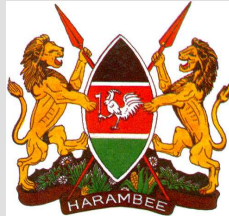


REPUBLIC OF KENYA



MINISTRY OF LIVESTOCK DEVELOPMENT

STRATEGIC PLAN

2008-2012

LIST OF ABBREVIATIONS AND ACRONYMS

ADC	-	Agriculture Development Corporation
AHITI	-	Animal Health Industry training Institutes
AI	-	Artificial Insemination
AIA	-	Appropriations in Aid
AIDS	-	Acquired Immune Deficiency Syndrome
ASAL	-	Arid and Semi Arid Lands
ASCU	-	Agricultural Sector Coordinating Unit
ASDS	-	Agricultural Sector Development Strategy
CAADP	-	Comprehensive African Agriculture Development Programme
CAIS	-	Central Artificial Insemination Station
CBO	-	Community Based Organizations
CBPP	-	Contagious Bovine Pleuropneumonia
CBS	-	Central Bureau of Statistics
CCPP	-	Contagious Caprine Pleuropneumonia
CDF	-	Constituency Development Fund
COMESA	-	Common Market for East and Southern Africa
CPMU	-	Central Planning and Monitoring Unit
CPP	-	Corruption Prevention Plan
DFZ	-	Disease Free Zones
DPM	-	Directorate of Personnel Management
DTI	-	Dairy Training Institute
EPA	-	Economic Partnership for Africa
ERS	-	Economic Recovery Strategy
FMD	-	Foot and Mouth Disease
GDP	-	Gross Domestic Product
HIV	-	Human Immuno Deficiency Virus
IAOs	-	Integrity Assurance Officers
ICIPE	-	International Centre for Insect Physiology and Entomology
ICT	-	Information Communication Technology
IFMIS	-	Integrated Financial Management Information System
ILRI	-	International Livestock Research Institute
IPR	-	Intellectual Property Rights
IPR	-	Intellectual Property Rights
JAP	-	Joint Action Plans
KAGRI	-	Kenya National Animal Genetic Resource Institute
KAHIS	-	Kenya Animal Health Inspectorate Service
KAPP	-	Kenya Agricultural Productivity Project
KARI	-	Kenya Agricultural Research Institute
KDB	-	Kenya Dairy Board
KELRI	-	Kenya Livestock Research Institute
KETRI	-	Kenya Trypanosomiasis Research Institute
KEVEVAPI	-	Kenya Veterinary Vaccine Production Institute
KLBB	-	Kenya Livestock Breeding Board

KLIB	-	Kenya Livestock Inspectorate Board
KLMB	-	Kenya Livestock Marketing Board
KMC	-	Kenya Meat Commission
KRDS	-	Kenya Rural Development Strategy
KVRB	-	Kenya Veterinary Regulatory Board
LATF	-	Local Authority Trust Fund
LDCo	-	Leather Development Council
LDC	-	Livestock Development Corporation
LFC	-	Livestock Finance Corporation
LMB	-	Leather Marketing Board
LSD	-	Lumpy Skin Disease
LTI	-	Leather Training Institute
M&E	-	Monitoring and Evaluation
MDGs	-	Millennium Development Goals
MIS	-	Management Information Systems
MOLD	-	Ministry of Livestock Development
MOU	-	Memoranda of Understanding
MTEF	-	Medium Term Expenditure Framework
MTI	-	Meat Training Institute
NACC	-	National AIDS Control Council
NALEP	-	National Agriculture and Livestock Extension Programme
NEPAD	-	New Partnership for Africa's Development
NGO	-	Non-Governmental Organization
NLBI	-	National Livestock Breeding Institute
NPEP	-	National Poverty Eradication Plan
OIE	-	World Organization for Animal Health
PACE	-	Pan-African Control of Epizootics
PATTEC	-	Pan-African Tsetse and Trypanosomosis Eradication Campaign
PCPB	-	Pest Control and Products Board
PER	-	Public Expenditure Review
PETS	-	Public Expenditure Tracking Surveys
PMED	-	Project Monitoring and Evaluation
PPB	-	Pharmacy and Poisons Board
PPR	-	Peste des Petits Ruminants
PRSP	-	Poverty Reduction Strategy Paper
PSIP	-	Public Service Integrity Programme
RVF	-	Rift Valley Fever
SAGA	-	Semi-Autonomous Governmental Agency
SAPs	-	Structural Adjustment Programmes
SDCP	-	Smallholder Dairy Commercialization Project
SERECU	-	Somali Ecosystem Rinderpest Control Unit
SRA	-	Strategy for Revitalizing Agriculture
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TB	-	Tuberculosis
VERS	-	Voluntary Early Retirement
WTO	-	World Trade Organization

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EXECUTIVE SUMMARY

This is the second strategic plan for the Ministry of Livestock Development and covers the period 2008 to 2012. The plan ties with the objectives of the Vision 2030 Strategy and the Medium Term Plan (2008-12) and integrates additional strategies to address short-term constraints and for implementation of key flag-ship projects outlined in Vision 2030.

The goal of the MOLD is to improve the livelihoods of Kenyans through sustainable livestock development. During this strategic plan, the MOLD the benefit to the country will be will be increase productivity through efficient delivery of services in the livestock sector. To achieve this MOLD has identified five strategic objectives namely:

1. Develop appropriate policy and legal environment
2. Increase livestock productivity through provision of widely accessible inputs and services to farmers and pastoralists
3. Enhance investment in the livestock sector
4. Increase market access of livestock and livestock produce
5. Enhance institutional efficiency and effectiveness in service delivery

However, in implementing this strategy, the MOLD faces four major challenges namely:

- a) **Underfunding** - Low funding levels especially for operations and maintenance which have nearly grounded field operations
- b) **Understaffing** - The Ministry has an aging staff of only 5,264 staff out of authorized establishment of 14,740 because it has not recruited since 1988 thus creating acute succession management challenges.
- c) **Transport** – the ministry’s activities are field based and countrywide but presently the ministry has a small and old fleet that .
- d) **Office accommodation** – the ministry’s administrative and technical departments units are scattered in three different locations. In addition, there is inadequate office accommodation for staff both in the headquarters and field offices throughout the country. This increases overheads, reduces communication efficiency across departments and compromises synergy in organizational competencies.

The total cost of implementing this strategy will be Kshs 45.498 billion spread over the five year period. This amount will be allocated as follows: Kshs 55m to develop an appropriate policy and legal environment, Kshs 18.058 billion to enhance livestock productivity, Kshs 207m to promote investment in the livestock sector, Kshs 13.464 billion to increase market access for livestock and livestock products including establishment of disease free zones, and Kshs 13.553 billion to reorganize the technical departments in the ministry and reform its institutions by establishing 12 specialized institutions comprising of three corporations, four institutes, four boards and one council in the livestock sector. Finally, the MOLD will use Kshs 161m during the strategic period to address cross cutting issues namely a) Environment, b) Emergency preparedness c) Gender equity, d) HIV/AIDS and e) strengthening linkages with national and international agencies e) enhancing peace building and conflict management skills for communities and MOLD staff in livestock producing areas.

1 INTRODUCTION

1.1 Livestock in Kenyan Economy

The livestock sector contributes about 12% of Kenya's Gross Domestic Product (GDP), 40% to the agricultural GDP and employs 50% of agricultural labor force. About 60% of Kenya's livestock herd is found in the arid and semi-arid lands (ASALs), which constitute about 80% of the country. It is estimated that 10 million Kenyans living in the ASALs derive their livelihood largely from livestock.

Livestock play important roles in Kenya's socio-economic development and contribute towards household food and nutritional security particularly among pastoralists and vulnerable members of the society such as women and children. It is also used as a medium for social exchange in the payment of bride price, fines and gifts to strengthen kinship ties.

The livestock sector has the potential to provide adequate supply of all animal products and by-products to meet domestic needs and generate surplus for export. The country has a livestock population estimated at 12.2 million heads of cattle, 8 million sheep, 10 million goats and 0.9 million camels. Kenya's annual meat production is estimated to be 300,000 MT of beef, 68,000 MT of mutton and chevon and 8,000 MT of camel meat. The current per capita meat consumption is estimated to be about 10.8 kg of red meat and 1.1 kg of white meat. This consumption level is expected to increase as peoples' income increase.

The stakeholders in the sector have recognized the role that a vibrant livestock industry can play to reverse the poverty levels and contribute to the nation's economic growth. The recognition is emphasized in various government policy documents such as the ninth National Development Plan – 2002 -2008, Poverty Reduction Strategy Paper (PRSP), Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) -2003 to 2007, Strategy for Revitalizing Agriculture (SRA) 2004 – 2014, Kenya Vision 2030 and the National Livestock Development Policy. These policies are in line with the Millennium Development Goals (MDGs), i.e. contributing to food security, protection of the environment and establishment of global linkages.

1.2 Kenya's Development Challenges

Like many developing countries, Kenya is faced with a number of development challenges which include high levels of unemployment particularly among the youth; climate change; increasing population; unfavourable terms of trade; high cost of inputs; limited value addition and declining agricultural earnings.

Livestock have a variety of characteristics that make them important contributors to sustainable rural development and in addressing some of the above challenges. They directly enhance crop output through animal traction and improvement of soil fertility. They act as a store of wealth for future investment. Furthermore, livestock provide marketable products, which are generally of higher value and less vulnerable to critical harvest timing than many crops. Livestock products with relatively high income elasticities are particularly attractive as a means for rural households to participate in urban-based economic growth. Despite the above advantages, livestock are widely seen as a poor investment for rural development.

Livestock are essential assets for livelihoods that could provide employment and incomes through the sale of livestock products and by-products. They could also be used as a means to

access the lucrative international markets and earn foreign exchange in addition to being important cultural resources, social safety nets and means of saving. In Kenya, livestock production must shift from subsistence to commercially oriented farming to be competitive.

1.3 Kenya's Development Agenda

Kenya's Development Agenda is spelt out in various policy documents. In 2003, the government developed the ERS to stimulate economic recovery. With the expiry of ERS in December 2007, the country developed Vision 2030 as the new economic blue print to guide the country's development agenda in the next 21 years. The implementation of this strategy will be done through five-year Medium Term Plans with the first one starting from 2008-2012. 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 MDGs. Vision 2030 identifies the vision for the agriculture and livestock sectors to be "innovative, commercially-oriented and modern farming" with the following strategic thrusts:

- i). reforming institutions by transforming key organizations, such as cooperatives, regulatory bodies and research institutions, into complementary and high-performing entities that facilitate growth in the sector;
- ii). increasing productivity through provision of widely-accessible inputs and services to farmers and pastoralists;
- iii). transforming land use to ensure better utilization of high and medium potential lands;
- iv). developing arid and semi-arid areas for both crops and livestock; and
- v). increasing market access through value addition by processing, packaging and branding the bulk of agricultural produce.

The vision has identified seven flagship initiatives in the livestock sector that will be implemented over the vision period to facilitate the desired growth namely:

- (i) Creating strategic Disease Free Zones (DFZs) to facilitate export of meat and meat products as well as live animals while strengthening disease control measures in partnership with regional animal health programmes;
- (ii) Rehabilitating the rangelands so as to provide adequate fodder, forage and water in the ASAL areas to mitigate against drought;
- (iii) Prioritizing value addition, development of improved livestock marketing and infrastructure and encouraging private sector to invest in this area;
- (iv) Addressing the legal and policy barriers to livestock trade such as livestock movement quarantines and cess/taxation;
- (v) Conducting research on livestock breeds, particularly on indigenous livestock, with a view to improving the local breeds as well as carrying out periodic national livestock census;
- (vi) Increasing cross-border disease surveillance and cross border conflict resolution and management mechanisms, and;
- (vii) Putting in place measures to control environmental degradation;

1.4 Kenya's Livestock Resource and its Contribution to the Economy

The livestock sector makes significant contribution to Kenya's economy and households with a livestock population estimated at 60 million animals comprising of indigenous, exotic and cross

breeds. The major livestock species comprise of 9 million zebu, 3.5 million exotic and grade cattle, 8 million sheep, 11 million goats, 850,000 camels, 330,000 pigs, over 29 million chicken and 470,000 rabbits valued at about **Kshs 308 billion**.

Using the above livestock resource, the country produces livestock products valued at Kshs 302.9 billion annually as shown in Table 1 below.

Table 1: Annual Livestock Products and Value

Product	Quantity	Value (KES) billion
Milk	5.31 billion litres	106.2
Beef	320,000 MT	44.8
Mutton	35,000 MT	5.95
Chevon	49,000 MT	8.33
Camel Meat	7,000 MT	0.98
Poultry meat	200,751 MT	50.2
Pig Meat	187,988 MT	37.6
Rabbit Meat	2,702 MT	0.27
Wool	1,500 MT	0.06
Eggs	1.1 billion	7.0
Honey	25,000 MT	3.5
Bees Wax	3,000 MT	0.001
Hides	1.4 million pieces	1.5
Skins	6 million pieces	0.8
Wetblue & Crust leathers	5.8 million sq. ft	2.5
Manure	33,235,756.2 MT	33.24
Total		302.931

Source: Department of Livestock Production (2008).

The value of products was computed using the prevailing market prices.

1.5 Role of the Ministry of Livestock Development

The Ministry of Livestock Development (MOLD) is mandated by the Government of Kenya to promote, regulate and facilitate livestock production for socio-economic development and industrialization. Its objective is to enhance food security and safety, generate incomes and create employment for enhanced growth and socio-economic development. The MOLD is one of the five key ministries in the Productive Sector charged with the delivery of targets set out in the Agriculture Sector Development Strategy (ASDS) and Kenya's Vision 2030. It will contribute by facilitating increased access to local and international markets for livestock and livestock products, improved livestock productivity, promotion of value addition through local processing of animal products, and wealth and employment creation through livestock-based enterprises.

1.6 Lessons Learned from Implementation of First Strategic Plan

There are several key lessons that emerged when implementing the first strategic plan.

The first strategic plan stimulated forward thinking and clarified, for the first time, the future direction of MOLD. It also provided an opportunity to discuss major challenges and opportunities in the livestock sector and in the ministry. The MOLD learnt that the process of developing the strategic plan was critical in building consensus, facilitating collaboration and teamwork across the departments. To deepen these benefits during this strategic planning process, consultation was expanded to include inputs from staff and selected stakeholders across the country.

Secondly, the MOLD was unable to attract major investors in the livestock sector because investment environment was undermined by inadequate policy and legal framework. To address this need, the MOLD will review, harmonize, consolidate, and simplify various acts and policies during the strategic period. However, changing legislation is a process that involves other stakeholders and the MOLD has limited control over the process especially after submitting proposals to the cabinet.

Placement of core institutions outside the Ministry of Livestock Development especially KEVEVAPI and KETRI undermined the capacity of the Ministry to deliver services to farmers. This was partly addressed by reverting KEVEVAPI to the MOLD. However, retention of key livestock units in Agriculture Development Corporation (ADC) and KARI in the Ministry of Agriculture continues to undermine the capacity of MOLD to influence livestock breeding and research.

The housing of the key technical departments in the MOLD namely Department of Veterinary Services and Department of Livestock Production in different locations undermined teamwork and complicated communication during the implementation of the first strategic plan. There is need to acquire accommodation that is sufficient to house the entire MOLD for ease of implementing the plan.

The effects of the implementation of the Structural Adjustment Programs (SAPs) in the 1990s that entailed privatization, commercialization, cost recovery and cost sharing are still impacting the MOLD. The MOLD found that implementation of these policies especially privatization of dips, clinical and AI services precipitated regional inequality in service delivery because parts of the country remain unattractive to private investors. MOLD needs to reevaluate this position with a view to selectively providing these services as public goods.

The revival of New KCC in the last strategic plan, stimulated significant growth in the dairy sub-sector and attracted new investment. On the other hand, the revival of Kenya Meat Commission (KMC) restored hope among livestock producers but management, locational and infrastructural challenges have undermined the economic viability of the enterprise. There is need to establish an export abattoir that meets international standards to access lucrative markets and increase the incomes of livestock producers.

The dilapidated livestock marketing infrastructure especially inadequate grazing, watering and disease control facilities along the stock routes, inadequate coverage of communication networks and insecurity compromise the livelihoods of communities who rely on livestock. There is urgent need to invest in infrastructure development and enhanced security in livestock producing areas to improve the livelihoods of stakeholders in the sector.

The MOLD lacks adequate staff to implement the strategic plan and faces serious succession management problems in technical cadres. MOLD should recruit staff as an on-going effort and declare vacant post immediately they fall due. In addition, there is need to fast track merit based promotions to address succession management challenges and motivate staff.

Treasury's allocations to the MOLD was inadequate to implement the strategic plan. To bridge the financing gap, the MOLD plans to diversify its revenue sources by tightening revenue leakage, intensifying fundraising efforts and rationalizing and streamlining expenditure in all departments.

During the last strategic plan, MOLD faced challenges of increased levels of poor quality and counterfeit veterinary products in the market. The MOLD is unable to regulate veterinary products because the regulatory authority is placed under other ministries. During the current strategic plan, MOLD proposes to remove the regulation of veterinary products from the Pharmacy and Poisons Board (PPB) and Pest Control and Products Board (PCPB) and establish an independent authority to regulate those products.

Although the establishment of Disease Free Zones (DFZs) was contemplated in the first strategic plan, MOLD learnt its implementation required substantial resources, involvement of diverse stakeholders and proper coordination framework. During the current strategic plan period, MOLD proposes to establish an authority to implement the DFZs.

The entry of the private sector and other players in the provision of extension services complements government effort to offer these services to farmers. The MOLD has learnt that there is need to regulate and coordinate the players in order to promote professionalism and ensure quality service delivery. An overriding challenge for both public and private sector extension services provision is mobilizing adequate resources. These lessons have been incorporated in this strategic plan.

2 SITUATION ANALYSIS

2.1 Introduction

This chapter describes the current situation of the ministry both internally and externally. In particular it focuses on the organization of the ministry and developments in the livestock sector. The chapter also looks at the SWOT analysis of the ministry and identifies some of the major challenges in carrying out its functions. It concludes by identifying the key stakeholders in the livestock sector and the complimentary role that they play in assisting the ministry achieve its objectives.

2.2 Organisation of the MOLD

Currently, the Ministry of Livestock Development is composed of two technical departments, namely: Department of Livestock Production and Department of Veterinary Services. In addition, it has four Semi Autonomous Government Agencies (SAGAs) namely: Kenya Dairy Board (KDB), Central Artificial Insemination Service (CAIS), Kenya Veterinary Vaccines Production Institute and Kenya Meat Commission. The technical departments and SAGAs are supported by an administrative department that includes planning, finance, accounts, human resource management and procurement divisions.

2.2.1 Department of Livestock Production

The Department of Livestock Production is responsible for the management and conservation of the genetic resource base, development of appropriate policy and legal framework, development of local and international marketing networks, value addition in livestock products, processing and agribusiness, quality assurance for livestock feeds and collaboration with research institutions and other stakeholders in technology development. To carry out these functions, the department is structured into eight divisions namely:

- (i) **Animal production division:** This division focuses on dairy and beef production, sheep and goats, non-ruminants, livestock feeds and breeding.
- (ii) **Range management division:** This offers services in pastoralism and ranching, rangeland resource monitoring and camel production.
- (iii) **Livestock marketing division:** This is responsible for livestock information management and livestock market coordination.
- (iv) **Livestock extension services division:** This takes care of extension management, gender equity mobilization, extension information and publications, research extension liaison and food security.
- (v) **Apiculture and emerging livestock division** that is responsible for offering services in beekeeping, quality assurance of bee products and emerging livestock.
- (vi) **Monitoring and Evaluation division** is in charge of project planning and policy development and monitoring and evaluation of the projects.
- (vii) **Training division** is responsible for staff training and human resource development.
- (viii) **Value addition and agribusiness:** is responsible for commercialization of livestock production and value addition of livestock products

2.2.2 Department of Veterinary Services:

The Department of Veterinary Services is charged with the formulation, implementation, monitoring and evaluation of animal health related strategies, policies and legal framework; management, control and eradication of animal diseases and pests including zoonoses, laboratory diagnostic services and disease surveillance; provision and facilitation of extension services in animal health, welfare and production; development of veterinary farms, quarantine stations and supporting infrastructure; development and co-ordination of projects and programs in the animal health sector; information management; and, regulation, inspection and quality control of inputs, live animals, animal products and by-products. All these functions are done in collaboration with other stakeholders.

To achieve this mandate, the department is divided into 10 divisions namely:

- (i) **Veterinary Disease Control Division** controls and eradicates epizootic notifiable diseases in collaboration with stakeholders in addition to facilitating and regulating trade in animals and animal products.
- (ii) **Vector Control Division** controls and eradicates vectors such as tsetse and ticks in collaboration with stakeholders.
- (iii) **Veterinary Investigation Services Division** undertakes disease diagnosis, epidemiological surveys, quality assurance of veterinary inputs and acquiring, testing and adopting new technologies.
- (iv) **Veterinary Epidemiology, Surveillance and Economics Division** undertakes disease surveillance and mapping
- (v) **Veterinary Public Health Division** ensures safety of food of animal origin
- (vi) **Veterinary Training and Clinics Division** undertakes human resource development
- (vii) **Artificial Insemination Services Division** regulates the provision of A.I. services
- (viii) **Veterinary Extension Services Division** provides veterinary extension services
- (ix) **Veterinary Project Management Support Unit** coordinates project planning, monitoring and evaluation
- (x) **Hides, Skins and Leather Development Division** which promotes value addition and marketing of hides and skins
- (xi) **Budget and Finance Division** prepares budget for veterinary activities

2.2.3 Semi Autonomous Government Agencies (SAGAs)

Currently, there are four SAGAs in the Ministry namely:

- (i) **The Kenya Dairy Board (KDB)** which regulates the dairy sub-sector
- (ii) **Kenya Meat Commission (KMC)** that processes meat and meat products for local and export markets.
- (iii) **Kenya Veterinary Vaccines Production Institute (KEVEVAPI)** – that produces veterinary vaccines
- (iv) **Central Artificial Insemination Service** – which produces and distributes bull semen.

2.3 Current Staff Establishment

The MOLD is operating at sub-optimal staffing levels. The authorized establishment is 14,740 whereas the staff in-post is 5,264. The other major challenge facing the MOLD is that 75 % of the staff is aged between 45-54 years. This therefore calls for serious rationalization of staff functions through recruitment at all cadres, creation of additional posts for some cadres and accelerated promotions at senior levels. The total technical and support staff in the ministry in January 2009 is shown in Table 2 below:

Table 2: MOLD Staff Position as at 31st January 2009

Department	Authorized Establishment	In-Post	Variance
Veterinary Services	8,821	2,567	-6,254
Livestock Production	5,481	2,218	-3,267
Administration	371	196	-175
Total	14,673	4,981	-9,692

The staffing levels are declining rapidly due to retirement, natural attrition and embargo on recruitment which has negatively impacted on service delivery. This analysis shows that Veterinary Services is most affected by the current staffing levels.

2.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Table 2 below is a summary of the SWOT analysis of the MOLD

Table 3: SWOT Analysis of MOLD

<i>Strength</i>	<i>Weaknesses</i>
(a) Well trained and experienced staff (b) Availability of basic infrastructure (c) Availability of animal genetic lines (d) Good will from policy makers (e) Clearly defined responsibilities in each department (f) Linkages with local, regional and international research and development institutions and organizations (g) Good rapport with stakeholders	(a) Low staffing levels (b) Inadequate and obsolete technology (c) Weak communication network between and within technical and support service departments (d) Inadequate transport facilities, tools and equipments (e) Low staff morale arising from terms and conditions of service (f) Scattered organizational locations (g) Ageing technical staff and poor succession management (h) Inadequate capacity in project cycle management, quality assurance and emergence preparedness (i) Inadequate policy and legal framework (j) Inadequate management information systems
<i>Opportunities</i>	<i>Threats</i>
(a) Unexploited livestock resources (b) Unexploited local, regional and international markets. (c) Availability of new bio-technologies. (d) Strong linkages with regional and international organisations in finance, trade, research and training. (e) Existence of a thriving private sector involved in processing and value addition. (f) Improved networking with other Ministries under the proposed e-government. (g) Political goodwill	(a) Low funding (b) Embargo on recruitment of technical staff (c) Insecurity in livestock producing areas (d) Prevalence of livestock diseases, pests and predators (e) Land subdivision (f) Unfair trade practices. (g) Environmental degradation (h) HIV/AIDS (i) Natural calamities (j) Trans-boundary conflicts (k) Corruption

2.5 Stakeholder Analysis

Table 3 below is a summary of the Stakeholders Analysis of the MOLD.

Table 4: Stakeholder Analysis

Stakeholder	Function	Competitive advantage	Target	Assistance to the Ministry
Research Institutions (KARI, ILRI etc)	Livestock research	Research capacity	Improved productivity	Development of technologies and research.
NGOs	Extension services, micro finance and peace building	Extensive community networks and resource mobilization	Localized community support	Complement government effort
Farmers' Organizations	Safeguarding members interest through mobilization and advocacy	Better linkages at grassroots and commodity focus	Member development	Complement government effort
Development partners	Financial and technical support	Resources to provide budgetary and technical support	State and non-state actors	Increase financial and technical support
Financial institutions	Provision of Financial Services	Financial resources and management skills and extensive networks	Agribusiness support	Improve access to financial services
Manufacturers, Processors and Input Suppliers	Input Supply & Value Addition	Installed capacity and financial resources	Farmers and Consumers	Supply inputs and provide market outlets
Other Service Providers	Provide specialized services	Specialized knowledge and skills	All stakeholders in livestock sector	Bridging skills and knowledge gaps

2.6 Challenges Facing the Ministry

The MOLD faces both internal and external challenges in realizing its mandate:

2.6.1 Internal Challenges

- a) **Underfunding** - Low funding levels especially for operations and maintenance which have nearly grounded field operations
- b) **Understaffing** - The Ministry has not recruited technical staff since 1988. This coupled with the recruitment embargo, retrenchments, natural attrition and normal retirements has led to acute shortage of key staff. In addition, over 75% of the workforce is aged between 45-54 years posing acute succession management challenges.
- c) **Transport** – the ministry's activities are field based and countrywide. Providing efficient services and responding to challenges such as disease outbreaks and meat inspection requires an efficient vehicle fleet but presently the ministry has a small and old fleet.

- d) **Office accommodation** – the ministry’s administrative unit is housed within the headquarters of the Ministry of Agriculture while the technical departments are scattered; the Department of Veterinary Service is based in Kabete while the Department of Livestock Production is based at Hill Plaza Building in Community. In addition, there is inadequate office accommodation for staff in the headquarters and field officers throughout the country. This situation increases overhead costs, reduces communication efficiency across departments and compromises synergy in organizational competencies.

2.6.2 External Challenges

- i). **Disease Outbreaks** - Escalating and pervasive outbreaks of animal diseases, pose considerable challenges to the ministry and other stakeholders. For instance, Kenya experienced two major disease outbreaks over the past two years resulting in the imposition of disease-related export restrictions. These had a negative impact on recovery of trade in livestock and livestock products. The two major outbreaks and other sporadic outbreaks cost the economy about Kshs 45 billion.
- ii). **Recurrent droughts** - The country experiences recurrent droughts with increasing frequency that lead to livestock losses. For instance in 2005/06, the country experienced a severe drought that claimed livestock worth Kshs 23 billion, and left over 14,000 pastoral households without source of livelihood.
- iii). **High costs and low quality inputs** - The high cost of livestock feeds and other inputs has increased the cost of production and reduced the competitiveness of the livestock industry. This, coupled with low quality inputs has affected productivity and profitability of livestock enterprises.
- iv). **Shifting requirements in external trade** –Stringent requirements by trading partners has impeded trade in livestock, livestock products and inputs. In addition changing consumer demands continue to pose challenges for the country to comply.
- v). **Insecurity in livestock producing areas** - Insecurity in livestock producing areas hampers livestock disease control and access to markets. This leads to loss of incomes and livelihoods for producers and other players in livestock value chain.
- vi). **Feed and water availability**- Feed and water is critical in livestock productivity. However, seasonal fluctuation of feed and water availability poses challenges to livestock production and precipitating conflicts among communities and wildlife competing for these resources.
- vii). **Low adoption of appropriate technologies**- inadequate extension services and low incomes has led to low adoption of proven technologies and therefore productivity and income levels remains low.

2.7 Performance and Achievements of Livestock Sector

Kenya's livestock sector has made major strides in recovery and expansion since 2004 when the first strategic plan was developed. The following section highlights some of the achievements made in particular sub-sectors of the livestock industry.

2.7.1 Dairy Sub-sector

Milk production increased from 2.8 billion litres in 2002 to 3.8 billion litres in 2006, representing a 36% growth. In 2007 4.2 billion liters of milk were produced valued at Kshs 84 billion. Processed milk increased from 142 million to 423 million litres between 2002 and 2007 representing a 200% growth. Kenya exported 22 million litres of milk equivalent of dairy products to the regional markets between 2003 and 2007. Currently, the dairy industry is estimated to be valued at about \$2 billion contributing substantially to national GDP.

2.7.2 Meat Sub-sector

The meat sub-sector provides both red and white meat to meet the country's protein requirements. Kenya produces 320,000 MT of beef, 35,000MT of mutton 200,750 MT of poultry meat and 7,000MT of camel meat annually with an estimated farm-gate value of Kshs 214 billion.

2.7.3 Hides, Skins and Leather Sub-sector

The source of raw materials for the leather sub-sector is pegged on the slaughter of livestock. In addition, there is potential for growth from emerging livestock such as crocodiles and ostriches. Currently the export of hides, skins and semi-processed leather generate on average Kshs 4.5 billion annually but which, have a potential of Kshs 10 billion. The hides, skins and leather industry employ about 10,000 people in the informal and formal sector. However, the industry is constrained by poor extension services, poor coordination and lack of skills for the development of leather cottage industries.

2.7.4 Trade in Live Animals

Through bilateral agreements, Kenya exported 22,059 cattle and 9,211 goats to Mauritius between 2004 and 2008, 600 goats and 400 sheep to Dubai in 2005 and 5,000 camels to Egypt in 2003. These exports earned Kshs 490 million. These achievements were realized ahead of the planned creation of disease free zones which are expected to produce over 59,200 tonnes of export-quality meat worth over Kshs 7.4 billion annually. The market for live animals is constrained by frequent outbreak of trade sensitive diseases. For instance, the outbreak of Rift Valley Fever in 2006 and 2007 led to losses estimated at Kshs 4 billion.

2.7.5 Poultry

Kenya has an estimated 29 million birds. Of these, 24.4 million (84.1%) are free-ranging indigenous birds, 2.4 million (8.4%) are layers while 1.65 million (5.7%) are broilers. The other 0.522 million (1.8%) are other poultry species which include ducks, turkeys, pigeons, ostriches, guinea fowls and quails. Chickens constitute the largest proportion of the poultry population. Poultry keeping is especially attractive to poor households as poultry require low start-up capital and have low maintenance costs. Besides, increasing landlessness occasioned by the high population growth means that poultry production will become the future investment of choice

due to its low space requirements. The productivity of indigenous poultry is normally poor due to low quality genotype, low feed conversion efficiency and low adoption of modern technologies.

2.7.6 Apiculture Industry

Beekeeping is well established in Kenya and can be successfully carried out in about 80% of the country. It is especially suitable in the semi-arid areas where other forms of land use are less reliable. Beekeeping contributes to incomes and food security through provision of honey, beeswax and pollen as food and propolis, bees venom and royal jelly in medicine. It also contributes to seed and food production through crop pollination and conserves the natural environment. Kenya produces an estimated 25,000 MT of honey and 3,000MT of beeswax valued at Kshs 3.5 billion annually.

In addition, to the above achievements, the livestock industry has a high degree of vertical linkages within the sector. For instance, the industry is an important market for feeds, drugs and equipment manufacturing enterprises and is a provider of raw materials for agro-processing industries.

2.8 On-Going and Proposed Projects/Programmes

In order to fulfill its mandate, the Ministry has been implementing a number of development programmes and in the process of developing more proposals to mobilize resources to address for accelerated growth of the sector.

On-Going Programmes

- The National Agriculture and Livestock Extension Programme (NALEP)
- Pan-African Tsetse and Trypanosomosis Eradication Campaign Programme (PATTEC) - is a six year regional programme aimed at eradicating tsetse in Africa.
- The ASAL Based Livestock and Rural Livelihoods Support Project
- Smallholder Dairy Commercialization Programme (SDCP)
- The Kenya Agricultural Productivity Project (KAPP)
- Somali Ecosystem Rinderpest Control Unit (SERECU)
- SPINAP

Proposed Programmes

- Disease Free Zones
- Dairy Development Programme
- Smallholder Poultry Programme
- Improvement Of Marketing Infrastructure
- Livestock Identification Programme
- Livestock Production and Improvement Programme
- Strategic Feed Reserve

3 STRATEGIC MODEL

3.1 Mandate

The mandate of the ministry is ***“to promote, regulate and facilitate livestock production for socio-economic development and industrialization”***.

3.2 Vision

The vision of the Ministry is ***“to be the global leader in facilitating efficient delivery of services for a sustainable and prosperous livestock sector”***.

3.3 Mission

The mission is ***“To create a favourable policy and legal framework for the sustainable development of the livestock industry; and to provide support services that increase productivity, value addition and market access for the sub- sector products”***.

3.4 Core Values

The **core values** of the MOLD are:

- 1) Professionalism
- 2) Integrity
- 3) Meritocracy
- 4) Impartiality
- 5) Gender equity
- 6) Team work

3.5 Core Functions

In fulfilling its mandate, the core functions of the Ministry will be to:

- i). Formulate, implement, monitor and review livestock policy;
- ii). Promote and develop livestock including emerging species
- iii). Regulate quality of livestock inputs, produce, products and services
- iv). Manage and control animal diseases and pests
- v). Provide and facilitate extension services and animal welfare
- vi). Set livestock research agenda, liaison and coordination
- vii). Manage livestock information
- viii). Monitor and manage livestock feed and food security
- ix). Conserve and manage animal genetic resources
- x). Facilitate development and rehabilitation of livestock marketing infrastructure
- xi). Promote development of agro-based industry through value addition initiatives

In addition to the core functions, the Ministry has been performing a number of non-core functions that could be performed by the private sector and the civil society organizations. These functions include:

- i). Provision of veterinary clinical services and dipping
- ii). Establishment and maintenance of firebreaks
- iii). Artificial insemination (A.I) services;
- iv). Livestock breeding and multiplication services
- v). Running of training institutions;
- vi). Production of bee keeping equipment;

Outsourcing of these services will enable the Ministry concentrate its efforts on the core functions. The MOLD would, however, need to maintain an oversight role to ensure the quality of services offered by the private sector players meet minimum standards.

3.6 Strategic Issues

- 1) Inappropriate policy and legal environment
- 2) Low productivity of the livestock sector
- 3) Low investment in the livestock sector
- 4) Inadequate market access and value addition
- 5) Poor service delivery by institutions in the livestock sector

3.7 Strategic Objectives

- 1. Develop appropriate policy and legal environment
- 2. Increase livestock productivity through provision of widely accessible inputs and services to farmers and pastoralists
- 3. Enhance investment in the livestock sector
- 4. Increase market access of livestock and livestock produce
- 5. Enhance institutional efficiency and effectiveness in service delivery

3.7.1 Strategic Issue 1: Inappropriate policy and legal environment

There are 28 Acts of Parliament which directly impact the livestock sector. Many of these Acts were enacted or reviewed before 1980 and are either outdated, contradictory or with responsibility for implementation shared between the Ministries of Livestock Development, Agriculture, Health, Forestry and Wildlife. This legal environment is therefore generally not conducive to investment in the livestock sector.

3.7.2 Strategic Objective 1: Develop appropriate Policy and Legal Environment

During the strategic period, all relevant laws and policies will be reviewed in an effort to reflect the current practices. Where none exist, they will be formulated. This will be done in liaison with relevant ministries and other stakeholders in the livestock sector. See Annex 1 for detailed list of the Acts that impact on the livestock sector which MOLD will address during the strategic period in order to create an appropriate policy and legal environment.

Activities:

- Review relevant policies e.g. Dairy Development Policy and Animal Feedstuff Policy, National Veterinary Drugs Policy etc.
- Review and consolidate current Acts of Parliament relevant to the sector
- Formulate Poultry Policy, Livestock Breeding Policy, Animal Disease Control Policy, Animal Welfare Policy and Apiculture Policy
- Develop a livestock master plan

Outputs:

- Relevant laws reviewed and consolidated
- Dairy Development Policy reviewed
- Animal Feedstuff Policy, National Drugs Policy, Poultry Policy, Livestock Breeding Policy, Animal Disease Control Policy, Animal Welfare Policy and Apiculture Policy formulated
- Livestock master plan developed

3.7.3 Strategic Issue 2: Low productivity of the livestock sector

Low livestock productivity compromises Kenya's ability to provide sufficient and affordable quantities of livestock products for the domestic and export markets. This also impacts negatively on the incomes of livestock producers, investment and employment opportunities and national food security. The factors that contribute to low livestock productivity include: a) inappropriate production systems b) poor nutrition; c) animal diseases; d) low quality genetics e) lack of or high cost of production technologies and f) weak livestock research and extension services.

3.7.4 Strategic Objective 2: Increase Livestock Productivity

The above objective will be achieved through the following strategies.

i). Promote integrated production systems

Activities

- Train farmers on integrated fish/poultry and beekeeping/sunflower production systems
- Establish on-farm demonstrations
- Develop training materials

Outputs

- Farmers trained
- Demonstration farms established
- Information, education and communication materials on integrated production systems developed

ii). Improve availability of high quality livestock feeds and water

Activities

- Train livestock producers on forage and pasture conservation and on-farm feed formulation
- Establish strategic feed reserves
- Build capacity of grazing committees on range resource use and conservation
- Conduct range resource surveys
- Construct and rehabilitate livestock water sources in the ASAL
- Conduct commercial animal feed quality control surveys

Outputs

- High quality fodders, pastures and on-farm feeds available
- Strategic feed reserves in place
- Strategic livestock water sources in ASAL functional
- Functional grazing committees in place
- Range resource surveys conducted
- Commercial animal feed quality control inspections done

iii). Improve animal disease and pest control

Activities

- Animal diseases surveillance
- Vaccinations
- Animal movement control
- Vector and pest control
- Capacity building

Outputs

- Animal diseases surveillance conducted
- Vaccinations carried out
- Animal movement control enforced
- Vector and pest control carried out
- Capacity building done

iv). Improve breeding services

Activities

- Characterize and document animal genetic resources
- Establish a national genetic resource institute
- Train stakeholders on management and control of animal breeding diseases
- Promote livestock breeding technologies
- Conduct surveys to assess the quality of breeding service delivery
- Develop Livestock Breeding programs
- Revamp and establish livestock breeding and multiplication farms
- Promote private livestock breeding and multiplication centres
- Promote registration of livestock breeding stock

Outputs:

- Documents on animal genetic resources available
- National genetic resource institute established
- Stakeholders trained on management and control of animal breeding diseases
- Increased awareness and adoption of available livestock breeding technologies
- Surveys to assess the quality of breeding service delivery conducted
- Breeding programs developed
- Livestock breeding and multiplication farms revamped
- Private livestock breeding and multiplication centres promoted
- Registered breeding stock available

v). Support demand driven livestock research and extension services

Activities:

- Set livestock research agenda based on needs in the sector
- Disseminate research outcomes and extension packages to producers through various methods i.e. field days, field demonstrations, agricultural shows and trade fairs non-residential training, farmer field schools, seminars and workshops, print and electronic media.
- Build a data base for extension service providers
- Promote other stakeholders to provide extension services
- Build capacity of public and relevant private sector grassroots organizations to provide extension services
- Conduct surveys to assess the quality of extension services by private service providers
- Build capacity of MOLD to provide e-extension services

Outputs:

- Document on livestock research priority areas available
- Research outcomes and extension packages disseminated
- Data base for extension service providers available
- Events to sensitize stakeholders to provide extension services conducted
- Capacity of public and private sector organizations to provide extension services built.
- Surveys to assess the quality of extension services by private service providers conducted
- Capacity of the MOLD to provide e-extension services built

3.7.5 Strategic Issue 3: Low investment in the livestock sector

MOLD was unable to attract major investors in the livestock sector because investment environment was undermined by inadequate policy and legal framework. To address this need, the MOLD will review, harmonize, consolidate, and simplify various acts and policies during the strategic period. However, changing legislation is a process that involves other stakeholders and the MOLD has limited control over the process especially after submitting proposals to the cabinet. To promote investment in the livestock sector in line with Vision 2030 and the Medium Term Plan (2008 – 2012), MOLD will pursue the following objective.

3.7.6 Strategic Objective 3: Enhance Investment in the Livestock Sector**Activities**

- Develop livestock investment guidelines
- Develop programs and projects for investment by public and private sector
- Disseminate the guidelines and programs to potential investors
- Conduct local, regional and international livestock investment promotion campaigns
- Promote public-private-partnerships across the value chain
- Train MOLD staff in investment proposal development and resource mobilization
- Undertake joint external trade missions

Outputs

- Livestock investment guidelines developed
- Programs and projects for investment by public and private sector developed
- Guidelines and programs to potential investors disseminated
- Local, regional and international livestock investment promotion campaigns conducted
- Public-private-partnerships across the value chain promoted
- MOLD staff trained in investment proposal development and resource mobilization
- Joint external trade missions undertaken

3.7.7 Strategic Issue 4: Inadequate market access and value addition

Kenya's livestock development and access to export markets is constrained by inadequate market information, poor infrastructure, especially roads, livestock holding grounds, sale yards and processing facilities and limited value addition. It is also hampered by prevalence of trade-sensitive animal diseases and pests as well as low capacity to meet international sanitary and phyto-sanitary standards for animal and animal products.

3.7.8 Strategic Objective 4: Increase market access for livestock and livestock produce

To achieve this objective, MOLD will use the following strategies:

i). Create Disease Free Zones

Activities

- Develop disease-specific contingency plans and review the plans annually
- Engage stakeholders on the process of establishing disease free zones and sanitary requirements.
- Carry out animal disease surveillance
- Carry out cartographic surveys to delineate disease free areas, establish buffer barriers and zones
- Build a strategic vaccine reserve
- Carry out vaccination campaigns in the disease free areas and in the buffer zone
- Establish quality assurance laboratories
- Control animal movement in and out of the disease free zone
- Design and establish quarantine stations for animal screening within the buffer zones and at exit points
- Carry out animal identification within and outside the DFZ
- Undertake vector and pest control within and outside the DFZ
- Build capacity of MOLD staff to provide quality assurance services

Outputs

- Disease-specific contingency plans and review the plans developed
- Stakeholders on the process of establishing disease free zones and sanitary requirements engaged.
- Animal diseases surveillance conducted
- Cartographic surveys to delineate disease free areas, establish buffer barriers and zones conducted
- Strategic vaccine reserve in place
- Vaccination campaigns in the disease free areas and in the buffer zone conducted
- Quality assurance laboratories established
- Animal movement in and out of the disease free zone controlled
- Quarantine stations for animal screening within the buffer zones and at exit points established
- Animal identification conducted
- Vectors and livestock pests in the DFZ and buffer zones controlled
- MOLD staff trained and equipped to provide quality assurance services

ii). Improve market infrastructure

Activities:

- Rehabilitate strategic holding grounds
- Construct an export abattoir
- Construction of satellite abattoirs

Outputs:

- Strategic holding grounds rehabilitated
- An export abattoir in place
- Satellite abattoirs constructed

iii). Improve management and dissemination of market information

Activities:

- Collect, analyze and disseminate livestock market information.
- Strengthen linkages between livestock producers and market outlets
- Establish a feedback mechanism to refine the quality of data.

Outputs

- Livestock market information collected, analyzed and disseminated.
- Linkages between livestock producers and market outlets strengthened
- Feedback mechanism in place

iv). Enhance the capacity of livestock marketing groups

Activities

- Promote formation of marketing groups
- Build capacity of marketing groups

Outputs

- Marketing groups formed
- Capacity of marketing groups built

(v) Promote value addition in livestock, livestock products and by-products

Activities:

- Update the database livestock processors
- Develop standards for livestock products and by-products
- Build capacity of MOLD in value addition of livestock products and by products
- Build capacity of players in value addition in processing, packaging, storage and distribution

Outputs:

- Updated database of livestock processors in place
- standards for livestock products and by-products developed
- Capacity of MOLD in value addition of livestock products and by products enhanced
- Capacity of players in value addition in processing, packaging, storage and distribution enhanced

3.7.9 Strategic Issue 5: Inappropriate livestock institutional arrangements in the livestock sector

The current institutional arrangement in the MOLD is inconsistent with the challenges facing the livestock sector and lacks the flexibility to achieve the objectives set in this strategy efficiently. The Ministry will therefore employ the following strategies to address this objective:

3.7.10 Strategic Objective 5: Reorganize Institutional arrangement to enhance Efficiency and Effectiveness

During the strategic period, the above objective will be achieved through the following strategies:

Strategies

- i). Restructure the technical departments within MOLD
- ii). Transform key livestock institutions into entities that facilitate growth
- iii). Create new institutions to bridge service gaps
- iv). Strengthening and institutionalizing ICT in MOLD
- v). Strengthen capacity for monitoring and evaluation
- vi). Institutionalize Public Service Integrity Program
- vii). Mainstream cross cutting issues namely: environment, disaster management and emergency preparedness, gender equity and HIV/AIDS.

i). Restructure the technical departments within MOLD

Activities

- Conduct functional and workload analysis of the MOLD
- Restructure the departments in ways that are consistent with the outcome of the functional and workload analysis
- Develop a program to communicate the functions of the new arrangements to stakeholders
- Sensitize stakeholders on these arrangements

Outputs

- Functional and workload analysis of the MOLD conducted
- MOLD restructured
- Program to communicate the changes developed
- Sensitize stakeholders on these arrangements

ii). Transform key livestock institutions into entities that facilitate growth

Activities

- Transform CAIS into Kenya Animal Genetics Resources Institute (KAGRI)
- Transform the National Bee Keeping Station (NBS) into a diploma training institution
- Transform Narok and Griftu Pastoral Training Centers into certificate offering institutions specializing in range management and animal health.
- Upgrade Nyahururu, Ndomba and Kabete Animal Health Industry Training Institutes (AHITIs) and the Athi River Meat Training Institute (MTI) to offer diploma courses
- Develop and introduce market driven courses in the institutions
- Revamp livestock multiplication farms, sheep and goat stations and veterinary farms
- Lay a foundation for divestiture of Kenya Meat Commission(KMC)
- Restructure Kenya Dairy Board(KDB) to become a stakeholder driven institution

Outputs

- CAIS transformed to KAGRI
- NBS into transformed into a diploma training institution
- Narok and Griftu Pastoral Training Centers transformed into a certificate offering institution
- Nyahururu, Ndomba and Kabete Animal Health Industry Training Institutes (AHITIs) and the Athi River Meat Training Institute (MTI) upgraded to offer diploma courses
- Market driven courses developed and introduced
- Livestock multiplication farms, sheep and goat stations and veterinary farms revamped
- Divesture proposal for KMC in place
- KDB restructuring as a stakeholder driven institution complete

iii). Create new institutions to bridge service gaps

Activities

Create the following institutions:

- Kenya Livestock Research Institute (KELRI)
- Kenya Livestock Marketing Board (KLMB)
- Livestock Development Corporation (LDC)
- Kenya Livestock Inspectorate Board (KLIB)
- Leather Development Council (LDCo)
- Leather Training Institute (LTI)
- Kenya Livestock Breeding Board (KLBB)

Outputs

- All the above institutions created

iv). Strengthening communication and information systems in MOLD

Activities

- Develop a communication strategy for MOLD
- Develop and implement a ministerial ICT strategy in line with e-government policy
- Develop the wide area network (WAN) for the Ministry.
- Develop and implement an integrated information management system including a livestock data base in MOLD
- Train staff on ICT
- Procure and install appropriate ICT hardware and software

Outputs

- MOLD communication strategy developed
- Integrated information management system in place
- Trained staff in ICT
- Wide Area Network (WAN) in place
- ICT hardware and software in place and commissioned

v). Strengthen capacity for monitoring and evaluation

- Assess the capacity of MOLD to carry out monitoring and evaluation activities
- Develop and implement programs to build M&E capacity within MOLD
- Develop a dissemination and feedback mechanism to improve decision making

Outputs

- Assess of the capacity of MOLD in monitoring and evaluation completed
- Programs to build M&E capacity within MOLD developed
- Dissemination and feedback mechanism developed

vi). Institutionalize Public Service Integrity Program

Activities:

- Develop Corruption Prevention Plan
- Sensitize staff on corruption prevention
- Reactivate ministerial and departmental corruption prevention committees
- Train more Integrity Assurance Officers (IAOs)
- Strengthen Departmental Anti-corruption Desks

Outputs:

- Corruption Prevention Plan developed and implemented
- Staff sensitized
- Ministerial and departmental corruption prevention committees reactivated
- Integrity Assurance Officers trained
- Anti-corruption Desks strengthened

3.8 Cross Cutting Issues

During the implementation of this plan, MOLD recognizes that several cross cutting issues may influence its effectiveness in service delivery namely: environment, emergency preparedness, gender equity, HIV/AIDS, collaboration with the national and international agencies and security.

1. Environment

Activities

- Promote safe use of agro-chemicals
- Promote agro-forestry in livestock production
- Promote use of environmentally friendly technologies e.g. biogas and manure
- Promote soil and water conservation in the rangelands

2. Emergency preparedness

Activities:

- Enhance early warning and response systems
- Develop emergency livestock off-take strategy
- Establish a restocking and enterprise development fund

3. Gender equity

Activities

- Developing a gender strategy for the Ministry
- Implement the gender strategy

4. HIV/AIDS

Activities

- Conduct baseline survey on the impact of HIV/AIDS on service delivery of MOLD and livestock sector
- Develop HIV/AIDS Strategy for the MOLD
- Promote appropriate livestock enterprises among affected and infected groups e.g. indigenous poultry, dairy goats, rabbits, apiculture etc

5. Collaboration and linkages with other national and international agencies

Activities:

- Identify strategic areas of cooperation in the livestock sector
- Participate in consultative meetings/forums
- Develop and implement of Memoranda of Understanding (MOU) and Joint Action Plans (JAPs)
- Update subscriptions to relevant national and international organizations

6. Security

Activities:

- Train MOLD staff in peace building and conflict management

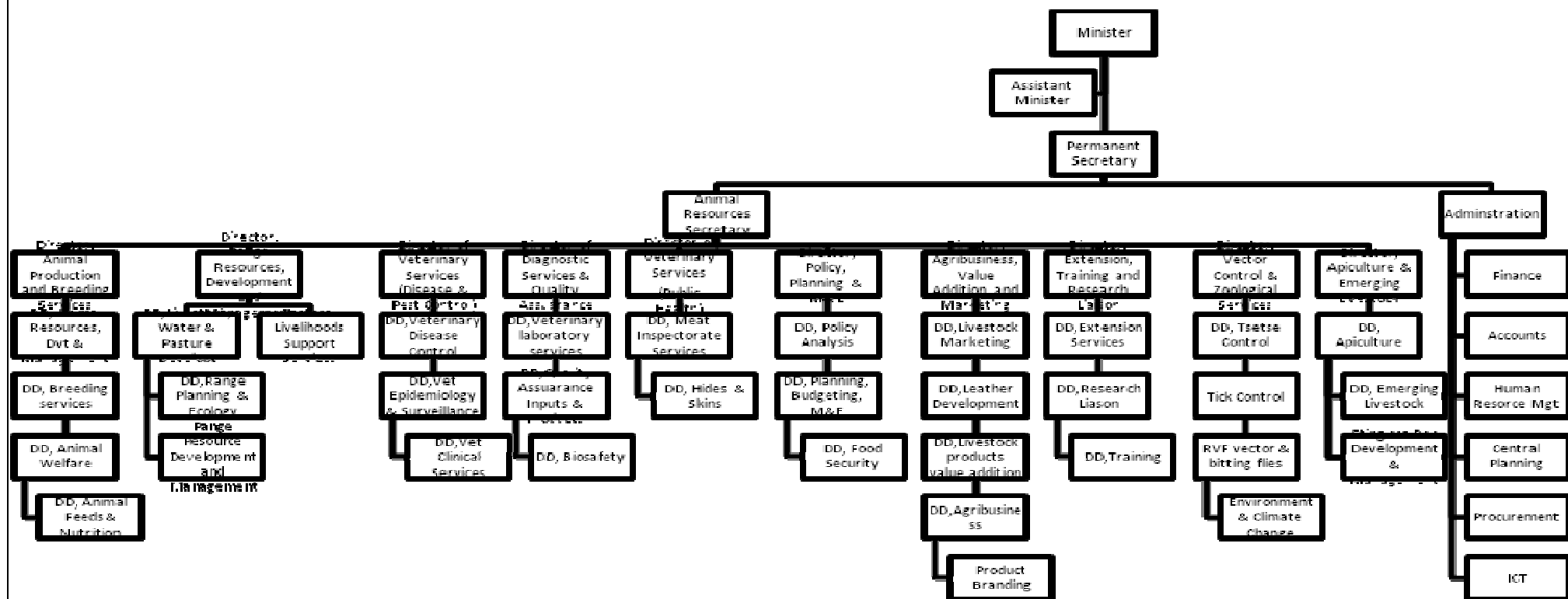
3.9 Proposed Organizational Structure

For the MOLD to successfully implement this Strategic Plan there is need to develop a new structure consistent with the strategies contained in this Plan. The structures for the Department of Livestock Production and Department of Veterinary will retain the provinces as supervisory and technical backstopping units and districts as main implementation focal points. During the strategic period, MOLD will increase the number of directorates from two to eight directorates to cater for the emerging issues, fast track livestock agro-based industrial development to enhance value addition. The nine directorates in MOLD will be:

1. Directorate of Animal Production and Breeding Services
2. Directorate of Range Resources, Development and Management
3. Directorate of Veterinary Services (Disease Control)
4. Directorate of Diagnostic Services & Quality Assurance
5. Directorate of Veterinary Services (Public Health)
6. Directorate of Agribusiness, Value Addition and Marketing
7. Directorate, Vector Control and Zoological Services
8. Directorate of Extension, Training and Research Liaison
9. Directorate of Apiculture and Emerging Livestock

To improve communication across these key directorates, a technical position of an Animal Resources Secretary will be created to coordinate and harmonize the technical departments. The proposed structure is shown in Figure 1 below:

Figure 1: Proposed Organizational Structure of the Ministry of Livestock Development



Annex 1: Laws impacting livestock sector and proposed action during the strategic period

	Policy	Objectives	Proposed Action
1.	Animal Diseases Act, Cap 364	To provide for matters related to the diseases of animals	The Act has been reviewed and will be enacted during the strategic period
2.	Veterinary Surgeons Act, Cap 366	“Registration of veterinary surgeons and other matters incidental to the practice of veterinary surgery”.	The Act is being reviewed and a draft is ready for enactment. The draft was prepared directly by stakeholder institutions: DVS, KVB, KVA, FVM and KALT.
3.	Meat Control Act, Cap 356	Act of Parliament to enable control to be exercised over meat and meat products intended for human consumption, and over slaughterhouses and places where such meat is processed; To provide for import and export control over such meat and meat products; and for matters incidental to and connected with the foregoing	The Act is reviewed
4.	Pharmacy and Poisons Act, Cap 244	A draft “Veterinary Medicines Bill” has been prepared to regulate veterinary drugs by Ministry of Livestock in accordance with the Livestock Policy section 3.4.8.	The Act is implemented by Ministry of Health and is not appropriately implemented leading to misuse of veterinary drugs. The draft is ready for presentation
5.	Prevention of Cruelty to Animals Act, Cap 360	Purpose: “To provide for the prevention of cruelty to animals”	The Act will be renamed Animal Welfare Act and will be reviewed and updated in line with new OIE guidelines of animal welfare as a sanitary standard. The draft will be presented to stakeholders for input before it is enacted
6.	Branding of Stock Act, Cap 357	“To make provision for registration of brands of stock”	The Act needs to be reviewed to enforce traceability and recognize new methods of animal identification e.g. electronic, tattoos, microchips, passports and RFID. Provision for alternative identification may only require a legal notice.
7.	Stock and Produce Theft, Cap 355	To provide for the recovery of fines imposed for theft of stock or produce and to make persons liable to account for the possession of stock or produce in certain cases”	The Act is adequate but fines are too low to be deterrent. The Act will be reviewed to enhance penalties
8.	Pest Control Products Act, Cap 346	To regulate importation, exportation, manufacture, distribution and use of products for the control of pests in animals and plants”	The Act is housed in the Ministry of Health and the Ministry of Livestock Development has minimal influence. A review is required to make the Pest Control Board more representative or have animal pesticides regulated separately.

	Policy	Objectives	Proposed Action
9.	Crop Production and Livestock, Cap 321	To make provision for the control and improvement of crop production and livestock, and the marketing and processing thereof”	The Act is outdated with negative reference to indigenous people, including double-quality standards for various produce. The sections on artificial insemination do not address the breeding of other species except cattle. Some sections require to be repealed because they are no longer tenable.
10.	Fertilizer and Animal Foodstuffs Act, Cap 345	To regulate the importation, manufacture and sale of agricultural fertilizers and animal foodstuffs [i.e. feeds] and substances of animal origin intended for manufacture of fertilizers and animal foodstuffs”	This is a good Act which will be enhanced by gazettelement of inspectors and analyst by the Minister of Livestock Development
11.	Rabies Act, Cap 365	To control rabies	A good Act but it provides for rabies control vaccines which are now obsolete and which has been replaced with safer products. This needs to be reviewed immediately to be in line with the current state of knowledge and to merge with the Animal Diseases Act Cap 364
12.	Hides, Skins and Leather Trade Act, Cap 359	Coordinate and control of the trade and development of hides, skins and leather industry	In 2007, all perceived non-sanitary permits in the Act were abolished through miscellaneous amendment Act. Some of the permits (like buyer’s license) need to be returned as they had sanitary value. This needs to be reviewed immediately.
13.	Cattle Cleansing Act, Cap 358	The Act targeted to manage East Coast Fever.	This Act will be reviewed to provide for the inclusion of cleansing of other vectors and other animal species.
14.	Dairy Industry Act, Cap 366	Provision for the improvement of the dairy industry and its products.	The Act was reviewed in 2003 and a draft submitted for enactment. However, the draft needs reworking the section on traceability as a sanitary measure. Draft should be recalled for improvement
15.	Kenya Meat Commission Act, Cap 363	To establish and operationalise the Kenya Meat Commission	The Act gives KMC monopoly rights which are no longer tenable.
16.	Agriculture Act, Cap 318	To promote and maintain a stable [crop and animal] agriculture.	The Act was enacted when agriculture covered both crops and livestock. At that time all the agricultural departments including veterinary were in one Ministry of Agriculture. The Act has lots of provisions relating to livestock that are not being addressed because it

	Policy	Objectives	Proposed Action
			is implemented in the Ministry of Agriculture. To initiate review and move livestock concerns to livestock legislation
17.	Public Health Act, Cap 242	To make provision for securing and maintaining health	The legal mandates of health ministries conflict with those of Ministry of Livestock Development with respect to sanitary control of meat, milk and other food of animal origin. E.g. Public Health officials under Cap 242 (Public Health Act) sometimes close Slaughter Houses licensed by Veterinary Officers under Cap 356 (Meat Control Act). To collaborate with MOH and review
18.	Food, Drugs and Chemical Substances Act, Cap 254	Prevention of adulteration of food, drugs and chemical substances.	This Act the legal mandates of the Ministry of Health conflicts with that of Ministry of Livestock Development with respect to sanitary control of meat, milk and other food of animal origin. To collaborate with MOH and review
19.	Standards Act, Cap 498	Regulates standards [include those of animal industry]	A good Act but requires harmonization with the newly enacted East African Community standardization law. The MOLD will collaborate with KEBS and review
20.	Food, Drugs and Chemical Substances Act, Cap 254	Prevention of adulteration of food, drugs and chemical substances.	An otherwise good Act but the legal mandates of health ministries conflict with those of Ministry of Livestock Development with respect to sanitary control of meat, milk and other food of animal origin. To collaborate with MOH and review
21.	Stock Traders Licensing Act Cap 498	To provide for the issue of Stock Traders Licenses	To be amended to make the DVS the licensing authority and the Provincial Administration the enforcing authority.
22.	Pig Industry Act Cap 361	To provide for the advancement and control of the pig industry	To be expanded to include poultry, fish, commercial insects and other emerging livestock
23.	Crop Product and Livestock Act Cap 321		
24.	Witchcraft Act, Cap 67	Need to separate ethno-veterinary medicines from witchcraft;	
25.	Wildlife Act, Cap 376	Need to provide for the role of DVS in game cropping and emerging livestock	

	Policy	Objectives	Proposed Action
26.	Fisheries Act, Cap 378	To harmonize with Meat Control Act with respect to fish-meat	
27.	Uplands Bacon Factory, Cap 362	This Act should be repealed as is no longer relevant	
28.	Narcotics Drugs and Psychotropic Substances Control Act, Cap 4.	To provide for DVS involvement in substances of animal origin or destined for abuse of animals	

4 IMPLEMENTATION MATRIX

Strategic Issue 1: Inappropriate policy and legal environment

Strategic Objective 1: Develop appropriate Policy and Legal Environment

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility /Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
Develop appropriate policy, legal and regulatory framework	Review relevant policies i.e. Dairy Development Policy, Animal Feedstuff Policy, National Veterinary Drugs Policy	4 policies reviewed	No. of policies	DLP, DVS	2	10	0	0	0
	Review and consolidate current Acts of Parliament relevant to the sector	9 Acts reviewed	No. of reviewed Acts	DLP, DVS	2	5	5	4	4
	Formulate Poultry Policy, Livestock Breeding Policy, Animal Disease Control Policy, Animal Welfare Policy and Apiculture Policy	5 policies formulated	No. of policies	DLP, DVS	2	6	6	0	0
	Develop a Livestock Master Plan	Livestock Master Plan	Livestock Master Plan	H:CPMU	0	5	4	0	0
Sub-Total					6	26	15	4	4

Strategic Issue 2: Low productivity of the livestock sector

Strategic Objective 2: Increase Livestock Productivity

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
i) Promote integrated production systems	Train farmers on integrated fish/poultry and beekeeping/sunflower production systems	15,000 Farmers trained during the strategic period	3,000 Farmers trained per year	DLP, DVS	2	4	3	3	3
	Establish on-farm demonstrations	1,500 Demonstration farms established during the strategic period	300 demonstrations per year	DLP, DVS	3	7	7	7	6
	Develop training materials	75,000 Information, education and communication materials on integrated production systems developed during the period	15,000 training materials per year	DLP, DVS	2	4	3	3	3
Improve availability of high quality livestock feeds and water	Train livestock producers on forage and pasture conservation and on-farm feed formulation	75,000 farmers trained on producing high quality fodders, pastures and on-farm feeds during the period	15,000 Farmers trained per year	DLP, DVS	3	20	20	17	15
	Establish strategic feed reserves	Establish 10 Strategic Feed Reserves Units	Construct an average of three Strategic Feed Reserves Units annually	DLP, DVS	0	180	180	180	60
	Build capacity of grazing committees on range resource use and conservation	Train 200 grazing committees over the strategic period in 50 ASAL districts	Train 50 grazing committees per year	DLP, DVS	0	10	10	10	10
	Conduct National Range Resource Surveys	Assessments and Range Resource Survey conducted	One assessment annually and survey every two years	DLP, DVS	0	40	20	30	20
	Construct and rehabilitate livestock water sources in the ASAL	Construct and rehabilitate 400 strategic livestock water sources in 100 districts	Four water sources developed/rehabilitated per district	DLP	0	80	80	80	80
	Conduct commercial animal feed quality control surveys	Conduct 10 Commercial animal feed quality control inspections	Conduct two inspections per year	DVS, DLP	0.5	3	3	3	3

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
Improve animal disease and pest control	Animal diseases surveillance	55 Animal diseases surveillance conducted (11 Surveys per year)	Number of surveys conducted	DVS	9	93	93	93	93
	Vaccinations	125 million animals vaccinated out over the strategic period (25 million animals per year)	Number of animals vaccinated	DVS/ Stakeholders	500	2,500	2,500	2,500	2,500
	Animal movement control	39,000 patrols conducted during the strategic period (One patrol per district per week in 150 districts)	Number of patrols conducted	DVS	4	20	20	17	15
	Vector and pest control	35,000 traps and targets established and 50 dips established.	Number of traps, targets in place and dips established	DVS	30	71	41	35	34
	Review tick control strategies	Conduct a survey on the current tick control practices & develop a strategy	Survey conducted and Strategy Developed	DVS, DLP	0	15	5	0	0
	Capacity building	Establish 200 disease control committees in ASAL districts (4 per district in 50 ASAL districts)	Number of disease control committees established	DVS, DLP	0	6	6	6	6
Improve breeding services	Characterize and document animal genetic resources	Conduct a Baseline Survey to document the available animal genetic resources	National Survey conducted and documented	DVS, DLP	0	20	5	0	0
	Establish a national genetic resource institute	Kenya Animal Genetic Resource Institute and focal point established	KAGRI & National Focal Point established	DVS, DLP, CAIS	0	190	190	190	190
	Train stakeholders on management and control of animal breeding diseases	75,000 individuals trained on management and control of animal breeding diseases (100 service providers & farmers per district per year in 150 districts)	Number of individuals trained	DVS, DLP	0	10.5	9	9	9
	Promote livestock breeding technologies	75,000 individuals trained on available livestock breeding technologies (100 service providers & farmers per district per year in 150 districts)	Number of individuals trained	DVS, DLP	0	10.5	9	9	9
	Conduct surveys to assess the quality of breeding service delivery	Conduct two surveys to assess the quality of breeding service delivery	Surveys conducted	DVS, DLP	0	15	0	15	0
	Develop Livestock Breeding programs	25 Breeding programs developed	Programs developed	DVS, DLP	0	45	45	45	45

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
	Revamp and establish 20 livestock breeding and multiplication farms	20 Livestock breeding and multiplication farms revamped	Number of farms revamped	DLP, DVS	0	50	50	50	50
	Promote private livestock breeding and multiplication centres	Conduct 160 stakeholder sensitization meetings	Number of meetings held	DLP, DVS	0	20	20	20	20
	Promote registration of livestock breeding stock	Conduct 200 sensitization meetings on livestock registration	Number of meetings held	DLP, DVS	0	25	25	25	25

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
Support demand driven livestock research and extension services	Set livestock research agenda based on needs in the sector	Conduct 16 regional workshops to develop the livestock research priority areas	Number of meetings held	DLP, DVS	0	32	0	0	0
	Hold field days, field demonstrations, agricultural shows and trade fairs, non-residential training, farmer field schools, seminars and workshops, print and electronic media.	• 1,600 field days at Kshs 200,000 per field-day • 3,000 field demonstrations at Kshs 20,000 per demo • 100 shows and trade fairs at Kshs 1m per show • 1,500 non-residential training at Kshs 50,000 per training • 750 farmer field schools at Kshs 20,000 per FFS • 3,050 seminars and workshops at Kshs 500,000 • 75,000 promotional materials at Kshs 200 per piece • 10 issues of Mifugo News at Kshs 5m per issue • 50 radio and TV documentaries at Kshs 300,000 • 750 farmer tours at Kshs 200,000 • 150 staff tours at Kshs 400,000 per tour • 10 study tours at Kshs 10m • Undertake 240,000 farm visits annually at a cost of Kshs 800 per visit • Supervision and backstopping of field staff • 680 mandays for Hq staff and transport at a cost of Kshs 14,000 per person • 320 mandays for provincial staff at a cost of Kshs 14,000 per person • 7,200 mandays for district	Number of respective events held	DLP, DVS	0	864.2	864.2	864.2	864.2

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
		staff at a cost of Kshs 6,000 per person							
	Build a data base for extension service providers	Conduct a survey to assess and document the extension service providers	Survey conducted	DLP, DVS	0	15	0	0	0
	Promote other stakeholders to provide extension services	Organize 20 forums to sensitize stakeholders to provide extension services at Kshs 2m per forum	For a organization	DLP, DVS	0	20	20	0	
	Build capacity of public and relevant private sector grassroot organizations to provide extension services	Train 6,000 individuals to provide extension services at Kshs 10,000 per person.	Number of service providers trained	DLP, DVS	0	15	15	15	15
	Conduct surveys to assess the quality of extension services by private service providers	Conduct Surveys to assess the quality of extension services by private service providers at Kshs 15m	Survey conducted	DLP,DVS	0	15	0	0	0
	Build capacity of MOLD to provide e-extension services	• Procure 200 computers and accessories at Kshs150,000 per unit • Install WAN across the country at Kshs 500m • Develop 30 packages of e-content at Kshs 380,000 per package • Train 500 staff to provide e-extension services built at Kshs 25,000 per person	• Computer procured • WAN installed • Packages developed • Staff trained	DLP, DVS	0	150	140	130	140
Sub-Total					553.50	4,550.2	4,383.20	4,356.20	4,215.2

Strategic Issue 3: Low investment in the livestock sector

Strategic Objective 3: Enhance Investment in the Livestock Sector

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility /Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
i) Enhance Investment in Livestock Sector	Develop livestock investment guidelines	Organize two livestock investment forums for 100 participants for two days at Kshs 5m each	Livestock investment guidelines developed	DVS, DLP	0	10	0	0	0
	Develop programs and projects for investment by public and private sector	Organize three departmental retreats annually to identify and develop investment concepts at Kshs 1.4m per forum.	Programs and projects for investment by public and private sector developed	DVS, DLP	0	4.2	4.2	4.2	0
	Disseminate the guidelines and programs to potential investors	Disseminate the guidelines and programs through annual investment seminar at Kshs 5m	Number of investment seminars convened	DLP, DVS	0	5	5	5	0
	Conduct local, regional and international livestock investment promotion campaigns	Convene 10 provincial investment promotion campaigns at Kshs 20m, two regional campaigns at Kshs 20m and one international at Kshs 12m livestock conducted	Number of investment campaigns conducted	PS, DLP, DVS	0	13	13	13	13
	Promote public-private-partnerships across the value chain	Identify areas for potential Public-private-partnerships and the terms of engagement at Kshs 15m	Areas identified	DLP, DVS	0	15	0	0	0
	Train MOLD staff in investment proposal development and resource mobilization	Train 320 staff trained in investment proposal development and resource mobilization at a cost of Kshs 20,000 per person	Number of staff trained	DLP, DVS	0	1.6	1.6	1.6	1.6
	Undertake joint external trade missions	Participate in two joint external trade missions annually at Kshs 24m annually	Number of joint missions	PS, DLP, DVS	0	24	24	24	24
Sub-Total					0.00	72.80	47.80	47.80	38.60

Strategic Issue 4: Inadequate market access and value addition

Strategic Objective 4: Increase market access for livestock and livestock produce

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility /Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
i) Create Disease Free Zones	Technical, legal and policy reviews on zonation	Technical, legal and policy on zonation reviewed		DVS,DLP	0	5	11	11	11
	Zonal infrastructure development	Zonal infrastructure developed		DVS,DLP	0	783	858	884	687
	Control and eradication of trade-sensitive diseases	Trade-sensitive diseases controlled and eradicated		DVS,DLP	0	1,022	1,373	1,373	937
	Improve productivity of livestock enterprises	Productivity of livestock enterprises improved		DVS,DLP	0	263	110	110	110
	Capacity building for zonation	Capacity for zonation built		DVS,DLP	0	1,360	479	479	579
	Carry out external trade missions for marketing	Carry out external trade missions for marketing		DVS,DLP	0	4	4	4	4

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility /Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
ii) Improve management and dissemination of market information	Collect, analyze and disseminate livestock market information.	Collect, livestock market information analyzed in 30 markets Produce one journal per year, one monthly bulletin and one documentary per year all at Kshs 6 m per year.	Data base built and disseminated	DLP, DVS	0	6	6	6	6
	Strengthen linkages between livestock producers and market outlets	Organize 32 provincial stakeholder forums at Kshs 300,000 each and 8 commodity specific national stakeholder forums at Kshs 2m each to link livestock producers and value chain market players.	Number of forums convened	DLP, DVS	0	112	112	112	112
	Establish a market data quality assurance mechanism	Undertake 120 backstopping visits to the 30 markets each year at a cost Kshs 40,000 per visit Develop a customized software to ensure integrity of data captured, analysis, reporting and storage at a cost of Kshs 1m.	Number of visits made Software Developed	DLP	0	5.8	4.8	4.8	4.8
iii) Improve market infrastructure	Build capacity of MOLD staff to provide quality assurance services	40 MOLD staff trained and equipped at Kshs 40,000 to provide quality assurance services	Number of staff trained	DLP	0	1.6	1.6	1.6	1.6
	Rehabilitate strategic holding grounds	Rehabilitate 7 strategic holding grounds at Kshs 15m each	Number of holding grounds rehabilitated	DLP	0	35	35	35	0
	Construct an export abattoir	Constructed an export abattoir at a cost of Kshs 470m	An export abattoir constructed	DVS	0	20	150	150	150
	Construction of satellite abattoirs	Construct 4 satellite abattoirs each at Kshs 200m	Number of Satellite abattoirs constructed	DVS	0	200	200	200	200
iv) Enhance the capacity of livestock marketing groups	Promote formation of marketing groups	Organize two forums in 50 districts to sensitize livestock producers to form marketing groups at Kshs 100,000 per forum.	Number of forums organized	DLP, DVS	0	2.5	2.5	2.5	2.5
	Build capacity of marketing groups	Train two marketing groups in 50 districts at a cost of Kshs 60,000 per group.	Number of groups trained	DLP, DVS	0	1.5	1.5	1.5	1.5

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility /Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
v) Promote value addition in livestock, livestock products and by-products	Update the database livestock processors	Carry out bi-annual national survey to update the database of livestock processors in Kenya at a cost of Kshs 15m	Biannual survey conducted	DLP, DVS	0	15	0	15	0
	Develop standards for livestock products and by-products	Organize four livestock products and by-products standardization workshops at Kshs 2m each	Workshops held	DLP, DVS	0	8	8	8	8
	Build capacity of MOLD in value addition of livestock products and by products	Train 300 MOLD staff in value addition of livestock products and by products at Kshs 20,000 per person	Number of staff trained	DLP, DVS	0	1.5	1.5	1.5	1.5
	Build capacity of players in value addition in processing, packaging, storage and distribution	Train 22,500 entrepreneurs in value addition of livestock products and by products at Kshs 2,000 per person	Number of entrepreneurs trained	DLP, DVS	0	11.25	11.25	11.25	11.25
Sub-Total					0.00	3,857.15	3,369.15	3,410.15	2,827.15

Strategic Issue 5: Inappropriate livestock institutional arrangements that hinder growth of the livestock sector

Strategic Objective 5: Reorganize institutional arrangements to enhance efficiency and effectiveness in the livestock sector

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
i) Restructure the technical departments within MOLD	Conduct functional and workload analysis of the MOLD	Conduct one functional and workload analysis of the MOLD at a cost Kshs 15m	Functional and workload analysis conducted	PS	0	15	0	0	0
	Restructure the departments in ways that are consistent with the outcome of the functional and workload analysis	Organize two workshops to harmonize the workload with organizational structure at a cost Kshs 4m each	Workshops conducted	PS	0	8	0	0	0
	Sensitize stakeholders on these arrangements	Conduct 10 sensitization workshops for stakeholders at cost of Kshs 2m each	Workshops conducted	PS	0	10	10	0	0
ii). Transform key livestock institutions into entities that facilitate growth	Transform CAIS into Kenya Animal Genetics Resources Institute (KAGRI)	CAIS transformed to KAGRI at Kshs 750m over the strategic period	CAIS transformed to KAGRI	PS, DVS	0	185	185	185	185
	Transform the National Bee Keeping Station (NBS) into a diploma training institution	NBS into transformed into a diploma training institution at a cost of Kshs 80m	NBS transformed		0	50	50	20	20
	Transform Narok and Griftu Pastoral Training Centers into certificate offering institutions specializing in range management and animal health.	Narok and Griftu Pastoral Training Centers transformed into a certificate offering institution at a cost of Kshs 160m	Narok and Griftu Pastoral Training Centers transformed		0	100	100	40	40
	Upgrade Nyahururu, Ndomba and Kabete Animal Health Industry Training Institutes (AHITIs) and the Athi River Meat Training Institute (MTI) to offer diploma courses	Nyahururu, Ndomba and Kabete Animal Health Industry Training Institutes (AHITIs) and the Athi River Meat Training Institute (MTI) upgraded to offer diploma courses at a cost of Kshs 460m	Nyahururu, Ndomba and Kabete AHITI and MTI transformed		0	100	200	80	80
	Develop and introduce market driven courses in the institutions	Conduct a market based training needs assessment at a cost of Kshs 15m Conduct 4 curriculum development workshops at Kshs 2m per workshop	Market needs assessment conducted Curriculum developed		0	19	4	0	0
	Lay a foundation for divestiture of	Undertake a Study to assess	Study undertaken	PS	0	15	0	0	0

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
	Kenya Meat Commission(KMC)	the divestiture feasibility of KMC at Kshs 15m							
	Restructure Kenya Dairy Board(KDB) to become a stakeholder driven institution	Undertake a study to assess the feasibility of greater stakeholder involvement in KDB for Kshs 15m	Study undertaken	PS	0	15	0	0	0
	Restructure Kenya Veterinary Board	Restructuring KVB at a cost of Kshs 126m over the strategic period.	KVB restructured	PS/Chairman KVB	6	50	50	10	10
iii). Create new institutions to bridge service gaps	Create Kenya Livestock Research Institute (KELRI)	Draft a legislative framework for creation of KELRI at a cost of Kshs 15m Organize 8 provincial and two national stake-holders workshops to refine KELRI legislation at Kshs 16m. Lay the basic KELRI research infrastructure at a cost Kshs 500m	KELRI created	PS	0	31	500	500	500
	Create Kenya Livestock Marketing Board (KLMB)	Draft a legislative framework for creation of KLMB at a cost of Kshs 15m Organize 8 provincial and two national stake-holders workshops to refine KLMB legislation at Kshs 16m. Lay the basic KLMB infrastructure at a cost Kshs 100m	KLMB created	PS	0	31	100	100	100
	Create Livestock Development Corporation (LDC)	Draft a legislative framework for creation of LDC at a cost of Kshs 15m Organize 8 provincial and two national stake-holders workshops to refine LDC	LDC created	PS	0	31	200	200	200

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
		legislation at Kshs 16m. Lay the basic LDC infrastructure at a cost Kshs 200m							
	Create Kenya Livestock Inspectorate Board (KLIB)	Draft a legislative framework for creation of KLIB at a cost of Kshs 15m Organize 8 provincial and two national stake-holders workshops to refine KLIB legislation at Kshs 16m. Lay the basic KLIB infrastructure at a cost Kshs 300m	KLIB created	PS	31	300	300	300	300
	Create Leather Development Council (LDC)	Draft a legislative framework for creation of LDC at a cost of Kshs 15m Organize 8 provincial and two national stake-holders workshops to refine LDC legislation at Kshs 16m. Lay the basic LDC infrastructure at a cost Kshs 100m	LDC created	PS	31	100	100	100	100
	Create Leather Training Institute (LTI)	Develop a MOU with UoN to undertake joint diploma programs in leather technology at Kshs 100,000 Improve LTI infrastructure at a cost Kshs 200m	LTI operational	PS	0	0.1	200	200	200
	Create Kenya Livestock Breeding Board (KLBB)	Draft a legislative framework for creation of KLBB at a cost	KLBB created	PS	0	31	300	300	300

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
		of Kshs 15m Organize 8 provincial and two national stake-holders workshops to refine KLBB legislation at Kshs 16m. Lay the basic KLBB infrastructure at a cost Kshs 300m							
Strengthen Capacity of the MOLD to deliver services	Construction of permanent office accommodation	Construct one headquarter building and 60 field offices	Headquarter and field offices constructed	PS/DVS/D LP	150	500	500	500	500
	Staff recruitment	Recruit 400 technical staff annually	Number of staff recruited	PS/DVS/D LP	150	200	200	200	200
	Enhance Transport Capacity	Purchase 600 motor vehicles and 1,000 motor cycles	Number of vehicles and motor cycles purchases	PS/DVS/D LP		700	700	700	700
iv). Strengthen communication and information systems in MOLD	Develop a communication strategy for MOLD	Commission the development of MOLD communication strategy at Kshs 15m	Communication strategy developed	PS	0	15	0	0	0
	Develop and implement a ministerial ICT strategy in line with e-government policy	Engage a consultant to develop an ICT strategy Organize 8 provincial workshops and 3 national workshops to communicate the strategy at Kshs 2m	Ministerial ICT strategy in place	PS	0	8	7	5	5
	Develop the wide area network (WAN) for the Ministry.	Install ICT infrastructure	Wide Area Network (WAN) in place	PS/H:ICT	0	1	1	1	1
	Develop and implement an integrated information management system including a livestock data base in MOLD	Engage a consultant to develop an integrated livestock database Training 300 MOLD staff on application of the integrated data base system at Kshs 20,000 per person	Integrated data base in place	PS/H:ICT	0	18	3	0	0

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility/Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
	Train staff on ICT	Trained 50 staff in ICT annually at Kshs 20,000	Staff trained	PS/H:ICT	0	1	1	1	1
	Procure and install appropriate ICT hardware and software	Procure 50 ICT hardware and software	ICT equipment in place	PS/H:ICT	0	7.5	0	0	0
v).Strengthen capacity for monitoring and evaluation	Assess the capacity of MOLD to carry out monitoring and evaluation activities	Assess of the capacity of MOLD in monitoring and evaluation completed	Assessment conducted	PS/H:CPU	0	4	0	0	0
	Develop and implement programs to build M&E capacity within MOLD	Training 400 MOLD staff on M&E	Staff trained	PS/H:CPU	0	2	2	2	2
	Develop a dissemination and feedback mechanism to improve decision making	Undertake 4 monitoring visits each year at Kshs 1.76m per quarter	Visits taken	PS/H:CPU		4.70	4.70	4.70	4.70
vi). Institutionalize Public Service Integrity Program	Develop Corruption Prevention Plan	Organize two retreats to develop a Corruption Prevention Plan at Kshs 800,000 each	Corruption Prevention Plan development	PS:/SDA	0	1.6	0	0	0
	Sensitize staff on corruption prevention	Organize Staff sensitization workshops as follows: 600 staff in the districts for 4 days at Kshs 5,000 per person 300 staff in Hq at Kshs 1,000 per person	Staff sensitization workshops conducted	PS:/SDA	0	12.3	0	0	0
	Reactivate ministerial and departmental corruption prevention committees	Support monthly ministerial and departmental corruption prevention committees at Kshs 5,000 per meeting	Ministerial and departmental committees activated	PS:/SDA/D LP/DVS	0	0.18	0.18	0.18	0.18
	Train more Integrity Assurance Officers (IAOs)	Train 164 Integrity Assurance Officers at Kshs 20,000 per person	IAOs trained	PS:/SDA/D LP/DVS	0	1.64	1.64	0	0
	Strengthen Departmental Corruption Prevention Desks	Install 100 Complaints/Complements Boxes in the new districts at Kshs 1,000	100 boxes installed	PS:/SDA/D LP/DVS	0	0.1	0	0	0
Sub-Total					368.00	2,568.12	3,719.52	3,448.88	3,448.88

Strategic Issue: Cross cutting Issues affecting the success of the sector

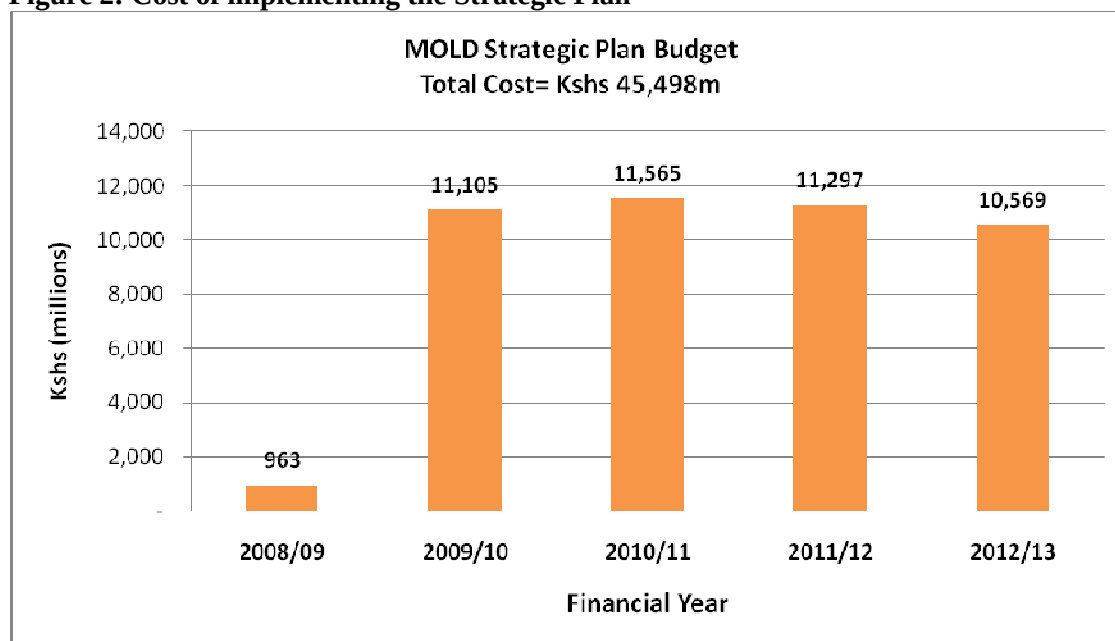
Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility /Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
1. Environment	Promote safe use of agro-chemicals	8 Field demonstrations at Kshs 1m each	Number of field days held		0	8	8	8	8
	Promote agro-forestry in livestock production	8 Field-days at Kshs 1 m each	Number of field days held		0	8	8	8	8
	Promote use of environmentally friendly technologies e.g. biogas and manure	8 Field days at Kshs 1 m each	Number of field days held		0	8	8	8	8
	Promote soil and water conservation in the rangelands	8 Field days at Kshs 1 m each	Number of field days held		0	8	8	8	8
2. Emergency preparedness	Enhance early warning and response systems	Early warning equipment namely: GPS and Satellite Phones at Kshs 1m annually	Equipment in place		0	1	1	0	0
	Develop emergency livestock off-take strategy	Organize three retreats for off-take taskforce at Kshs 800,000 each	Off take strategy in place		0	1.6	0	0.8	0
	Establish a restocking and enterprise development fund	One retreat to review existing proposals at Kshs 800,000	Proposal reviewed		0	0.8	0	0	0
3. Gender equity	Developing a gender strategy for the Ministry	Two retreats to develop a gender strategy at Kshs 800,000 each	Gender strategy developed		0	1.6	0	0	0
	Implement the gender strategy	Organize 8 provincial and two HQ workshops to implement a gender strategy at Kshs 1m	Gender strategy implemented		0	5	5	0	0
4. HIV/AIDS	Conduct baseline survey on the impact of HIV/AIDS on service delivery of MOLD and livestock sector	Baseline Survey at a cost of Kshs 5m	Baseline Survey Report		0	5	0	0	0
	Develop HIV/AIDS Strategy for the MOLD	Two retreats to develop a HIV/AIDS strategy at Kshs 800,000 each	HIV/AIDS Strategy		0	1.6	0	0	0
	Promote appropriate livestock enterprises among affected and	Organize 10 workshops and 50 field demonstrations annually at a cost of Kshs	Number of HIV/AIDS Workshops and		0	10	10	10	10

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility /Actor(s)	Budget (Ksh millions)				
					08/09	09/10	10/11	11/12	12/13
	infected groups e.g. indigenous poultry, dairy goats, rabbits, apiculture et	10m	field demonstrations						
Sub-Total					0	58.60	48.00	42.80	42.00
5. Collaboration and linkages with other national and international agencies	Identify strategic areas of cooperation in the livestock sector	Organize a stakeholders workshop to identify and document areas for cooperation at Kshs 4m	Areas of cooperation identified		0	4	0	0	0
	Participate in consultative meetings/forums	Participate in consultative meetings on cross border disease control, development of technical standards, professional organizations, Sanitary and Phyto-sanitary Standards and technical barriers to trade, cross border resource management.	Number of meetings attended		0	15	15	15	15
	Develop and implement of Memoranda of Understanding (MOU) and Joint Action Plans (JAPs)	Organize meetings annually to develop MOUs and JAPs at Kshs 1m annually	MOUs and JAPs		0	1	1	1	1
	Update subscriptions to relevant national and international organizations	Pay for subscriptions to national, regional and international professional associations and journals	Number of subscriptions		0	14	14	14	14
6. Security	Train MOLD staff in peace building and conflict management	Train 100 MOLD staff annually on peace building and conflict management skills at a cost of Ksh 20,000 per person	Number of staff trained		0	1	1	0	0
Sub-Total					35.00	31.00	30.00	30.00	35.00

5 RESOURCE MOBILIZATION

The MOLD will mobilize both human and financial resources to implement this strategic plan. Using the budget developed in the implementation matrix, during the five years, MOLD will require an estimated **Kshs 45.498 billion** to support the activities in the strategy as shown in Figure 2 below without the recurrent expenditure.

Figure 2: Cost of implementing the Strategic Plan

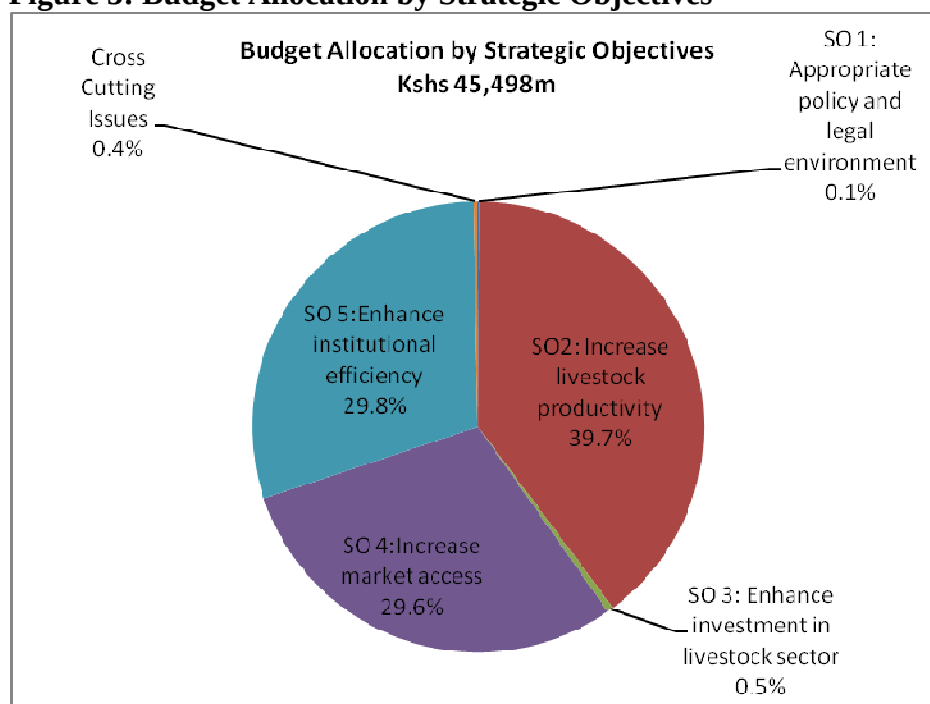


Mobilization of human resources will entail recruitment, deployment and outsourcing specialized services. Some of the critical areas that require funding include:

- i). Institutional reforms to increase the number of directorates and SAGAs
- ii). Capacity building and training of the stakeholders to take up roles previously performed by the Government such as input supply, research, extension, marketing and provision of regulation;
- iii). Investment capital for the development of infrastructure such as roads, power, water supply and communications to support the entry and operations of the private sector
- iv). Seed funds to facilitate the development of public private partnerships
- v). Development of the Disease Free Zones
- vi). Emergency livestock fund

Implementation of the second strategic objective on increasing livestock productivity will take nearly 40% of budget followed by enhancing institutional efficiency which accounts for 29.8% and increasing market access will account for 29.6% of the budget respectively. Enhancing investment in the livestock sector and addressing cross cutting issues accounts for less than 1% of the budget as shown in Figure 3 below.

Figure 3: Budget Allocation by Strategic Objectives



5.1 Financial Resource Mobilization

In mobilizing financial resources, MOLD recognizes that public financial resources may not be adequate to all the financial requirements to implement this strategic plan. Subsequently, the MOLD will look into both internal and external sources of funds.

The following will be the measures to mobilize resources:

- Seeking government financial resources from treasury
- Enhance collection of appropriations in aid (AIA) from technical departments particularly Veterinary Services Development Fund (VSDF) and develop a policy that provides incentives to increased revenue collection.
- Review the current service charges and licenses e.g. meat inspection, laboratory services, movement permits and export services.
- Enhance efficiency and revenue generation from the ministry's SAGAs e.g. CAIS, KMC, KDB and KEVEVAPI.
- Reduce points of revenue leakage through appropriate financial controls e.g. serializing licenses for veterinary services and strengthening financial monitoring.
- Restructure training institutions to generate revenue own funds by offering demand driven training programs hence eliminating reliance on grants from MOLD
- Develop new revenue sources e.g. registration of livestock at cost
- Seek complementary funding from development partners

5.2 Human Resource

To implement activities outlined in this strategic plan, the MOLD will require commensurate staffing levels as shown in Table 5 below.

Table 5: Optimal Staffing Levels to Implement the Strategy

Department	Authorized Establishment	In-Post	Ideal
Veterinary Services	8,821	2,567	
Livestock Production	5,481	2,218	
Administration	371	196	
Total	14,673	4,981	

5.3 Cost Cutting Measures

1. Currently, the MOLD spends approximately Kshs 100m on stationery and postage related expenses annually that can be saved and invested in ICT and make the institution more efficient and improve on communication.
2. The MOLD has large fleet of unserviceable vehicles and equipment with very high operational costs. Disposing the stores and replacing them with a few new vehicles and equipment would go a long way in cutting costs.
3. Collaborate with other stakeholders in sharing the costs of service delivery
4. Instilling budgetary and expenditure discipline across MOLD would significantly reduce costs
5. Strategic innovations in our service delivery. We need to be innovative and creative and exploit opportunities that present to improve service delivery.

6 MONITORING, EVALUATION AND REPORTING

6.1 Monitoring

Monitoring and evaluation entail collecting and analysing data for decision making. Monitoring is essential in tracking dynamic processes of implementation of the strategic plan. The purpose of monitoring is to find out whether the programmes in this plan are effective, and how strategies should be modified to make sure that it is. To do this, the CPMU will monitor: the programme/project, including the process (how it is carried out) and the impact it is having and changes in the situations, including market situations, availability of technical packages, and changes in factors affecting health, nutrition, and socio-economic changes in the country. Monitoring is a continuous part of development work.

When monitoring it is appropriate to use what has been learned in the project so far to ask:

- Is this project viable? Does the project still fit in with our strategic objective? Will it work?
- Is this project still a priority? Is this the best use we can make of these resources?
- Is this project funded? This applies not only to donor funding, but also to community contributions.

The monitoring team may recommend a formal review if the answer to any of these questions is not yes. Monitoring should tell whether the directorates, departments, programs and SAGAs are doing what they were going to do and whether they are achieving what they said they were going to achieve in the implementing this strategic plan.

One critical issue has been that the MOLD has not been involved in the formulation of some donor- funded projects. Other projects have not provided M&E budget and therefore M&E functions have not been carried out. The Central Planning and Monitoring Unit (CPMU) will be adequately facilitated and lobby for participation in the M&E activities for the donor-funded projects. The different stages in monitoring are:

- Preparing and planning the monitoring system by providing a detailed outline of the human and material resource requirements, communication and reporting ;
- Setting up the indicators checklist: selection, operationalisation;
- Defining the methods for data collection ;
- Field monitoring ; data collection and storage ;
- Data analysis and report writing;
- Reorientation, reflection, redesigning...

6.2 Guiding principles in monitoring the Strategic Plan

MOLD will focus on minimal but key information from critical areas in order to avoid overwhelming the system with reports and unnecessary data. The monitoring function will include all forms of communications: verbal and written, formal and informal, creating the potential for cross-checking information;

To enhance the quality of monitoring function, MOLD will strengthen the capacity of Central Planning and Monitoring Unit (CPMU). Information produced through monitoring will guide

MOLD as to whether projects and institutional reforms should be changed, modified or even terminated pending resolution of issues that could undermine the overall strategy. Specifically, MOLD will use the following methodologies: -

- Carry out quarterly field visits and prepare reports
- Where field visits are not possible, CPMU will prepare structured questionnaires and send them to the districts for the staff to collect data and send it back to headquarters.
- Undertake mid-term reviews to assess the achievements of the projects and inform on the need to re-plan where necessary.

6.3 Evaluation

Evaluation differs from monitoring but uses information gathered during regular monitoring. Evaluation will be one-time events from the “fog of operations” to assess whether the project, programs and reform in this strategy are on track and draw lessons for future work. Evaluation answers questions like: “Was the project design sound? How can it be improved? What were the unintended consequences of the project? Did the project cause the observed change?” It therefore looks much more closely at whether the original assumptions linking:

- Inputs to Activities
- Activities to Outputs
- Outputs to Objectives
- Objectives to Goals were valid or not.

6.4 Guiding principles in Evaluating the Strategic Plan

MOLD will use five universal criteria to evaluate the strategic plan a) Efficiency b) Effectiveness c) Impact d) Relevance and e) Sustainability.

- Evaluation of development projects is becoming increasingly important
- The effectiveness of relief operations is crucial to the beneficiaries ;
- Development operations are becoming more complex and more frequent, and the scale of development assistance has increased dramatically over the past decade, reaching 10% of official aid in 1994; (and declining ever since...)
- Development operations are characterised by turbulence, uncertainty, insecurity, political sensitivity and multitudes of beneficiary groups, implementing actors, and funding agencies. At the operating level, the focus on immediate needs and tasks detracts attention from broader and long-term perspectives ;
- Development agencies have short institutional memories. Personnel turnover is extremely rapid and the majority of field workers are young and have a relatively short “ lifetime “ in the field. Hard-learned lessons are not passed on.

MOLD will use the outcomes of monitoring and evaluation activities to improve program performance; integrate routine monitoring into national and district activities to measure progress towards the realization of the five strategic objectives. The Logical Framework outlines key objectives and specific activities needed to achieve those objectives, including performance measurement indicators and expected outcomes.

7 LOGICAL FRAMEWORK

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Goal : To improve the livelihoods of Kenyans through sustainable livestock development	Increased incomes of households dependant on livestock	- National Economic Surveys. - Welfare Monitoring Surveys - Participatory Poverty Assessments - District Development Reports - Participatory Appraisal Reports	
Purpose: To increase productivity through efficient delivery of services in the livestock sector.	- Increased livestock productivity - Significant improvements in quality of services in the livestock sector by 2012	- Baseline Survey Reports - Customer satisfaction surveys reports in file - Evaluation Reports in file - Minutes and reports of different forums.	- National macro-level commitments on livestock sector are implemented. - Private sector players will be ready to invest in the livestock industry.
Outputs: 1. Appropriate policy and legal environment developed	- Dairy Development Policy reviewed by December 2009 - Animal Feedstuff Policy finalized by December 2009 - National Drugs Policy finalized by December 2010 - Poultry Policy finalized by June 2010 - Livestock Breeding Policy finalized by June 2010 - Animal Disease Control Policy finalized by December 2010 - Animal Welfare Policy finalized by June 2010 - Apiculture Policy finalized by December 2010 - Livestock Master Plan finalized by June 2011	- Gazette notices - Stakeholder workshop reports - Hansard reports	- The parliamentary calendar will accommodate the introduction, debate and passing the policies proposed in this strategic plan. - All the issues raised by stakeholders will be resolved within the planned time frame.

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
2. Livestock productivity increased	• Kenya's production of livestock and livestock products increased by December 2013 • Integrated livestock production systems adopted • Availability of high quality livestock feeds and water improved • Improved animal disease and pest control • Improved breeding services • Demand driven livestock research and extension services	Quarterly monitoring reports, Monthly District and Provincial Reports Mid-term and EOP reviews.	• Political and economic stability • Disease outbreaks are contained • Favorable weather • Farmers adopt new technologies
3. Investment in the Livestock Sector enhanced	• The amount new investments in the livestock sector increase significantly by December 2012 • Number of investors in the livestock sector increase by December 2012 • The number of investment projects approved increase by June 2010	• Baseline survey • M&E progress reports • Mid-term and EOP Reviews	• The economic environment remains attractive to local and foreign investors in the livestock sector • Economic conditions will be conducive for investors in the livestock sector to get good returns from their investment. • Goodwill by investors in the Government efforts to create a conducive investment climate is sustained.
4. Market access for livestock and livestock produce increased	• The number of markets for Kenya livestock and livestock increase • The ability of Kenya livestock and livestock products to comply to emerging issues in lucrative markets increase. • Market value of livestock and livestock products increases by December 2013	• Mid-term and EOP Reviews	• Kenya continues to be participate effectively in regional and international cooperation. • New markets will be developed and sustained • The global, regional and local economy recovers from financial and weather shocks

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
5. Institutional efficiency and effectiveness in service delivery enhanced	• Restructuring technical departments in MOLD is completed by June 2010 • Key livestock institutions are transformed into entities that facilitate growth by December 2012 • New institutions to bridge service gaps in the livestock sector are established by December 2012 • The use of ICT to improve service delivery within MOLD is strengthened and institutionalized by June 2010 • The capacity of MOLD to carry out monitoring and evaluation activities is strengthened by June 2011 • The MOLD Public Service Integrity Program is institutionalized by June 2010 • The MOLD mainstreams cross cutting issues namely: environment, disaster management and emergency preparedness, gender equity and HIV/AIDS.	• Newsletters published • Progress and workshop reports • Research reports	• Increased budgetary provision to implement the proposed institutional reforms. • Lessons learnt in the livestock sector arrangements are internalized by all stakeholders in the sector. • Target communities have sufficient resources to adopt best practices.
Activities: Output 1 1.1 Review relevant policies e.g. Dairy Development Policy and Animal Feedstuff Policy, National Veterinary Drugs Policy etc. 1.2 Review and consolidate current Acts of Parliament relevant to the sector 1.3 Formulate Poultry Policy, Livestock Breeding Policy, Animal Disease Control Policy, Animal Welfare Policy and Apiculture Policy 1.4 Develop a Livestock Master Plan			• The proposed bills are drafted by AG and passed by parliament within the strategic period. • The livestock stakeholder consider and support MOLD's concerns • Adequate resources available to implement.

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities: Output 2.(i) 2.1 Train farmers on integrated fish/poultry and beekeeping/sunflower production systems 2.2 Establish on-farm demonstrations 2.3 Develop training materials Output 2(ii) 2.4 Train livestock producers on forage and pasture conservation and on-farm feed formulation 2.5 Establish strategic feed reserves 2.6 Build capacity of grazing committees on range resource use and conservation 2.7 Conduct range resource surveys 2.8 Construct and rehabilitate livestock water sources in the ASAL 2.9 Conduct commercial animal feed quality control surveys Output 2(iii) 2.10 Animal diseases surveillance 2.11 Vaccinations 2.12 Animal movement control 2.13 Vector and pest control 2.14 Capacity building	• 3,000 farmers trained per year • 300 demonstrations are conducted per year • 15,000 training materials are produced per year • 15,000 farmers trained on producing high quality fodders, pastures and on-farm feeds during the period • Three strategic feed reserves units constructed annually • 100 service providers & farmers per district per year in 150 districts • 55 Animal diseases surveillance conducted (11 Surveys per year) • 125 million animals vaccinated out over the strategic period (25 million animals per year) • 39,000 patrols conducted during the strategic period (One patrol per district per week in 150 districts) • 200 disease control committees in ASAL districts (4 per district in 50 ASAL districts) established by December 2013 • 400 field days organized per year • 600 field demonstrations per year • Participate in 25 shows and trade fairs per year • 1,500 non-residential training conducted • Organize 250 farmer field schools per year • 610 seminars and workshops per year • 25,000 pieces of promotional materials produced per year	• survey report and document • Workshop reports • compliance monitoring reports	Resources adequate available to support planned activities.

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities: Output 2(iv) 2.15 Characterize and document animal genetic resources 2.16 Establish a national genetic resource institute 2.17 Train stakeholders on management and control of animal breeding diseases 2.18 Promote livestock breeding technologies 2.19 Conduct surveys to assess the quality of breeding service delivery 2.20 Develop Livestock Breeding programs 2.21 Revamp and establish livestock breeding and multiplication farms 2.22 Promote private livestock breeding and multiplication centres 2.23 Promote registration of livestock breeding stock Output 2(iv) 2.24 Set livestock research agenda based on needs in the sector 2.25 Disseminate research outcomes and extension packages to producers through various methods i.e. field days, field demonstrations, agricultural shows and trade fairs non-residential training, farmer field schools, seminars and workshops, print and electronic media. 2.26 Build a data base for extension service providers 2.27 Promote other stakeholders to provide extension services 2.28 Build capacity of public and relevant private sector grassroots organizations to provide extension services 2.29 Conduct surveys to assess the quality of extension services by private service providers 2.30 Build capacity of MOLD to provide e-extension services	• Kenya Animal Genetic Resource Institute and focal point established • 75,000 individuals trained on management and control of animal breeding diseases (100 service providers & farmers per district per year in 150 districts) • 25 Breeding programs developed • 20 Livestock breeding and multiplication farms revamped • 160 stakeholder sensitization meetings conducted • 16 regional workshops to develop the livestock research priority areas are conducted by December 2010.	• Monitoring and Evaluation reports	Resources adequate available to support planned activities.
Output 3 September 9, 2010 3.1 Develop livestock investment guidelines 3.2 Develop programs and projects for investment by public and private sector 3.3 Disseminate the guidelines and programs to potential investors		Page 58	

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities: Output 3 3.1 Develop livestock investment guidelines 3.2 Develop programs and projects for investment by public and private sector 3.3 Disseminate the guidelines and programs to potential investors 3.4 Conduct local, regional and international livestock investment promotion campaigns 3.5 Promote public-private-partnerships across the value chain 3.6 Train MOLD staff in investment proposal development and resource mobilization 3.7 Undertake joint external trade missions	3.1 Two livestock investment forums for 100 participants organized by December 2010 3.2 Three departmental retreats annually to identify and develop investment concepts organized by December 2010. 3.3 One investment seminar to disseminate guidelines and programs organized. 3.4 10 provincial livestock investment promotion campaigns, two regional and one international campaigns convened by December 2012 3.5 Areas for potential public-private-partnerships and terms of engagement identified by December 2009. 3.6 320 staff trained in investment proposal development and resource mobilization 3.7 MOLD participates in two joint external trade missions annually throughout the strategic plan period.	• Reports of Investment Forums • Customer Satisfaction Surveys • Reports of Retreats • Reports of Seminars	• Resources adequate available to support planned activities.

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities: Output 4 4.1 Technical, legal and policy reviews on zonation 4.2 Zonal infrastructure development 4.3 Control and eradication of trade-sensitive diseases 4.4 Improve productivity of livestock enterprises 4.5 Capacity building for zonation 4.6 Carry out external trade missions for marketing ii) Improve management and dissemination of market information iii) Improve market infrastructure iv) Enhance the capacity of livestock marketing groups v) Promote value addition in livestock, livestock products and by-products	• Technical, legal and policy on zonation reviewed • Zonal infrastructure developed • Trade-sensitive diseases controlled and eradicated • Productivity of livestock enterprises improved • Capacity for zonation built • Carry out external trade missions for • Livestock market information collected and analyzed in 30 markets • One journal per year, and one documentary produced per year. • 32 provincial stakeholder forums and 8 commodity specific national stakeholder forums Organized to link livestock producers and value chain market players. • 120 backstopping visits to the 30 markets undertaken each year • One customized software on market information developed • 40 MOLD staff trained and equipped to provide quality assurance services • 7 strategic holding grounds rehabilitated • One export abattoir constructed • 4 satellite abattoirs constructed • 2 forums in 50 districts to sensitize livestock producers to form marketing groups organized. • Two marketing groups in 50 districts trained. • Two national surveys to update the database of livestock processors carried out annually. • Four livestock products and by-products standardization workshops		Resources adequate available to support planned activities.
September 9, 2010		Page 60	

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities: Output 5(i) 5.1 Conduct functional and workload analysis of the MOLD 5.2 Restructure the departments in ways that are consistent with the outcome of the functional and workload analysis 5.3 Develop a program to communicate the functions of the new arrangements to stakeholders 5.4 Sensitize stakeholders on these arrangements Output 5(ii) 5.5 Transform CAIS into Kenya Animal Genetics Resources Institute (KAGRI) 5.6 Transform the National Bee Keeping Station (NBS) into a diploma training institution 5.7 Transform Narok and Griftu Pastoral Training Centers into certificate offering institutions specializing in range management and animal health. 5.8 Upgrade Nyahururu, Ndomba and Kabete Animal Health Industry Training Institutes (AHITIs) and the Athi River Meat Training Institute (MTI) to offer diploma courses 5.9 Develop and introduce market driven courses in the institutions 5.10 Revamp livestock multiplication farms, sheep and goat stations and veterinary farms 5.11 Lay a foundation for divestiture of Kenya Meat Commission(KMC) 5.12 Restructure Kenya Dairy Board(KDB) to become a stakeholder driven institution	Train 22,500 entrepreneurs in value addition of livestock products and by products at Kshs 2,000 per person • CAIS transformed to KAGRI • NBS transformed into a diploma training institution • Narok and Griftu Pastoral Training Centers transformed into a certificate offering institutions • Nyahururu, Ndomba and Kabete Animal Health Industry Training Institutes (AHITIs) and the Athi River Meat Training Institute (MTI) upgraded to offer diploma courses		

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities Output 5(iii) Create the following institutions: 5.13Kenya Livestock Research Institute 5.14Kenya Livestock Marketing Board 5.15Livestock Development Corporation 5.16Kenya Livestock Inspectorate Board 5.17Leather Development Council 5.18Leather Training Institute 5.19Kenya Livestock Breeding Board Output 5(iv) 5.20Develop a communication strategy for MOLD 5.21Develop and implement a ministerial ICT strategy in line with e-government policy 5.22Develop the wide area network (WAN) for the Ministry. 5.23Develop and implement an integrated information management system including a livestock data base in MOLD 5.24Train staff on ICT 5.25Procure and install appropriate ICT hardware and software Output 5(v) 5.26Assess the capacity of MOLD to carry out monitoring and evaluation activities 5.27Develop and implement programs to build M&E capacity within MOLD 5.28Develop a dissemination and feedback mechanism to improve decision making	The following institutions created by December 2013 • Kenya Livestock Research Institute • Kenya Livestock Marketing Board • Livestock Development Corporation • Kenya Livestock Inspectorate Board • Leather Development Council • Leather Training Institute • Kenya Livestock Breeding Board • MOLD communication strategy developed • MOLD ICT strategy developed • 8 provincial workshops and 3 national workshops to communicate the strategy organized • ICT infrastructure Installed • An integrated livestock database in place • 300 MOLD staff trained on application of the integrated data base system • 50 staff t rained in ICT annually • 50 ICT hardware and software procured • Capacity of MOLD in monitoring and evaluation completed • Training 400 MOLD staff on M&E • One monitoring visit per quarter carried out	Acts creating these institutions in File.	

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities Output 5(vi) 5.29Develop Corruption Prevention Plan 5.30Sensitize staff on corruption prevention 5.31Reactivate ministerial and departmental corruption prevention committees 5.32Train more Integrity Assurance Officers (IAOs) 5.33Strengthen Departmental Anti-corruption Desks	• Two retreats to develop a Corruption Prevention Plan organized • 600 staff in the districts and 300 staff in Hq sensitized on Corruption Prevention Plan. • Monthly ministerial and departmental corruption prevention committees support • 164 Integrity Assurance Officers trained • 100 Complaints/Complements Boxes installed in the new districts	Construct one headquarter building and 60 field offices Recruit 400 technical staff annually Purchase 600 motor vehicles and 1,000 motor cycles	

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Activities Output 6 – (i) Environment 6.1 Promote safe use of agro-chemicals 6.2 Promote agro-forestry in livestock production 6.3 Promote use of environmentally friendly technologies e.g. biogas and manure 6.4 Promote soil and water conservation in the rangelands Output 6(ii) Emergency preparedness 6.5 Enhance early warning and response systems 6.6 Develop emergency livestock off-take strategy 6.7 Establish a restocking and enterprise development fund Output 6 (iv) Gender equity 6.8 Developing a gender strategy for the Ministry 6.9 Implement the gender strategy Output 6(v) HIV/AIDS 6.10 Conduct baseline survey on the impact of HIV/AIDS on service delivery of MOLD and livestock sector 6.11 Develop HIV/AIDS Strategy for the MOLD 6.12 Promote appropriate livestock enterprises among affected and infected groups e.g. indigenous poultry, dairy goats, rabbits, apiculture etc	• Field demonstrations conducted • 8 Field-days conducted • Field days conducted • 8 Field days organized • Early warning equipment namely: GPS and Satellite Phones sourced annually • Three retreats for off-take taskforce organized • One retreat to review existing proposals organized • Two retreats to develop a gender strategy convened • 8 provincial and two HQ workshops to implement a gender strategy organized • Baseline Survey conducted • Two retreats to develop a HIV/AIDS strategy convened • Organize 10 workshops and 50 field demonstrations organized annually		

Narrative Summary	Objectively Verifiable Indicators(OVIs)	Means of Verification (MOV)	Important Assumptions
Output 6(vi) 6.13Identify strategic areas of cooperation in the livestock sector 6.14Participate in consultative meetings/forums 6.15Develop and implement of Memoranda of Understanding (MOU) and Joint Action Plans (JAPs) 6.16Update subscriptions to relevant national and international organizations Output 6(vii) 6.17Train MOLD staff in peace building and conflict management	• One stakeholders workshop to identify and document areas for cooperation organized • MOLD staff participate in consultative meetings on cross border disease control, development of technical standards, professional organizations, Sanitary and Phyto-sanitary Standards and technical barriers to trade, cross border resource management. • One meeting to develop MOUs and JAPs at organized annually • Subscriptions to national, regional and international professional associations and journals paid and updated • 100 MOLD staff trained on peace building and conflict management skills annually		