



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 | Error! Bookmark not defined. |
| Table 5: Implementation Matrix | 42 |
| Table 6: Summary of Resource Requirement by Strategic Objective | Error! Bookmark not defined. |

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, over-stocking 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. It 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) The 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

| Strength | Weakness |
|---|--|
| i) Existence of skilled manpower; ii) Established research institutions on livestock matter; iii) Availability of land for expansion of livestock institutions and facilities | i) Inadequate staff and poor succession management ii) Inadequate financial resources iii) Inadequate livestock data; iv) Inadequate policy, legal framework and enforcement; v) Unsecured Institutional land; vi) Inadequate equipment, tools and vehicles vii) High cost of production viii) Low productivity. ix) Post-harvest losses due to poor storage facilities. |
| Opportunities | Threats |

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

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 | <p>Build capacity for Counties to control pests and diseases</p> <p>Development of policies, regulations and strategies</p> <ul style="list-style-type: none"> - Strengthen M&E |
| | ‘Big Four’ Government Agenda | Need for SDL to provide good environment for investment in 100% food and nutrition security | <ul style="list-style-type: none"> -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 | <p>Investment in ISO Certification and development of standards on safety of foods of animal origin</p> <p>Establish livestock export</p> |

| Factors | | Strategic implications on SDL | Mitigation Measures/interventions |
|---------------|--|--|--|
| | Expanding middle class | Increased demand of foods of animal origin | zones (LEZ) 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 | 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"> Policy guidance Enhanced linkages and networks with other research Institutions and stakeholders at local level | 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. |

| S/No | Category of Stakeholder | Stakeholder expectation from the State Department for Livestock | State Department for Livestock Expectations |
|-------------|--------------------------------|--|--|
| | (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, bioterrorism 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

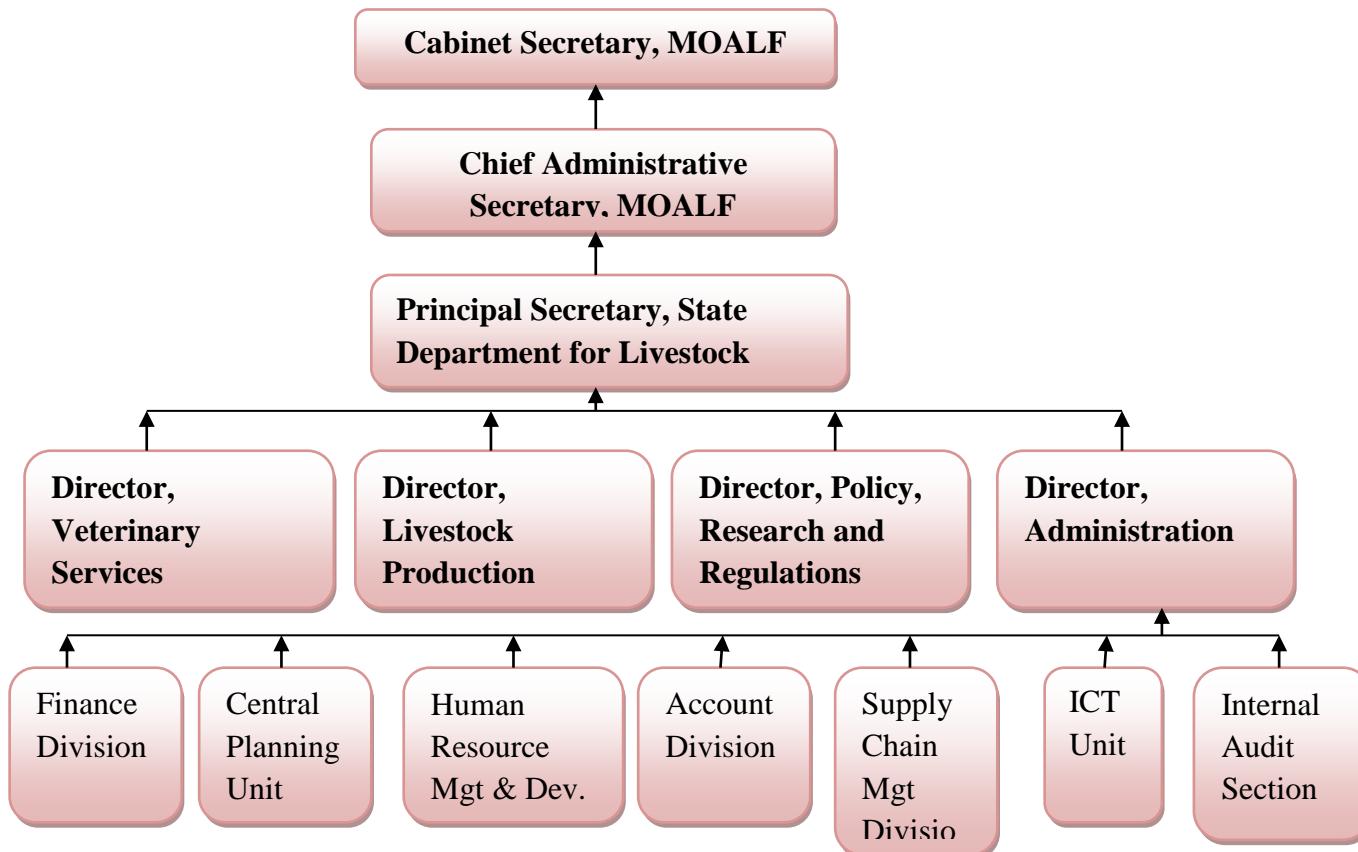
The SDL has identified five (5) strategic objectives and a number of cross cutting issues for implementation during the plan period. The total resource requirement during the five years is Kshs 37.453.5 billion. Table 6 shows a summary of resources required for implementation of programmes, projects 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 |
| | Total | 5,704 | 7,331.9 | 7,719.1 | 8,306.8 | 8,391.7 | 37,453.5 |

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/Tar gets | Performanc e 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/Tar gets | Performanc e 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, laboratories, 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/Tar gets | Performanc e Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|--|---|---|--|----------------|------------------------|---------|---------|---------|---------|
| | | | | | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Strategic Objective 2: To enhance the quality of services delivery in the Livestock Sector | Procurement of 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 |
| Strategic Objective 3: To enhance the quality of services delivery in the Livestock Sector | 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/Tar gets | Performanc e 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/Tar gets | Performanc e Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|-------------------------|--|--|--|----------------|------------------------|---------|---------|---------|---------|
| | | | | | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| 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/Tar gets | Performanc e 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 |
| <i>Total strengthen policy, legal and institutional Capacity</i> | | | | | <i>313</i> | <i>1,027</i> | <i>1,615</i> | <i>1,878</i> | <i>2,006</i> |
| <i>Total for 5 year</i> | | | | | | | | <i>6,839</i> | |

Strategic Issue 2: Low production and productivity

Strategic Objective 2: To increase production and productivity

| Strategies | Activities | Outputs/Tar gets | Performan ce Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|---|---|--|---|----------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 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/Tar gets | Performan ce Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|------------------------------------|--|--|--|----------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 2022/23 |
| | pastures and fodders | commercializati on 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/Tar gets | Performan ce Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|------------|--|---|---|----------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 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/Tar gets | Performan ce Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|------------|---|---|--|----------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 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/Tar gets | Performan ce Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|-----------------------|---|---|--|----------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 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/Tar gets | Performan ce Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|------------|--|---|---|----------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 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/Tar gets | Performan ce Indicators | Responsibility | Budget (Kshs '000,000) | | | | |
|---|---|--|---|----------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 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 disseminate d | 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 |
| Total for improving production and productivity | | | | | 2,623 | 3,114 | 2,731 | 3,014 | 2,801 |
| Total for 5 years | | | | | 14,283 | | | | |

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 |

| Strategies | Activities | Outputs/Tar gets | 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/partici | 5 business/ | No. of business | DLP / DVS | 0.8 | 1.2 | 1.4 | 1.5 | 1.5 |

| Strategies | Activities | Outputs/Tar gets | Performance Indicators | Responsibili ty | Budget (Kshs '000,000) | | | | |
|---|---|--|--|--------------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 2022/23 |
| | Participate 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/Tar gets | 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/Tar gets | 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/Tar gets | Performance Indicators | Responsibili ty | Budget (Kshs '000,000) | | | | |
|--|--|--|---|--------------------|------------------------|-------------|---------|-------------|---------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 2022/23 |
| Strengthen livestock market information systems | 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 |
| Sub Total for improving market access and trade | | | | | 1,012 | 1,319 | 1,384 | 1,468 | 1,475 |
| Total | | | | | | | | 6,658 | |

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 | No of water infrastructure development plans | DLP | 25 | 25 | 0 | 0 | 0 |
| | Construct and rehabilitate water provision facilities | Water conservation technologies adopted. | 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/Tar gets | Performance Indicators | Responsibil ty | 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 |
| Promote rangeland management and conservation | 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 |
| | 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/Tar gets | Performance Indicators | Responsibil ty | Budget (Kshs '000,000) | | | | |
|--|--|---|------------------------------------|-------------------|------------------------|--------------|--------------|---------------|--------------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 2022/23 |
| | Undertake range conservation and reseeding | 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 |
| Sub Total for improving resilience for the ASAL communities | | | | | 1,661 | 1,786 | 1,915 | 1,872 | 2,035 |
| Total | | | | | | | | 9,268. | |

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 ty | 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 place | Integrated Information Management system in place | Head: ICT | 15 | 5 | 1.5 | 1.5 | 1.5 |

| Strategies | Activities | Outputs/Tar gets | Performance Indicators | Responsibil ty | Budget (Kshs '000,000) | | | | |
|--|---|-----------------------|-----------------------------------|-------------------|------------------------|-------------|-----------|-------------|-----------|
| | | | | | 2018/1 9 | 2019/2 0 | 2020/21 | 2021/2 2 | 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 |
| | Undertake M&E missions | 20 M & E mission | No. of M & E missions undertaken | Head: Planning | 10 | 10 | 10 | 10 | 10 |
| Data and knowledge management | 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 |
| <i>Sub Total for improving M&E and Information Management</i> | | | | | 73.5 | 49.5 | 41 | 37 | 37 |
| Total | | | | | | | | 236 | |

Cross cutting Issues

| 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 |
| 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) | | | | |
|----------------------------|--|---|--|--------------------|------------------------|---------|---------|-------------|---------|
| | | persons | | | 2018/1 9 | 2019/20 | 2020/21 | 2021/2 2 | 2022/23 |
| | | | | | | | | | |
| 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 |
| Total for Cross Cutting Issues | | | | | 21.5 | 36.8 | 33.8 | 37.8 | 37.8 |
| Total for 5 years for cross cutting issues | | | | | 167.7 | | | | |
| GRAND TOTAL (ANNUAL) | | | | | 5,704 | 7,331.9 | 7,719.1 | 8,306.8 | 8,391.7 |

| 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 |
| <i>GRAND TOTAL (5 YEARS)</i> | | | | | <i>37,453.5</i> | | | | |

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 1*. 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 |
|---|---|--|---------------------------|---|--|---|--|--|
| Key Result Area 1: Strengthened policy, Legal and institutional capacity | | | | | | | | |
| 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 validation 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 |

| | 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 |
|--|---|----------------|---|---|---|---|--|---|
| | 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 implementation |

| | 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; | Transformations 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 infrastructur e s developed | 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 |
|--|------------------------|---------|------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | Recruit relevant staff | | supported | | | | | |
| | | | 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 |
|--|--|--|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Key Result Area 2: Improved production and Productivity | | | | | | | | |
| 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 |

| | 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 |
|--|---|--|--|-------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | 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 |

| | 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 |
|--|---|--|---|---------------------------|---------------------------|---------------------------|--------------------------------|--------------------------------|
| | 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 | 6 species | 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 |

| | 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 |
|--|---|--|--|------------------------------|------------------------------|--------------------------------|-------------------------------|-------------------------------|
| | 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 investigation | -100% outbreak investigation | -100% outbreak investigation | -100% outbreak investigations | -100% outbreak investigations |
| | | | | -s | -s | -s | -2 purposive surveillance | -2 purposive surveillance |

| | 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 |
|--|---|--|--|------------------------------------|------------------------------------|------------------------------------|---------------------------|---------------------------|
| | | | | -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 |

| | 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 |
|--|--|---|---|---------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|
| | 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 | - | - | - |

| | 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 |
|--|---|--|---|------------------------------------|--|----------------------------------|----------------------------------|----------------------------------|
| | 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 cattle beef | 100 cattle beef | 200 cattle beef | 200 beef cattle | 200 beef cattle |

| | 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 |
|--|---|--|---|------------------------------------|--|---------------------------|---------------------------|---------------------------|
| | 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 |
|--|--|--|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Key Result Area 3: Improved Market Access and Trade | | | | | | | | |
| 3.1 | Capacity build counties on agribusiness and commercialization in the livestock value chain | Outcome 1: Increased export of livestock and livestock products Outcome 2: Improved market access locally for livestock and livestock | 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 | | 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 | - |

| | 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 |
|--|---|---------|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | 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 | | | |

| | 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 |
|--|---|---------|--|---------------------------|---|---------------------------------|---------------------------------|---------------------------------|
| | 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 |
|---|---|---|---------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Key Result Area 4: Improved Resilience of ASAL Communities | | | | | | | | |
| 4.1 | Construct and rehabilitate water provision facilities for livestock | Outcome 1: Resilience for ASAL Communities enhanced | No. of Water facilities rehabilitated | 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 | | | | | |

| | 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 |
|--|--|---------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | and conservation technologies | | established through PPP | | | | | |
| | Promote production of drought resistant fodder crops | | No. of Bales produced and Conserved through PPP | | | | | |
| | Rehabilitation of rangelands through reseeding programs and bush control | | Ha of drought resistant fodder varieties | 50 | 100 | 150 | 100 | 100 |
| | Promote research on alternative livestock feeds stuffs for range lands | | Ha of rangelands rehabilitated | 100 | 500 | 500 | 600 | 300 |
| | Promote alternative livelihood | | Numbers of alternative livestock feedstuff | - | 1 | 2 | 2 | - |
| | Develop and disseminate early warning information | | No of Alternative livelihood promoted | - | 1 | 2 | 1 | - |
| | | | 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 |

| | 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 |
|--|---|---|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | 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 reseeding | 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(500) | 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 |
|--|---|---------------------------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Key Result Area 5: Improved Capacity for M&E and Information Management | | | | | | | | |
| 5.1 | Develop a Monitoring and Evaluation framework | Outcome 1: 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 | | | | | |

| | 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 |
|--|---|---------|-----------------------------------|---------------------------|---|---------------------------|---------------------------|---------------------------|
| | equipment and other M & E tools (Computers and accessories, Vehicle and furniture) | | No. of equipment procured | Equipment Procured - | ICT Equipment Procured 1 Vehicle Procured | - 2 Vehicles Procured | - | - |
| | 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 |