Divisions, training institutions, Veterinary efficacy and trials Centres, livestock holding ground and 13 livestock farms and stations are constrained in terms of human resource competency, facilities inadequacy and modernization and land titling. Therefore, accelerated policies formulation, enactment of laws and development of institutional capacity is required to provide an enabling environment that is responsive to devolution, stakeholder involvement and global requirements.

### **Strategic Objective 1: To Strengthen Policy, Legal Framework**

The Department aimed at developing, reviewing and finalization of policies and legal framework to create an enabling environment for sustainable development of livestock Industry. The Department takes cognize of the fact that livestock growth and transformation depend on collaborative and coordinated efforts of multi-stakeholders' contributions and of the vibrant sector in Kenya. Therefore, policies and legal framework development, review and finalization will be participatory, involving all key stakeholders in the sector. Further, the strategy envisages strengthening institutions capacity, to enhance service delivery.

### **Strategy 1: Develop and enhance coordination of appropriate Policies, Legal and Regulations Framework**

#### **Activities**

- a) Coordinate development of (2) policies namely: Livestock insurance policy; Veterinary laboratory policy; and
- b) Coordinate the review and finalization of seven (7) pending policies which include: National Livestock Policy; Dairy industry policy, Animal breeding policy, Animal feeds policy; Apiculture policy; Poultry policy and Camel policy.
- c) Develop a Public Private Partnerships (PPP) engagement framework
- d) Undertake comprehensive monitoring and evaluation program to track the status of policies implementation and collated data for eventual impact assessments.
- e) Finalize pending Bills which include; Livestock Bill; Breeding Bill; Animal Feeds Bill; Animal Welfare Bill; Kenya School of Animal Science Bill; Bill on Bee Health; Animal Production Professionals Bill; Livestock and Livestock Products Development and Marketing Bill; Kenya Food and Drug Administration Bill and Apiculture Bill; Animal Health Bill; Veterinary Governance Bill and Veterinary Public Health Bill;
- f) Review existing policies and legislations affecting the livestock industry; such as Animals Disease Act Cap 364; Hides and Skins Act Cap 359; Meat Control Act Cap 356; Branding of Stock Act Cap 357; Dairy Industry Act Cap 366; Animal Feedstuff and Fertilizer's Act Cap 345 and Hides, Skins and Leather Industry Act Cap 359.

**Strategy 2 Enhance coordination on strategies and plans development, and review activities**

- a) Coordinate development of eighteen (18) strategies on: Disease control; Acaricide resistance management; Provision of breeding services; Diagnosis, surveillance, epidemiology, control and prevention of zoonoses; Poultry; Rabbit; Elimination of rabies; Foot and Mouth Disease Control; *Peste de Petits Ruminantes* (PPR); Hides, skins and leather; Animal Welfare and Animal Identification and Traceability; Rangelands & Pastoralism, Beef development; Apiculture development; Emerging livestock; Donkey and
- b) Develop National Livestock Master plan

**Strategy 3: Improve coordination on guidelines, standards and regulations development activities**

- a) Coordinate development of regulations including; Veterinary laboratories; Livestock Identification and Traceability (LITS) legal framework; and Breeding services;
- b) Review Veterinary Medicines Directorate Regulations;
- c) Participate in the development technical guidelines on the delivery of Veterinary Services and guidelines to regulate movement, import and export of biological materials;
- d) Develop standards on import of animal genetics;
- e) Develop guidelines on the implementation of certification and accreditation of laboratories on ISO standards;
- f) Participate and contribute to the development of international treaties and agreements related to livestock, livestock products and services;
- g) Capacity building on Standards Operating Procedures (SOPs) and documentation on quality management systems.

**Strategic objective 2: To enhance institutional capacity**

In the plan period 2018-2022, the State Department will expedite the transformation of institutions under its purview to train human resource for the sector. The institutions will be transformed to be centers of excellence in the core mandate as follows: DTI-dairy production and processing; Wajir-camel development; and NBI-apiculture. Appropriate cadres of staff will be recruited for the State Department as well as the training institutions.

The state department will also strengthen and upgrade /establish its infrastructure such as ICT, buildings, equipments, machinery and motor vehicles.

**Strategy 1: Modernization of Livestock Facilities and Services**

**Activities**

- i) Develop Rehabilitation plan for infrastructure, tools and equipment.
- ii) ISO Certification, accreditation and maintenance of Quality Management Systems
- iii) Digitization of farmer registration, livestock market information system, certification and livestock identification and traceability.

## **Strategy 2: Transformation of Training Institutions**

### **Activities**

- i) Review of curricula for all livestock training institutions;
- ii) Enhance leadership capacity in livestock training institutions.
- iii) Improve and modernize technologies of the training institutes farms
- iv) Expand by Establishing a leather training institute in Ngong;
- v) Building capacity of leather craft training centres;
- vi) Review/develop curriculum aligned to KVB and Curriculum Development Assessment Certification Council (CDACC) where appropriate;
- vii) Develop/refurbish support infrastructures in training institutions in line with KVB and TVETA standards;
- viii) Recruit training cadres for training institutions.

## **Strategy 3: Asset Management**

### **Activities**

- i) Secure land titles for livestock land (farms, stations, efficacy trial centres, training institutions, holding grounds);
- ii) Fencing SDL institutional land;
- iii) Establish four regional holding ground management units to take care of the following clusters: Isiolo-Laikipia-Samburu-Marsabit; Kajiado-Narok-Machakos-Makueni; Taita-Kilifi-Kwale-Mombasa and Tana River-Lamu.

## **Strategy 4: Staff Capacity Building**

### **Activities**

- i) Undertake institutional Skills Gap Analysis;
- ii) Carry out Staff Training Needs Assessment;
- iii) Support short- and long-term trainings;
- iv) Recruit relevant staff for the State Department.

## **Strategy 5: Improve Work Environment**

### **Activities**

- i) Undertake and implement work place environment survey;
- ii) Develop and implement institutional occupational health and safety policy;
- iii) Contract security services; and
- iv) Install and maintain safety equipment in strategic areas (fire extinguishers and CCTV system).

## **Strategy 6: Strengthen Cooperation and Collaboration with Counties and Public Private Partnerships**

### **Activities**

- i) Development a framework for capacity building county governments and other stakeholders;
- ii) Hold meetings with inter-governmental agencies (JASCCOM) and County CECs & COs in charge of livestock matters and develop MoUs;
- iii) Organize meetings with potential private partners and develop collaboration mechanisms (guidelines, MOUs) in line with PPP policy;
- iv) Develop, print and disseminate technical brochures and manuals;
- v) Assess county capacity needs for innovations in production, processing, storage, and marketing infrastructures; and

- vi) Build capacity of counties in production, processing, storage, and marketing infrastructures.

### **3.4.2 Key Result Area 2: Production and Productivity**

The country faces a number of constraints to increasing agricultural production and productivity. These are: low use of agricultural inputs; poor breeds and breeding practices; prevalence of animal diseases; frequent droughts and climate variability; natural resource degradation especially the rangelands; low levels of private investment in primary production (subsistence and commercial-oriented livestock production); inadequate technology development and dissemination; and inadequate investment in water for livestock and fodder production.

### **Strategic Objective 1: To Increase Production and Productivity**

#### **Strategy 1: Enhance Availability of Quality Feeds and Supplements.**

##### **Activities**

- i) Support capacity building on production of forage seeds;
- ii) Build capacities on feed ration formulation;
- iii) Develop and review standards for animal feeds;
- iv) Develop guideline and strategies on feed quality control and inspections;
- v) Promote production, conservation and commercialization of pasture and fodder;
- vi) Support irrigation infrastructure for seed, pasture and fodder production;
- vii) Establish strategic feed reserves.
- viii) Create linkages between public and private to increase mechanization and proper storage of feeds.
- ix) Lobby for tax exemptions for feed ingredients
- x) Support livestock farmers with subsidies e.g. use of e-vouchers system

#### **Strategy 2: Improve Livestock Breeds and Breeding**

##### **Activities**

- i) Develop national livestock breeding programs for specific locally adapted and indigenous breeds;
- ii) Establish a national animal identification system and strengthen infrastructure for performance recording and genetic evaluation;
- iii) Strengthen capacity for utilization of appropriate breed improvement technologies;
- iv) Develop a gene bank and build capacity for multiplication and conservation of livestock in the country; and
- v) Develop a legal framework for conservation of AnGRs.

#### **Strategy 3: Improve Animal Health**

##### **Activities**

- i) Undertake surveillance and mapping of diseases;
- ii) Carryout disease risk management and disaster preparedness;
- iii) Mainstream animal welfare in animal production
- iv) Develop database for management of animal health and production information;
- v) Implement disease control strategies and contingency plans;
- vi) Support vector control initiatives;
- vii) Regulate use of veterinary medicines and biological;

- viii) Support development and production of safe, effective and affordable veterinary vaccines for the improvement of the livestock Industry.
- ix) Build capacity and strengthen mechanism for trans boundary disease reporting

#### **Strategy 4: Promote Adoption of Improved Livestock Technologies**

##### **Activities**

- i) Identify research needs and collaborate with partners and research institutions.
- ii) Develop and disseminate materials on improved livestock production technologies
- iii) Support technology transfer
- iv) Develop extension management guidelines
- v) Develop legislation to regulate content and delivery of extension messages

#### **3.4.3 Key Result Area 3: Commercialization and Market Access**

Production of livestock and livestock products is largely at subsistence level with little value addition and commercialization. Whereas livestock and livestock products are marketed both locally and internationally there is limited transformation and manufacturing. This is largely occasioned by high cost of investment, stringent and at times unpredictable sanitary requirements by trading partners, inadequate skilled manpower, limited access to financial and business development services, poor infrastructure, and inadequate transformation/manufacturing technologies.

The department through the directorate of veterinary services inspects and certifies foods of animal origin namely meat, milk, eggs, honey and their products in addition to the approval of establishments processing these products. The country is also required to adapt and/or adopt international food safety standards set by the Codex Alimentarius Commission to ensure food safety for local consumption and international trade. Food safety is becoming an important issue in light of increased cases of intentional food poisoning, adulteration, bio-terrorism and food fraud. Such use of biological and chemical agents against food can cause massive casualties and economic damage. The State Department is faced with lack of adequate food safety and food defense frameworks which are crucial in addressing this issue. The following strategies have been identified to address commercialization and market access.

#### **Strategic Objective 1: To Improve Market Access and Trade.**

##### **Strategy 1: Promote Agribusiness along the Livestock Value Chains**

##### **Activities:**

- i) Conduct regular assessment on capacity gap in the counties;
- ii) Capacity build counties on agribusiness and commercialization in the livestock value chains;
- iii) Promote feedlots and other high value livestock finishing establishments in strategic sites;
- iv) Develop standards for livestock products and by-products;
- v) Establish linkages between livestock agro-industries and potential manufacturers to business development services (BDS), financial and insurance and market service providers;
- vi) Organize/participate in business/investment fora and events.

## **Strategy 2: Promote Trade in Livestock and Livestock Products.**

### **Activities:**

- i) Capacity building county technical staff on quality assurance and livestock products' branding;
- ii) Promote regional and international livestock trade;
- iii) Participate in national, regional and international trade facilitation meetings;
- iv) Develop/review and enforce safety and quality assurance standards for animals, animal products;
- v) Capacity building for quality assurance officers
- vi) Develop/review standards for tanneries.

## **Strategy 3: Enhance Safety of Food of Animal Origin**

### **Activities**

- i) Develop and promote AMR mitigation policy through National Action Plan;
- ii) Strengthen inspection and certification of food of animal origin;
- iii) Promote establishment of food and feeds quality assurance laboratories;
- iv) support risk analysis on foods of animal origin;
- v) Support national residue monitoring in animal products;
- vi) Promote One Health initiative with other collaborating partners;
- vii) Develop/review standards for slaughterhouses

## **Strategy 4: Strengthen Livestock Marketing Infrastructure**

### **Activities:**

- i) Rehabilitate strategic holding grounds;
- ii) Develop quarantine and livestock health certification infrastructure;
- iii) Support counties to establish strategic sale yards;
- iv) Support modernization of Kenya Meat Commission facilities among others

## **Strategy 5: Strengthen Livestock Market Information Systems**

### **Activities:**

- i) Build capacity for data management;
- ii) Establish and maintain data collection, collation, analysis, storage and dissemination system;
- iii) Facilitate the dissemination of information on available export/import market requirements;
- iv) Establish livestock identification and traceability systems.

### **3.4.4 Key Result Area 4: Resilience for ASAL Communities**

Climate change has resulted in increased and intensified droughts in some areas and unprecedented floods in other areas. Livestock production especially in pastoral areas has been hard hit with massive deaths of livestock leading to loss of livelihoods in the ASALs. The capacity of the pastoral communities needs to be enhanced in order to build their resilience.

## **Strategic Objective 4: To improve Resilience for ASAL Communities**

### **Strategy 1: Promote Investment in Water Infrastructure for Livestock**

#### **Activities:**

- i) Undertake survey on livestock water infrastructure;
- ii) Construct and rehabilitate water provision facilities;



- iii) Build Capacities on water conservation technologies.

### **Strategy 2: Enhance Availability of Fodder and Pasture.**

#### **Activities**

- i) Promote fodder production, storage and conservation technologies;
- ii) Promote production of drought resistant fodder crops;
- iii) Rehabilitation of rangelands through reseeding programs and bush control;
- iv) Promote research on alternative livestock feeds stuffs for range lands.

### **Strategy 3: To Promote Climate Change Adaptation Technologies and Practices**

#### **Activities:**

- i) Promote keeping of locally adapted livestock breeds;
- ii) Support commercial and emergency livestock off-take programmes;
- iii) Promote alternative livestock derived livelihoods;
- iv) Strengthen early warning information systems;
- v) Support uptake of livestock insurance.

### **Strategy 4: Promote Rangeland Management and Conservation**

#### **Activities**

- i) Undertake assessment and valuation of rangeland resources;
- ii) Build capacities on range management and conservation;
- iii) Support range conservation and reseeding;
- iv) Strengthen networks and partnerships among the pastoral and agro-pastoral communities.

### **3.4.5 Key Result Area 5: Monitoring, Evaluation and Data Management**

The State Department has a monitoring and evaluation (M&E) unit which has inadequate capacity to undertake effective M&E of programmes. The Unit is further decentralized to Directorates making coordination on data collection ineffective. Infrastructures and systems for data collection are inadequate, with various institutions being custodian of its own data. The scenario was complicated by constitution dispensation since data flow from the counties to the national office becomes a challenge due to inexistence of coordination mechanisms. In addition, sources of some of existing data are incredible affecting policy formulation and decision making.

### **Strategic Objective 5: To Improve the Capacity for M&E and Information Management**

To enhance the quality of monitoring and evaluation function, the State Department will strengthen the capacity of Central Planning and Project Monitoring Unit to act as livestock data and information unit with linkages M&E Units in various Directorates and other relevant stakeholders. In order to achieve effective monitoring, the M&E functions will be adequately facilitated. The objective will be achieved through the following strategies

### **Strategy 1: Strengthen M&E function**

#### **Activities**

- i) Develop/Review the monitoring and evaluation framework;
- ii) Training of staff in M & E and data & information management;
- iii) Develop an integrated information management system for SDL;
- iv) Procure ICT equipment and other M&E tools; and
- v) Capacity building of county staff on M & E;

## **Strategy 2: Data and Knowledge Management**

### **Activities**

- i) Undertake national livestock census;
- ii) Undertake mid-term reviews to assess the achievements of the projects and inform on the need to re-plan where necessary;
- iii) Develop an annual publication review report on livestock industry performance;
- iv) Promotion, preservation of ethno veterinary and traditional knowledge systems;

### **3.5 Mainstreaming Cross Cutting Issues**

The SDL recognizes the existence of a number of cross cutting issues, which will be mainstreamed during implementation of this strategic plan. These include: -

#### **3.5.1 HIV/AIDS Prevention and Control**

The SDL will create awareness on HIV/AIDS in line with the NACC Maisha II program through the following activities:

- i) Continuous sensitization of staff on HIV/AIDS
- ii) Integration of HIV/AIDS sensitization in all institutions

#### **3.5.2 Corruption Prevention**

The SDL is committed to the implementation of the Public Service Integrity Programme which seeks to establish and sustain transparency, accountability and integrity in the public service through zero tolerance to corruption. To combat and prevent corruption, unethical practices and promote standards and best practices in governance the SDL will carry out the following activities;

- i) Establish/strengthen the Corruption Prevention Committee (CPC)
- ii) Undertake anti-corruption sensitization programmes among staff at all levels
- iii) Facilitate the placement of corruption prevention boxes in strategic locations at the headquarters and in the regional offices.
- iv) Carry out Corruption Risk Assessment (CRA), mitigation and implement the recommendations.
- v) Develop and implement internal mechanisms that will encourage and protect whistle blowers.
- vi) Build capacity on corruption prevention, ethics and integrity

#### **3.5.3 Empowerment of Youth, Women and Persons with Disabilities**

##### **Activities**

- i) Sensitize youth, women and persons with disabilities on opportunities within the SDL;
- ii) Allocate 30 % of procurement budget to youth, women and persons with disabilities.

#### **3.5.4 Environmental Conservation**

##### **Activities**

- i) Sensitize staff on safe use and disposal of chemicals, waste and other materials;

- ii) Promote tree planting on institutional land;
- iii) Undertake annual environmental audit;
- iv) Undertake environmental and social impact assessment of SDL projects.

### **3.5.5 Alcohol and Substance Abuse**

#### ***Activities***

- i) Undertake sensitization and awareness among staff and students in livestock training institutions;
- ii) Capacity build staff on basic counseling skills;
- iii) Institute counseling programs for staff affected by alcohol and drug abuse.

### **3.5.6 Promote National Cohesion and Values**

#### ***Activities***

- i) Sensitize stakeholders on national values and principles of governance;
- ii) Sensitize staff on adherence to the provisions of the constitution;
- iii) Hold consultative meetings with county governments to strengthen inter and intra-county relations;
- iv) Ensure public participation in development of various livestock policies.
- v) Ensure access to information on livestock by all stakeholders.

## **CHAPTER 4: INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION**

### **Resource Mobilization**

#### **a) Resource Mobilization Strategies**

The funding to implement the Strategic Plan is expected come from the Government through the Medium-Term Expenditure Framework (MTEF). However, past experience has shown that the resources provided by the Government through the MTEF are inadequate to implement the prioritized activities. To bridge the gap, efforts will be made to mobilize funding from development partners to support some of the programmes and projects. In addition, the SDL will continue to embrace Public Private Partnership (PPP's) in the sector to ensure the identified priorities are fully implemented. Further, the State Department will ensure prudent utilization of resources during the Plan period.

Other resource mobilization strategies are:-

- i) Enhanced collection of AIA
- ii) Collaboration with other stakeholders
- iii) Optimization of use of assets such as land
- iv) Development of proposals (to seek funding)

### **Financial Resources**

#### **b) Projected Resource Requirements**

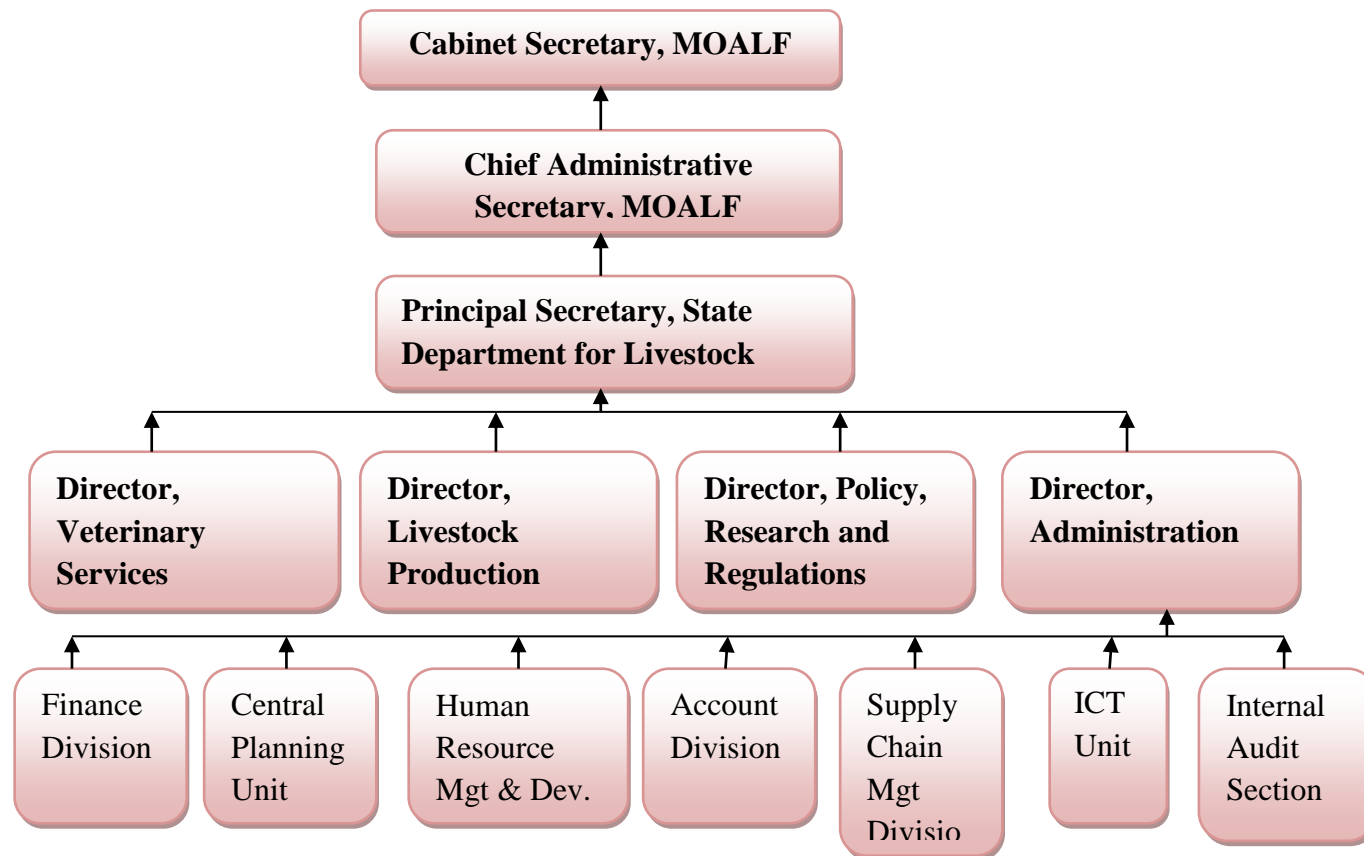
The SDL has identified five (5) strategic objectives and a number of cross cutting issues for implementation during the plan period. The total resource requirement during the five years is Kshs 37.453.5 billion. Table 6 shows a summary of resources required for implementation of programmes, projects and activities under each strategic objective.

**Table 4: Summary of Resource Requirement by Strategic Objective**

S/No.	Strategic Objective	Projected Resource Requirements (Million Kshs)					Total
		2017/18	2018/19	2019/20	2020/21	2021/22	
1	To strengthen policy, legal and institutional Capacity	313	1,027	1,615	1,878	2,006	6,839
2	To increase production and productivity	2,623	3,114	2,731	3,014	2,801	14,283
3	To improve market access and trade	1,012	1,319	1,384	1,468	1,475	6,658
4	To improve resilience for ASAL communities	1,661	1,786	1,915	1,872	2,035	9,268.1
5	To improve the capacity for M&E and information Management	73.5	49.5	41	37	37	238
6	Crosscutting Issues	21.50	36.80	33.80	37.80	37.80	167.7
	<b>Total</b>	<b>5,704</b>	<b>7,331.9</b>	<b>7,719.1</b>	<b>8,306.8</b>	<b>8,391.7</b>	<b>37,453.5</b>

## Human Resource

Implementation of this strategic plan will require adequate organization structure as shown below (figure 1) and a pool of skilled and motivated staff.



The SDL has a total of 1,253 in-post staff against an authorized establishment of 3,044 staff. Of this, the in-post for technical staff is 837 against an authorized establishment of 2,027. There is a big succession management challenge because majority of the existing employees are scheduled to exit service within this planning period. In this regard, the following measures will be undertaken

- i) Recruitment of skilled staff as the need arises
- ii) Staff capacity building
- iii) Ensuring appropriate schemes of service for all cadres of staff
- iv) Institutionalizing performance contracting and performance appraisal system

## **CHAPTER 5: IMPLEMENTATION AND COORDINATION FRAMEWORK**

### **5.0 Overview**

The overall responsibility for the Implementation of this Strategic Plan lies with the SDL top management. This however, does not replace the respective roles of each department and unit. Individual members of staff will also be accountable for performance on targets set at the department or unit level.

### **5.1 Pre-Implementation**

The plan will be cascaded to all levels of the state department's establishment and integrated into the performance management framework. Annual work plans will be developed at all levels which will be aligned with this strategic plan's objectives, strategies and targets.

### **5.2 Implementation framework**

The implementation matrix has outlined the department or unit responsible for each activity. Heads of Department/Unit will be solely responsible for results in each activity under their respective department/unit. The accountability framework will be cascaded further through departmental Strategic Plans, Annual Work Plans, Individual Work Plans and Performance Appraisal System (PAS), all of which will be aligned to this Strategic Plan. The Heads of Department will be accountable to the Cabinet Secretary and Principal Secretary for their performance. Heads of Units and Divisions will in turn be accountable to their respective Heads of Department while individual members of staff will be accountable to their Unit/ Division heads

### **5.3 Risk Analysis and Management**

The SDL has identified a number of risks that may affect the successful implementation of prioritized projects and activities. Table 5.1 summarizes the risks and the proposed mitigation measures.



Table 5.1 Risk Analysis Framework

Risk Factor	Probability of risk (1-3)	Impact of risk (1-3)	Risk factor (1-9)	Mitigation measures
Livestock pests and diseases	3	3	9	Vaccination Livestock movement control Treatment and pesticide application
Insecurity in livestock producing areas	1	1	1	Peace initiatives Initiate livestock Development project Cultural re-engineering will be promoted through community engagement, policy and law.
Drought	2	3	6	The SDL will develop programmes/projects that will build resilience to drought prone communities, enhance early warning systems and develop appropriate contingency plans
Floods	1	1	1	Water conservation structures A forestation Emergency response mechanisms Activate early warning system.

Pandemic	1	1	1	Vaccination  Quarantine  Awareness
Incursion of diseases from neighboring countries of unknown or indeterminate disease status	2	3	6	SDL will enhance regional disease control initiatives and strengthen border-point surveillance.
Shift of international trading protocols	1	3	3	SDL will engage more with trading partners through membership to regional and international trade groupings and also anticipate emerging sanitary standards and implement them upfront to avoid disruption of trade
Climate Change	2	3	6	Mainstream climate change adaptation and mitigation strategies in design, implementation and M&E of SDL programmes and projects

## IMPLEMENTATION MATRIX

Table 5 shows the resources required to implement the identified activities under each strategic objective.

**Table 5: Implementation Matrix**

### Strategic Issue 1: Inadequate Policy, Legal and Institutional Capacity

#### Strategic Objective 1: To strengthen policy, legal and institutional Capacity

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
Develop appropriate Policies, legal and regulations framework	Finalize pending policies (National Livestock Policy, Dairy Industry Policy, Animal Breeding Policy, Animal Feeds Policy, Apiculture Policy, Poultry Policy and Camel Policy)	7 Policies finalized	No. of Policies in place	Dir. Policy Research & Regulation (Dir, PR&R, DVS and DLP)	5	10	10	10	10
	Develop new policies (Livestock Insurance Policy, Veterinary Laboratory Policy, Anti-microbial Resistance, Hides & Skin)	4 policies developed	No. of policies in place	Dir. PR&R, DVS and DLP	0	20	50	30	10
	Undertake comprehensive monitoring and evaluation	Monitoring and Evaluation programme for policy	No. of Monitoring and Evaluation	Dir. PR&R, DVS and DLP	1	2	2	3	3

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	programme for policy implementation and impact assessment	implementation undertaken	programme for policy implementation						
	Finalization of Bills	13 Bills finalized	No. of Bills in place	Dir. PR&R, DVS and DLP	5	20	20	15	10
	Review of existing legal frameworks	7 existing legal frameworks reviewed	No. of existing frameworks reviewed	Dir. PR&R, DVS and DLP	5	10	10	10	10
	Development of regulations namely Veterinary Laboratories; Livestock Identification and Traceability (LITs) and Breeding Services	3 regulations developed	No. of legal frameworks in place	Dir. PR&R, DVS and DLP	5	50	20	15	10
	Review Veterinary Medicines Directorates Regulations	Veterinary Medicines Directorates Regulations reviewed	No. of Veterinary Medicines Directorates Regulations reviewed	Dir. PR&R, DVS and DLP	5	20	10	10	5
	Develop standards on import of animal genetics;	Standards on imports of animal genetics developed	No. of standards on import of animal genetics in	Dir. PR&R, DVS and DLP	2	5	5	0	0

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
			place						
	Develop guidelines to regulate movement, import and export of biological materials;	Guidelines to regulate movement of biological materials developed	No. of regulations guidelines on biological materials in place	Dir. PR&R, DVS and DLP	1	5	5	2	2
	Develop guidelines on the implementation of certification and accreditation of laboratories on ISO standards	Guidelines on the implementation of certification and accreditation of laboratories on ISO standards developed	No. of guidelines on the implementation of certification and accreditation of laboratories on ISO standards	Dir. PR&R, DVS and DLP	3	4	5	5	7
	Develop disease control strategies and contingency plans; acaricide resistance management strategy; Breeding services provision strategy, guidelines and technical manual;	4 Strategies developed	No. of strategies in place	Dir. PR&R, DVS and DLP	2	5	5	5	3
		Diseases contingency and AMR National Action plans developed	No. of Plans in places	Dir. PR&R, DVS	2	8	5	0	0

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Diagnosis, surveillance, epidemiology, control and prevention of zoonoses Strategy; and AMR National Action Plan	1 Breeding services provision technical manual developed	No. of breeding services provision technical manual developed	Dir. Policy Research & Regulation, DVS	2	5	3	0	0
	Develop National Livestock Master Plan	National Livestock Master Plan developed	No. National Livestock Master Plan developed	Dir. Policy Research & Regulation, DVS/DLP	5	30	50	50	50
	Develop a PPP engagement framework	PPP Engagement framework developed	No. of PPP Engagement framework developed	Dir. Policy Research & Regulation,	0	10	0	0	0
	Undertake quarterly monitoring and evaluation program to track the status of policies implementation	Quarterly M&E on policies implementation undertaken	Quarterly reports	Head M&E Unit in SDL, Dir. Policy Research & Regulation, DVS and DLP	2	10	10	10	10
	Inventorize existing policies and legislations affecting the livestock industry	Existing policies and legislations affecting the livestock industry inventorized	No. of inventories	Head M&E Unit in SDL, Dir. Policy Research & Regulation, DVS and DLP	3	5	5	5	7

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
Strengthen cooperation and collaboration with Counties and public private partnerships	Development a framework for capacity building county governments and other stakeholders;	Stakeholders capacity building framework developed	No. of Capacity building framework in place	DLP/DVS/Dir Policy, Research and Regulations	0	10	5	0	0
	Hold meetings with inter-governmental agencies (JASCOM) and County CECs & Cos in charge of livestock matters and develop MoUs;	MOUs developed	No. of signed MOUs	DLP/DVS/Dir Policy, Research and Regulations	0	5	5	5	5
	Organize meetings with potential private partners and develop collaboration mechanisms	Guidelines and MOUs in line with PPP policy developed	No. of signed Guidelines and MOUs in line with PPP policy	DLP/DVS/Dir Policy, Research and Regulations	5	5	5	5	5
	Develop, print and disseminate technical brochures and manuals	Technical brochures and manuals developed printed and disseminated	No. of brochures and manuals developed and disseminated	DLP	0	1	2	2	2

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Assess county capacity needs for innovations in production, processing, storage, and marketing infrastructures	Counties capacity needs assessed on processing production, processing, storage, and marketing infrastructures	No. of Counties capacity needs assessed	DLP	0	10	0	0	0
	Build capacity of counties with processing production, processing, storage, and marketing infrastructures	Counties capacity build on processing production, processing, storage, and marketing infrastructures	No. of Counties capacity build	DLP	20	30	30	30	30
Modernization of Livestock facilities and services	Develop/ Rehabilitate infrastructure (Offices, laboratories, efficacy trial centers, farms and Stations)	Developed and rehabilitated Offices, laboratories, efficacy trial centers, training institutions, farms and Stations	No. of offices, farms, Institutions, laboratories and Stations rehabilitated	DVS/DLP/DA	100	100	200	200	200
	Procure relevant tools and equipment (vehicles, furniture,	Relevant tools and equipment procured	No. of vehicles, furniture,	DA	20	100	100	50	50



Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	computers, printers, LCD projectors etc)		computers, printers, LCD projectors etc procured						
	Certification and accreditation of laboratories on: Quality Management System & Laboratories management system	Laboratories Certified and accredited (ISO 9001: 2015) & Laboratories management system (ISO 17025: 2005)	No. of laboratories certified and accredited	DVS, MR	5	20	20	20	20
	Automation of the Livestock sector through farmer registration, expansion of Livestock Market Information System and promotion of Livestock identification and traceability	ICT infrastructure upgraded	Automation level	H:ICT	2	10	30	30	30
Transformation /Strengthening of SDL Training Institutions	Develop guidelines on review of AHITIs and MTI curricula	Guidelines on review of AHITIs and MTI curricula developed	No. of reviewed curricula	HRM&D/DVS/DLP	1	20	20	5	0
	Transform DTI to a	Transformed	Gazette	Dir PR&R,	0	5	20	5	5

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	SAGA to enhance efficiency in its operations.	DTI into SAGA	Notice/ Institution Charter	HRM&D, DLP					
	Establish a leather training institute in Ngong	Leather training institute established	Completion level/Certificate of completion and Gazette Notice	Dir PR&R, DVS, HRM&D	20	100	200	300	300
	Establish model leather centers of excellence	Six (6) centres established	No. of centers established	DVS/DLP	0	100	200	300	300
	Review current curriculum	Current curriculum for training institutions reviewed	No. of curriculums reviewed	HRM&D/DLP/ DVS	0	5	5	0	0
	Develop diploma curriculum aligned to TVET Act	Diploma curriculum aligned to TVET Act developed	No. Diploma curriculum aligned to TVET Act	HRM&D/DLP/ DVS	0	2	10	5	5
	Develop support infrastructures in training institutions	Training institutions infrastructures development supported	No. of infrastructures development supported	HRM&D/DLP/ DVS	25	100	200	200	300
	Recruit training cadres for training institutions	Training cadres for training institutions	Training cadres recruited	HRM&D/DLP/ DVS	0	0	50	100	100

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
		recruited							
Asset management	Secure land titles for livestock land: (Farms, Stations, Efficacy Trial Centres, Training Institutions, holding Grounds)	Institutional land under SDL survey and secured	No. of title deeds/ Land area secured	DVS/DLP/DA	0	20	100	200	200
	Fencing SDL institutional land	SDL institutional land fenced	No. of Institutional land fenced/ fence coverage	DA/DVS/DLP	50	50	50	50	50
	Establish 4 regional holding ground management units to manage clusters holding ground	4 regional livestock holding ground management units established	No. of livestock holding ground management Units	DLP	0	40	50	50	50
Staff capacity building	Undertake institutional Skills Gap Analysis	Institutional Skills Gaps Analysis undertaken	Institutional Gap analysis report in place	HRM&D	0	10	5	0	0
	Undertake training needs assessment (TNA) and implement the recommendations	TNA Report	TNA Report	HRM&D	1	1	1	1	1
	Support short and long term training	Short and long term training	No. of short and long	HRM&D	2	5	20	20	30

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
		undertaken	term trainings supported						
	Recruit relevant staff	150 staff recruited	No. of staff recruited	HRM&D	0	40	50	100	150
Improved work environment	Undertake and implement work place environment survey	Work place environment survey undertaken and implemented	No. of work place survey undertaken	Dir. Adm	1	2	3	3	4
	Develop and implement institutional occupational health and safety policy	Institutional occupational health and safety policy developed and implemented	Institutional occupational health and safety policy in place	Dir. Adm	-	3	3	5	5
	Contract security services	Security Services contracted	Security services in place	Dir. Adm	10	10	10	15	20
	Install and maintain safety equipments in strategic areas (fire extinguishers and CCTV system)	Safety equipments in strategic areas (fire extinguishers and CCTV system) installed and maintained	No. of safety equipments in strategic areas installed and maintained	Dir. Adm	3	4	6	7	7
<b>Total strengthen policy, legal and institutional Capacity</b>					<b>313</b>	<b>1,027</b>	<b>1,615</b>	<b>1,878</b>	<b>2,006</b>
<b>Total for 5 year</b>					<b>6,839</b>				

**Strategic Issue 2: Low production and productivity**

**Strategic Objective 2: To increase production and productivity**

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
Enhance availability of quality feeds and supplements	Build capacities on production of feeds and forage seeds	Increased production and conservation of pasture and fodder. Improved quality of feeds.	Quantity forage seed produced.	DLP	500	550	400	400	400
	Build capacities on feed ration formulation	Capacity build on feed ration formulation	No of farmers adopting feed ration formulation and quality feeding.	DLP	25	25	25	25	25
	Undertake feed quality control inspections	Feed quality control inspections undertaken	Quantity of quality feeds available in the market.	DVS/DLP	24	24	24	24	24
	Develop and review standards for animal feeds	Standards for animal feeds developed and reviewed	No. of standards developed	DLP/DVS	10	10	10	10	10
	Promote production, conservation and commercialization of	Production, conservation and	No. of promotion fora	DLP	0	20	20	20	20

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	pastures and fodders	commercialization of pastures and fodders promoted							
	Establish irrigation infrastructure for seed, pasture and fodder production	Irrigation in seed, pasture and fodder	Amount of feeds produced under irrigation	.DLP	1,066	1,334	1,066	1,334	1,066
	Establish strategic feed reserves	Strategic Feed Reserve established	Quantity of available stocks during drought.	DLP/DVS	500	500	500	500	500
	Create linkages between public and private to increase mechanization and proper storage of feeds.	Linkages between public and private to increase mechanization and proper storage of feeds created	Amount of feeds produced and stored.	DLP	2	2	2	2	2
	Lobby for tax exemptions for feed ingredients.	Tax exemptions for feed ingredients lobbied	Change in prices of animal feeds	DLP/DVS	1	1	1	1	1
Improve livestock breeds and	Develop breeding plans for specific breeds	Increased number of livestock	No of breeding plans	DLP/DVS	10	10	10	10	10

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
breeding		farmers with skills to undertake breeds selection. Increased availability of quality breeds  Breeding plans available  Improved regulation of breeding service provision	developed						
	Strengthen infrastructure for performance recording and genetic evaluation	No. of infrastructure for performing recording and genetic evaluation strengthened	No. of farmers practicing breed selection	DLP/DVS	25	25	25	25	25
	Establish a national animal identification system for performance recording and genetic evaluation	A national animal identification system for performance recording and	National animal identification system for performance recording	DLP/DVS	2	10	10	15	15

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
		genetic evaluation strengthened	and genetic evaluation						
	Strengthen capacity for utilization of appropriate breed improvement technologies (semen, embryo, eggs, live animals)	Capacity for utilization of appropriate breed improvement technologies strengthened	No of high yielding animals	DLP/DVS	20	20	20	20	20
	Support breeding, multiplication and conservation of stock	Quality breeding stocks supported	No. of quality breeding stock availed	DLP	0	100	100	100	100
	Develop a legal framework for conservation of AnGRs	Legal framework for conservation of AnGRs developed	No of animal adopted to their environment	DLP/DVS	10	10	0	0	0
	Develop a genebank and build capacity for multiplication and conservation of livestock in the country	Genebank and build capacity for multiplication and conservation of livestock in the country developed	Breeding quality assurance system in place	DLP/DVS	10	30	50	70	80



Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Create awareness on modern breeding technologies	Modern breeding technologies awareness created	No. of stakeholders using modern breeding technologies	DLP/DVS	25	25	25	25	25
Improve animal health	Undertake surveillance and mapping of diseases	Reduced prevalence of diseases	No. of surveillance reports	DVS	20	20	20	20	20
	Carryout disease risk management and disaster preparedness	Disease strategies and contingency plans developed/reviewed	No. of disease strategies and contingency plans developed/reviewed	DVS	20	20	20	20	20
	Mainstream animal welfare in animal production	Increased awareness of animal welfare issues	No. of stakeholders practicing good animal welfare practices	DVS/DLP	5	5	5	5	5
	Develop database for management of animal health and production information	Database for management of animal health and production information	Availability of database	DVS	5	5	5	5	5

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
		developed							
	Implement disease control strategies and contingency plans	Disease control strategies and contingency plans implemented	No. interventions on disease outbreaks	DVS	150	150	150	150	150
	Support vector control initiatives	Vector control initiatives supported	No. of vector control initiatives supported	DVS	30	40	40	50	60
	Regulate use of veterinary medicines and biological	Use of Veterinary medicines and biological regulated	Regulations in place	DVS	10	10	15	15	20
	Support development and production of safe, effective and affordable veterinary vaccines for the improvement of the livestock industry	Development and production of safe, effective and affordable veterinary vaccines for the improvement of	No. of support initiatives	DVS	50	60	100	100	120

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
		the livestock industry supported							
	Build capacity and strengthen mechanism for transboundary disease reporting	Mechanism for transboundary disease reporting strengthened	No. of mechanisms strengthened	DVS	40	40	50	50	60
Promote adoption of improved livestock technologies	Identify research needs and collaborate with partners and research institutions.	Production constraints identified and addressed	No of research studies initiated	DLP/DVS	10	10	10	10	10
	Develop and disseminate materials on improved livestock production technologies	Increased availability and access to improved technologies	No of technologies packaged. and disseminated	DLP/DVS	10	10	0	0	0
	Support technology transfer	Livestock technology transfer supported	No of farmers adopting improved technologies	DLP/DVS	8	8	8	8	8
	Develop extension management guidelines	Extension content and delivery regulated	Guidelines developed	DLP/DVS	5	10	10	0	0

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Develop legislation to regulate content and delivery of extension messages	Extension service regulatory framework developed by June 2020	Extension service regulatory framework in place	DLP	30	30	10	0	0
<b>Total for improving production and productivity</b>					<b>2,623</b>	<b>3,114</b>	<b>2,731</b>	<b>3,014</b>	<b>2,801</b>
<b>Total for 5 years</b>					<b>14,283</b>				

**Strategic Issue 3: Inadequate commercialization and market access.**

**Strategic Objective 3: To improve market access and trade.**

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
Promote agribusiness along the livestock value chain	Conduct regular assessment on capacity gap in the counties	Regular assessment on capacity gap in the counties conducted	No. of regular assessment on capacity gap in the counties conducted	DLP / DVS	2	5	5	10	10
	Capacity build counties on agribusiness and commercialization in the livestock value chains	282 County stakeholder's capacity built	No. of stakeholders trained	DLP / DVS	0.5	1	1.2	1.5	1.8

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibili ty	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	Capacity building for value chain operators to undertake value addition	50 Value chain operators capacity built	No. of value chain operators	DLP	0.4	0.8	1	1.1	1.3
	Establish feedlots in strategic sites	50 feedlots established	No. of animals finished for market	DLP/DVS	550	550	550	550	550
	Develop standards for livestock products and by-products	2 standards developed	No. of standards for livestock products and by-products developed	DVS	1.2	2	2	1	1
	Establish linkages between livestock agro-industries and potential manufacturers to business development services (BDS), financial and insurance and market service providers	10 business linkage meetings organized	No. of linkages established	DLP / DVS	1.0	1.4	1.8	2.2	2.5
	Organize/participate in business development services (BDS), financial and insurance and market service providers	5 business development services (BDS), financial and insurance and market service providers	No. of business development services (BDS), financial and insurance and market service providers	DLP / DVS	0.8	1.2	1.4	1.5	1.5
	Organize/participate in business development services (BDS), financial and insurance and market service providers	5 business development services (BDS), financial and insurance and market service providers	No. of business development services (BDS), financial and insurance and market service providers	DLP / DVS	0.8	1.2	1.4	1.5	1.5

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibili ty	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	pate in business/ investment fora and events	investment forums/events organized	forums						
Promote trade in livestock and livestock products	Capacity building of producers, marketing groups and processors to develop livestock products' brands	5 livestock brands developed	No. of livestock brands developed	DLP / DVS	1.8	2	2	2.2	2.3
	Undertake regional and international in livestock trade promotions	5 trade promotion missions	No. of trade promotion missions undertaken	DLP / DVS	1.8	2.2	2.4	2.4	2.6
	Participate in national, regional and international trade facilitation meetings			DLP / DVS	2.5	3	3.3	3.6	4.
	Develop safety and quality assurance procedures for animals, animal	10 safety and quality assurance procedures developed	No. of safety and quality assurance procedures developed	DVS	1.8	2	2.2	2.4	2.6

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibili ty	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	products and by products								
	Capacity building for quality assurance officers	50 QA officers trained	No. of QA officers trained	DLP / DVS	1.0	1.2	1.4	1.5	1.7
	Develop/review standards for export slaughterhouses and tanneries	2 standards developed	No. of standards developed	DVS	1.7	2	2	0	0
Enhanced safety of food of animal origin	Develop and promote AMR mitigation policy through National Action Plan	AMR mitigation policy through National Action Plan developed	National Action Plan for AMR mitigation policy in place	DVS	5	10	10	10	5
	Strengthen inspection and certification of food of animal origin	Inspection and certification of food of animal origin strengthened	No. of certification and inspection	DVS	4	5	7	7	9
	Promote establishment of food and feeds quality assurance laboratories	Establishment of food and feeds quality assurance laboratories promoted	Food and feeds quality assurance laboratories in place	DVS	10	20	30	50	50

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibili ty	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	Support risk analysis on foods of animal origin	Risk analysis on foods of animal origin supported	No. of risk analysis on foods of animal origin undertaken	DVS	5	5	5	7	10
	Support national residue monitoring in animal products	National residue monitoring in animal products supported	No. of national residue monitoring in animal products undertaken	DVS	2	2	3	3	4
	Promote One Health initiatives with other collaboration partners	One Health initiatives with other collaboration partners promoted	No. of One Health initiatives with other collaboration partners promoted	DVS	2	4	4	6	6
	Develop/review standards for slaughterhouse	Standards for slaughterhouse developed/reviewed	Standards for slaughterhouse in place	DVS	5	5	7	7	6
Strengthen livestock marketing infrastructure	Register and rehabilitate strategic holding grounds	20 holding grounds registered  10 holding grounds rehabilitated	No. of holding grounds registered & rehabilitated	DLP	80	100	110	120	130
	Develop quarantine and	3 quarantine facilities	No. of quarantine/ livestock health	DVS	200	450	500	550	550



Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibili ty	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	livestock health certification infrastructure	developed (Bachuma, Kurawa, Miritini)	facilities developed						
	Support counties to establish strategic sale yards	21 sale Yards established	No. of sale yards established	DLP	60	80	90	100	100
	Decentralize management of holding grounds	10 holding grounds decentralized	No. of holding grounds decentralized	DLP	2	2.2	2.5	2.0	2.0
Strengthen livestock market information systems	Build capacity for data management	140 data monitor officers trained and equipped	No. of data monitors trained	DLP / DVS	3.0	4	4.2	4.4	5
	Establish and maintain data collection, collation, analysis, storage and dissemination system	2 data management system established (1 for disease control, 1 for livestock market information)	No. of data management systems established	DLP / DVS	6	6	3	2	2
	Facilitate the dissemination of information on available	20 export/import enquiries/ information	No. of export/import enquiries attended to	DLP / DVS	1.5	2	2.2	2.4	2.6

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibili ty	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	export/ imports market requirements	disseminated							
	Establish livestock identification and traceability systems	1 livestock identification & traceability system established	No. of livestock identification & traceability systems established	DVS	60	50	30	18	12
<b>Sub Total for improving market access and trade</b>					<b>1,012</b>	<b>1,319</b>	<b>1,384</b>	<b>1,468</b>	<b>1,475</b>
<b>Total</b>					<b>6,658</b>				

**Strategic Issue 4: Inadequate resilience for ASAL communities.**

**Strategic Objective 4: To improve resilience for ASAL communities.**

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibil ity	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
Promote investment in water infrastructure for livestock	Undertake survey on livestock water infrastructure	Improved access to livestock water  Water conservation technologies adopted.	No of water infrastructure development plans	DLP	25	25	0	0	0
	Construct and rehabilitate water provision facilities	25 water pans/boreholes constructed	No. of Water facilities rehabilitated	DLP	60	60	75	75	80

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibil ity	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	for livestock								
	Build Capacities on water conservation technologies	21 counties capacity built	No of counties capacity built	DLP	1.5	2	2.2	2.4	2.8
Enhance availability of fodder and pasture	Promote fodder production, storage and conservation technologies	4,000 Ha of irrigated fodder  250, 000 bale of hay	Ha of irrigated fodder established  No of Bales Conserved	DLP	400	450	500	550	600
	Promote production of drought resistant fodder crops	500 Ha of drought resistant fodder varieties promoted	Ha of drought resistant fodder varieties	DLP	100	100	150	120	140
	Rehabilitation of rangelands through reseeding programs and bush control	2,000 Ha rehabilitated	Ha of rangelands rehabilitated	DLP	50	50	55	60	65
	Promote research on alternative livestock feeds stuffs for range lands	5 alternative livestock feedstuff for rangelands	Numbers of alternative livestock feedstuff	DLP	3	5	6	6.6	7
To promote climate change adaptation	Support uptake of livestock insurance	10,000 household covered	Number of households insuring their	DLP	150	120	100	80	80

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibil ity	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
technologies and practices			livestock						
	Promote keeping of locally adapted livestock breeds	5 Locally adapted breed promoted	No of locally adapted breeds promoted	DLP	3.0	4	4.5	5	6
	Support commercial and emergency livestock off-take programmes	As need arises	Timely intervention	DLP	500	600	650	600	680
	Promote alternative livelihood	4 alternative livelihood enterprises	No of Alternative livelihood promoted	DLP	4.5	5	7	7.2	8
	Develop and disseminate early warning information	Early warning information disseminated on time	Early warning information disseminated	DLP / DVS	2.0	2.2	2.4	2.8	3.2
Promote rangeland management and conservation	Undertake assessment and valuation of rangeland resources	Rangeland resources condition and value documented	Guidelines for use of range resources available	DLP	200	200	200	200	200
	Build capacities on range management and conservation	Increased number of stakeholders with skills on range management and conservation	No of farmer utilizing technologies on range management and conservation	DLP	60	60	60	60	60

Strategies	Activities	Outputs/Targ ets	Performance Indicators	Responsibil ity	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
	Undertake range conservation and reseedling	Increased area of land rehabilitated	Area conserved and rehabilitated	DLP	100	100	100	100	100
	Strengthen Networks and Partnership among the pastoral communities	Establish 5 networks and capacity built	No. of stakeholders capacity built	DLP/DVS	2.0	2.4	2.6	2.8	3
<b>Sub Total for improving resilience for the ASAL communities</b>					<b>1,661</b>	<b>1,786</b>	<b>1,915</b>	<b>1,872</b>	<b>2,035</b>
<b>Total</b>					<b>9,268.</b>				

**Strategic Issue 5: Weak monitoring, evaluation and data management**

**Strategic Objective 5: To improve the capacity for M&E and information Management**

Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibil ity	Budget (Kshs '000,000)				
					2018/1 9	2019/2 0	2020/21	2021/2 2	2022/23
Improve the capacity of M & E for SDL	Develop a Monitoring and Evaluation framework	1 M & E framework developed	M & E framework Developed	Head: Planning	7.5	10	5	1	1
	Training of staff in M & E data & information management	20 officers trained	No. of staff trained	Head: Planning	2.0	2.5	2.5	2.5	2.5
	Develop an Integrated Information Management System for SDL	1 Integrated Information Management System in	Integrated Information Management system in place	Head: ICT	15	5	1.5	1.5	1.5

Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibil ity	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
		place							
	Procure ICT equipment and other M & E tools	Equipment procured	No. of equipment procured	Head: ICT	30	3	3	3	3
	Capacity building of county Staff on M&E		No. of staff capacity built	Head Planning	0	10	10	10	10
Data and knowledge management	Undertake M&E missions	20 M & E mission	No. of M & E missions undertaken	Head: Planning	10	10	10	10	10
	Undertake mid-term and end term review for projects	Reviews undertaken	No. of project reviews undertaken	Head: Planning	4	4	4	4	4
	Develop an annual publication review report on livestock industry performance	5 annual publications	No. of publications produced	Head: Planning	5	5	5	5	5
<b>Sub Total for improving M&amp;E and Information Management</b>					<b>73.5</b>	<b>49.5</b>	<b>41</b>	<b>37</b>	<b>37</b>
<b>Total</b>						<b>236</b>			

### Cross cutting Issues

Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibilit y	Budget (Kshs '000,000)				
					2018/19	2019/20	2020/21	2021/22	2022/23
HIV/AIDS Prevention and	Continuous sensitization of staff on HIV/AIDS	Increased awareness	No. of Staff sensitized	Head: HRM&D	1	1	1	1	1

Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibilit y	Budget (Kshs '000,000)				
					2018/1 9	2019/20	2020/21	2021/2 2	2022/23
Control	Integration of HIV/AIDS sensitization in all its institutions	Increased awareness	No. of stakeholders sensitized	Head: HRM&D	2	2	2	2	2
Corruption Prevention and Control	Establish/strengthen the Corruption Prevention Committee (CPC)	Corruption Prevention Committee (CPC)	Corruption Prevention Committee (CPC) in place	DA	1	1	1	1	1
	Undertake anti-corruption sensitization programmes among staff at all levels	Increased awareness	No. of Staff sensitized	DA	1	1	1	1	1
	Facilitate the placement of corruption prevention boxes in strategic locations at the headquarters and in the regional offices.	Corruption prevention boxes procured and installed	No. of corruption prevention boxes	DA	1	1	1	1	1
	Carry out Corruption Risk Assessment (CRA), mitigation and implement the recommendations.	CRA Report	CRA Report	DA	1	1	1	1	1
	Build capacity on	Skilled	No. of officers	DA	1	1	1	2	2

Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibilit y	Budget (Kshs '000,000)				
					2018/1 9	2019/20	2020/21	2021/2 2	2022/23
	corruption prevention, ethics and integrity	manpower on corruption prevention	trained						
Empowerment of youth, women and persons with disabilities	Sensitize youth, women and persons with disabilities on opportunities within the SDL	Increased awareness on opportunities within the Council	No. of youth, women and persons with disabilities sensitized	Head :Supply Chain Mgt	1	1	1	1	1
	Allocate 30 % of procurement budget to youth, women and persons with disabilities	Increased opportunities for youth, women and persons with disabilities	Value of tenders allocated	Head: Supply Chain Mgt	0	0	0	0	0
	Establish and operationalize a disability mainstreaming committee	Committee established	Committee in place and operational	DA	0.5	0.5	0.5	0.5	0.5
	Carry out a baseline survey on disability	Disability issues profiled	Survey report		2	0	0	3	0
	Train and sensitize staff on disability issues	Increased awareness	Number of staff trained		2	2	2	2	2
	Undertake accessibility renovations	Increased accessibility to disabled	Number of renovated areas		2	2	2	2	2



Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibilit y	Budget (Kshs '000,000)				
					2018/1 9	2019/20	2020/21	2021/2 2	2022/23
		persons							
Environmental conservation	Sensitize staff on safe use and disposal of chemicals, waste and other materials	Increased awareness on safe use of tsetse eradication materials and chemicals	No. of staff sensitized	DVS	2	2	2	2	2
	Plant trees on institutional land	Trees planted	No. trees planted	DA	0	0.1	0.1	0.1	0.1
	Undertake annual environmental audit	Annual environmental audit report	Annual environmental audit report in place	DA	0	3	3	3	3
	Undertake environmental and social impact assessment of SDL projects	Environmental and social impact assessment reports	No. of reports	DA	0	3	0	0	3
Alcohol and Drug abuse	Undertake sensitization and awareness among staff.	Increased awareness	No. of staff sensitized	Head: HRM&D	0	0	0	0	0
	Train staff on basic counseling skills	Improved counseling skills	No. of staff trained	Head: HRM&D	0	0.1	0.1	0.1	0.1
	Institute counseling	Improved	No. of staff	Head:	0	0.1	0.1	0.1	0.1

Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibilit y	Budget (Kshs '000,000)				
					2018/1 9	2019/20	2020/21	2021/2 2	2022/23
	programs for staff affected by alcohol and drug abuse.	behavior change	counseled	HRM&D					
Promote National Cohesion and Values	Sensitize stakeholders on national values and principles of governance	Increased awareness	No. of stakeholders sensitized	DA	2	2	2	2	2
	Sensitize staff on adherence to the provisions of the constitution	Increased awareness	No. of staff sensitized	DA	2	2	2	2	2
	Hold consultative meetings with county governments to strengthen inter and intra- county relations	Consultative meetings held	No. of meetings held	DA	0	9	9	9	9
	Ensure public participation and access to information on livestock matters	Enhanced ownership	No. of stakeholders for a	DA	0	2	2	2	2
<b>Total for Cross Cutting Issues</b>					<b>21.5</b>	<b>36.8</b>	<b>33.8</b>	<b>37.8</b>	<b>37.8</b>
<b>Total for 5 years for cross cutting issues</b>					<b>167.7</b>				
<b>GRAND TOTAL (ANNUAL)</b>					<b>5,704</b>	<b>7,331.9</b>	<b>7,719.1</b>	<b>8,306.8</b>	<b>8,391.7</b>

Strategies	Activities	Outputs/Tar gets	Performance Indicators	Responsibilit y	Budget (Kshs '000,000)				
					2018/1 9	2019/20	2020/21	2021/2 2	2022/23
GRAND TOTAL (5 YEARS)					37,453.5				

## CHAPTER 6: MONITORING, EVALUATION AND REPORTING

### 6.0 Overview

Monitoring, evaluation and reporting is an important component for successful implementation of the Strategic Plan as it provides the necessary feedback evidence-based decision making.

It will be the responsibility of top management to monitor the overall performance of the implementation of this Strategic Plan. The Heads of Departments and Divisions and the officers in charge of projects and programmes will be expected to undertake periodic monitoring of the performance areas as assigned in the implementation matrix.

The SDL will further constitute a Monitoring and Evaluation Strategic Plan Team (MESPT) whose terms of reference will be to:

- i) Coordinate the overall implementation of the strategic plan;
- ii) Develop Monitoring and Evaluation (M&E) reporting guidelines;
- iii) Receive reports, analyze, consolidate and forward final report with appropriate recommendations to the management to guide in decision making on bi-annual basis;
- iv) Undertake independent quarterly M&E visits; and
- v) Develop, update and maintain a database on all strategic plan interventions.

The MESPT will comprise members drawn from both the Central Planning & Project Monitoring Unit (CPPMU) and the SDL's Departments. The Head of the CPPMU will chair the secretariat.

### 6.1 Performance Reporting

Performance reporting will be based on the indicators outlined in the monitoring and evaluation framework contained in this Strategic Plan as *Annex I*. To enhance implementation, annual work plans, annual performance contracts target as well as annual individual work plans will be drawn from the prioritized activities in this Strategic Plan. Quarterly, mid-term, end year, performance contract reporting as well as performance appraisal system reporting will be adopted. Other M&E and reporting mechanisms will be through regular senior management meetings.

## Annex 1: Monitoring and Evaluation Framework

### Key Result area 1: Strengthened policy, Legal and Institutional Capacity

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
<b>Key Result Area 1: Strengthened policy, Legal and institutional capacity</b>								
1.1	Finalization pending policies (dairy industry policy, animal breeding policy, livestock feedstuff policy and veterinary Policy);	Enabling environment for livestock development created	No. of policies finalized	Veterinary policy finalized and forwarded to the Cabinet	9 stakeholders policies consultation workshops undertaken (Dairy, Animal breeding, livestock feedstuff policies)	Dairy, Animal breeding, livestock feedstuff policies finalized and forwarded to the Cabinet	4 Sessional Papers developed and forwarded to Parliament	4 policies finalized and disseminated
1.2	Develop new policies: livestock insurance policy; veterinary laboratory policy; Anti-Microbial Resistance (AMR) policy; and hides, skins, Leather and leather products policy		No. of policies finalized	Livestock Insurance; AMR, Veterinary Lab Policy; Leather and leather product policies drafted	8 regional stakeholders policies consultation workshops held	4 National stakeholders policies validation workshops held	4 policies finalized and forwarded to the Cabinet	4 Sessional Papers developed and forwarded to Parliament
1.3	Finalization of		No. of Bills	Livestock Bill	8 regional	4 National	Parliament	Bills finalized

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	Bills: Livestock Bill; Kenya School of Animal Science Bill; Bill on bee health; and Animal Production Professionals Bill		Finalized	reviewed. ToRs for development of 3 Bills prepared	stakeholders consultation workshops undertaken	stakeholders policies validation workshops held	Committee in Agriculture sensitized	and forwarded to Parliament to enactment
1.4	Develop legal framework and regulations: veterinary laboratories; Livestock Identification and Traceability System (LITS) legal framework; legislation for animal production professionals and Breeding rules		No. of legal frameworks in place	Consultant engaged and 5 drafts legal frameworks developed	10 regional stakeholders consultation workshops undertaken	5 National stakeholders validations workshops	Parliament and Senate Committees in Agriculture sensitized	Bills finalized and forwarded to Parliament to enactment
	Review of legal framework: Animals Disease Act cap 364 (birds rules 2010,		No. of Review Acts in place	Consultant engaged and 4 legal frameworks reviewed	8 regional stakeholders consultation workshops undertaken	4 National stakeholders policies validation workshops	Parliament and Senate Committees in Agriculture sensitized	Bills finalized and forwarded to Parliament to enactment

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	hatchery Rules 2010, control of bird diseases 2010); Hides and Skins Act Cap 359; Meat control Act Cap 356 (poultry meat inspection rules 2010) and VPH Act.					held		
	Develop standards on import and export of animal genetics; and regulation for breeding of emerging livestock (bees, donkeys, ostriches);	Enabling environment for livestock development created	No. of standards on import of animal genetics in place	Draft standards for import and export of animal genetics developed	National stakeholders' workshops held. Standards for import and export of animal genetics finalized and gazette	3 draft breeding regulations for emerging livestock developed Stakeholders consultation undertaken	3 breeding regulations finalized and gazette	3 breeding regulations disseminated
	Develop guidelines to regulate movement, import and export of biological		No. of regulations guidelines on biological materials in place	Terms of reference on guidelines developed	Draft guidelines to regulate movement, import and export of biological	4 regional stakeholder consultation and a national validation workshops held	Guidelines to regulate movement of biological materials Gazetted	Guidelines to regulate movement of biological materials disseminated

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	materials;				materials developed			
	Develop disease control strategies and contingency plans; Acaricide resistance management strategy; Breeding services provision strategy, guidelines and technical manual; Diagnosis, surveillance, epidemiology, control and prevention of zoonoses Strategy; and AMR National Action Plan		No. of strategies, plans and technical manuals in place	Terms of Reference on strategies, plans and technical manual developed.	4 draft strategies, 1 AMR action plan and 1 technical manual developed.	5 regional stakeholder workshops for the strategies, plans, technical manual undertaken	5 National validation workshops on strategies, plans and technical manual held	4 strategies, 1 AMR action plan and 1 technical manual finalized and disseminated
	Develop a PPP engagement framework		PPP Engagement framework developed		1 PPP Engagement framework developed			
	Undertake quarterly		Quarterly reports	1 monitoring and	4 monitoring and	4 monitoring and evaluation	4 monitoring and evaluation	4 monitoring and evaluation



	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	monitoring and evaluation program to track the status of policies implementation			evaluation mission undertaken	evaluation missions undertaken	missions undertaken	missions undertaken	missions undertaken
	Development a framework for capacity building county governments and other stakeholders;	Strengthen cooperation and collaboration with Counties and public private partnerships	No. of Capacity building framework in place	TORs developed	Draft Capacity building framework developed and 2 regional stakeholders workshops fora held	National validation workshops held and the framework finalized	1 Monitoring and Evaluation undertaken	1 monitoring and Evaluation undertaken
	Hold meetings with inter-governmental agencies (JASCOM) and County CECs & COs in charge of livestock matters and develop MoUs;		No. of signed MOUs	-	2 MOUs signed	2 MOUs signed	2 MOUs signed	2 MOUs signed
	Organize meetings with potential private partners and		No. of signed Guidelines and MOUs in line with PPP	-	Private sector partners meetings on collaboration	Private sector partners collaboration mechanism	Private sector partners collaboration mechanism	Annual M&E on partners collaboration implementatio

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	develop collaboration mechanisms		policy		mechanism organized and held	developed	Implemented	n undertaken
	Develop, print and disseminate technical brochures and manuals		No. of brochures and manuals developed and disseminated	-	1000 brochures and manuals developed	2000 brochures and manuals developed and disseminated	2000 brochures/ manuals developed and disseminated	2000 brochures and manuals developed and disseminated
	Assess county capacity needs for innovations in production, processing, storage, and marketing infrastructures		No. of Counties capacity needs assessed	-	47 Counties capacity needs assessed			
	Certification and accreditation of laboratories on: Quality Management System & Laboratories management system	Modernization of facilities	No. of laboratories certified and accredited	1 laboratory certified and accredited	2 laboratory certified and accredited	2 laboratory certified and accredited	2 laboratory certified and accredited	2 laboratory certified and accredited
	Automation of the Livestock sector through		Automation level (cumulative)	40% automation level	50% automation level	70% automation level	90% automation level	100% automation level

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	farmer registration, expansion of Livestock Market Information System and promotion of Livestock identification and traceability							
	Develop/ Rehabilitate infrastructure (Offices, laboratories, efficacy trial centers, farms and Stations)		No. of offices, farms, Institutions, laboratories and Stations rehabilitated	DVS offices in Kabete rehabilitated	2 laboratories, 10 offices, 2 efficacy trial Centres and 3 training institutions and 3 farms and stations rehabilitated	3 laboratories, 10 offices, 3 efficacy trial Centres and 3 training institutions and 4 farms and stations rehabilitated	3 laboratories, 10 offices, 2 efficacy trial Centres and 2 training institutions and 4 farms and stations rehabilitated	2 laboratories, 10 offices, 2 efficacy trial Centres and 2 training institutions and 2 farms and stations rehabilitated
	Develop guidelines on review of AHITIs and MTI curricula;	Transformation of SDL Training Institutions	No. of reviewed curricula	Meeting on curriculum review held	3 curriculum for DTI, AHITI, MTI reviewed	Stakeholders validations workshop held	Reviewed curriculum piloted	Reviewed curriculum implemented
	Transform DTI to a SAGA to enhance efficiency in its operations.		Gazette Notice/ Institution Charter	-	Proposal for DTI transformation to SAGA developed	Stakeholder engaged	DTI transformation into SAGA Gazette	Institutions Charter obtained

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	Establish a leather training institute in Ngong		Completion level/ and Gazette Notice	10% completed	50% completed	100% completed and Gazetted	Trainings operationalized	Operations monitored
	Establish model leather centers of excellence		Six (6) centres established		One centers established	One centers established	Two centers established	Two centers established
	Review current curriculum		No. of curriculums reviewed	-	2 curriculums reviewed	2 curriculums reviewed		
	Develop diploma curriculum aligned to TVET Act		No. Diploma curriculum aligned to TVET Act	Consultations on diploma curriculum review done	3 curriculum for DTI, AHITI, MTI reviewed	Stakeholders validations workshop held	Reviewed curriculum piloted	Reviewed curriculum implemented
	Develop support infrastructures in training institutions		No. of infrastructure s development supported	Road map to support training institutions infrastructure s developed	2 training institutions infrastructures supported	2 training institutions infrastructures supported	2 training institutions infrastructures supported	2 training institutions infrastructures supported
	Recruit training cadres for training institutions		No. of training cadres recruited	-	-	20 training cadres recruited	40 training cadres recruited	40 training cadres recruited
	Secure land titles for livestock land: (Farms, Stations, Efficacy Trial Centres,	Assets management	No. of title deeds/ Land area secured	Institutional lands identified and documented	Institutional Land surveyed	10 institutional land titles obtained	20 institutional land titles obtained	8 institutional land titles obtained

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	Training Institutions, holding Grounds)							
	Fencing SDL institutional land		No. of Institutional land fenced/ fence coverage		Institutional Land surveyed	10 institutional land fenced obtained	20 institutional land fenced	8 institutional land fenced
	Establish 4 regional holding ground management units to manage clusters holding ground		No. of livestock holding ground management Units	Clustering of livestock holding ground undertaken	4 clustered livestock holding ground management Units established	4 clustered livestock holding ground management Units operationalized	4 clustered livestock holding ground managed	4 clustered livestock holding ground managed
	Undertake institutional Skills Gap Analysis	Staff capacity building	Institutional Gap analysis report in place	-	Institutional skills gap analysis undertaken	Action plan on skills gap analysis undertaken	Action plan monitored	Action plan monitored
	Undertake training needs assessment (TNA) and implement the recommendations		TNA Report	-	Training need needs assessment undertaken	Training Projection guided by TNA implemented	Implementation of TNA monitored	Implementation of TNA monitored
	Support short and long term training		No. of short and long term trainings	20 courses undertaken	40 short and long courses supported	50 short and long courses supported	70 short and long courses supported	100 short and long courses supported

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
			supported					
	Recruit relevant staff		No. of staff recruited	-	15 staff recruited	30 staff recruited	20 staff recruited	30 staff recruited

### Key Result Area 2: Improved Production and Productivity

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
<b>Key Result Area 2: Improved production and Productivity</b>								
2.1	Build capacities on production of feeds and forage seeds	Increased production and conservation of pasture and fodder.	Quantity forage seed produced.		5,000kg			10,000kg seed
2.2	Build capacities on feed ration formulation	Improved quality of feeds.	No of farmers adopting feed ration formulation and quality feeding.	200 farmers	400 farmers	600 farmers	800 farmers	1000 farmers
	Undertake feed quality control inspections	Improved quality of feeds.	Quantity of quality feeds available in the market. (800 inspections)	150	300	500	650	800
	Develop and review standards for	Improved quality of feeds.	No. of standards developed	1	3	5	7	10

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	animal feeds							
	Promote production, conservation and commercialization of pastures and fodders		Amount of feeds produced under irrigation	PPP Engagement framework done	Recruitment of PPP	5tons	10tons	10tons
	Establish irrigation infrastructure for seed, pasture and fodder production	Increased production and conservation of pasture and fodder.		PPP Engagement framework done	Recruitment of PPP	400,000 bale	600,000 bales	800,000 bales
	Establish strategic feed reserves	Strategic Feed Reserve established	Quantity of available stocks during drought.	200,000 bales	400,000 bales	600,000 bale	800,000 bales	1,000,000 bales
	Create linkages between public and private to increase mechanization and proper	Increased production and conservation of pasture and fodder.	Amount of feeds produced and stored. (10 meetings)	2	4	6	8	10

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	storage of feeds.							
	Lobby for tax exemptions for feed ingredients.	Reduced escalation of feed prices	Change in prices of animal feeds					
	Develop breeding plans for specific breeds	Breeding plans available	No of breeding plans developed	1	2	3	4	5
	Build capacities on breed selection across all species	Increased number of livestock farmers with skills to undertake breeds selection.	No. of farmers practicing breed selection	200	400	600	800	1000
	Acquire new germplasm (semen, embryo, eggs, live animals)	Increased availability of quality breeds	No of high yielding animals	2 species	4 species	6species	7 species	7 species
	Support breeding,		No. of Quality breeding stocks	No. of Quality	No. of Quality	No. of Quality	No. of Quality breeding stocks	No. of Quality breeding stocks



	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	multiplication and conservation of stock			breeding stocks	breeding stocks	breeding stocks		
	Develop guidelines to match breeds to environment	Improved regulation of breeding service provision	No of animal adopted to their environment					
	Develop and implement breeding quality assurance system for all species	Improved regulation of breeding service provision	Breeding quality assurance system in place	Concept	Draft regulations	Breeding regulations finalised	Breeding regulations in place	Breeding regulations in place
	Create awareness on modern breeding technologies	Increased number of livestock farmers using modern breeding technologies	No. of stakeholders using modern breeding technologies	200	400	600	800	1000
	Undertake surveillance and mapping of diseases	Reduced prevalence of diseases	No. of surveillance missions undertaken	-100% outbreak investigations	-100% outbreak investigations	-100% outbreak investigations	-100% outbreak investigations -2 purposive surveillance	-100% outbreak investigations -2 purposive surveillance

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
				-2 purposive surveillance missions	-2 purposive surveillance missions	-2 purposive surveillance missions	missions	missions
	Carryout disease risk management and disaster preparedness	Reduced prevalence of diseases	No. of disease strategies and contingency plans formulated/reviewed (2 per year)	2	2	2	2	2
	Capacity building of counties and stakeholders on disease reporting	Increased disease incidence reporting	Number of counties and persons trained	4 counties, 40 persons	4 counties, 40 persons	4 counties, 40 persons	4 counties, 40 persons	4 counties, 40 persons
	Assistance to counties in disease disasters	Improved response to disease disasters	Percentage of disaster response offered (80% annually)	80%	80%	80%	80%	80%
	Mainstream animal welfare in animal production	Increased awareness of animal welfare issues	No. of stakeholders sensitized on good animal welfare practices	800	800	800	800	800
	Develop databases for management of animal		Availability of database	Concept and TOR developed	Database established	Database operational	Database operational	Database operational

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	health and production information							
	Undertake survey on livestock water infrastructure	Improved access to livestock water	No of water infrastructure development plans	Concept and ToR developed	Water plan finalised	Water infrastructure plan in place	Water infrastructure plan in place	Water infrastructure plan in place
	Construct and rehabilitate water provision facilities	Improved access to livestock water	The volume of water available for livestock	Identification studies	Construction and rehabilitation	Construction and rehabilitation	200,000 litres available	300,000 litres available
	Build Capacities on water conservation technologies	Water conservation technologies adopted.	No of farmers adopting water conservation technologies.(1000)	200	400	600	800	1000
	Identify research needs and collaborate with partners and research institutions.	Production constraints identified and addressed	No of research studies initiated (4 studies)	-	1	1	1	1
	Develop and disseminate	Increased availability	No of brochures and other	2500	2500	-	-	-

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	materials on improved livestock production technologies	and access to improved technologies	extension materials packaged. and disseminated(5000 )					
	Develop extension management guidelines	Extension content and delivery harmonized	No. of extension management guidelines developed	Concept and ToR developed	Draft guidelines	Approved guidelines available		
	Develop legislation to regulate content and delivery of extension messages	Extension content and delivery regulated	Extension service regulatory framework in place	Draft bill developed	Stakeholder consultations	Bill approved	Operationalization of Act	Operationalization of Act
	Establish feedlots in strategic sites	Increased adoption of agribusiness practices	No of animals finished for market	Sensitization and formation of SME	Construction and establishment of fodder	200 animals marked	600 animals marketed	1200 animals marketed
	Provide support for beef value chain and breeding and multiplication of beef animals.	Increased adoption of agribusiness practices	No of high quality animals available.	50 beef cattle	100 beef cattle	200 beef cattle	200 beef cattle	200 beef cattle

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	Provide support to commercial poultry value chain	Increased adoption of agribusiness practices	Quantity of poultry and poultry products produced.	Sensitization and formation of SME	Construction and establishment poultry units	200,000 eggs	600,000 eggs	120,000 eggs
	Provide support to local poultry value chain	Increased adoption of agribusiness practices	Quantity of local chickens and chicken products produced.	Sensitization and formation of SME	Construction and establishment poultry units	1MT poultry meat	3MT poultry meat	6 MT
	Provide support to pigs value chain	Increased adoption of agribusiness practices	Quantity of pigs and pig products produced	Sensitization and formation of SME	Construction and establishment poultry units	100 pigs marketed	300 pigs marketed	500 pigs marketed
	Provide support to rabbits value chain	Increased adoption of agribusiness practices	No of quality breeds availed.	Sensitization and formation of SME	Construction and establishment poultry units	600 rabbits marketed	1000 rabbits marketed	2000 rabbits marketed
	Provide support to bee keeping value chain	Increased adoption of agribusiness practices	Volumes of quality honey produced	Sensitization and formation of SME	10,000 kg honey	20,000 kg honey	30,000 kg honey	40,000 kg
	Provide support for small holder dairy	Increased adoption of agribusiness	No. of famers undertaking commercialized dairy enterprise					Get data from SDCP

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	commercialization	practices						
	Develop livestock farms	Increased output from livestock farms	No. animals bred and distributed to farmers	500	600	800	1000	1200

### Key Result area 3: Improved Market Access and Trade

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
<b>Key Result Area 3: Improved Market Access and Trade</b>								
3.1	Capacity build counties on agribusiness and commercialization in the livestock value chain	<b>Outcome 1:</b> Increased export of livestock and livestock products	No. of stakeholders trained	60	60	60	60	42
3.2	Capacity building for value chain operators to undertake value addition		No. of value chain operators	10	10	10	10	10
3.3	Establish feedlots in strategic sites	<b>Outcome 2:</b> Improved market access locally for livestock and livestock	No. of Feedlots established through PPP	10	10	10	10	10

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
		products	No of animals finished for market					
	Develop standards for livestock products and by-products		No. of standards for livestock products and by-products developed	-	2	-	-	-
	Establish linkages between livestock agro-industries and potential manufacturers to business development services (BDS), financial and insurance and market service providers		No. of linkages established	2	2	2	2	2
	Participate in national, regional and international trade facilitation meetings		No. of business forums	1	1	1	1	1
	Capacity building of producers,		No. of livestock	-	2	2	1	-

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	marketing groups and processors to develop livestock products' brands		brands developed					
	Undertake regional and international trade promotion		No. of trade promotion missions undertaken	1	1	1	1	1
	Attend and participate in WTO, EAC, COMESA, IGAD trade meetings		No. of trade meetings attended	2	2	2	2	2
	Develop safety and quality assurance procedures for animals, animal products and by products		No. of safety and quality assurance procedures developed	2	3	3	2	-
	Capacity building for Quality Assurance officers		No. of QA officers trained	10	20	20	-	-
	Develop/review standards for construction and operation of export slaughterhouses and tanneries		No. of standards developed	-	2	-	-	-
	Register and		No. of holding	-	20 Holding			



	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	rehabilitate strategic holding grounds		grounds registered & rehabilitated		Grounds Registered  3 Holding Grounds Rehabilitated	3 Holding Grounds Rehabilitated	3 Holding Grounds Rehabilitated	1 Holding Grounds Rehabilitated
	Develop quarantine and livestock health certification infrastructure		No. of quarantine/ livestock health facilities developed	1	1	1	-	-
	Support counties to establish strategic sale yards		No. of sale yards established	-	7	7	7	-
	Decentralize management of holding grounds		No. of holding grounds decentralized	-	3	3	4	-
	Build capacity for data management		No. of data monitors trained	20	30	30	30	30
	Establish and maintain data collection, collation, analysis, storage and dissemination system		No. of data management systems established	-	1	1	-	-
	Facilitate the		No. of	2	4	6	4	4

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	dissemination of information on available export/ imports markets' requirements		export/import enquiries attended to					
	Establish livestock identification and traceability systems		No. of livestock identification & traceability systems established	-	1	-	-	-

#### Key Result Area 4

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
<b>Key Result Area 4: Improved Resilience of ASAL Communities</b>								
4.1	Construct and rehabilitate water provision facilities for livestock	<b>Outcome 1:</b> Resilience for ASAL Communities enhanced	No. of Water facilities rehabilitated	5 Boreholes constructed	5 Boreholes constructed	5 Boreholes constructed	5 Boreholes constructed	5 Boreholes constructed
4.2	Build Capacities on water conservation technologies		No of counties capacity built	-	3	6	6	6
4.3	Promote fodder production, storage		Ha of irrigated fodder					

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	and conservation technologies		established through PPP					
			No. of Bales produced and Conserved through PPP					
	Promote production of drought resistant fodder crops		Ha of drought resistant fodder varieties	50	100	150	100	100
	Rehabilitation of rangelands through reseedling programs and bush control		Ha of rangelands rehabilitated	100	500	500	600	300
	Promote research on alternative livestock feeds stuffs for range lands		Numbers of alternative livestock feedstuff	-	1	2	2	-
	Promote alternative livelihood		No of Alternative livelihood promoted	-	1	2	1	-
	Develop and disseminate early warning information		Early warning information disseminated on time	1	1	1	1	1

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	Capacity building of relevant stakeholders and build networks and partnership in the pastoral communities		No. of stakeholders' capacity built	-	1	2	1	1
	Support uptake of livestock insurance		Number of households insuring their livestock	1,000	2,000	3,000	2,000	2,000
	Promote keeping of locally adapted livestock breeds		No of locally adapted breeds promoted	1	2	2	-	-
	Support commercial and emergency livestock off-take programmes		Timely intervention	-	-	-	-	-
	Early warning information disseminated on time		Establish 5 networks and capacity built	-	1	1	2	1
	Undertake assessment and valuation of rangeland resources	Rangeland resources condition and value documented	Guidelines for use of range resources available	Concept and ToR developed	Study undertaken	Study undertaken	Rangeland guidelines available	Rangeland guidelines available
	Build capacities on	Increased	No of farmer	200	400	600	800	1000

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	range management and conservation	number of stakeholders with skills on range management and conservation	utilizing technologies on range management and conservation					
	Undertake range conservation and reseedling	Increased area of land rehabilitated	Area conserved and rehabilitated (1100 Ha)	200	400	600	850	1100 Ha
	Build capacities on climate-smart livestock systems	Increased adoption of climate-smart technologies	No. of stakeholders using climate-smart technologies(5 00)	100	200	300	400	500
	Develop and implement climate-smart programs	Increased adoption of climate	No. of climate smart technologies adopted (4 technologies)	1	2	3	4	4
	Develop and implement parametric insurance programs	Increased adoption of climate	No. of farmers under parametric insurance cover	100,000	150,000	200,000	250,000	300,000
	Support commercial fodder	Increased adoption of	Quantity of fodder	1,000 MT fodder	3,000 MT fodder	5,000 MT fodder	8,000 MT fodder	10,000 MT fodder

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
	conservation and storage	agribusiness practices	produced and marketed					

### Key Result Area 5

	Activity/Project Name	Outcome	Output Indicators	Output target for 2018/19	Output target for 2019/20	Output target for 2020/21	Output target for 2021/22	Output target for 2022/23
<b>Key Result Area 5: Improved Capacity for M&amp;E and Information Management</b>								
5.1	Develop a Monitoring and Evaluation framework	<b>Outcome 1:</b> Strengthened M&E Framework	M & E framework developed	-	1	-	-	-
5.2	Training of staff in M & E and data & information management		No. of staff trained	4	4	4	4	4
	Meetings for sharing of M&E reports for SDL projects		No. of meetings	4	4	4	4	4
	Develop and an Integrated Information Management System for SDL		Integrated Information Management system in place	-	-	1	-	-
	Procure ICT			ICT				

	<b>Activity/Project Name</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Output target for 2018/19</b>	<b>Output target for 2019/20</b>	<b>Output target for 2020/21</b>	<b>Output target for 2021/22</b>	<b>Output target for 2022/23</b>
	equipment and other M & E tools (Computers and accessories, Vehicle and furniture )		No. of equipment procured	Equipment Procured	ICT Equipment Procured	-	-	-
			No. of Vehicles Procured	-	1 Vehicle Procured	2 Vehicles Procured	-	-
			Furniture					
	Capacity building of county Staff on M&E		No. of staff capacity built	-	10	20	40	60
	Undertake M&E missions		No. of M & E missions undertaken	4	4	4	4	4
	Undertake mid-term and end term review for projects		No. of project reviews undertaken	2	2	2	2	2
	Develop an annual publication review report on livestock industry performance		No. of publications produced	1	1	1	1	1