



REPUBLIC OF KENYA



*The County Of Great Diversity*



**COUNTY DEPARTMENT OF AGRICULTURE,  
LIVESTOCK DEVELOPMENT & BLUE ECONOMY**

# **STRATEGIC PLAN**

**(2023-2027)**

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# Acronyms

<b>ABIRI</b>	Apiculture and other beneficial insects research institute	<b>KAGRC</b>	Kenya Animal Genetic Research Centre
<b>ADA</b>	Alcohol and Drug Abuse	<b>KALRO</b>	Kenya Agriculture and Livestock Research Organization
<b>ADVS</b>	Assistant Director of Veterinary services	<b>KCC</b>	Kenya Cooperative creameries
<b>AFA</b>	Agricultural Food Authority	<b>KCSAP</b>	Kenya Climate Smart Agriculture Project
<b>AI</b>	Artificial Insemination	<b>KEFRI</b>	Kenya Forestry Research Institute
<b>AMS</b>	Agricultural Mechanization Station	<b>KELCOP</b>	Kenya Livestock Commercialization Project
<b>ASDSP</b>	Agriculture Sector Development Support Program	<b>KENAFF</b>	Kenya National Farmers Federation
<b>ATC</b>	Agriculture Training Centre	<b>KenTTEC</b>	Kenya Tsetse and Trypanosomiasis Eradication Council
<b>BAMS</b>	Baringo Agricultural Marketing	<b>KHPC</b>	Kenya Household Population Census
<b>COS</b>	Co-operative Society	<b>KNBS</b>	Kenya National Bureau of Statistics
<b>BETA</b>	Bottom-up Economic Transformation Agenda	<b>KVDA</b>	Kerio Valley Development Authority
<b>BREFONS</b>	Program for Building Resilience for Food & Nutrition Security	<b>LTA</b>	Long term Average
<b>CBO</b>	Community Based organization	<b>M&amp;E</b>	Monitoring and Evaluation
<b>CCF</b>	Child Fund	<b>MTP</b>	Medium Term Plan
<b>CDA</b>	County Director of Agriculture	<b>NDMA</b>	National Drought Management
<b>CDF</b>	County Director of Fisheries	<b>NEMA</b>	National Environment Management Authority
<b>CDLP</b>	County Director of Livestock Production	<b>NIA</b>	National Irrigation Authority
<b>CDVS</b>	County Director of Veterinary Services	<b>NIB</b>	National Irrigation Board
<b>CECM</b>	County Executive Committee Member	<b>PESTLE</b>	Political Economic Sociological Technological Legal & Environmental
<b>CIDP</b>	County Integrated Development Plan	<b>PLWD</b>	People Living with disability
<b>CO</b>	Chief Officer	<b>SCLPO</b>	Sub County Livestock Production Officer
<b>CSR</b>	Corporate social responsibility	<b>SNV</b>	Netherland Development Organization
<b>DCDA</b>	Deputy county Director of Agriculture	<b>SWOT</b>	Strengths Weaknesses & Opportunities Threats
<b>DRSLP</b>	Drought Resilience & Sustainable Livelihoods Program	<b>WFP</b>	World Food Program
<b>ELRP</b>	Emergence Livelihood Resilience Project		
<b>FAO</b>	Food Agriculture Organization		
<b>FFA</b>	Farmer Field Schools		
<b>GCP</b>	Gross County Product		
<b>GDC</b>	Geothermal development Cooperation		
<b>GDP</b>	Gross Domestic Product		

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# Executive Summary



The County's Department of Agriculture, Livestock Development and Blue Economy comprises four distinct directorates: Agriculture, Livestock Production, Veterinary Services and Blue Economy. This Department remains pivotal in fostering the growth and enhancement of the agricultural sector within the County.

This Strategic Plan has been developed and aligned to the Governor's Manifesto and the 2023-2027 County Government's Integrated Plan (CIDP) specifically focusing on the County's goals of enhancing agricultural production and productivity, ensuring overall food and nutrition, security, fostering wealth creation and promoting shared socio-economic growth and job opportunities. The core elements of this strategic plan include the articulated Vision, which envisions "A food secure, healthy and wealthy County". The mission is defined as "To improve livelihoods through sustainable management of crops, livestock, blue economy and natural resources".

The strategic plan implementation is guided by a set of core values, encompassing Professionalism, Integrity, respect for diversity, Teamwork, Partnerships,

During the strategic plan implementation period, the Department will focus on several key thematic areas that are critical in the transformation of agriculture within the County. These include:

- i. Enhancement of agricultural production and productivity through promotions of technologies, innovation and best practices.

- ii. Development/Review of appropriate agricultural policies and legal frameworks that will provide a favourable environment for all actors in the sector.
- iii. Enhancement of investment in the sector for wealth and job creation.
- iv. Value addition of agricultural produce and products as well as enhanced market access for higher returns to farmers, penetration to high-value markets and also address the challenge of post-harvest/production losses that is prevalent within the County.
- v. Strengthening institutional capacity for efficiency and effectiveness in service delivery.
- vi. Promote sustainable natural resource management for the sustainability of agricultural production and utilization.
- vii. Building and strengthening collaborations, coordination, research linkages and partnerships.

This Strategic Plan explicitly presents a situational analysis, laying the foundation for formulating the aforementioned thematic areas and it also outlines the strategies to attain each objective. The plan establishes priorities for activities within the strategies, offering a comprehensive implementation plan matrix along with criteria for monitoring and evaluation.

**H. E. Hon. Benjamin C. Cheboi - EGH, EBS**

**GOVERNOR**

# Foreword



*H.E. Hon. Eng.  
Felix Kiplagat Maiyo  
Deputy Governor, County  
Government of Baringo*



Agriculture remains a fundamental pillar of the Kenyan economy, significantly contributing 30% to the GDP. Moreover, it plays a crucial role by representing 60% of export earnings and providing 75% of industrial raw materials. This sector stands as a dominant force, contributing to 65% of total exports and offering employment to 60% of the population. In an indirect manner, it contributes 26% to the GDP through its connections to other sectors like agro-based manufacturing, transport and retail trade. With an average growth rate of 5.1% during MTP II, the sector is positioned for sustained growth, other factors. propelled by key initiatives such as enhanced access to inputs, broader market access and advancements in product development, among This Strategic Plan, spanning from 2023/24 to 2027/28, builds upon the successes realized during the execution of the preceding Plan (2017-2022). Its primary objective is to rejuvenate and fortify the agricultural sector in the County. Aligned with nationally agreed principles and priorities found in various documents from both the National and County Governments, such as the Constitution of Kenya 2010, Vision 2030, BETA and the County Integrated Development Plan, among others, this plan is a comprehensive response. Furthermore, it takes into consideration the challenges and requirements of the farming community and other stakeholders along the value chain within the county.

The Department conducted a comprehensive situational analysis assessing both internal strengths and weaknesses and external opportunities and challenges. Additionally, a stakeholder analysis was conducted to identify stakeholders, their expectations and functional relationships. This analysis played a crucial role in identifying strategic issues that require attention. The identified strategic issues formed the foundation for establishing strategic objectives, which will be the Department's primary focus. This strategic plan therefore, provides overall strategic direction to the Department and sets forth measurable indicators that are drawn from listed documents and manuals. Guided by this document, implementing units have developed annual work-plans outlining specific activities, targets and resource requirements along with necessary metrics to measure progress.

During the Strategic Plan implementation period, it is recognized that situations and trends may evolve, necessitating review and/or revision of the plan. The Department will oversee and provide guidance for such reviews ensuring continued focus on the defined strategic objectives. The County Government, stakeholders and partners are expected to re-align their interventions and work plans with the aim of realizing the desired outcomes.

# Preface



*Hon Risper Chepkong'a*  
*County Executive Member*  
*Department of Agriculture Livestock*  
*Development and Blue Economy*

**T**he County Department of Agriculture, Livestock Development and Blue Economy serves a supportive role to the County Government. It has developed this five-years strategic plan in alignment with the County commitment to addressing the economy, social, environmental and developmental needs to the local community.

The primary focus of this strategic plan is on addressing factors that promote and enhance the agricultural sector. Key priorities within this scope include increasing production and productivity of agricultural value chains, adoption of technologies and innovative farming methods, enhancing market access, minimizing post-harvest/production losses, up scaling of agriculture from subsistence to commercial, value addition, provision of affordable credit and inputs to farmers and enhanced provision of extension services through the Department and other stakeholders including Egerton

University and University of Eldoret. Despite progress in each of these areas, there is still more work to be done. The focus at the institutional level will be on strengthening the Department to address internal challenges that hinder its ability to deliver services effectively and efficiently to farmers, other stakeholders and partners. These challenges notably include inadequate financial and other resources, succession management, the development of regulations and policies for the agricultural sector and the enhanced use of information technology. The Strategic Plan distinctly outlines the strategic objectives derived from the mentioned thematic areas and also highlights the strategies for accomplishing each objective. The plan establishes priorities for activities within these strategies and furnishes a comprehensive implementation plan, along with criteria for monitoring and evaluation.

The successful implementation of the plan relies on the support and input from the County Government and other stakeholders/partners as well as commitment and dedication from the staff implementing the plan. We are confident that this support will be forthcoming.

# Acknowledgement

In developing this Strategic Plan (2023-2027) the County Department of Agriculture, Livestock Development and Blue Economy has created a roadmap to fulfil its mandate. This achievement has been made possible through the contributions, guidance and support of the State Department of Agriculture, Livestock and Blue Economy and individuals who participated and were involved in its preparation at various stages.

We wish to express special gratitude and appreciation to the CECM Agriculture, Livestock Development and Blue Economy for her invaluable support throughout the process of crafting the plan.

We also wish to thank the various heads of directorates and their officers who gave their views on the issues that are addressed in this Strategic Plan.

We are highly indebted to the workshop participants and stakeholders for their contribution and active participation during and after the workshop.

Lastly, we wish to thank ASDSP II for financing, facilitating the Strategic Planning process and guidance in the preparation of the five-year Strategic Plan document.



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# INTRODUCTION

## 1.1 County Overview

**B**aringo County is situated in the Rift Valley Region of the Republic of Kenya and borders Turkana and Samburu Counties to the North, Laikipia to the East, Nakuru and Kericho to the South, Uasin Gishu to the South West and Elgeyo-Marakwet, and West Pokot to the West. It is located between longitudes 35 30' and 36 30' East and between latitudes 0 10' South and 1 40'.

The Equator cuts across the county at the southern part. Baringo covers an area of 11,075 Km<sup>2</sup>, with approximately 221 Km<sup>2</sup> covered by surface water from Lake Baringo, Lake Bogoria, Lake 94 and Lake Kamnarok. The County is divided into 7 Sub-Counties; Baringo South, Mogotio, Eldama Ravine, Baringo Central, Baringo North, Tiaty West and Tiaty East. It consists of 30 Electoral Wards and 184 locations distributed as shown in table 1 below. Its headquarters is Kabarnet town which is approximately 140 KM and 295 KM from Nakuru City and Nairobi city respectively.

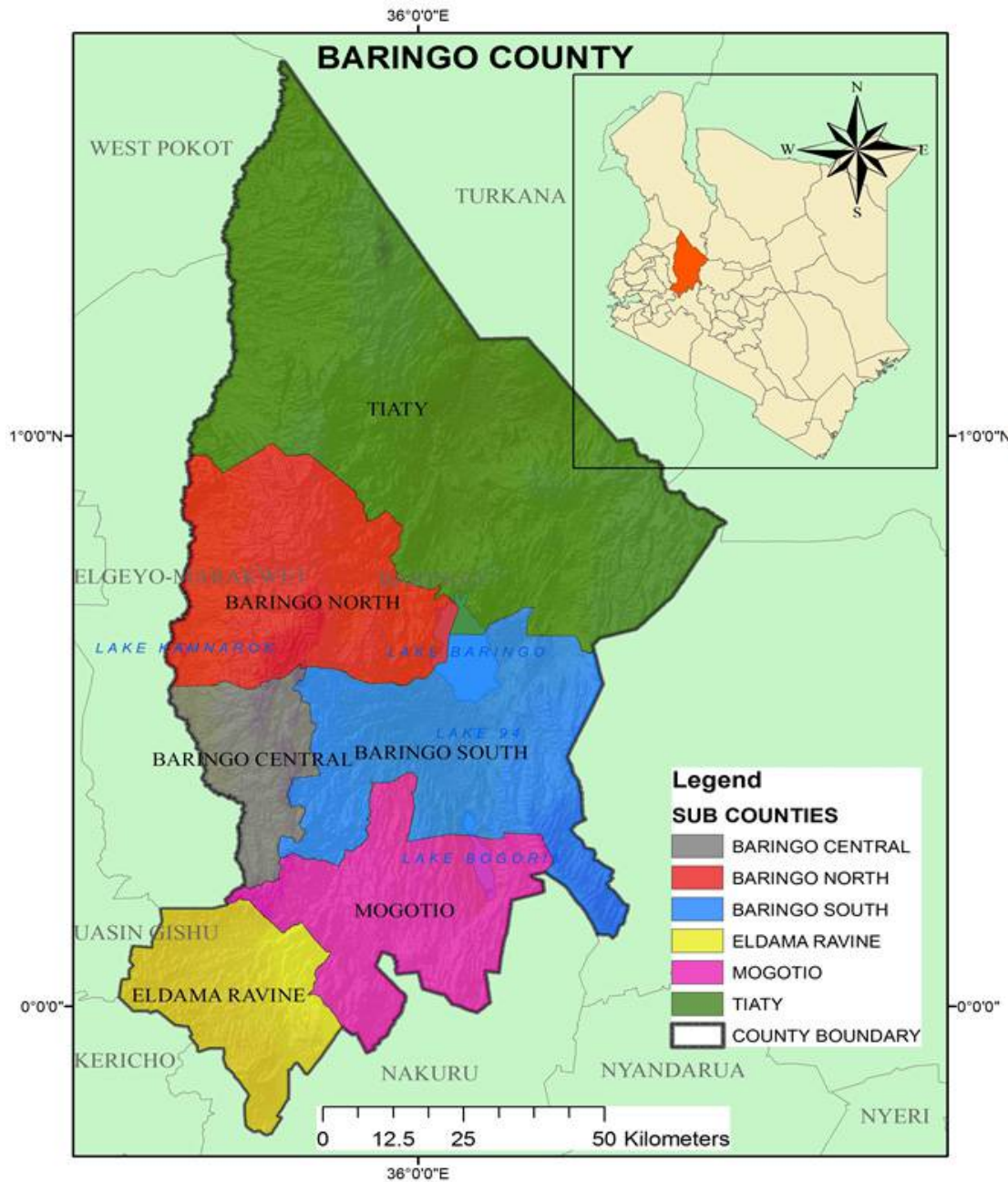


Figure 1: Map of Baringo County

Table 1: Administrative and Electoral Units in Baringo County

Sub county	Area Km <sup>2</sup>	Electoral Wards	Locations
Baringo South	1,985	4	17
Mogotio	1,304	3	23
Eldama Ravine	954	6	18
Baringo Central	589	5	21
Baringo North	1,704	5	15
Tiaty West	2500	3	14
Tiaty East	2039	4	15
Total	11,075	30	124

Source: KNBS, Baringo 2022

## 1.2 Climatic Conditions

The rainfall varies from 1,000mm to 1,500mm in the highlands to 600mm per annum in the lowlands. Due to their varied altitudes, the Sub-Counties receive different levels of rainfall. Eldama Ravine Sub-County receives the highest amount of rainfall. The lowland Sub-Counties of Mogotio, Tiaty East, Tiaty west and Baringo North receive relatively low amounts. The temperatures range from a minimum of 10°C to a maximum of 35°C in different parts of the county. Average wind speed is 2m/s and the humidity is low. The climate of Baringo varies from humid highlands to arid lowlands while some regions are between these extremes.

Baringo has four distinct livelihood zones and 5 Agro-ecological Zones. Most parts of Tiaty East, Tiaty West, Baringo Central, Baringo South, Baringo North, Mogotio sub-counties are semi-arid while Eldama Ravine sub-county is an highland zone.

The Agro ecological zones determine the livelihood activities which includes;

- i. Upper Highland zones (UH) that runs from Timboroa, Mumberes and along the Tugen hills in Baringo central and Baringo North. These are areas where mixed farming is common livelihood and enterprises that thrive well include dairy farming, forestry, and crops such as maize, potatoes, cabbages, peas, carrots and pasture such as kikuyu and Napier grass.
- ii. Lower highland (LH) zones the main enterprises include maize, beans, tomatoes, cabbages, Avocado dairy farming and growing of oats, Rhodes grass.
- iii. Upper Midland zone (UM) which is the escarpment of the Tugen hills and forms a greater zone in the county. Crop such as Macadamia, coffee, maize, sweet potatoes, Napier grass, sunflower, bananas, paw paws and onion does well alongside dairy farming, rearing of indigenous cattle, sheep, goats and bee keeping including a variety of pastures and fodder.
- iv. Lower midland which forms part of the valley and plains in the county is the largest land cover where cotton, sorghum, groundnuts, cowpeas, green grams, cassava, sunflower grows very well. Pasture and fodder such as Cenchrus ciliaris, Boma Rhodes, Leuceana are found in this zone. There are shrubs and tree species like Acacia spp, Prosopis, Croton which are bee forage. Cactus and Aloe spp also do well in the zone. Indigenous cattle (Zebus,) Goats and sheep and bee keeping are major enterprises in the zone. Irrigation farming is also a common activity for growing seed maize and horticultural crops like melons, tomatoes, onions
- v. The inner lowland zone (IL) is mainly ranches with scanty vegetation where camel rearing is a common enterprise including goats, indigenous cattle and bee keeping.

## 1.3 Population Size and Composition

According to Kenya population and housing census 2019, the population of Baringo County stood at 666,763, comprising 336,322 males, 330,428 females and 13 intersex individuals. The male-to-female ratio was 50.4:49.6 respectively, deviating slightly from the national ratio of 49.5 to 50.5. The average household size was 4.7, exceeding the national average of 3.9, with an annual growth rate of 1.9%

(Source: KHPC 2019). The projected population for 2024 was 717,794. Further projections indicate an increase to 764,411 by 2025 and 794,793 by 2027, using the intercensal population growth rate for the county. The population density was recorded at 61 persons per square kilometre.

## 1.4 Role of Agriculture Sector in the Economy

Agriculture remains the primary economic activity in Kenya contributing 21.2 per cent of the overall GDP in 2022. In 2022, total employment, excluding small-scale agriculture and pastoral activities, rose to 19.1 million from 18.3 million in 2021 (KNBS, Economic Survey, 2023). The crops, livestock and fisheries subsectors play key roles in the agricultural sector, contributing 72%, 18% and 3% to the Agricultural GDP, respectively (KNBS, Economic Survey, 2019). Moreover, the agriculture sector contributes 27% to the GDP through manufacturing, distribution, and service sectors. It accounts for 65% of the total export earnings and employs 80% and 18% of the rural and formal workforce, respectively.

The Gross County Product (GCP) is at 1.1% where the agriculture contributes 58%. Agriculture remains a key driver of growth in most counties where counties with huge agricultural potential have GCP above 2.1% by virtue of their high contribution to agriculture which is the mainstay of Kenya's economy. (GCP 2019 report, KNBS).

Approximately 80% of the Kenyan population lives in rural areas and makes a living directly or indirectly from agriculture. Majority of the people in the County depend on the Agricultural sector for their livelihood, with 90% directly or indirectly employed in the sector.

## 1.5 Food and Nutrition Security

Food security is achieved when all individuals, at all times, have both physical and economic access to sufficient, safe, and nutritious food to meet their dietary needs and preferences for an active and healthy life. This encompasses a nutritionally diverse diet

and hinges on four key dimensions: availability, accessibility, stability, and nutritional adequacy. (FAO, 2009).

Kenya's strategy to ensure food security involves a dual approach. On one hand, it focuses on long-term initiatives

to enhance productive capacities and increase incomes. On the other hand, it includes programs and policies designed to address the immediate needs of the poor and food-insecure populations.

In Baringo County, as in many

other regions, achieving nutrition security goes beyond just ensuring food security. It requires integrating food security with education, a sanitary environment, adequate healthcare services, and proper care and feeding practices. This holistic approach ensures that all household members can lead healthy lives, as outlined in the UNSCN's 6th Report on the World Nutrition Situation.

By addressing these multifaceted challenges, Baringo County through this strategy will work towards reducing poverty, improving food security, and enhancing overall

nutrition, thereby promoting sustainable development and well-being for its residents. Over the years the County has been classified to IPC phase two (Stressed). The Pastoral livelihood zone has been the most affected by food insecurity and classified as in phase three, Agro-pastoral livelihood zone was in phase two (Stressed). The Irrigated livelihood zone was in phase one (None/Minimal).

In Baringo the main drivers of food insecurity include, Rainfall performance, Insecurity/conflicts, Livestock diseases, Crop diseases and pest outbreaks, drought, floods and

High commodity prices. Most of the above drivers directly affect the activities of the sector and thus its why this strategy will address the main drivers through various strategies.. In 2023, the county had an acceptable food consumption score (FCS) for 38 percent of households. However, the different livelihood zones had different levels of food insecurity, the pastoral livelihood zone experienced significant food insecurity, with 8 percent of households having poor food consumption scores and 57 percent having borderline (Baringo County 2023 LRA Report).

## 1.6 Legislative Framework

### 1.6.1 Sustainable Development Goals

This strategic plan aims at increasing food supply by increasing area under agricultural production and productivity thus contributing to attainment of the SDGs. These include ending poverty (SDG1) and ending hunger, achieve food security and improve nutrition through sustainable agriculture (SDG2). Key strategy outlined is promotion of Climate Smart Technologies Innovations and Management Practices (CSA TIMPS). This will play a key role to reduction of greenhouse gas emissions thus helping in combating climate

change and its impacts (SDG13). SDG 5 recognizes that gender equity and women empowerment is critical in effectively combating poverty, hunger and disease and also a way to stimulate development and achievement of the other SDGs. The SP has proposed gender mainstreaming initiatives aimed at promoting gender equality and empowerment of women and other marginalized groups with the aim of ensuring equal access, control and distribution of agricultural resources

## 1.6.2 Agenda 2063

Agenda 2063 is the Africa's development blueprint to achieve inclusive and sustainable socio-economic development over 50-year period from 2013 to 2063. Among the key transformation outcomes is improved standards of living; transformed, inclusive and sustained economies; increased levels of regional and continental integration.

Improvement of Real per-capita incomes by a third by 2063 and availability of job opportunities to at least four persons looking for work. This SP will contribute towards this through creation of employment opportunities in agriculture sector. This will also contribute to increase in GDP as one of the indicators for

transformed, inclusive and sustainable economies outcome target of 7% GDP growth. In addition, the SP aims at enhancing food security which will contribute towards reduction of hunger and malnutrition as one of the agenda 2063 outcome indicators; "reduce incidence of hunger, especially amongst Women and Youth will to 20% by 2063". In general, the agenda 2063 focuses on enhancing modern agriculture key focus on climate smart resilient production system for farmers, pastoralists and fisher folks for improved production and productivity which is equally addressed as one of the strategies in this strategic plan.

## 1.6.3 Malabo Declaration 2014

The Malabo Declaration, wherein African Heads of States made resolutions to enhance investment finance in agriculture - at 10% public spending target, Ending Hunger by 2025, halving Poverty by 2025, through inclusive Agricultural Growth and Transformation, boosting Intra-African Trade in Agricultural Commodities & Services and mutual Accountability to Actions and Results.

## 1.6.4 East African Community Vision 2050

East Africa Community Vision 2050 objective is to attain upper middle-income status within 35 years (2014-2050), attain and sustain annual growth rates of at least of 8.5 per cent by 2050. It puts emphasis on agriculture and rural development based on improved agricultural practices including mechanization, irrigation,

improved seeds and use of fertilizers among others, to ensure increased productivity for food security as well as economic prosperity for the citizenry. This strategic plan is in line with this vision as its focus is on agricultural sector development.

## 1.6.5 Kenya Vision 2030

The Kenya Vision 2030 remains the economic blueprint to guide the country's devel-

opment agenda in the coming years. The aim of Kenya Vision 2030 is to create "a globally

competitive and prosperous country with a high quality of life by 2030." It aims at

transforming Kenya into “a newly-industrialized, middle income country providing a high quality of life to all its citizens in a clean and secure environment”.

The vision is anchored on three key pillars: a) Economic; b) Social; and c) Political pillar. The economic pillar aims to achieve an economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate more resources to achieve the SDGs. Vision 2030 identifies the vision for the agriculture and livestock sectors to be innovative, commercially-oriented and modern farming. Vision 2030 is implemented through five (5) year Medium Term Plans (MTPs) and since inception, two MTPs have lapsed and, presently, MTP III has been formulated to guide the implementation from

2018 – 2022. During Medium Term Plan III period, agriculture is expected to grow at a rate of 7 percent through implementation of several measures that include; increasing production and productivity, disease and pest control, crop and livestock insurance, post-harvest management, market development, natural resource management, increased investment in the sector, strengthening institutions, policies and systems, increasing youth and women participation in modern agriculture, and implementation of regional and international protocols and commitments.

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

review due to changed operational environment. The strategy under development called the Agriculture Sector Transformation and Growth Strategy (ASTGS) focuses on agricultural transformation from small-scale subsistence production into a sustainable, equitable and remunerative agricultural sector. The strategy has prioritized five policy and investment goals for national and county development as embedded in Kenya Vision 2030 and national agricultural policy, namely: i) Food and nutrition security; ii) Eradication of extreme poverty; iii) Increasing productivity and competitiveness; iv) Wealth and job creation; and v) Strengthening of institution.

## 1.6.6 The Constitution of Kenya 2010

Article 43 of the constitution of Kenya 2010 stipulates; “every person has the right to be free from hunger, and to have adequate food of acceptable quality.” It further gives the nation mandate for provision of food and nutrition security to all Kenyans. The country’s future depends on a healthy population and an economy that is resilient to the effects of climate change, global swings in staple food prices, and the effects of emerging pests and diseases like the fall armyworm and the Maize Lethal Necrosis Disease (MLND). Such risks threaten the welfare and livelihoods of many Kenyans and destabilize the economy and this has been sufficiently being addressed in the strategic plan.

## 1.6.7 National Spatial Plan

The national spatial plan is a thirty-year flagship recommendation from the vision 2030 to guide the country's development blueprint from 2015 to 2045. It aims at achieving an organized, integrated, sustainable and balanced development of the country. It acknowledges that land is inelastic yet it has many competing uses, however it has not been optimally utilized in the country. It therefore provides a framework for the efficient, productive and sustainable use as advocated for in both the Constitution and the National Land Policy. It further provides strategies and policies to facilitate sustainable exploitation of the huge potentials the country possesses for agriculture, tourism, energy, water, fishing and forestry to reduce regional inequalities.

The NSP recognizes land as a factor of production for the agriculture sector and food security and aims at 24% GDP contribution and 60 percent of the export earnings by the sector. It classifies agricultural land into seven AEZs to determine the suitability of an area for a particular land use. The biggest threat to agricultural land as pointed out in the spatial plan is fragmentation arising from high population growth rate and competing land uses such as urbanization. This has led to reduced land productivity due to underutilization of agricultural potential areas. This will provide guidance in the implementation of this strategic plan to ensure optimal utilization of the land resource.

## 1.6.8 Agriculture Sector Transformation Strategy

Agricultural transformation is a decades-long process, which involves modernization of on farm production, shifting production towards more value addition. It was identified as a critical tool for growing the economy, reducing the cost of food, alleviating poverty and delivering 100% food and nutrition security. The ASTGS prioritizes three anchors to drive the 10-year transformation with specific targets set for the first five years: Anchor 1 seeks Increase small-scale farmer, pastoralist and fisher folk incomes: This targets a 40% average annual income raise for 3.3 million Kenyan small-scale farming households from KES 465/day to 625/day, Anchor 2 seeks to Increase agri-

cultural output and value add: This targets expansion of agricultural GDP from KES 2.9 trillion to KES ~3.9 trillion (~6% CAGR). In addition, grow contribution of agro-processing to GDP by KES ~130 billion over 5 years (~50% from KES 261 billion) while Anchor 3 seeks to Increase household food resilience: This targets reduction of the number of food-insecure Kenyans in the ASAL regions from 2.7 million on average to zero while reducing the cost of food and improving nutrition. Preparation of this strategic plan put into consideration the three anchors and the general objective of the agriculture transformation agenda.

## **1.6.9 Bottom-Up Economic Transformation Agenda (BETA)**

In unpacking the Kenya Kwanza Manifesto (The PLAN), the Bottom-up Economic Transformational Agenda (BETA), Agriculture is singled out as the opportunity that offers the quickest payback period for investments, arguing that it is because in many cases, there is no new capital investment required. It acknowledges that increasing production requires addressing the cost, quality and availability of inputs (animal feeds, seeds, fertilizers, pesticides etc), and providing farmers with the working capital to be able to purchase adequate supply of the inputs as well as other direct production expenses such as ploughing of land and labour. According to the plan agriculture plays a key role in Kenya's socio economic development, The Plan holds that investment in the agriculture, and blue economy sector will create jobs, lower the cost of living, improve incomes and lower poverty levels, enhance industrialization and earn the Country foreign exchange.

### **1.6.10 The Governors' Manifesto**

The Governor's Manifesto outlines six pillars listed as; Improving the Quality of Life, Effective Service Delivery, Delivering through Devolution and Good Governance, Strategic Partnerships, Youth Innovation and Talent Development and Citizen Engagement. This promissory document has since been entrenched in the CIDP 2022-2027 and recognizes the role of Agriculture, Livestock and Blue Economy sector as a major source of job opportunities as well as incomes to a larger segment of the population. It commits to support farmers to enhance production through building Coffee, Meat, Honey, Dairy, Poultry, horticulture, and other promising Value Chains in the county for wealth creation and job opportunities.

### **1.6.11 Baringo County Integrated Development Plan**

Baringo County Integrated Development Plan (CIDP, 2023-2027) assigns the Department the mission of improving the livelihoods of Baringo citizens through effective management and sustainable utilization of crop, livestock and blue economy resources. To achieve this, the County roadmap outlines various sector priorities towards increased productivity in all sub sectors, promotion of locally led food systems, increased market access for agriculture, livestock and fish produce and product as well as investment in value chain development of respective products. It envisages that investments will be made to enhance infrastructural and equipment capacity, as well as institutional structures and policy environment of the department, towards efficient and effective service delivery.

## I.7 Strategic Plan Methodology

The CECM Agriculture, Livestock and Blue Economy championed development of the strategic plan. The department staff both at county and sub county level conducted this. The process was undertaken in five phases as highlighted in the Table 2:

Table 2: Methodology for Strategic Plan Development

Phases	Actions undertaken
Phase 1: Initiation and Preparatory	<p>Planning meeting was held between the CECM, Chief officers and directors. This helped in forging a common understanding of the SP development process. The main outputs were:</p> <ol style="list-style-type: none"> <li>i. Identify the scope of the SP</li> <li>ii. Lay down the process for SP development</li> <li>iii. Identify resources required</li> <li>iv. Identify tools to be applied</li> <li>v. Identify stakeholders to be consulted.</li> </ol>
Phase 2: Literature Review	<p>A desk review of existing literature was conducted to get a comprehensive picture of the context in which department will be operating and its implications. The main sources of data were sector reports, survey reports, legal and policy documents, economic transformation documents like BETA, governor's manifesto, CIDP among others.</p>
Phase 3: Consultation	<p>The key stakeholders identified and involved in the process were:</p> <ol style="list-style-type: none"> <li>a) Department of agriculture, livestock and blue economy staff</li> <li>b) Development Partners</li> </ol>
Phase 4: First Strategic Planning Workshop	<p>A five days' workshop was conducted for development of the SP. Participants were the CECM, C.Os, Directors, Institution Heads (ATC&amp; AMS) and county &amp; sub county staff. The main output was development of the zero draft SP</p>
Phase 5: Second Strategic Planning Workshop	<p>This was a day workshop for review of the zero draft SP And development of an advanced draft SP</p>
Phase 5: Finalization of the Strategic Plan	<p>This entailed:</p> <ol style="list-style-type: none"> <li>i. Validation of advanced draft and provision of additional inputs</li> <li>ii. Incorporation of final inputs.</li> <li>iii. Presentation of a final SP to the county leadership</li> </ol>



## I.8 Strategy Rationale

The County Department of Agriculture, Livestock Development and Blue Economy plays a supportive role to both national and county governments in ensuring employment, income and food and nutrition security. However, the sector still faces myriad of challenges that need to be streamlined for it to meet the aspirations of the farming communities and stakeholders. The key issues include; low production and productivity, inadequate value addition infrastructure and access to markets, weak linkages along the value chains, inadequate policies, regulations,

plans and strategies, low investment, limited skills and knowledge in entrepreneurship and weak institutional capacity.

This strategic plan will facilitate effective coordination and collaboration with stakeholders and partners thus efficient utilization of the limited resources and empowerment of agricultural value chain actors for improved food security, diversification, and sustainable enterprises in order to reduce imports and to create employment for the youth and women. The implementation of the

plan will result to; Increased agricultural production and productivity, improved investment and wealth creation, formulation, and review of relevant policies and, improved access to market and trade for agricultural produce and products. Furthermore, it will strengthen coordination, collaboration and cooperation and extension service delivery

This plan sets out a road map for the department for the next five years, clearly identifying the priority areas aligned to the objectives and how they will be achieved.



# SITUATIONAL ANALYSIS

## 2.1 INTRODUCTION

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

## 2.2 Agricultural Performance

The performance of the Agricultural sector is pegged on various factors. These include the Bio physical, such as rainfall regimes, temperatures, wind and humidity, social, economic and political.

The agriculture sector can realize increased production and productivity for food and nutrition security, employment creation and foreign exchange through sustaining the crops, livestock and fisheries resource base; increasing capacity for production, improving delivery of extension and advisory services through capacity building, increased farm mechanization and supporting technology development and transfer. The department will ensure environmental sustainability while promoting agricultural productivity and

production. The department through programmes supported by the National, County Governments and partners has achieved significant milestones which include and not limited to;

- i. Input subsidies for farm inputs like fertilizers, fruit tree seedlings, coffee seedlings, maize seeds, groundnut seeds, macadamia seedlings, potatoes seeds, sweet potatoes vines, assorted vegetable seeds, and sorghum and green grams seeds.
- ii. Support towards training farmers on agriculture technologies ,innovation and best practices
- iii. Support to farmers on assorted technologies for water harvesting (farm ponds, Drip kits, laying of terraces, gabion and cut off drains)

- iv. Support towards control of emerging pests and diseases
- v. Sign of MOUs to enter into partnership with stakeholders for service delivery and support to farmers
- vi. Support Agribusiness and market development through operationalization of Katimok Coffee Mill and Completion of Bartolimo and Sigoro farmers' stores.
- vii. Support agricultural training, capacity building and information management through; rehabilitation and up scaling of ATC activities.
- viii. Formulation and Review of policies, Legislations and regulations
- ix. Support of Agricultural Mechanization through investment in the Agricultural Mechanization Services center.

### 2.2.1 Crop Development

The County has a total of 103,953 households engaging in farming (KIAMIS 2023), where 84 percent engage in crop farming. The County has great potential for a wide range of cropping activities depending on the Agro ecological zones. Crop production is grouped into three categories: i.e. Food crops, horticulture, and Cash crops based on the use of the harvested produce.

## a) Food Crops



The food Crops are subdivided into three broad categories i.e. Cereals, Legumes, and Root crops. The total cultivated area under the food crops in 2023 was 83,263 Ha, Maize covered 55 percent of the total area, Beans covered 28 percent followed by finger millet at eight percent, , sorghum at 2 percent, the rest of the crops covered less than one percent of the area planted with food crops in 2023. The Root Crops and Tubers: Irish potatoes, sweet potatoes, arrow roots, and cassava are the key root crops. Cassava and sweet potatoes, known for their drought toler-

ance, are strategic against hunger and food insecurity.

The challenges faced by farmers are high costs of farm inputs (especially fertilizers and seeds), Inadequate and unpredictable rain patterns, Unavailability of certified planting materials for drought-tolerant crops, ever-increasing population density, Environmental degradation, Low adoption of new research information and Climate change.

## b) Horticultural Crops

The main Horticultural crops are Fruits, Vegetables, Herbs, spices and cut flowers. The Major fruits grown in Baringo include mangoes, avocados, bananas, citrus fruits, melons, pears, plums, and pawpaws. The county's diverse agro-climatic zones allow for year-round fruit production. Mangoes, pawpaws, watermelons, and oranges thrive in the low-altitude areas of Baringo South, Baringo North, Tiaty, Eldama Ravine, and Mogotio Sub Counties. Bananas can grow across the county with sufficient irrigation or rainfall. Avocados do well in highland areas such as Baringo Central, Baringo North, Mochongoi in Baringo South, Churo in Tiaty, and parts of Mogotio. Temperate fruits like pears, plums, apples, and peaches flourish in the upper highland areas of Timboroa and Mumberes in Eldama Ravine Sub County. Currently, the County is implementing an afforestation programme where the target is to have 25,000 Ha under various fruit production by 2030. The county's ambitious plan includes supplying seedlings to farmers and promoting commercial nurseries. To date, approximately 200,000 fruit seedlings of assorted types have been distributed to farmers. The fruits sector holds significant potential for addressing food insecurity, creating employment, generating wealth, and contributing to climate change mitigation and environmental protection. The key vegetables include kales, cabbages, carrots, tomatoes, spinach, cowpea leaves, snow peas, snap peas, sweet pepper, garden peas, French beans, pumpkin leaves, African night-

shade, and amaranth. Most vegetables are grown through irrigation and rain-fed agriculture. Tomatoes are the major crops produced under irrigation in 2023 where total of 462 hectares were planted.

### c) Cash Crops

The main cash crops in the County are Coffee, Pyrethrum, and Cotton. Coffee is grown in Baringo Central, Baringo South (Mochongoi), Mogotio, Baringo North, Eldama Ravine Sub and Tiaty East Sub Counties (Churo Amaya ward) . Cotton is grown along the Kerio Valley in Baringo Central and Baringo North Sub Counties and in Mogotio. Pyrethrum is a major Cash crop in the cold areas of Eldama ravine and Mogotio and revival across the Tugen hills is under way

#### i. Coffee

Coffee production and marketing is considered a major economic option in the County mainly because it is a reliable cash crop that can complement short-term cash crops. Presently the Coffee Industry contributes Kes 21 billion annually to the National economy and is the fifth largest foreign exchange earner after horticulture, tea, and tourism Diaspora remittances. The sector is a key pillar in the County's economic development.



The industry is estimated to support about 15% of the Kenyan population either directly or indirectly. The sub-sector contributes about 3.2% of the country's export earnings, creates over 250,000 permanent and casual jobs and is a source of food security and livelihoods to an estimated 5 million Kenyans.

Coffee farmers in the county have aggregated to form 26 Coffee Cooperatives Societies and 30 Coffee Estate Farmers. The Estates include learning institutions and individual coffee farmers who have established coffee plantations of 5 acres and above. Coffee is grown mainly along the Tugen Hills that stretches from

Bartabwa in Baringo North to Koibatek Hills in Eldama Ravine with growers being Cooperatives (85%) and Estate farms (15%). A total area of 3,230 Ha is under coffee with production of 184 Tonnes. The acreage per sub-county is as tabulated below.

Table 3: The area under Coffee in Baringo County

Sub County	Total Area under Coffee (Ha)
Baringo Central	1,245
Eldama Ravine	241
Mogotio	415
Baringo North	1,106
Baringo South	123
Tiaty	100
County Total	3,230

The main challenges that have affected this sector include low productivity, poor cooperative governance, poor governance in farmers' institutions, low usage of farm inputs, erratic rainfall, high cost of credit, inadequate extension services, coffee prices volatility globally, poor infrastructure among others.

## ii. Cotton Improvement



Cotton industry has great potential to create employment and wealth generation, especially along the Kerio Valley and Lobo belt including other parts of the county. However, the production has been declining due to poor prices of the crop. The county has the potential of 5,000 Ha under cotton but the crop production has been declining from an all-time high of 3900 Ha in 2013 to 550 Ha in 2022. This sector will be revitalised through improved coordination along the cotton value chain; technical capacity building of producers; improved availability of quality inputs; and working closely with the industry players (ginners and spinners) and development of cottage industries for value addition.

## iii. Irrigated Agriculture

The county is 75 percent Asal hence over reliance on rain fed agriculture has not been sustainable especially for seed maize, horticultural crops and vegetables. Irrigation schemes have been established along permanent water sources such as Perker-river, Molo River, Kerio River, L .Baringo, Yeptos River, Narosura River among others.

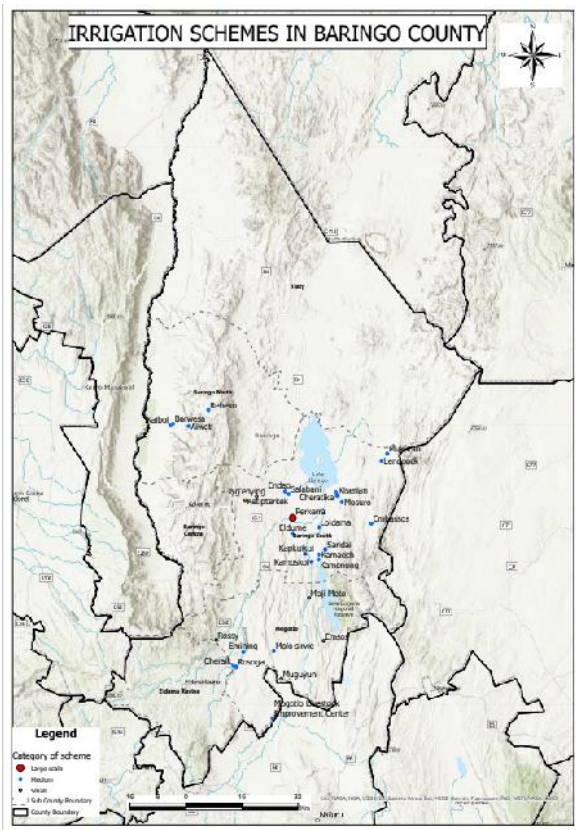


Figure 2: Irrigation Schemes in Baringo County

Major irrigation schemes are located in Marigat Sub County (Perkerra, Sandai, Lobo, Endao, Eldume, Losekem), Mogotio (Mukuyuni and Eming), Baringo North (Kiboi and Barwessa), and Tiaty (Koloa), with smaller schemes under construction in Kapkelelwa.

The main crops grown under irrigation are maize, seed maize, watermelon, tomatoes, onions, green grams, butternuts, vegetables and beans.

The current area under irrigation is 13,981 hectares which is 62 per cent of its potential of 22,400 hectares under irrigation. The effects of climate change have made rain-fed agriculture unsustainable hence need to establish more irrigations schemes alongside management of water sources



## 2.2.2 Livestock Development

Livestock enterprises are among the main livelihoods for the rural people in the county. The 5 agro ecological zones support various livestock species and breeds due to the availability of various forage, grass and fodder. The main livestock enterprises include Dairy Cattle, beef cattle, meat goats, dairy goats, hair Sheep, wool sheep, poultry, camels, pigs, rabbits

and bee keeping. The development has been hampered by weather variability, degradation of natural vegetation, weak market linkages, inadequate value addition infrastructures, inadequate access to markets, price fluctuation, emergence of pest and diseases, inbreeding, inadequate policies and regulations to control the sub sector and low institutional capacity.

## Dairy

Dairy is mainly practised in Mogotio, Eldama Ravine, Baringo North, Baringo Central and parts of Tiaty and Baringo South Sub Counties and is dominated by crosses of exotic breeds and zebu. The herd size is 158,837 crosses, and 343,191 indigenous cattle (Baringo County Livestock validated data, 2023) with average milk production per day per cow at 2 litres. As a result of the various intervention done by the projects, programmes county government and other partners, productivity has increased to an average of 4.5 litres per cow per day (2023). The average milk production is at 103,125 Kgs per day amounting to 37,640,770 Kgs per year. However, milk sold through formal marketing (aggregated) is at 41,251 Kgs per day which is about 40% of the total milk produced.

Cow milk production is mainly male dominated as women and youth face the challenge of land ownership, access and control to production resources. There is a remarkable improvement of women and youth participation who are currently participating in the value chain. The enterprise is majorly affected by inadequate feeds, poor breeds and breeding management. There is a need to increase feed availability, improve breeds and breed management for increased productivity.

### Meat Goats

The County has a potential for production of high quality tasty meat goat that has acquired a brand of naturally salted "Koriema meat". Meat goats population currently is at 1,434,715 (Livestock statistics 2023) which is below its potential of 3 Million. The enterprises productivity is low attributed to prevalence of diseases such as CCPP, Sheep and goat pox and PPR, low quality breeds, inadequate pasture, water and browse. Although interventions have been done on upgrading, pasture establishment, protection of natural browse, water development, there is a need to upscale interventions in order to commercialization the enterprise.

## Apiculture

Beekeeping is a major enterprise in the county especially in the mid and lowlands parts of the county. This is due to availability of bee forage and vast natural vegetation within the Asal areas of the county. The production level of honey and wax is at 970,632kg and 97,000kgs respectively (Baringo Livestock statistics and product 2023), which is less than 10% of its potential. The county has a potential of 10,000MT of honey annual. This has not been achieved due to the limited knowledge on commercialization of the enterprise, low adoption of modern technologies, negative effects of climate change, limited value addition, weak market linkages and inadequate policies and regulations in the sub sector. There is a need to accelerate the sub sector through building the capacity of the actors and mitigating the negative effects of climate change for increased bee hives products.



## Sheep

Sheep enterprise is becoming popular in the county especially the Dorper, Black head Persian Merino and Red Maasai crosses due to its high prolificacy, fast growth rate and can be reared intensively in small land compared to goats. The enterprise is suitable for women and youth since it requires small land holding than cattle. The population of hair sheep is 380,000 mainly practised in Mogotio, Tiaty and Baringo South while wool sheep is at 18,439 mainly reared in Eldama Ravine Sub County (Baringo Livestock statistics and prod-

ucts 2023).

The productivity of the enterprise is low due to inadequate quality breeds, feeds and breed management. There are two sheep breeding stations in the county; Kimose Sheep and Goat station and Mogotio Livestock Improvement Centre (LIC), however, they are not meeting the demand. This calls for the need to promote livestock breeding programs to enhance access to quality breeds.

## Poultry

Poultry is practised in all parts of the county by 90% of the population due to favourable climatic conditions. It plays an important role in nutrition and income generation especially for women and youth. Chicken is the main poultry species kept in the county whose population is at 1,981,561 birds out of which 95% are indigenous and improved indigenous breeds, while 5 per cent are commercial layers and broilers. The commercial layers and broilers are mainly found in urban and peri urban areas. Other poultry species like ducks, turkeys, pigeons, and guinea fowls make up 2%. Annually, the county produces an average of 452,613kgs of Poultry meat worth Kshs.113, 153,250 and 312,718 trays of eggs worth KES. 75,052,408 million (Baringo Livestock statistics and products 2023). The major bottlenecks facing the value chain are high cost of feeds, limited access to quality improved breeds, diseases infestation, limited value addition and marketing challenges.

## Beef Enterprise

products 2023) which is below its potential contribution of over 3 billion annually. The low production is attributed to inadequate pasture and fodder, outbreak of pests and diseases, breed and breeding management, drought and long trekking distance for water. The enterprise employs majorly men and youths in trading of both live animals and meat. Therefore, a need to enhance value addition infrastructure in the county for the value chain to create more inclusive job creation.



The enterprise is commonly practised in the mid and low-land parts of the county especially Tiaty, Baringo south, Baringo North, Mogotio and Baringo Central. The common breeds are the Zebus, sahiwals and crosses. The population is at 383,626 where more than 39 percent is reared in Tiaty and 28 percent in Mogotio. The enterprise products are valued at 1.5 billion (Baringo Livestock statistics and

## Livestock Nutrition

Livestock productivity is majorly dependent on availability of livestock feeds; pasture and forage. The common pastures in the county include Boma Rhodes, Cenchrus Ciliaris, Eragrostis Superba while fodder include napier grass, sudan grass, fodder sorghum and fodder maize among others. The county has 7,404.5 hectares of land under cultivated pasture against 537,480.7 Tropical Livestock Units creating high deficits of 60,869 ha and hence need to deliberately invest on pasture establishment and conservation. The inadequate pasture

is attributed to the long dry spell, increase in human population activities thus reducing land for pasture development, change in land tenure system and sub division of rangeland for other land usage. There is need to promote pasture establishment, conservation and storage.



## Livestock & Livestock Products Value Addition and Marketing



The county economy is driven by the livestock sector through commercial livestock offtake. There exist 29 livestock sale yards in the county where the major ones are Marigat, Barwesa, Kaptara, Nginyang, Eming, Amaya, and Tangulbei. There is also an annual goat auction at Kimalel which promotes commercial offtake annually. The sale yards offer opportunities for the farmers to sell livestock to both local and external traders. The market supports the county through revenue generation estimated at 15 million per year. The revenue can increase to 20 million through strengthening management of the markets.

Slaughter facilities are the main Value addition infrastructure in the county that enhances the market of livestock and revenue to the county through meat inspection which generates 2.7 million annually. The slaughter facilities are clustered into 3 categories A, B and C. Maoi Abattoir is under category A which is under construction at 90% completion with a target of slaughtering 200 cattle and 1000 sheep and goats per day for export. In category B, there are 8 slaughter facilities of which 7 are owned by the county government and 1 owned privately (Esageri). There are 46 category "C" which are privately owned. Although the county has several slaughter houses and slabs, management of these facilities are poor hence operations are interrupted with closure due to lack of water, hygiene, inadequate meat inspectors, lack of facilities such as cold chain for meat transportation, fencing, electricity and sanitary facilities. There is a need for the completion and operationalization of grade A and B slaughter facilities and closure of grade C facilities. The distribution of the products to be transported in food grade containers and cold chain for food safety.

In the Dairy Sub Sector, the county in collaboration with farmers through BAMSCOs have established a milk processing plant in Eldama Ravine which is under construction. The capacity of the processing unit is 100,000kgs of milk per day. There is need to build capacity of farmers on dairy feeding, breeds and breed management for the sustainability of the milk processing plant

There is no hides and skins processing facility in the county but one stall tannery project in Mogotio. Its completion will generate more revenue, create employment and enhance marketing of hides and skin in the county

## Animal Health



North and Baringo Central for effective and timely disease diagnosis. Adequate and well trained staff to be deployed in the stations and this will ensure timely response to disease outbreak. The main vectors affecting livestock in the county are ticks and tsetse flies. Tsetse and trypanosomiasis is endemic in the humid and sub humid parts of the county around Lake Baringo, Lake Bogoria, Em-sos, Nyalibuch and its environs which affects livestock production. Efforts

The major diseases in the county are notifiable diseases which include Foot and Mouth Disease (FMD), Contagious Bovine Pleuro-Pneumonia (CBPP), Peste des Petits Ruminants (PPR), Rift Valley Fever (RVF), Brucellosis, Sheep and Goat pox (SGP), Lumpy Skin Disease (LSD), Contagious Caprine Pleuro-Pneumonia (CCPP), Camel pox and Trypanosomiasis. These diseases have a great adverse impact on livelihoods, livestock trade, cost of production hence reduces farmer's disposable income. The county in collaboration with development partners have been carrying out vaccinations to control these diseases. Although vaccinations are periodically done, the number of livestock vaccinated is less than 30% of the total livestock population due to limited resources and migration of livestock. On disease diagnosis, the county established a Veterinary Laboratory in Marigat to aid in disease diagnostics. However, there is a need for more satellite laboratories in Tiaty, Baringo

done to address this menace include installation of insecticide impregnated targets/ traps, recharging of dips with synthetic pyrethroids in the tsetse belt, Surveillance and control of Tsetse by spraying with insecticide, trapping using Pheromone, targets, use of tsetse repellents, use of chemotherapy to treat infected animals, prevention using nets, screens and traps. Tick control is mainly through dipping. There are a total of 435 dips in the county constructed out of which 65% are functional. The main factors hindering functionalities of the dips are leakages due to soil instability, poor management of the dips by the communities, insecurity, flooding in some areas, high mobility of pastoralists and change of production system where farmers practising intensive systems prefer spraying livestock on their farms. The department has been supporting the dips through procurement of acaricides as well as capacity building of dip management committees so as to aid in vector control.



The Fisheries sub- sector mainly consists of capture fisheries and aquaculture. The County is endowed with enormous fisheries resources which include 3 fresh water lakes namely: Lake Baringo, Lake 94 and Kapnarok, man-made water dams, water pans and individual farmer ponds across the County.

### a) Capture Fisheries

Capture fisheries is mainly practised at the freshwater lakes. It is mainly artisanal and small scale. It is the leading source of fish contributing 90% of total annual landings. There are five main fish species within the County that are exploited on a commercial basis namely Tilapia (*Oreochromis niloticus baringoensis*), African lungfish (*Protopterus aethiopicus*) catfish (*Clarias gariepinus*), barbus species (*Barbus intermedius*) and Labeo. Currently, landings of Lung fish constitute 60 percent of the annual catch. This makes the species a major contributor to revenues earned locally.

Capture fisheries has employed 356 fishermen, 81 fish processors and traders. The sector can do better by embracing value addition.

### a) Dam Fisheries

The county has hundreds of water dams/pans which provide water for activities such as irrigation, human consumption and aquaculture. The Department has stocked 41 out of 297 mapped community water dams/pans with tilapia and catfish fingerlings. Dam fishery has not been fully exploited despite its huge potential of providing food and creating employment among the

Approximately 40% of fish caught is lost due to post harvest related causes, this can be significantly reduced by investing in cold chain infrastructure.

Lake Baringo has experienced rise and fall of water levels in the beaches since 2018, the levels have superseded the 2012-2013 records to levels not seen in the past 50 years. The landing sites infrastructure construct the six gazetted fish landing and aggregation beaches namely: Kampi ya Samaki, Ngenyin, Loruk, Komolion, Kiserian and Salabani. Introduction of cage fish production and sport fishing events will increase fish production to meet the market demands and increase in revenue collection respectively.

communities living around those dams. The fishermen lack proper fishing gears and most of the fishing activities are small-scale. Currently organised fishing activities take place in 10 of those stocked dams and contribute approximately 1.2% of the County annual fish production. Besides, the County has stocked Chemususu dam in Eldama Ravine with trout fish to promote sport fishing.

## c) Aquaculture



There are 851 fish ponds in the County covering an estimated surface area of 174,300 square area. The annual fish production from aquaculture is 2.5 Metric tonnes. This accounts for approximately 8.9% of total annual fish production in the county. The two main fish species cultured are tilapia and catfish. Majority of the fish ponds are in Mogotio and Eldama Ravine which benefited from the economic stimulus program of 2010. The

interest to venture into fish farming has since increased in other sub-counties such as Baringo South, Baringo Central and Baringo North, however, the high cost of initial investment hinders adoption (construction and pond liners). There exists a huge unmet demand for fish in the county and an unexploited production potential in the water dams, cage culture, swamps and marshlands that are widespread within the county, though high cost of feeds has remained a great challenge to farmers. There is a stall Fish Pelletizing mill project at Emining whose completion and operationalization will untap this potential. The demand for fish within the county has also been on the increase hence necessitating venture into fish farming.

## 2.2.4 Agricultural Extension

Agricultural extension services provide farmers with important information, such as trends in prices, inputs, good agricultural practices for crop, livestock and fish



farming, marketing, and training on new technologies. Extension services improve the knowledge base of farmers through various extension methodologies, such as demonstrations, model plots, field visit, exchange visits, Pastoral field schools, field training, workshops, meetings, E-extension among others. The exposure to such activities is solely intended to increase the ability of farmers to optimize the use of their resources and ultimately production, create employment and generate income and wealth. In addition, extension service provides feedback from the farmers to the research institutions.

Budgetary allocations for extension services have remained low at 6 percent of the overall annual county budget. As per Malabo Declaration of 2010, the minimum budget for the sector should not be less than 10% of the total budget.

Agricultural extension services in the county are delivered through 3 models: Public, private and commodity extension. The public extension services are done by the commodity extension exists among pyrethrum, cotton and coffee value chains.

A well-functioning agricultural extension service operated by the public and private sectors is one of the critical inputs required for increased agricultural productivity to transform subsistence farming into a vibrant, commercial and modern farming, attain food security, improve incomes, and create wealth and employment opportunities. It is, therefore, important to ensure that agricultural extension services are adequately funded, well-coordinated and regulated.

Effective linkages between extension service



providers (ESPs) and other stakeholders involved in technology development and provision of facilitating factors are critical. The main challenges in Extension Service delivery include: Low staffing levels, Institutional weaknesses in capacity building, technology development and dissemination; Harmonizing extension approaches and methods; Managing pluralistic extension service for effective service delivery; Commercializing and privatization public extension services without compromising public interest; Weaknesses in research-extension-clientele linkages, packaging and disseminating technologies; Developing private sector operated extension services to complement public extension services; Creating functioning institutional frameworks to coordinate and provide linkages among stakeholders and mainstreaming cross-cutting issues in extension messages.

The strategy intends to address these challenges to ensure effectiveness and enhanced efficiency in extension service delivery through measures that includes; recruitment of more extension officers, enhancing capacity for extension through human resource management and development, infrastructure for extension and funding; Adoption of E-Extension system, establish an integrated knowledge management system; improving research-extension-clientele linkages; improving coordination and enhancing partnerships and collaboration; and creation of a legal and institutional framework that support extension.

## 2.3. INSTITUTIONAL ANALYSIS

### 2.3.1 Department of Agriculture, Livestock Development and Blue economy

The department mandate is to promote, regulate and coordinate Agriculture, Livestock Development and Blue Economy interventions for food & nutrition security, socio-economic development and industrialization. The department priorities are enhancing institutional efficiency in service delivery, increasing agricultural productivity, promoting locally led food systems and value addition, increasing market access for agricultural produce and products, enhancing investments in the agricultural sector, strengthening institutional structures for policy and coordination mechanisms and enhancing sustainability of natural resources.

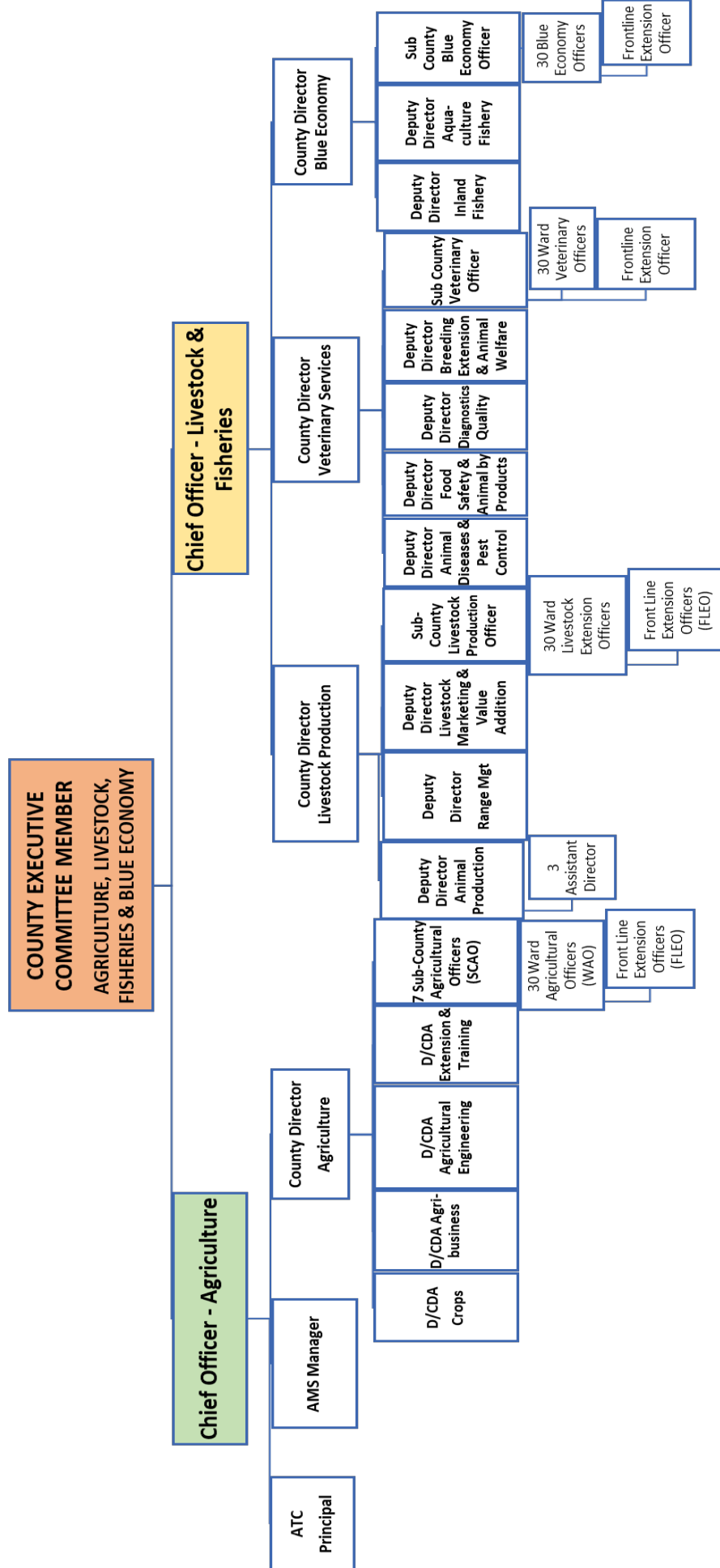
The department is headed by the County Executive Committee member (CECM) for Agriculture, Livestock Development and Blue economy with 2 Chief officers, one in charge of Agriculture and another, in charge of Livestock development and blue economy. Each section has a director, that is; director Agriculture, Director Livestock Production, Director Veterinary Services and Director Fisheries.

The directors are supported by Assistant directors at county headquarters and officers at Sub County and ward level. in the institution. However, the institution faces some challenges such as inadequate demonstration and income generating enterprises like dairy, poultry, apiculture, orchards, fish farming, coffee, beans, maize, pasture among others. This is attributed to inadequate resources for KATC to perform its functions.

Other facilities that require completion are the Guest house, administration block, Fencing, renovation of hostels, equipping of dining and kitchen and provision of water.

Although the institution generates income (KES 3.7 Million) in 2023, financing and operationalization of the institution and the activities is challenging due inadequate human resource and regulations that prohibit use of funds at source. There is a need to establish regulations that will enable the institution access and utilize funds for its operationalization without difficulty.

Organizational Structure of the Department of Agriculture, Livestock Development and Blue Economy



## 2.3.2 Koibatek Agricultural Training Centre

Koibatek Agricultural Training Centre is one of the 27 ATC's in Kenya and is situated in Eldama Ravine Sub County in Baringo County. It has two sections; the training centre and the farm. The training centre provides learning facilities for the purpose of augmenting field extension efforts aimed at bringing about change in the knowledge, attitude and skills to the farmers and enhancing receptiveness to new ideas and technologies. The KATC farm is subdivided to gather for income generating activities and farm demonstration activities. The centre seeks to impart knowledge and skills on agricultural technologies, innovations and best practices through; trainings, demonstrations, coaching and mentorship.

The KATC has a Board of management that supports the principal in management and decision making in the institution. However, the institution faces some challenges such as inadequate demon-

stration and income generating enterprises like dairy, poultry, apiculture, orchards, fish farming, coffee, beans, maize, pasture among others. This is attributed to inadequate resources for KATC to perform its functions.

Other facilities that require completion are the Guest house, administration block, Fencing, renovation of hostels, equipping of dining and kitchen and provision of water.

Although the institution generates income (KES 3.7 Million) in 2023, financing and operationalization of the institution and the activities is challenging due inadequate human resource and regulations that prohibit use of funds at source. There is a need to establish regulations that will enable the institution access and utilize funds for its operationalization without difficulty.

## 2.3.3 Agricultural Engineering Service

The Agricultural engineering services is one of sections in the Department of Agriculture with a mandate to provide technical support and advisory services to farmers, agencies, and other relevant stakeholders in the areas of sustainable land management (appropriate land use soil conservation and drainage), agricultural water management (irrigation, Smart agriculture interventions), agricultural mechanisation and design of sustainable farm structures to enhance agricultural production.

The County's Engineering Service is structured into three distinct sections to effectively address its diverse responsibilities:

### a) Environment and Land Development

This section focuses on soil and water conservation and management. This division is dedicated to implementing strategies for sustainable land use and mitigating environmental degradation, thereby ensuring the long-term health of agricultural lands

and water resources. However, this has not been achieved due to economic pressure that has led to adoption of practices that are not environmentally sustainable, such as overuse of chemical inputs and mono-cropping which impacts negatively to agricultural productivity and economic

growth. Cultural and Social Barriers such as traditional land use practices and social norms conflict with modern sustainable development goals, making it difficult to implement new approaches.

b) Survey, Design and Irrigation

This encompasses a range of technical services including land surveying, GIS, and engineering design. This unit is responsible for creating detailed designs and drawings for various projects and managing the development and implementation of irrigation schemes. By providing precise surveying and innovative engineering solutions, this section supports effective land management and agricultural productivity. Efficient water use is crucial for sustainable agriculture, but challenges such as water scarcity, poor water management practices, and competing demands from other sectors negatively impact irrigation systems hence the need for a multi-sectoral support for sustainable water management

c) Agricultural Mechanisation Services (AMS Marigat)

Agricultural Mechanization services is a section established under agricultural engineering services as part of an effort by the government to enhance agricultural productivity through the use of machinery and modern farming techniques. The main aim of establishing AMS station was to help smallholder farmers who cannot afford to purchase their own equipment to access timely, affordable and quality mechanisation service. With a mandate to promote agricultural mechanisation, design and survey of farm structures to facilitate the improve-

ment of the efficiency of agricultural operations (recommendation of tools and equipment). Agricultural mechanisation station also supports farmers in calibration of farm implements and stabilises land cultivation market prices by offering quality services and affordable costs.

AMS is also tasked with overseeing the operation and maintenance of agricultural machinery. This unit ensures that mechanisation equipment is efficiently managed and deployed to enhance farm operations. By focusing on the effective use of machinery, this section aims to boost agricultural efficiency and support local farmers in increasing their productivity.

Currently AMS Marigat has 6 operational farm tractors and 2 dozers. However, the dozers require maintenance for their optimal operation. The dozers are intended for construction in infrastructure within the farm. The station lacks modern survey and design equipment for it to carry out its mandate well. The workshop at the station has old machines that are not in working condition.

Although the centre is expected to be generating revenue from the hire of the machines, the machines are old and frequently break down. The Finance Act and Public Procurement & Asset disposal Act does not allow use of funds at source hence the Centre needs to establish regulations that will enable it access adequate and timely funds. Further, the centre requires improved infrastructure, financial support, technical training, and effective management practices for it to perform its roles effectively.

## 2.4 Swot Analysis

SWOT analysis was conducted to identify strengths, weaknesses, opportunities and threats within the department and the farming community. This analysis enables the department to continue building on what it does best while understanding the areas of improvement. It also helps in identifying the opportunities that should be exploited, the likely threats that will be faced as summarised on Table 4.

Table 4: Summary of SWOT Analysis

Strength	Implication to the strategy
<ul style="list-style-type: none"> <li>a) Well trained and experienced staff</li> <li>b) Availability of basic infrastructure</li> <li>c) Availability of animal, fish and crops genetic lines</li> <li>d) Good will from policy makers</li> <li>e) Clearly defined responsibilities in each department</li> <li>f) Linkages with local, regional and international research and development institutions and organisations</li> <li>g) Good rapport with stakeholders</li> <li>h) Effective coordination due to devolution</li> </ul>	<ul style="list-style-type: none"> <li>a) Utilize the skills and competencies to deepen the impact</li> <li>b) Leverage on infrastructure to enhance sustainability</li> <li>c) Upscale dissemination to enhance adoption</li> <li>d) Development of favourable policies for investment in agriculture</li> <li>e) Efficiency in service delivery</li> <li>f) Access to technologies</li> <li>g) Maintain and build these relationships.</li> <li>h) Establish more strategic partnerships.</li> <li>i) Resource mobilisation.</li> </ul>
Weaknesses	Implication to the strategy
<ul style="list-style-type: none"> <li>a) Low staff morale arising from terms and conditions of service</li> <li>b) Ageing technical staff and poor succession management</li> <li>c) Low budgetary allocation to the agricultural sector</li> <li>d) Weak communication network between and within technical and support service departments</li> <li>e) Inadequate transport facilities, tools and equipment</li> <li>f) Inadequate capacity in project cycle management, quality assurance and emergency preparedness</li> <li>g) Inadequate management information systems</li> <li>h) Gaps in policies and legal framework to adequately support the sector</li> <li>i) Low production and productivity of agricultural value chains</li> <li>j) Weak coordination and linkages between public and private service providers</li> <li>k) Weak market linkages for agricultural commodities</li> </ul>	<ul style="list-style-type: none"> <li>a) Low staff performance</li> <li>b) Slow implementation of the strategic plan</li> <li>c) Human resource as a strategic area of focus in the SP</li> <li>d) Engage county assembly to increase allocation</li> <li>e) Resource mobilization from partners</li> <li>f) Prioritize staff mobility and equipment in the SP</li> <li>g) Strengthen the M&amp;E</li> <li>h) Policy review and formulation to be considered in the strategic plan</li> </ul>

Opportunities	Implications to the strategic plan
Unexploited Agricultural resources- land, water bodies a) Diversified agro-ecological zones b) Youthful population c) Unexploited local, regional and international markets. a) Existence of research institution b) Existence of a thriving private sector c) Unexploited value addition opportunities d) Unexploited cottage industry e) Unexploited agro-tourism opportunities f) Political good will	a) Expansion of agricultural enterprises b) Diversification and Zoning of enterprises c) Availability of labour d) Expansion of market outlets to regional and international markets e) Availability of TIMPs for increased productivity f) Expansion of agro processing g) Venturing into agro tourism h) Potential for increasing investment in agriculture
Threats	Implications to the strategic plan
a) Low funding in the sector b) Climate change effects and increasing Environmental degradation c) Low adoption of technologies and innovations d) Outbreak of livestock diseases, pests and predators e) Land tenure system and changing land use patterns f) Trade barriers g) High costs of agricultural inputs and h) Insecurity in some parts of the county	a) May slow implementation of the strategic plan b) May erode the gains made in increasing productivity c) May slow the achievement of the gals d) Will reduce productivity and livestock population hence slowing down the achievement of the goal

## 2.5. PESTEL Analysis

PESTLE analysis was a valuable tool used to evaluate and understand the complexities of the external environment and provide a systematic framework for understanding, anticipating and responding to the dynamic factors that shape the context in which the Department operates as summarise in Table 5.

Table 5: Summary of PESTLE Analysis

Factors	Aspect	Strategic implication to department
Political	a) Devolution	Devolution of agricultural interventions to counties. This calls for development and review of policies at the county level that will be geared towards investment in agriculture
	b) BETA	Leadership change leads to change in priorities and uncompleted projects affecting project sustainability.
		Need for the department to re align activities to B ETA and invest in projects that create wealth and job creations( SMEs) in the sector

Factors	Aspect	Strategic implication to department
Economic	a) Regional and international economic integration	Expanded market for agricultural produce and products which poses an opportunity to increase agricultural production volumes Regional integration and the need for closer collaborations and harmonization of standards
	b) Slow economic growth, high inflation rate	Inadequate budgetary allocation due to competing government needs will continue to hamper the work
	c) Input costs	Escalating cost of inputs which increases production cost limiting investment in agriculture
Social	a) Low involvement of youth in agricultural	Unemployment of youth
	b) Limited access of women to production resources	Low involvement of women in agriculture productive roles
	c) Increased human population and urbanization	Encroachment of agricultural land Sub division of agricultural land
	d) Pandemic diseases (HIV/AIDS/	Reduced workforce and output.
Technological	Increased technological development	Kenya's technological advancement as an IT hub in sub-Saharan Africa is an opportunity for to explore ways of mainstreaming technology. Mobile telephony penetration provides an opportunity to increase information access. High cost of technologies hinders adoption low research extension liaison linkages hinders technology dissemination capacity (staff and actors). Low research funding leads to lack of appropriate technologies.
Environmental	a) Global warming & Climate change	Unreliable rainfall and erratic weather (frequent droughts and floods) affects productivity.
		Emergence and re-emergence of crop and livestock pests and diseases Reduction in livestock feed production.
	b) Land degradation	Inadequate land for crop and pasture development.
Legal	Agriculture sector legal instruments	Inadequate policies, legal and institutional arrangements.



## STRATEGIC DIRECTION

### 3.1 Introduction

This section outlines the vision, mission, mandate, core functions, core values and tagline of the County Department of Agriculture, Livestock and Blue Economy.

### 3.2 Vision, Mission, Mandate

a) Vision

“A Food Secure, Healthy, and Wealthy County”

b) Mission

“To promote sustainable agricultural sector development through innovations, technologies and best practice in production, value addition and market access for food security, employment & wealth creation”.

c) Mandate

The Mandate of the Department is to promote, regulate and coordinate agriculture, livestock development and blue economy interventions for food & nutrition security, socio-economic development and industrialization. In addition, the department implements the following functions devolved by the Constitution of Kenya (CoK 2010), these include crop and animal husbandry, livestock sale yards, county abattoirs (slaughterhouses), plant and animal disease control, and fisheries.

### 3.3 Core Functions

In fulfilling its mandate, the Department will implement the following core functions:-

- i). Provision of agricultural extension services to farmers and other value chain actors.
- ii). Building capacity of technical team and other service providers.
- iii). Promoting technologies, innovations and practices that increases production and productivity of crops ,Live-stock and Blue economy
- iv). Facilitate development of agricultural marketing infrastructure.
- v). Promoting agro-based value addition initiatives of produce, products and by-products
- vi). Collaboration in agricultural research ,linkages and partnerships
- vii). Regulating and quality control of inputs, produce and products from the agriculture sector.
- viii). Formulation and review of policies, regulations, strategies, action plans in agricultural sector
- ix). Promotion of Agricultural mechanization services
- x). Effective management and operation of Agricultural Training Centre (ATC)
- xi). Development, implementation and coordination of programs in the agriculture sector

### 3.4 Core Values

The Department upholds the following core values

- i) Integrity - Uphold honesty, up-rightness and reliability at all times
- ii) Professionalism - Apply the highest standards of service delivery.
- iii) Respect for diversity – Due regard for the feelings, opinions wishes, or rights of others
- iv) Teamwork- Efforts shall be made to deliver as one through learning and sharing.
- v) Partnerships –collaboration and cooperation in service delivery

### 3.5 Tagline line

The tag for the Department will be;

**‘KILIMO BORA, MAISHA BORA’**



## STRATEGIC ISSUES AND KEY RESULT AREAS

### 4.1 Introduction

This section identifies strategic issues facing the agriculture sector hindering optimal performance and provides a roadmap to counter these issues. These forms priority thematic areas for intervention and expected results for each which will be geared towards attainment of the vision.

### 4.2 Strategic Issues/Themes

The main issues facing the sector are:

- i) Low production and productivity
- ii) Inadequate market access and value addition
- iii) Inadequate policy and regulations
- iv) Low investment in the agricultural sector
- v) Inadequate service delivery by institutions in the agricultural sector (Weak agricultural sector coordination, Inadequate institutional capacity and linkages)
- vi) Declining natural resource base

### 4.3 Strategic Priorities

The strategic objectives of the department during this Strategic Plan implementation period will be to:-

- i) Increase agricultural production and productivity.
- ii) Increase market access of agricultural produce and value addition of products
- iii) Develop appropriate agricultural policy and legal frameworks.
- iv) Enhance partnership and collaboration
- v) Enhance institutional efficiency and effectiveness in service delivery

## 4.4 Strategic Map

The strategic map will guide the Department during the implementation of the strategic plan to translate the vision and mission into actionable objectives as outlined in Table 6. It enhances alignment, communication and performance measurement, ultimately aiding the Department in achieving its strategic goals

Table 6: Strategic Map

STRATEGIC PRIORITIES	OBJECTIVES	STRATEGIES
1.0: Agricultural Production and Productivity	Objective 1.1: To Increase production and productivity by 10% annually in the sector	<ul style="list-style-type: none"> <li>a) Promote adoption of technologies, innovations and best practice on crop, livestock and fisheries</li> <li>b) Enhance availability of quality farm inputs and farm mechanization</li> <li>c) Upscale breeding service for improved breeds</li> <li>d) Promote climate smart agriculture (CSAs) technologies that lead to efficient input use, climate change resilience, and greenhouse gas emission reduction.</li> <li>e) Promote sustainable utilization and management of natural resources (land, water)</li> <li>f) Promote irrigation on food crops, fodder &amp; pasture, fruits and horticultural crops</li> <li>g) Promote Agricultural research and dissemination of findings</li> <li>h) Enhance entrepreneurship skills for value chain actors</li> </ul>
	Objective 1.2: To reduce agricultural pre and post- production losses to less than 10% By 2027	<ul style="list-style-type: none"> <li>a) Management of crop pests and diseases</li> <li>b) Management of livestock pests and diseases</li> </ul>

STRATEGIC PRIORITIES	OBJECTIVES	STRATEGIES
2.0: Market Access and Value Addition	<p>Objective 2.1:</p> <p>To Increase volume of agricultural produce and products marketed through formal marketing structures to 60% by 2027</p>	<p>a) Increase sustainable supply of agricultural produce and products to meet market demand</p> <p>b) Develop and maintain modern market and marketing infrastructure for efficient marketing of agricultural produce and products</p>
	<p>Objective 2.2:</p> <p>To Improve gross margin for agricultural produce and products by 30% for increased income for value chain actors</p>	<p>a) Improve value of agricultural produce and products</p> <p>b) Increase use of agricultural market research, intelligence, innovations and technologies</p>
	<p>Objective 2.3 :</p> <p>To grow agricultural export to 30% By 2027</p>	<p>a) Enhance adoption of market requirements on agricultural produce and products standards to access local and international markets</p>
		<p>b) Enhance and maintain market positioning and competitiveness of agricultural produce and products to new and existing markets</p>
3.0: Governance, Policy and Legal Frameworks	<p>Objective 3.1:</p> <p>To Establish an enabling Policy and Legislative Framework for investment in agriculture</p>	<p>a) Review and Develop relevant agricultural policies, laws and regulations in the sector</p> <p>b) Strengthen implementation of the policies, laws, regulations and guidelines</p> <p>c) Review and develop strategies, guidelines and plans in the sector</p> <p>d) Monitoring and reporting</p>
	<p>Objectives 3.2:</p> <p>To ensure efficient and effective management of Agricultural Institutions</p>	<p>a) Develop leadership and management of agricultural institutions</p> <p>b) Develop and review strategies, guidelines and plans for the institutions</p> <p>c) Revitalise Koibatek Agricultural Training centre (KATC) and Agricultural Mechanical Services (AMS)</p>

4.0	Partnerships and Linkages	Objective 4.1: To Grow And Maintain A Strategic Partners' Portfolio.	<ul style="list-style-type: none"> <li>a) Develop a partnership framework</li> <li>b) Establish Award and recognition scheme for the partners</li> </ul>
		Objective 4.2. : To Leverage Partnerships And Collaborations To Increase Investments In the Sector	Establish partnership and collaboration building mechanism
5.0	Institutional Capacity Development	Objective 5.1 To Enhance Efficient And Effective Service Delivery	<ul style="list-style-type: none"> <li>a) Staff capacity development</li> <li>b) Improve work environment</li> <li>c) Enhance internal and external communication processes</li> <li>d) Asset Management</li> <li>e) Strengthening capacity for monitoring and evaluation function</li> <li>f) Data and Knowledge Management</li> <li>g) Institutionalize Public Service Integrity Program</li> <li>h) Mainstream Cross Cutting Issues: <ul style="list-style-type: none"> <li>i) Gender and social inclusion</li> <li>ii) PLWD</li> <li>iii) HIV&amp; AIDS;</li> <li>iv) Alcohol &amp; Drug Abuse (ADA)</li> <li>v) Equity</li> <li>vi) Security</li> <li>vii) Youth in Agriculture</li> </ul> </li> </ul>



## RESOURCE REQUIREMENT AND MOBILISATION

### 5.1 Introduction

The implementation of this strategic plan will require finances and human resources. This section therefore outlines the financial and the human resource requirement for the implementation of strategic plan, it further explains the resource mobilisation strategies

### 5.2 Financial requirement for Strategy Implementation

The funding to implement the Strategic Plan is expected to come from National Governments through the Exchequer to the county government, development partners and partnerships with the private sector including the communities who are the beneficiaries. It is projected that Kshs.2 billion (400 million per year) will be the total financial allocations by the County Government for the five years (2023/24 - 2027/28) leaving a gap of Kshs1.943 billion. To bridge this gap, efforts will be made to mobilize funding from development partners to support some of the departmental programmes and projects. In addition, the Department will continue to embrace partnerships in the sector to ensure the identified priorities are fully implemented. Further, the department will endeavour to ensure prudent utilization of funds during the Plan period.

Table 7: Budget Projections and Cash Flows for the Implementation of the Strategic Plan 2023-2027

Strategic Priority Area	2024 (KSh. Millions)	2025 (KSh. Millions)	2026 (KSh. Millions)	2027 (KSh. Millions)	2028 (KSh. Millions)	% of the Total Budget
1	402	471.35	483.8	449.25	440.2	56.97
2	357.9	294	204.5	200.9	195.7	31.78
3	17.6	27.7	19.7	17.7	19	2.58
4	6.5	10.1	11.2	8	8.1	1.11
5	93.2	78.8	53	36.5	36.5	7.56
<b>Total</b>	<b>877.2</b>	<b>881.95</b>	<b>772.2</b>	<b>712.35</b>	<b>699.5</b>	

### 5.3 Human Resource Requirement

Human resources play an important role in strategy execution. Based on the Strategic Priority Areas of this Strategic Plan, it is necessary to establish a mechanism for Partnership engagement, Monitoring, evaluation and communication. The strategy proposes that the organizational structure be strengthened in the following areas to ensure successful implementation of this SP:

- i. Communication: To enhance departmental branding, increase visibility and enhance both internal and external communication, the communication function needs strengthening both from a skills and staff number perspective.
- ii. Monitoring and Evaluation and statistics: It is recommended that Monitoring and Evaluation assumes an organization-wide and strategic focus by supporting collation and dissemination of information to the four directorates. This will enable the department to track, monitor and report on the implementation of the strategic plan apart from the projects' monitoring responsibility.
- iii. Partnership and stakeholders coordination office; there is a need to establish a partnership coordination office to link and coordinate partners and stakeholders for the implementation of the strategic plan.

### 5.4 Resource Mobilization Strategies

Resource mobilisation aims at sustainable financing of the strategic plan implementation and seeks to enable the department to achieve the outlined results. The resources available are not sufficient to fully facilitate implementation of the strategic plan. Resource mobilization plans need to be put in place in order to access both human, financial and non-financial resources for the implementation of this strategic plan.

**Table 8: Resource mobilisation Players**

Player	Role
Executive	<ul style="list-style-type: none"> <li>Lead and Manage all resource mobilisation activities</li> <li>Lobbying and advocacy</li> <li>Provide inputs and leadership to strategic plan activities</li> <li>Manage relationships with partners</li> <li>Monitor relevant trends and new developments at international, national and county level</li> <li>Represent the department at high level official functions</li> <li>Network with potential donors and implementing partners</li> </ul>
County Technical team	<ul style="list-style-type: none"> <li>Contribute to proposal development</li> <li>Monitor relevant trends and new developments at local level Represent the department at county functions and meetings</li> <li>Develop work plans and budgets</li> <li>Provide leadership and input to strategic plan activities</li> </ul>
Sub county and ward officers	<ul style="list-style-type: none"> <li>Maintain relationship with partners at local level</li> <li>Share important information with senior leadership</li> <li>Maintain relationships with local communities</li> <li>Share the departments work and successes with the wider community</li> <li>Share important news, connections and leads</li> <li>Technical input in proposal development</li> </ul>
Administrative officers	<ul style="list-style-type: none"> <li>Contribute to budgeting process</li> <li>Perform procurement functions</li> </ul>

The Department shall deploy the following strategies in resource mobilisation:

- (i) Multi Stakeholder partnership.  
This will be through strategic stakeholder platforms and engagements to leverage the reach and influence of such partnerships to address strategic issues and undertake collective actions. This will help to avoid duplication of similar interventions in one region by multiple stakeholders and marginalisation of other areas. The existing multi stakeholder platforms in the county are County Agriculture Sector Steering Committee (CASSCOM) and County Steering Group(CSG)
- (ii) Advocacy and lobbying for increased budgetary allocation
- (iii) Proposal writing
- (iv) Public Private partnership

# 06



## IMPLEMENTATION AND COORDINATION FRAMEWORK

### 6.1 Introduction

The successful implementation of this strategic plan depends on the coordination framework, human resource capacity and financial resources.

The coordination framework is based on the organizational structure of the Department and defines the reporting and feedback mechanisms that promote efficiency and effectiveness. Commitment by management, staff, partners and stakeholders will be essential for successful implementation of the Strategic Plan. Mobilization of resources, its availability (prompt disbursement) and efficient utilization of resources will be necessary for delivery of the outlined strategies.

### 6.2 Implementation framework

Implementation of the strategic plan shall involve three stages; planning, implementation and assessment of performance:

#### a) Action Plan

This shall involve need assessment, prioritisation and development of annual development plans to address the identified needs. The strategy implementation matrix (Table 8) shows the

Strategic priority areas, the strategic objectives, the strategies, key activities and KPI and shall form basis of planning and implementation of this strategic plan

### b) Annual work plan and budgets

Annual work plans and budgets shall be prepared for each financial year based on the priority needs in the action plan. This guides the implementation process

### c) Performance contracting

Performance assessment shall be through performance contracting where achievements will be measured against the set targets during the planning phase. Targets for different outcome areas shall be set at the start of every year and mid-year review done to identify any deviations and make necessary adjustments. End year appraisals will be undertaken to assess achievements during implementation year.

## 6.3 Coordination Framework

The implementation of this strategic plan will be coordinated through various institutions, staff, leadership and procedures as outlined below

### a) Institutional framework

The department has a weak coordination mechanism for multiple stakeholders' programmes and projects and does not have a coordination platform. This leads to duplication of efforts, reduced synergy and limits effective information flows and sharing among key sector stakeholders which is necessary for effective implementation of intervention. This therefore necessitates the following for effective implementation of strategic plan



- i. Establish/strengthening of Agricultural sector CECM platform
- ii. Establishment and operationalization of County Agriculture Sector Steering Committee and development of the structure to sub county and ward level
- iii. Formation of Thematic Working groups (Policy, legislation and standards, Research, extension and capacity building, Inputs, projects and

programmes, Monitoring, Evaluation and communication (ME&C)

- iv. Development of projects procedures and guidelines for implementation
- v. Strengthening Monitoring & Evaluation
- vi. Development and review of policies ,regulations and plans that will support smooth implementation of the SP

## b) Staff establishment

The optimal establishment is 556 staff whereas the staff in-post is 274 (Table 9). There is need to increase the number of extension officers to meet the demand and increase agricultural production.

**Table 9: Staff Position**

Sector	Optimal	In-Post	Variance
Agriculture	131	83	48
Livestock	139	56	83
Veterinary	95	57	38
Fisheries	72	25	47
Administration	119	53	66
Total	556	274	282

## c) Leadership

Implementation of the strategic plan will involve a three-tiered institutional arrangement between the county, stakeholders and community. The lead implementing agencies will be the department of Agriculture, Livestock development and Blue Economy and the development partners in the sector. The county executive will provide overall oversight, guidance on governance and policy. The county technical team comprises directorates of agriculture, Livestock, veterinary services and blue economy who will provide technical advice and support. They are also responsible for preparation of annual work plans and budgets. Day to day implementation of the SP will be by the sub county and ward technical teams. They will also prepare annual work plans and reports and submit to the county directors.

At the community level, farmers will be mobilised into producer groups; common interest groups and vulnerable marginalised groups. They will further be mobilised to form/join cooperative societies who will play the role of aggregation and marketing of agricultural produce.

There shall be stakeholder engagements at all levels where relevant stakeholders shall be brought on board.

## 6.4 Risk Management framework

The department anticipates several risk that are likely to occur hence hindering the implementation of this strategic plan. Table 10 below describes these risks and the mitigation measures put in place.

Table 10: Anticipated Risks and Mitigation Plan

Risk	Likelihood	Impact	Mitigation Measures
Limited implementation of this strategy by key stakeholders	Low	High	<ul style="list-style-type: none"> <li>Dissemination of the SP to all key stakeholders.</li> <li>Make SP progress a substantive agenda in all meetings</li> <li>Make SP progress a substantive agenda in all quarterly staff reviews.</li> <li>Strengthen stakeholders engagement</li> </ul>
Limited implementation of this strategy by key stakeholders	Low	High	<ul style="list-style-type: none"> <li>Intentionally and aggressively implement the Resource Mobilization strategies contemplated in the SP</li> <li>Increased efforts in marketing, communication and publicity.</li> <li>Prudent utilization and management of available resources.</li> <li>Networking and partnership</li> </ul>
Political instability and change in leadership	Low	Moderate	<ul style="list-style-type: none"> <li>Establishment of contingency measures to contain possible negative effects</li> <li>Institute structures for implementation of the SP</li> </ul>
Outbreak of crop and Livestock pests and Disease	Low	High	<ul style="list-style-type: none"> <li>Vaccination</li> <li>Pest and disease surveillance</li> <li>Livestock movement control</li> <li>Treatment and pesticide application</li> <li>Promote use of plant doctors</li> </ul>
Insecurity in some parts of the county	High	Low	<ul style="list-style-type: none"> <li>Peace initiatives</li> <li>Initiate Development projects</li> </ul>
Drought	High	High	<ul style="list-style-type: none"> <li>Promote climate smart agriculture to build resilience</li> <li>Develop early warning systems</li> <li>Develop appropriate contingency plans</li> <li>Promote drought tolerant crop varieties and livestock breeds</li> </ul>
Floods	Low	Moderate	<ul style="list-style-type: none"> <li>Promote climate smart agriculture to build resilience</li> <li>Develop early warning systems</li> <li>Develop appropriate contingency plans</li> <li>Construction of water harvesting structures</li> </ul>



## MONITORING & EVALUATION

### 7.1 Introduction

This section explains how the monitoring and evaluation will be carried out, the key performance indicators, communications and key assumptions.

### 7.2 Monitoring & Evaluation Framework

For successful implementation strategy an elaborate M&E framework will be developed to ensure effective tracking of the strategic goal. This will entail the indicators for the outcomes, outputs and activities, the enterprise specific baseline and annual targets, the data collection and reporting mechanism, the M&E institution mechanisms among others. Project specific indicators shall be developed by the respective project coordination

units; these indicators shall be linked to the overall county M&E framework. The M&E framework is expected to be consistent with the County Monitoring and Evaluation Systems and have clear terms of reference for relevant stakeholders in data collection and reporting at all levels. It shall ensure relevance, efficiency, effectiveness, success and sustainability is measured.

The monitoring will be conducted regularly and frequently enough to allow practitioners and decision-makers to identify implementation issues, determine resource constraints and adapt their efforts/ resources in order to solve them timely.

The department will in collaboration with partners develop an M&E framework within three months of the strategy implementation. The framework will entail four main functions:

- |  |   |
|--|---|
| <p>i) Activity planning: Preparation of Annual Work Plan and Budgets (AWPBs)</p>   | <p>iv) Results Review: The mid-term evaluation will aim to quantify progress made in implementation and provide information to guide review of activities and strategies where necessary. The end-term evaluation will assess whether set objectives were achieved and document the effectiveness, impact and sustainability of the programmes/projects. This will inform the development of the next strategic plan.</p> |
| <p>ii) Implementation progress monitoring: Monitoring of AWPBs, activities and milestones</p>                                  |   |
| <p>iii) Results indicator monitoring and measurement: Monitoring and measuring changes of all results framework indicators</p> |   |

### 7.3 Key Performance Indicators

The results from the implementation of this strategic plan will be measured at two levels: outputs and intermediate & development outcomes where output will be measured from the activity indicators. The monitoring and evaluation framework provides for the indicators to be measured at each result area.

### 7.4 Communication

Communication will be through reporting by the implementing units and the hierarchy of reporting is as highlighted in the departmental organisational structure. Information on how the strategy has been implemented will be collected on a monthly basis and a report documented and shared on a quarterly, semi-annual and annual basis. The following Periodic report will be submitted to the chief officers

- |                      |                        |
|----------------------|------------------------|
| 1. Monthly reports   | 3. Semi-annual reports |
| 2. Quarterly reports | 4. Annual reports      |

Additional reports will include project status reports. Reporting templates will be developed and will include but not limited to; Extension report, Environment and land report, food crops, livestock report, veterinary report. The non-governmental institutions will be required to sub

mit reports through the CASSCOM.

The end users of the reports will be; County stakeholders (County leadership & partners) , National government, Community stakeholders( Community where various interventions will be undertaken).

## 7.5 Key Assumptions

- i. The macro-economic conditions will remain stable for Kenya and the world at large.
- ii. There will be buy-in of this strategy by all the key stakeholders. It is assumed that the, staff, members and partners will own the Strategic Plan.
- iii. There will be goodwill from National Governments and that any legal and regulatory changes that are likely to happen will support the implementation of this strategy.
- iv. There will be continued goodwill from the existing partners.
- v. The climatic conditions will be favourable for the implementation of the strategy.
- vi. There will be adequate allocation of funds from the treasury for the implementation of the strategy.

## 7.6 Implementation Matrix

The implementation matrix (Table 11) outlines the specific tasks, responsibilities, timelines and resources required to execute the strategic plan successfully. It is a practical guide to ensure that the strategic objectives are translated into actionable steps.

Table 11: Implementation Matrix

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET				RESPONSIBILITY			
				2024	2025	2026	2027	2028	2024	2025	2026	2027		2028	Totals	
<b>Strategic Priority 1.0 : Agricultural production and productivity</b>																
<b>Objectives 1.1: To increase production and productivity by 10% annually in the sector</b>																
Promote adoption of technologies, innovations and best practice on crop, livestock and fisheries	Train farmers on integrated farming systems	No of farmer trained on integrated farming	600	192,000	192,000	192,000	192,000	192,000	192,000	1.1	1.1	1.1	1.1	1.1	5.5	Chief Officer Agriculture Chief Officer Livestock
	Establish on-farm demonstrations	No of demos established	4	30	30	30	30	30	30	0.3	0.3	0.3	0.3	0.3	1.5	
	Carry out periodic field day/exhibitions	No of field days / exhibition held	4	30	30	30	30	30	30	0.5	0.5	0.5	0.5	0.5	2.5	
	Establish farmer field schools & Business Field schools	No of FFS and BFS established	3	30	30	30	30	30	30	1	1	1	1	1	5	
	Develop training guides, manuals, brochures, pamphlets	Number of training materials produced	2	3,000	3,000	3,000	3,000	3,000	3,000	0.2	0.2	0.2	0.2	0.2	1	
	Capacity build technical team on new technologies, innovations and best practice in the sector	No of staff trained on new technologies, innovation and best practices	30	150	150	150	150	150	150	0.5	0.5	0.5	0.5	0.5	2.5	

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
Enhance availability of quality farm inputs For priority Value chains	Build capacity of producers and input suppliers on production of quality feeds , breeding stock, fingerlings, seeds and seedlings	No of Producers and input suppliers capacity built	100	700	700	700	700	700	700	0.6	0.6	0.6	0.6	0.6	3	Chief Officer Agriculture  Chief Officer Livestock
	Build capacity of farm input providers (agro dealers)	No. of input suppliers capacity built	50	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	2.5	
	Certification of nurseries and training of nursery operators production	No of nurseries established and certified	10	14	14	14	14	14	14	0.6	0.6	0.6	0	0	1.8	
	Training of nursery operators production	No of nursery operators trained	0	14	14	14	14	14	14	0.2	0.2	0.2	0.2	0.2	1	
	Enforce inspectorate services for quality assurance on seeds, seedlings, drugs and feeds	No of inspections done	0	7	7	7	7	7	7	0.7	0.7	0.7	0.7	0.7	3.5	
	Provision of subsidized farm inputs (fertilizers, seeds, , semen)	Tons of fertilizer provided	2	2,500	2,500	2,500	2,500	2,500	2,500	80	90	100	100	100	470	
	Provide subsidized seedlings to farmer (Mangoes, Pawpaw, macadamia, bananas, plums, dragon fruit, grapes, tea, peaches, avocados, pepino, apple, tree tomatoes)	No. of assorted fruit seedlings procured (Mangoes, Pawpaw, macadamia, bananas, plums, dragon fruit, grapes, tea, peaches, avocados, pepino, apples, tree tomatoes)	1,000	20,000	20,000	20,000	20,000	20,000	20,000	5	5	5	5	5	25	
	Drought resilient crop seeds distributed	No. of fruit collection centres established	0	2	2	2	2	2	2	2	5	5	5	5	25	
		Quantity (tons) of pulse, groundnuts & cereal seed procured & distributed (Beans, green grams, cowpeas)	1	5	5	5	5	5	10	3	3	3	3	3	15	
		No. of planting cuttings (cassava & sweet potatoes)	1,000	100,000	100,000	100,000	100,000	100,000	100,000	0.5	0.5	0.5	0.5	0.5	2.5	
	Quantity (tons) of clean Irish potato seed procured & distributed	1	5	5	0	0	0	0	4	4	0	0	0	8		
	Pyrethrum seed distributed	Quantity (clones/Splits) of pyrethrum seed procured & distributed	22,000	200,000	200,000	200,000	200,000	200,000	2	2	2	2	2	10		

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY	
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals
Livestock feed security development	Procurement of pasture seeds	Tons of pasture seed procured and distributed	7	7	7	7	7	7	14	14	14	14	14	70	Chief Officer Livestock
	Construction of hay stores	No of hay stores constructed	13	1	1	1	1	1	5	5	5	5	5	25	
	Procurement of production and conservation machineries	Number machines procured (tractor, mow-er, rake, baller)	3	0	1	1	1	1	0	10	10	10	10	40	
	Feed processing facilities	No of processing facilities established	0	1	1	1	1	1	0	10	10	10	10	40	
	Capacity building on establishment conservation and utilization	No of farmers capacity build on pasture establishment conservation and utilization	3,000	192,000	192,000	192,000	192,000	192,000	1	1	1	1	1	5	
Fibre crop development	Procure and store bales of hay as strategic feed reserves (100,000 per sub county)	No of hay bales procured	0	100,000	100,000	100,000	100,000	100,000	30	30	30	30	30	150	Chief Officer Agriculture
	Cotton seed distributed	Quantity (kg) of Cotton seed procured	250	5,000	5,000	5,000	6,000	0.2	0.2	0.2	0.2	0.2	0.2	1	
	Chemicals distributed	Quantity (tons) of chemicals procured		1	1	1	1	1	1	1	1	1	1	5	
	Sisal decoder machine procured	No. of sisal decoder machine procured		0	0	2	0	0	0	0	1	0	0	1	
	Sisal bulbils machine procured	No of sisal bulbils procured		1,000	1,000	0	0	0	0.5	0.5	0.5	0.5	0.5	2.5	
Promotion of coffee	Coffee seeds and seedlings procured	No. of coffee seedlings procured	467,000	500,000	500,000	500,000	200,000	15	15	15	15	15	15	75	Chief Officer Agriculture
	Coffee factories rehabilitated	KFs of coffee seeds procured	300	350	350	350	350	3	3	3	3	3	3	15	
	Coffee mill perimeter wall erected	No. of coffee factories rehabilitated	2	2	1	1	0	0	5	2	2	0	0	9	
	Coffee factories rehabilitated and constructed	Length (m) of masonry perimeter wall constructed	0	0	400	0	0	0	7	0	8	0	0	15	
	Coffee input distributed	Construction of new coffee processing factory at Ngetmoi	0	0	1	0	0	0	0	0	5	0	0	5	
	Rehabilitation of coffee factory (Kipkata)	0	0	1	0	0	0	0	0	0	0	0	0	5	
	Quantity of fertilizer distributed(tons)	1.5	40	30	30	40	30	3.2	2.4	2.4	0	0	0	8	



STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
Promote climate smart agriculture (CSAs) technologies and Sustainable natural resource management	Build capacity of actors on climate change causes and its mitigation	No of actors capacity built on climate change	3,500	192,000	192,000	192,000	192,000	192,000	192,000	0.2	0.2	0.2	0.2	0.2	1	Chief Officer Agriculture
	Promote and enforce 10% on-farm forest cover rule	Acres of farm forest established	5	10	12	15	15	15	15	5	5	5	5	5	25	
	Promotion of climate smart Agriculture technologies	No of CSA technologies promoted,	10	30	30	30	30	30	30	0.2	0.2	0.2	0.2	0.2	1	
	Promote soil and water conservation	No. of CSA Training done	20	70	70	70	70	70	70	0.2	0.2	0.2	0.2	0.2	1	
	Capacity build farmers on sustainable land and water management	No of farmers adopting soil & water conservation	50,000	150	150	150	180	150	150	0.1	0.1	0.1	0.1	0.1	0.5	
	Capacity build Fisher folk on sustainable fisheries management	No of farmers capacity built on sustainable land and water management	500	192,000	192,000	192,000	192,000	192,000	192,000	0.8	0.8	0.8	0.8	0.8	4	
	Dissemination of Agro-weather information	Number of value chain actors reached with Agro-weather information	100	500	500	500	500	500	500	0.3	0.3	0.3	0.3	0.3	1.5	
	Rehabilitation of denuded land through reseeded of range lands, gully erosion control and healing	Acreege of denuded land rehabilitated	4,000	192,000	192,000	192,000	192,000	192,000	192,000	1	1	1	1	1	5	
				20	250	300	400	400	400	2	2	2	2	2	10	

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
Promote irrigation on food crops, fodder & pasture, fruits and horticultural crops	Build Capacity of farmers on irrigation	No of farmers capacity built on irrigation	200	1,000	1,000	1,500	2,000	3,000	2	2	2	3	2	11	Chief Officer Agriculture	
	Mapping of potential irrigation sites	No of irrigation sites mapped and utilized	1	10	10	5	5	0	0.2	0.2	0.1	0.1	0	0.6		
	Partnership with relevant partners and stakeholders on establishment of potential irrigations	No of irrigation partnerships established	2	2	2	0	0	0	0.4	0.4	0	0	0	0.8		
	Linkages with producers, research, marketing and financial institution	No of linkages established	0	1	1	1	1	1	1	0.5	0.5	0.5	0.5	2.5		
	Irrigation schemes revived	No. of irrigation schemes revived (Koloa & Todo)	1	1	1	0	0	0	2	15	0	0	0	17		
		Number of newly formed irrigation schemes supported.	2	1	1	1	1	1	1	2	2	2	2	2		10
		No of portable generators (10 hp) for irrigation purposes	0	10	10	10	10	10	10	1	1	1	1	1		5
		Kgs of horticulture/vegetable seeds procured and distributed	200	500	500	500	500	500	500	2	2	2	2	2		10
		Pesticides distributed	1	5	5	5	5	5	5	3	3	3	3	3		15
		Identify research needs and collaborate with partners and research institutions.	No of meetings held	0	4	4	4	4	4	0.1	0.1	0.1	0.1	0.1		0.5
Promote Agricultural research and dissemination of findings	Research extension linkages	No of research -extension for a established		7	7	7	7	7	0.1	0.1	0.1	0.1	0.1	0.5	Chief Officer Agriculture	
	Periodic fora for dissemination of research findings and information	No of fora held	2	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	0.5		
	Develop research materials on crops, livestock development and fisheries and distributes to stakeholders and value chain actors	No of research materials developed and distributed (IEC)	500	1,000	1,000	1,000	1,000	1,000	1,000	0.2	0.2	0.2	0.2	1		

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET				RESPONSIBILITY			
				2024	2025	2026	2027	2028	2024	2025	2026	2027		2028	Totals	
Enhance entre-preneurship skills for value chain actors	Build capacity of actors on "farming business"	No of actors capacity build on farming business	3,000	192,000	192,000	192,000	192,000	192,000	0.3	0.3	0.3	0.3	0.3	1.5	Chief Officer Agriculture Chief Officer Livestock	
	Promote commercialization aspect along the value chain	No of enterprises established	50	100	100	100	100	100	0.2	0.2	0.2	0.2	0.2	1		
	Build capacity of actors on record keeping and financial management	No of actors capacity build on record keeping	3,400	192,000	192,000	192,000	192,000	192,000	0.3	0.3	0.3	0.3	0.3	1.5		
	Promote business planning and implementation	No of business plans developed and implemented	300	192,000	192,000	192,000	192,000	192,000	0.2	0.2	0.2	0.2	0.2	1		
Objectives 1.2: To reduce agricultural pre and post- production losses to less than 10% by 2027													1,886			
Management of crop pests and diseases	Carry out crop disease surveillance Lay control traps, army worm mango fly traps	No of surveillances done	6	6	6	6	6	6	0.5	0.5	0.5	0.5	0.5	2.5	Chief Officer Agriculture	
	Develop contingency plans for crop pest and diseases control	No of contingency plans developed	0	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	2.5		
	Establishment of satellite laboratory , plant clinics for crop disease analysis	No of satellite laboratories established	1	0	2	2	2	2	2	2	2	2	2	10		
	Enhance provision of disease control infrastructure (equipment, motorized pumps).	No of disease control infrastructure issued	1	7	7	7	7	7	0.1	0.1	0.1	0.1	0.1	0.5		
	Provision of disease resistant/ tolerant crop varieties.	Tons of disease resistant/tolerant crop varieties distributed	1	10	10	10	10	10	1	1	1	1	1	5		
	Establishment of postharvest management & storage infrastructure (metal silos, diffuse light stores, driers, Moisture meters).	Promote adoption of clear planting materials (tissue culture banana)	Promote adoption of clear planting materials (tissue culture banana)	100	1,000	1,000	1,000	1,000	1,000	1	1	1	1	1		5
		No. of cereal stores constructed (Arama, Mogotio)	No. of cereal stores constructed (Arama, Mogotio)	0	2	0	0	0	0	20	0	0	0	0		20
		No. of hermetic bags	No. of hermetic bags	1,000	5,000	5,000	5,000	5,000	5,000	1.5	1.5	1.5	1.5	1.5		7.5
		No of cereal driers	No of cereal driers	0	0	1	0	0	0	0	0	9	0	0		9
	No of moisture meters procured	No of moisture meters procured	10	0	10	10	10	10	0.2	0.2	0.2	0.2	0.2	1		

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
Management of livestock pests and diseases	Undertake surveillance and mapping of pests and diseases;	No of surveillances undertaken (in days)	365	365	365	365	365	365	2	2	2	2	2	10	Chief Officer Livestock	
	Train farmers on appropriate husbandry practices	No of farmers trained on appropriate husbandry practices	192,000	192,000	192,000	192,000	192,000	192,000	0.5	0.5	0.5	0.5	0.5	2.5		
	Build capacity of livestock keepers on pest and disease management	Number of livestock keepers trained on pest and disease management	5,000	6,000	6,500	7,000	7,500	7,500	0.5	0.5	0.5	0.5	0.5	2.5		
	Carry out regular vaccinations	Number of regular vaccinations carried out (campaigns)	4	4	4	4	4	4	10	10	10	10	10	50		
	Develop contingency plans for animal pest and diseases control	No. of doses of associated vaccines	225,000	300,000	400,000	500,000	600,000	600,000	5	15	20	25	30	95		
		Number of contingency plans developed	0	1	0	0	1	0	1	0	3	0	0	3		6
	Mainstream animal welfare in animal production	Number of trainings on animal welfare done	2,000	3,500	3,500	3,500	3,500	3,500	0.5	0.5	0.5	0.5	0.5	2.5		
	Promote one health approach strategy	Number of trainings on one health done	1	1	1	1	1	1	1	1	1	1	1	5		
	Establishment of satellite laboratory for disease diagnostic	Number of satellite laboratories established	1	1	2	1	1	1	2	2	4	2	2	12		
		No of cattle dips constructed	233	3	3	3	3	3	3	3	1.8	1.8	1.8	10.2		
		No of cattle dips renovated/rehabilitated	113	15	15	15	15	15	15	12	12	12	12	60		
		No of spray races constructed	2	2	2	2	2	2	2	1	1	1	1	5		
	Enhance provision of disease control infrastructures/ methods (vector control)	No. of Parasitological and entomological surveys	1	2	2	2	2	2	2	1	1	1	1	5		
		Quantities of acaricides procured in litres	1,600	2,500	2,500	2,500	2,500	2,500	2.5	2.5	2.5	2.5	2.5	12.5		
		No. of targets procured	1,000	1,200	1,700	2,000	2,500	2,500	0.3	0.4	0.5	0.6	0.7	2.5		
	No. of tsetse traps procured	50	60	70	80	100	150	0.2	0.25	0.3	0.35	0.4	1.5			
	No. of dewormers (litres)	1,000	1,200	2,000	2,500	3,000	3,000	0.2	0.3	0.5	0.7	1	2.7			
	No. of crush pens constructed	2	3	3	3	3	3	0.5	0.5	0.5	0.5	0.5	2.5			
	Develop database for management of animal health and production information;	Number of database established	0	1	0	0	0	0	2	0	0	0	2			
	Build capacity of animal health staff periodically	Number of animal health staff capacity built	25	50	50	50	50	50	0.5	0.5	0.5	0.5	2.5			
	Animal movement control- issuance of movement permits	Number of movement permits issued	80,000	90,000	100,000	110,000	120,000	0.3	0.4	0.5	0.6	0.7	2.5			
	Establish and equip fisheries monitoring and surveillance (through patrols)	Number of monitoring and surveillances established	0	1	1	1	1	1	0.2	0.2	0.2	0.2	1			
	Protect fish breeding grounds	Number of breeding grounds protected	1	1	1	1	1	1	0.5	0.5	0.5	0.5	2.5			
													361			
Strategic Priorities 2.0: Market Access and Value Addition																
Objectives 2.1: To increase volume of agricultural produce and products marketed through formal marketing structures to 60% by 2027																

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
Increase sustainable supply of agricultural products to meet market demand	Mobilization and Formation of inclusive producer and marketing organizations	Number of marketing organizations formed	100	10	30	0	0	0	5	5	0	0	0	0	10	Chief Officer Agriculture Chief officer Livestock
	Promote contractual farming and marketing on agricultural produce and products	Number of contracts developed	4	2	4	4	4	0	0	0	0	0	0	0	0	
	Build capacity of production and marketing organization on governance and leadership	Number of governance trainings done	2	30	30	30	30	30	0.2	0.2	0.2	0.2	0.2	0.2	1	
	Strengthen capacity of the marketing organizations on marketing	Number of marketing trainings done	20	10	30	10	10	10	0.2	0.2	0.2	0.2	0.2	0.2	1	
	Build capacity of the marketing organization on management of markets	Number of marketing organizations capacity built	4	10	10	10	10	10	0.2	0.2	0.2	0.2	0.2	0.2	1	
	Construction and operationalization of Cereal warehouses and use of warehouse receiving system	Number of cereal warehouse constructed and operationalized	2	2	2	2	2	2	8	8	8	8	8	8	40	
	Construction of cold storage facilities for fresh produce like potatoes and horticultural produce	Number of cold storage facilities established	1	0	1	0	0	0	0	5	0	0	0	0	5	
	Promote installation of cooking oil dispenser	Number of cooking oil dispensers installed	0	0	1	1	1	1	0	3	3	3	3	3	12	
Construct value addition facilities for horticultural produce (fresh market produce)	Number of value addition facilities constructed	1	0	1	1	0	0	0	0	4	4	4	4	8		

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET						BUDGET				RESPONSIBILITY			
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals		
Enhance livestock and fish marketing	Livestock and livestock products marketed	No. of slaughter houses equipped and rehabilitated/ constructed (Maoi, Ngendalele, Koritama, Barwesa Loruk)	8	2	2	1	1	1	1	1	25	15	10	10	10	70	Chief Officer Livestock
	Procure milk processing equipment	No. of milk processing equipment procured	1	1	1	1	1	1	1	1	140	30	30	30	30	260	
	Establish milk cooling centers	No. of milk cooling centers established	4	6	1	1	1	1	1	1	42	7	7	7	7	70	
	Hold goat auctions	No. of goat auctions conducted	1	1	1	1	1	1	1	1	8	8	8	8	8	40	
	Hold poultry auctions	No. of poultry auctions conducted	1	1	1	1	1	1	1	1	1	1	1	1	1	5	
	Construct Livestock sale yards	No. of sale yards constructed/renovations (Imining, Ngyang, Loruk, Kaptara)	4	2	1	1	1	1	1	1	10	10	10	10	10	50	
	Feed lots	No of feedlots established	1	1	2	2	2	2	2	2	5	10	10	10	10	45	
	Construct fish market outlets, cold storage and fish drying facilities	Number of fish market outlets constructed	1	1	1	1	1	1	1	1	4	4	4	4	4	20	
	Construction of cold storage facilities for fresh produce	Number of cold storage facilities established	0	0	1	1	1	0	0	0	0	0.3	0.3	0	0	0.6	
	Construction of honey refinery	Number of honey refineries constructed	0	0	1	0	0	0	0	0	0	5	0	0	0	5	
	Procure Honey equipment for value addition	No of value addition equipment procured and distributed to groups	0	10	2	3	0	0	0	0	3	2	2.5	0	0	7.5	
	Completion of tannery and leather development center	No. of aggregation centers established & supported with equipment	0	1	1	1	0	0	0	0	2	2	2	0	0	6	
			Number of tanneries and leather development centers developed	0	0	1	0	0	0	0	0	50	0	0	0	50	
Objective 2.2: To improve gross margin for agricultural produce and products by 30% for increased income for value chain actors													707				
Improve value of agricultural produce and products	Build capacity of value chain actors on value addition technologies, innovations and best practice for transformation of produce and products	Number of VCAs capacity build on value addition	2,500	192,000	192,000	192,000	192,000	192,000	192,000	192,000	0.5	0.5	0.5	0.5	0.5	2.5	Chief Officer Agriculture
				192,000	192,000	192,000	192,000	192,000	192,000	0.5	0.5	0.5	0.5	0.5	2.5		

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET				RESPONSIBILITY			
				2024	2025	2026	2027	2028	2024	2025	2026	2027		2028	Totals	
Increase use of agricultural market research, intelligence, innovations and technologies	Carry out Periodic market intelligence and research	Number of market intelligence and research carried out	1	0	1	0	1	0	0	2	0	1	0	3	Chief Officer Agriculture	
	Train value chain actors on market information sources and E marketing	Number of farmers trained on market information source	1,000	192,000	192,000	192,000	192,000	0.5	0.5	0.5	0.5	0.5	0.5	2.5		Chief officer Livestock
	Carry out periodic Collection and dissemination of agricultural Market information	No of market information sourcing	4	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	2.5		
	Promote incubation and commercialization of market innovations	Number of incubations established	0	0	1	0	0	0	0	20	0	0	0	0	20	
	Establish e-commerce platform for e marketing.	Number of e-marketing platforms established	0	0	1	0	0	0	0	2	0	0	0	0	2	
	Build partnerships and collaboration with market information providers	Number of market information partnership established	1	1	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	0.8	
<b>Objective 2.3: To Grow agricultural export to 30% by 2027</b>													<b>35.8</b>			
Enhance adoption of market requirements on agricultural products standards to access local and international markets	Capacity build actors on market requirements and standards	Number of actors capacity build market requirements and standards cooperatives	100	30	30	30	30	30	0.2	0.2	0.2	0.2	0.2	1	Chief Officer	
	Establish Disease/pest free Zones	Number of disease free zones	0	1	2	1	1	1	100	100	100	100	500			Agriculture officer Livestock
	Build capacity of surveillance institutions to enforce compliance and standards	Number of trainings for enforcement institutions	0	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	1		
	Capacity build actors on product development, certification and traceability systems	Number actors capacity build on product development, certification and traceability systems	1,000	192,000	192,000	192,000	192,000	192,000	0.2	0.2	0.2	0.2	0.2	0.2	1	

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
Enhance and maintain market positioning and competitiveness of agricultural produce and products to new and existing markets	Build capacity of actors to produce and export agricultural produce and products (coffee, Avocado, Mangoes, Macadamia, herbs, passion, honey, live animals, meat, Pyrethrin, milk, French beans, Tamarind etc)	Number of actors capacity build on export produce	50	40	40	40	40	40	0.4	0.4	0.4	0.4	0.4	2	Chief Officer Agriculture	
	Build capacity of actors to diversify on emerging markets	Number of actors capacity build on emerging market	0	5	5	0	0	0.2	0.2	0.2	0.2	0.2	0.2	1		Chief officer Livestock
	Promote utilization of agricultural produce and products in domestic markets(Buy Kenya build Kenya	Number of promotions done	0	2	1	1	2	0.4	0.2	0.2	0.2	0.4	0.4	1.6		
	Build capacity of actors to participate in speciality exhibitions at local and international markets	Number of actors participating in exhibitions	40	150	150	150	150	0.5	0.5	0.5	0.5	0.5	0.5	2.5		
<b>Strategic Priorities 3: Governance, Policy and legal frameworks</b>													<b>510.1</b>			
<b>Objective 3.1: To establish an enabling policy and legislative framework for investment in agriculture</b>																
Review and Develop relevant agricultural policies, laws and regulations in the sector	Map out existing policies in the sector	No of policies mapped	2	2	2	2	2	2	2	2	2	2	2	25	Chief Officer Agriculture	
	Hold consultative meeting to Identify policy and regulation Gaps	No of consultative meetings held	1	2	2	2	2	0.3	0.3	0.3	0.3	0.3	0.3	1.5		
	Capacity build technical team on policies, laws and regulations	Number of staff capacity built on policies, laws and regulations	15	150	150	150	150	0.5	0.5	0.5	0.5	0.5	0.5	2.5		
	Develop, review and customize relevant policies, regulations and frameworks	Number of policies developed	1	1	1	1	1	3	3	3	3	3	3	15		
	Develop performance reports	Number of regulations developed	1	0	1	1	0	0	0	1.5	1.5	0	0	3		
		No. of performance reports developed (non-financial & budget implementation)	2	8	8	8	8	0.5	0.5	0.5	0.5	0.5	0.5	2.5		

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET				BUDGET				RESPONSIBILITY					
				2024	2025	2026	2027	2028	2024	2025	2026		2027	2028	Totals		
Strengthen implementation of the policies, laws, regulations and guidelines	Capacity build stakeholders on policies, laws, regulations and guidelines	Number of stakeholders capacity build on policies, laws, regulations and guidelines	100	200	200	200	200	200	200	0.6	0.6	0.6	0.6	0.6	3	Chief Officer Agriculture Chief officer Livestock	
	Build capacity of staff on policy and regulatory development	No of training on policy and regulation development	1	0	1	0	0	1	0	0.8	0	0	0.8	1.6			
	Develop Master Plans for value chains	Number of value chain master plans developed	0	3	3	3	3	3	2	2	2	2	2	2	10		
Review and develop strategies, guidelines and plans in the sector	Develop strategic plans for hides and skins, rangeland management, apiculture, livestock feed, food safety.	Number of strategic plans developed	1	1	1	1	1	1	1	1	1	1	1	1	5	Chief Officer Agriculture Chief officer Livestock	
	Develop standard operating procedures for subsidy programs	Number of SOPs developed	0	1	2	2	2	2	1	1	1	1	1	1	5		
Monitoring and reporting	Undertake comprehensive monitoring and evaluation plan to track the status of policies implementation.	Number of Policy Monitoring and evaluation plans developed	1	1	1	1	1	1	1	1	1	1	1	1	5	Chief Officer Agriculture Chief officer Livestock	
	Periodic meetings with policy and regulatory institutions	Number of meetings held with policy and regulation institutions	1	1	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	1		
	Undertake survey on satisfaction levels/feedback on the laws and regulations enforcement	Number of surveys undertaken	0	0	1	0	0	1	0	0	0.5	0	0.5	0	1		
<b>Objectives 3.2: To ensure efficient and effective management of agricultural institutions</b>													<b>81.1</b>				
Develop leadership and management of agricultural institutions	Build capacity of Agricultural institutions on governance and leadership	Number of institutions capacity build on leadership and governance	20	50	50	50	50	50	50	50	0.9	0.9	0.9	0.9	4.3	Chief Officer Agriculture Chief officer Livestock	
	Establish and strengthen coordination structures for the institutions	Number of coordination institutions established	1	2	0	0	0	0	0	0	0.2	0	0	0	0.2		
Develop and review strategies, guidelines and plans for the institutions	Review and develop strategies, guidelines and plans for institutions	Number of strategies, guidelines and plan revised or developed	2	2	1	1	2	1	1	0.5	0.5	0.5	0.5	0.5	3.5	Chief Officer Agriculture Chief officer Livestock	
	Review and develop monitoring tools for the institutions	Number of Monitoring tools reviewed/developed	1	1	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	1		

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY			
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals		
Revitalize Koibatek Agricultural Training center (KATC) and Agricultural Mechanical Services (AMS)	Establish farm plans and operationalize	Number of farm plans operationalized	0	2	0	0	0	0	0	0	0	0	0	0	0	1	Chief Officer Agriculture  Chief officer Livestock  Principal ATC
	Transformation of KATC into an incubation facility	ATC Transformed into an incubation center	0	1	0	0	0	0	0	0	0	0	0	0	0	0.1	
	Completion of guests house and other facilities	Number of guest houses completed	0	1	0	0	0	0	0	0	4	0	0	0	0	4	
	Establish IGAs for the ATC	No of IGA established	2	2	0	0	0	0	0	0	0.5	0	0	0	0	0.5	
	Established Agricultural boards and committees to Coordination of agricultural sector	No. of boards established and operationalized	1	4	0	0	0	0	0	0	0.5	0	0	0	0	0.5	
	Repair and maintenance of machineries	Number of machines repaired and maintained	1	5	5	5	5	5	5	1	1	1	1	1	1	5	
Transform AMS to provide farm mechanization service	Number of demonstration farms in AMS	0	1	0	0	0	0	0	0	0.5	0	0	0	0	5	Chief officer Livestock Manager AMS	
<b>Strategic Priorities 4: Partnerships and Linkages</b>													25.1				
<b>Objective 4.1: To grow and maintain a strategic partners' portfolio.</b>																	
Develop a partnership framework	Mapping of strategic partners in the sector	Number of Partners mapped	5	5	10	15	20	25	25	0.2	0.3	0.4	0.5	0.6	2	Chief Officer Agriculture  Chief officer Livestock	
	Develop standard operational procedures and guidelines for partnership engagement	Number of Partnership standard operational procedures and guidelines developed	0	0	1	0	0	0	0	0.5	0.5	0.5	0.5	0.5	2.5		
	Periodic convening roundtables meetings with partners	Number of roundtable meetings held	0	1	4	4	4	4	4	0.8	0.8	0.8	0.8	0.8	4		
	Promote joint activities with partners and stakeholders	Number of joint activities held	2	4	4	4	4	4	4	1	1	1	1	1	5		
	Develop criteria/ tools for monitoring and evaluation of partners performance	Number of criteria/ tools for monitoring and evaluation developed	0	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	2.5		
Establish Award and recognition scheme for the partners	Hold annual celebrations to award partners	No of celebrations held	0	0	1	1	1	1	1	0	1	1	1	1	4	Chief Officer Agriculture  Chief officer Livestock	
	Developing, launching, monitoring, review and disseminating the strategy	Number of award given out	0	0	10	10	10	10	0.5	0.5	0.5	0.5	0.5	0.5	2.5		
		Number of strategies developed launched and rolled out	0	1	1	1	1	0	0	0.3	0.3	0.3	0	0	0.9		
<b>Objective 4.2: To leverage partnerships and collaborations to increase investments in the sector</b>													23.4				

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET				RESPONSIBILITY				
				2024	2025	2026	2027	2028	2024	2025	2026	2027		2028	Totals		
Establish partnership and collaboration building mechanism	Develop Agriculture investment guidelines and disseminate to potential investors	Number of Agriculture investment guidelines developed and disseminated	0	0	1	0	0	0	0	0	0	1	0	0	0	1	Chief Officer Agriculture Chief officer Livestock
	Pitching investment opportunities to potential partners	Number of investment Pitching done	0	0	1	2	2	2	0.5	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
	Develop programs and projects for collaboration with partners	Number of Joint programs and projects Developed	0	1	1	0	0	0	0	1	1	0	0	0	0	2	
	Develop and implement of Memoranda of Understanding (MOU) and Joint Action Plans (JAPs)	Number of Memoranda of Understanding (MOU) and Joint Action Plans (JAPs) Developed and implemented	0	1	1	0	0	0	0	1	1	0	0	0	0	2	
	Participate and/or hold local, regional and international Agricultural investment conferences	Participate and/or hold local, regional and international Agricultural investment conferences	0	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
	Promote public-private-partnerships across the different agricultural value chains	Number of public-private-partnerships promoted	0	1	1	1	1	1	0.4	0.4	0.4	0.4	0.4	0.4	0.4	2	
	Build capacity of staff on investment proposal development and resource mobilization	Number of staff trained on proposal development and resource mobilization	0	150	150	150	150	150	1	1	1	1	1	1	1	5	
	Provide incentives for potential partners in the sector	Number of incentives provided	0	0	1	1	1	1	0	0.5	0.5	0.5	0.5	0.5	0.5	2	
	Develop linkages along the value chains with partners	Number of MOUs, MOAs signed	3	2	2	2	2	2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	1.5	
																20.5	

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
<b>Strategic Priority 5: Institutional Capacity Development</b>																
<b>Objective 5.1: To enhance efficient and effective service delivery</b>																
Staff capacity development	Undertake skill gap analysis	No. of institutional skill gap analysis done	0	1	0	0	0	0	0	0.3	0.3	0.3	0.3	0.3	1.5	Chief Officer Agriculture
	Carry out Staff Training Need assessment (TNA)	No. of TNAs done	0	0	1	0	0	0	0	0.3	0	0	0	0	0.3	
	Support Short and long term training for staff	No of staff completed short training	3	40	40	40	40	40	40	2	2	2	2	2	10	Chief officer Livestock
	Undertake staff motivation (uniform, welfare, trainings)	No of motivational incentives undertaken	0	2	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	2.5	
	Establishment of coordination unit (trainings, advisory, Disciplinary, tender, projects)	Number of coordination units established and operationalized	2	4	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	2.5	
	Recruit relevant staff in the department as per the gap analysis	Number of staff recruited	58	90	71	20	20	20	20	50	40	15	15	15	135	
	Procurement of transport facilities (vehicles/ motorbikes)	No. of motor vehicles purchased and maintained	16	1	1	1	0	0	5	6	1	0	1	0	18	
	ICT equipment procured	No. of motor cycles purchased and maintained	98	2	2	2	2	2	1	1	1	1	1	1	5	
	Motor boats procured	Purchase of ICT equipment (laptops, desktops, printers scanners, internet connections etc)	4	15	15	15	15	15	2	2	2	2	2	2	10	
	Construction, renovations and equipping of offices (sub counties, wards)	No. of motor boats procured	2	2	0	0	0	1	6	0	0	0	0	0	3	Chief Officer Agriculture
Offices connected with electricity	No. of staff offices Constructed & refurbished	30	2	1	0	0	0	10	5	0	0	0	0	15		
Agricultural systems	Offices connected with electricity	10	2	2	2	0	0	0.5	0.5	0	0	0	0	1.5	Chief officer Livestock	
Undertake and implement work place environment survey;	No. of agricultural supports systems	0	0	1	0	1	0	3	0	2	0	0	0	5		
Develop and implement institutional occupational health and safety policy;	No of work place surveys undertaken	0	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	0.1	0.5		
Install and maintain safety equipment in offices (fire extinguishers and CCTV system).	No of institutional occupational health and safety policies developed and implemented	0	0	1	0	0	0	2	0	0	0	0	0	2		
Provision of office Teas	No of offices with safety equipment installed and maintained	1	0	5	5	5	5	0	2	2	2	2	2	8		
Train staff on ICT (e-extension, e-surveillance, E-branding)	No of offices with catering services	4	6	5	5	5	5	0.2	0.2	0.2	0.2	0.2	0.2	1	Chief Officer Agriculture	
Training in internal communication systems and techniques	No of staff trained on ICT	50	20	100	100	50	20	20	0.20	0.5	0.5	0.5	0.5	2.2		
Develop and implement communication strategy and framework	No of staff trained on internal communication and technique	2	20	100	100	50	20	20	0.20	0.5	0.5	0.5	0.5	2.2		
Develop Brand image framework	Number of communication strategy and frameworks developed	0	0	1	0	0	0	1	0	1	0	0	0	1	Chief officer Livestock	
Inventorization and updating of all department asset	Number of brand image developed	0	0	0	1	0	0	0	0	0	1	0	0	1		
Proper and management maintenance of assets like vehicles, motorcycle, computer, printers, photocopier, scanners ,	No of inventories updated	10	15	15	15	15	15	0.2	0.2	0.2	0.2	0.2	0.2	0.5	Chief Officer Agriculture	
Disposal of old and unserviceable assets as per the disposal Act	No of assets maintained	0	0	30	0	0	0	0.5	0	0	0	0	0	0.5		
Asset Management	No of old and unserviceable assets disposed	0	0	0	0	0	0	0	0	0	0	0	0	0	Chief officer Livestock	

STRATEGIES	KEY ACTIVITIES	KPI	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY	
				2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals
Strengthening capacity for monitoring and evaluation function	Develop/Review the monitoring and evaluation framework	Number of monitoring and evaluation framework developed/ reviewed	0	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	2.5	Chief Officer Agriculture Chief officer Livestock
	Assess the capacity of staff to carry out monitoring and evaluation activities	No of capacity carried out	0	0	0	0	0	0.2	0	0	0	0	0.2		
	Training of staff in M & E, data & information management	No of staff trained on M&E, data and information management	0	40	40	40	40	0.2	0.6	0.6	0.6	0.6	0.6	2.6	
	Develop an integrated information management system	No of MIS developed	0	1	1	0	0	2	2	2	0	0	0	6	
Data and Knowledge Management	Partner with stakeholders in monitoring and evaluation of activities	No of joint M&E undertaken	0	4	4	4	4	2	2	2	2	2	2	10	
	Acquire and implement an integrated information management system including an agricultural data base	No of integrated IMS and databases developed and implemented	0	1	1	0	0	2	2	2	0	0	0	6	
	Develop and collate reports on quarterly, semi-annually and annually basis	No of reports and data collated	0	4	4	4	4	1	1	1	1	1	1	5	
	Undertake mid-term reviews to assess the achievements of the projects and inform on the need to re-plan where necessary;	No of review undertaken	0	0	4	0	0	0	0	0	8	0	0	8	
	Develop an quarterly and annual publication review report on sector performance;	No of publications developed	0	4	4	4	4	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
	Undertake documentaries for key successes in the sector	No of documentaries & success stories undertaken	0	2	2	2	2	1	1	1	1	1	1	5	

STRATEGIES	KEY ACTIVITIES	BASE-LINE	TARGET					BUDGET					RESPONSIBILITY		
			2024	2025	2026	2027	2028	2024	2025	2026	2027	2028		Totals	
Institutionalize Public Service Integrity Program	Build capacity on corruption prevention, ethics and integrity	0	100	50	50	50	50	0.2	0.2	0.2	0.2	0.2	0.2	1	
Mainstream Cross Cutting Issues:	Sensitize staff on gender mainstreaming & inclusion	0	100	50	50	50	50	0.2	0.2	0.2	0.2	0.2	0.2	1	
a) Gender and social inclusion	Mainstream genders issues in the strategy	0	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
b) PLWD	Establish structures and systems that ensure persons with disabilities access information and services,	0	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	2.5	Chief Officer Agriculture
c) HIV& AIDS;	Facilitate forum for guiding and counseling on HIV/ AIDS & other communicable diseases and Linkage with department of health services to provide HIV/ AIDS sensitization materials & contraceptives & dispensing boxes	0	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	0.2	1	Chief officer Livestock
d) Alcohol & Drug Abuse (ADA)	Map the staff under influence of ADA and undertake sensitization on prevention of ADA and its risks	0	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	0.1	0.5	
e) Security	Provide guidance and counseling to staff addicted to ADA	0	3	3	3	3	3	0.8	0.8	0.8	0.8	0.8	0.8	4	
f) Youth in Agriculture	Promote peace building and conflict management initiatives	0	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
	Promote 4K clubs and young farmers club in schools	20	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
	Establish demo plots for 4K and young farmers club	20	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	2.5	Chief Officer Agriculture
	Mentorship of youth in agricultural value chains	60	60	60	60	60	60	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
	Establishment of tree nurseries in Schools	10	30	30	30	30	30	0.6	0.6	0.6	0.6	0.6	0.6	2.5	
	Build capacity of youth on existing and new technical and innovative agribusiness skills	200	3000	3000	3000	3000	3000	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
	Carry out campaigns to enhance youth access to land resources for agricultural production	2	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
														299	

## Appendix I: Stakeholder Analysis

Table 12: Stakeholder Analysis

Organization	Area of Operation	Function	Comparative advantage	Contribution to the Ministry
Government Agricultural Projects and Programmes	County wide	Infrastructure development, Capacity building. Support to farmer groups. Staff capacity building	Multi National resources and technical expertise	Capacity building of staff, provision of equipment, funding
KCB Foundation	County wide	Offers zero interest loan to dairy, Honey and meat value chains Support disease control Financial literacy, capacity building	Resources-funds	Sponsorship e.g. Kimalel goat auction
Child Fund (CCF)	County wide	Support vulnerable groups- Dairy goats	Resources-funds, inputs	Partnership, support extension work
SNV	County wide	Fodder/pasture production Livestock marketing and livestock infrastructural development. Formation of marketing groups Capacity building and Market linkages	Resources-Funds, Inputs	Partnership in projects, support extension
Kenya Livestock Marketing Council	County wide	Livestock marketing and livestock infrastructural management	Market networking	Partnership
Milk Processors (New KCC, Daima Brookside, Happy cow)	County Wide	Dairy industry player-milk marketing Capacity building Farmers linkages to financial institutions	National with Extensive processing and marketing capacity	Support extension

Organization	Area of Operation	Function	Comparative advantage	Contribution to the Ministry
World Food Programme (WFP)	County Wide	Infrastructural development through Food for Asset programme (FFA) Food support/cash transfers School feeding program	Worldwide Resources Technical capacity	Capacity building of staff
Private A.I Practitioners	County wide.	A.I. Services to improve breeding stock Capacity building	Technical capacity	Provision of quality breeding materials
Agro dealers/Stockists	County wide	Purchase and selling of Live-stock/Farm inputs	Financial capacity	Distribution network for inputs
KENAFF	County Wide	Capacity building on agricultural production and marketing Promotion of technologies e.g Biogas	Network	Support extension services
Kerio Valley Development Authority (KVDA)	County wide	Capacity building Value addition and marketing of honey and wax products Supply bee keeping equipment, seedlings, breeding stock, pasture seed, Water infrastructure	Expertise Well-endowed with resources	Support extension
Kenya Dairy Board	County Wide	Capacity Building and dairy industry regulation	Well-endowed with resources Expertise	Support extension
Financial Institutions (KCB, AFC, EQUITY, BORESHA, FAULU, KWFT, SKYLINE, Cooperative Bank )	County Wide	Financing ,savings and Capacity building	Well-endowed with resources	Support extension
World vision	County wide	Capacity building. Child sponsorship Water infrastructure NRM Food distribution(GFD,FFA)	Endowed with resources Well networked	Support extension

Organization	Area of Operation	Function	Comparative advantage	Contribution to the Ministry
World Best Friends	County wide	Market for coffee, supporting establishment of model coffee farms Provision of grants to dairy and coffee farmers.	Have resources, market for products	Provision of funds and equipment.
County Assembly of Baringo	County wide	Legislation Over sight Budget approval	Constitutional mandate	Appropriation of funds
Research institutions including Universities, KALRO, ABIRI, KEFRI	County wide	Research and development Advisory services Capacity building Provision & supply of inputs	Expertise Resources Constitutional mandate	Support extension through research-extension liaison
Regulatory bodies-Government chemist, public health labs, KEBS, KEPHIS, KVB	Countywide	Laboratory analysis standards development enforcement of quality assurance, capacity building and licensing	Constitutional mandate Expertise Endowed with resources	Support extension
Seed Companies (Kenya Seed, Simlaw, etc)	County wide	To carry out focused research, Promote and facilitate production of high yielding seeds, Supply certified seed to farmers and stakeholders Capacity building-demonstrations Contractual farming	Constitutional mandate Expertise Endowed with resources	Support extension
Kenya Maritime Authority	County wide	Inspection of fishing vessels to ensure water safety Regulation of vessels Licensing of boat operators Management of aquatic life	Constitutional mandate Expertise Endowed with resources	Supports in enforcement
Kenya Wildlife Service	County wide	Management & regulation of wildlife Human-wildlife conflict resolution Tsetse & disease control	Constitutional mandate Expertise Endowed with resources	Partnership

Organization	Area of Operation	Function	Comparative advantage	Contribution to the Ministry
Lake Baringo Beach Management Unit	Marigat/Tiaty	Management of landing beaches	Community based	Partnership
National Aids Control Council	County wide	Sensitization on HIV&AIDS Support CBOs	Expertise Endowed with resources Well networked	Partnership
Agriculture food and fisheries authority (AFFA)	County wide	Regulation, production, processing and marketing of agricultural and aquatic products Administration of crops act Advice county on agricultural levies	Expertise Endowed with resources Well networked	Partnership Support extension
Commodity Fund	County wide	Provide affordable credit facilities to farmers.	Endowed with resources	Partnership Support extension
National Cereals and Produce Board	Countywide	Promote free and fair trade in commodities Supply of farm inputs Storage of cereals Strategic grain reserves	Expertise Endowed with resources Have infrastructure	Partnership Support extension
Kenya Animal Genetic Resources institute (KAGRI)	Country wide	Provision of semen Liquid nitrogen Breeding - research Provide AI equipment Capacity building Progeny testing	Expertise Endowed with resources Well networked	Partnership Support extension
NEMA	County wide	Enforcement of Environmental management laws	Constitutional mandate Expertise	Partnership
RAE TRUST	County wide	Pasture establishment and provision of seed Rangeland rehabilitation Fattening of livestock	Expertise Endowed with resources	Partnership Support extension
FAO	Countywide	Capacity building, Marketing infrastructure Reseeding of rangelands	Expertise Well-endowed with resources	Partnership Support extension

Organization	Area of Operation	Function	Comparative advantage	Contribution to the Ministry
KenTTEC	County wide	Tsetse and trypanosomiasis eradication Capacity building	Expertise Endowed with resources	Partnership Support extension
NDMA	County wide	Drought monitoring-response and resilience building Coordination of projects by stakeholders	Expertise Well-endowed with resources	Partnership Support extension
Red Cross	Country wide	Emergency response Resilience building Capacity building	Expertise DRM Well networked	Partnership Support extension
BAMSCOS LTD (Baringo agricultural marketing services cooperative society)	County wide	Capacity building Marketing of agricultural produce	Umbrella organization Well networked	Partnership
Constituency development fund	County wide	Support agricultural development projects	Endowed with resources	Partnership
Pharmaceutical companies (Unga farm care, Norbrook, high chem , Ultra vetis etc)	County wide	Supply of inputs Capacity building	Endowed with resources Expertise	Partnership Support extension
CBOs	County wide	Capacity building Provide breeding stock Forestry conservation Promote bee keeping Spring protection	Endowed with resources Well networked	Support extension Partnership
Government departments-cooperatives, social services, Youth, water, environment, KFS, interior and national coordination, medical services	County wide	Mobilization Security Capacity building Law enforcement	Expertise Endowed with resources Well networked	Support extension Partnership

Organization	Area of Operation	Function	Comparative advantage	Contribution to the Ministry
GDC	County wide	Exploration and development of geothermal CSR Development of water infrastructure Value addition of agricultural produce Scholarships	Expertise Endowed with resources Well networked	Partnership
Hand in Hand EA	County wide	Capacity building Value chain development	Expertise Endowed with resources Well networked	Partnership Support extension

# Appendix 2: Link between BETA Plan and the Departmental Strategic Plan

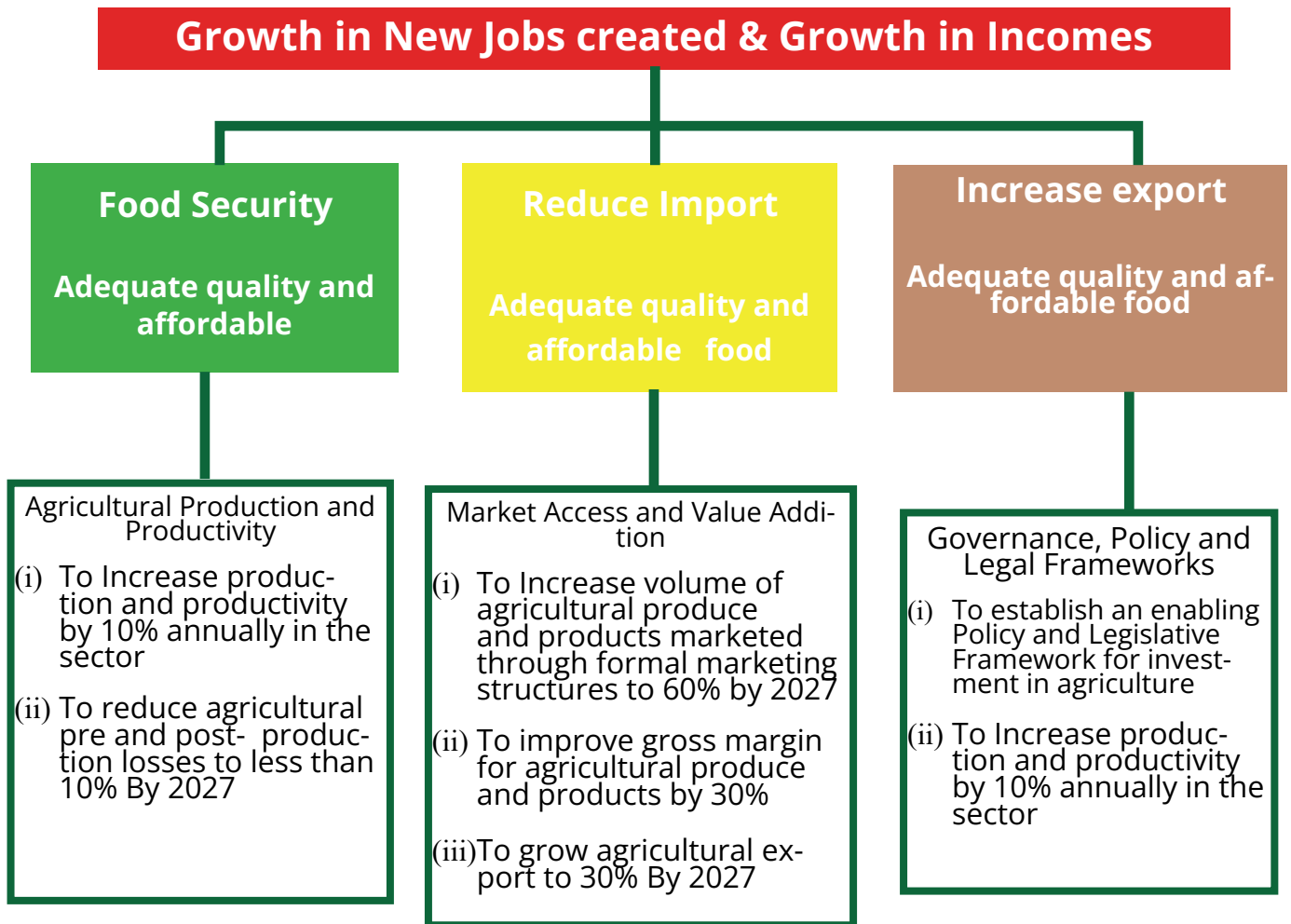


Figure 4: Agriculture Pillars aligned to BETA

## Appendix 3: Strategic Targets for increasing household Food Security

Table 13: Strategic Targets for increasing household Food Security

Outcome	Outcome indicator	Projections				
		Y1	Y2	Y3	Y4	Y5
Increased maize production from 42,143 Tonnes to 58,999 Tonnes per year	Quantity of maize produced	42,143	46,357	50,993	56,092	61,702
Increased Irish potato production from 6016 T to 8808T	Quantity of Irish potatoes produced	6,016	6,618	7,279	8,007	8,808
Increased sweet potato production from 406 Tonnes to 594 Tonnes	Quantity of Sweet potatoes	406	447	491	540	594
Increased pulses production from 411,420T to 602,360T	Quantity of pulses produced (Beans, green grams, cowpeas )	411,420	452,562	497,818	547,600	602,360
Increased banana production from 5,670T to 8301.	Quantity of bananas produced	5,670	6,237	6,861	7,547	8,301
Increased annual milk production from 34,218T to 160,000T by 2027	Volume of milk produced of milk	218,000	239,800	263,780	290,158	319,174
Increased Beef production from 2,228.7 Tonnes to 3500 Tons by 2027	Tonnes of beef produced per year	2,228	2,451	2,696	2,965	3,262
Increase egg production in Baringo County from 412,913 trays to 824,000trays by 2027	No of egg trays per year	412,913	454,204	499,625	549,587	604,546

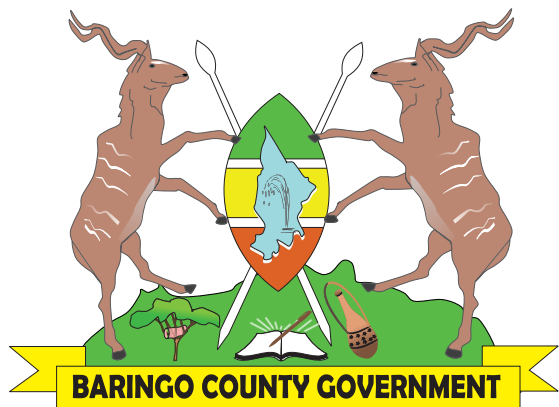
Increase poultry meat production from 411,167 Kg to 601990	Quantity of poultry meat per year in Kgs	411,167	452,284	497,512	547,263	601,990
Increase mutton production in the county from 323,633 Kg to 473831 by 2027	Tons of mutton produced per month	323,633	355,996	391,596	430,756	473,831
Increased chevon production from 1,468,813 Kg to 2150489 kg	Tons of Chevons produced per month		1,615,694	1,777,264	1,954,990	2,150,489
Increase the annual fish production from 250,000kg to 366,000 kg in Baringo county by 2027	Tons of fish produced	250,000	275,000	302,500	332,750	366,025

## Appendix 4: Strategic Target to Grow agricultural exports by 50% by the year 2027

Table 13: Strategic Target to Grow agricultural exports by 50% by the year 2027

Outcome	Outcome Indicator	Projections				
		2024	2025	2026	2027	2028
Increase area under coffee from 3200 ha to 4685 Ha by 2027	Hectares under coffee	3520	3872	4,259	4,685	5,154
Increase coffee production from 14000 Tonnes to 17896	Quantity of coffee produced	14175	15025.5	15,927	16,883	17,896
Increase the quantity of coffee exported from 80 Tons per year to 101 Tons per year in 2027	Tons of coffee exported	80	84.8	90	95	101
Increase the area under fruits from 2088 ha to 3057 Hectares by 2027	Hectares under fruits	2088	2296.8	2526.48	2779.128	3057.
Increase fruit export from 10000 Tons to 14641Tons by 2027	Tons of fruits exported	10,000	11000	12100	13310	14641
Increase fruit production from 31,73Tonnes to 4645	Tons of fruits produced	3173	3490	3839	4223	4645
Increase the tonnage of ground nuts exported from the county from 26Tons to 38 Tons per year	Tons of ground nuts	26	28.6	31.46	34.606	38.0666
Increase groundnuts production from 19,886tons per year to 29115	Tons of pyrethrum	19886	21874	24062	26468	29115
Increase annual vegetable production from 199,327 Tonnes to	Quantity of vegetables produced	327	359.7	395.67	435.237	478.7607

Outcome	Outcome Indicator	Projections				
		2024	2025	2026	2027	2028
Increase Tonnage of Vegetables exported from 59,798Tonnes to 87550 Tons by 2027	Tonnes of vegetables exported	59798	65,778	72,356	79,591	87,550
Increase area under pyrethrum from 65 ha to 95 ha	ha under pyrethrum	65	72	79	87	95
Increase area under wheat from 10000 ha to 14500	ha under wheat	10000	11,000	12,100	13,310	14,641
Increase the tonnage of pyrethrum exported from 0.2Tonnes to 0.29 by 2027	Tonnes of Pyrethrum	0.2	0.220	0.24	0.27	0.29
Increase annual honey production from 882,385Kg to 1,421,000	Quantity of honey produced	882	971	1,068	1,174	1,292
Increase quantity of honey exported from 2000 Kg to 2900 kg by 2027	Quantity of exported honey	2000	2,200	2,420	2,662	2,928
Increase area Under cotton from 330 hectares to 818 Hectares by 2027	Hectares under cotton production	330	363	399	439	483
Increase Tonnage of cotton exported from 420 T to 2000 tons by 2027	Tonnage of cotton exported	420	462	508	559	615



*The County Of Great Diversity*

**COUNTY DEPARTMENT OF AGRICULTURE,  
LIVESTOCK DEVELOPMENT & BLUE ECONOMY**

# **STRATEGIC PLAN**

**(2023-2027)**