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TURKANA COUNTY CAPACITY NEEDS ASSESSMENT REPORT

LIVESTOCK SECTOR



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ACRONYMS

AgGDP	Agriculture Gross Domestic Product
ASAL	Arid and Semi-Arid Lands
ASDSP	Agricultural Sector Development Support Programme
CB	Capacity Building
CNA	Capacity Needs Assessment
CCNA	County Capacity Needs Assessment
CCBF	County Capacity Building Fund
CCBP	County Capacity Building Plan
CPSB	County Public Service Board
CEC	County Executive Committee
CDVS	County Director of Veterinary Services
CO	Chief Officer
CRS	Catholic Relief Services
DRLSP	Drought Resilience and Sustainable Livelihoods Programme
DVS	Director of Veterinary Services
FAO-UN	Food and Agriculture Organization of the United Nations
Kenya-RAPID	Resilient Arid Lands Partnership for Integrated Development
KVB	Kenya Veterinary Board
ILRI	International Livestock Research Institute
MWA	Millennium Water Alliance
NDMA	National Disaster Management Authority
NGO	Non-Governmental Organization
OIE	World Organisation for Animal Health
PSC	Public Service Commission
RPLRP	Regional Pastoral Livelihoods Resilience Project
SPS	Sanitary and Phytosanitary Measures
VSD	Veterinary Service Delivery
VS	Veterinary Service
VSF	Vétérinaires sans Frontières
WTO	World Trade Organisation

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	3
ACRONYMS	4
TABLE OF CONTENTS	5
LIST OF TABLES	6
LIST OF FIGURES	6
EXECUTIVE SUMMARY	7
1.0 BACKGROUND	10
1.1 RATIONALE	11
1.2 PURPOSE OF THE ASSIGNMENT	12
1.3 SPECIFIC OBJECTIVES	12
1.4 EXPECTED DELIVERABLES	12
2.0 APPROACH AND DATA COLLECTION METHODS	13
2.1 APPROACH	13
2.2 DATA COLLECTION AND ANALYSIS METHODS	14
2.3 ETHICAL POLICY	15
2.4 STUDY LIMITATION AND MITIGATION STRATEGIES	15
3.0 FINDINGS AND DISCUSSIONS	16
3.1 LITERATURE REVIEW	16
3.2 CAPACITY NEEDS ASSESSMENT (CNA) FINDINGS	24
3.2.1 INSTITUTIONAL CAPACITY	26
3.2.2 ORGANISATION CAPACITY	28
3.2.3 INDIVIDUAL CAPACITY	36
4.0 CONCLUSION AND RECOMMENDATIONS	43
ANNEX I: LIST OF PROPOSED PROFESSIONAL DEVELOPMENT COURSES	49

LIST OF TABLES

Table 1: County Capacity Needs Assessment Framework.....	13
Table 2: County Capacity Building Plan (CCBP) Matrix	14
Table 3: Study limitation and mitigation strategies	15
Table 4: Trends in Annual Livestock Sector Financing for Turkana County (Kshs. millions).....	26
Table 5: Turkana County Livestock sector Institutional Capacity Assessment Findings.....	27

LIST OF FIGURES

Figure 1: CCNA inception meeting in Turkana County	25
Figure 2: Break out group discussions veterinary and livestock production staff	25
Figure 3: Current Organogram veterinary and livestock sections, MoPEF department	30
Figure 4: Proposed organogram for the veterinary and livestock sections, MoPEF	32
Figure 5: Internal communication channels used by Turkana county livestock sector staff	35
Figure 6: Academic qualification of Turkana County Livestock Sector staff	37
Figure 7: Percentage distribution of veterinary functions performed in Turkana county	37
Figure 8: Percentage distribution of veterinary functions frequency of performance and level of effort in Turkana county	38
Figure 9: Source of Training Funds for Turkana County Livestock sector	40
Figure 10: Percentage of Turkana County livestock sector staff involved in developing department work plans	41
Figure 11: Interventions that will improve Turkana County Livestock Sector Service Delivery	42

EXECUTIVE SUMMARY

In August 2017, Bridge Africa was tasked by Millennium Water Alliance (MWA) to conduct a County Capacity Needs Assessment (CCNA) in Turkana, Garissa, Wajir, Marsabit and Isiolo Counties of Kenya. The assessment determined the capacity of the counties to effectively deliver services in three sectors; Livestock, Rangeland management, Water, Sanitation and Health(WASH). The main approach used by Bridge Africa revolved around the understanding that capacity development is an endogenous process of change that must focus on performance and results and be owned by those whose capacity is being developed. The CCNA took a participatory approach that identified capacities at three levels; Level I- Institutional capacity; Level II –organisation capacity and Level III- individual capacity. The CCNA assignment determined the capacity of Turkana county to deliver devolved livestock sector services that include veterinary services and livestock production extension services. The specific objectives of the assignment were to;

1. Assess the current individual capacity of staff in the ministry of agriculture, pastoral economy and fisheries to deliver veterinary and livestock production extension services;
2. Identify existing institutional and organisation capacity of the ministry of agriculture, pastoral economy and fisheries to deliver on its mandate;
3. Identify, validate and prioritize capacity gaps at the three assessment levels and develop a capacity building plan

The CCNA methodology used a participatory mixed method approach that involved literature review, Key informant interviews (KIIs) and administering of structured questionnaires to individual veterinary services staff . The CCNA was conducted in two phases; Phase I established the current county capacity to deliver livestock sector services and Phase 2 developed a Capacity Building Plan (CBP) that identified, validated and prioritized capacity gaps at the three levels of assessment. The main findings at institutional level was that the county had developed a food security master plan and drafted the livestock and fisheries policy. However, the draft policy was still at the nascent stage, this means that the livestock sector service delivery legal and regulatory framework was still being guided by national level livestock and veterinary policies, strategies and acts. Turkana county livestock sector is under the ministry of agriculture, pastoral economy and fisheries. In terms of budget allocation the sector is under pastoral economies and grouped under the departments of veterinary services and livestock production. The livestock sector financing for the fiscal years 2014/15, 2015/16 and 2016/17 was 6.56, 3.38 and 4.09 percent (%) respectively. This allocation is low given that 60% of Turkana people’s livelihoods rely entirely on livestock production. The main capacity gap identified at institutional level was the lack of fund decentralization and disbursement from county treasury to ministries and departments.

The organisation level assessment revealed that the current staff livestock sector establishment was composed of 21 technical staff in the livestock production department and 28 technical staff in the veterinary services department. The current workforce are few to serve the expansive area given that Turkana County is the largest county in the country. The County Director of Veterinary Services (CDVS) and county director of livestock production indicated that there was staff shortage at ward and village levels. The validation workshop discussions estimated that the livestock production section required approximately 49 more staff while the veterinary services section required 23 more staff. This means that the county had a human resource workforce gap of 45% in the veterinary services department and 70% in the livestock production department. To address this gap the county had embraced the Kenya Veterinary Board (KVB) one year internship programme and had taken in 12 animal health interns. The CDVS noted that to meet the workforce gap requirement may not be feasible given that the county wage bill is a contentious issue. With this in mind he suggested that the county will need to be innovative in hiring new staff. One proposed way was to hire Subject Matter Specialists (SMS) with more than one livestock training areas for example hiring diploma and certificate holders from AHITI Griftu institute in Wajir County as they are trained in animal health and rangeland management. The individual staff interviews indicated that majority of staff were ageing and were projected to retire from service within

the next 5 years. This was especially so for skills like range management, meat inspection and hides and skin development. The CCNA exercise also revealed that there were no Human Resource (HR) policies in place to guide promotion, recruitment and induction processes. All staff interviewed indicated that there was a HR department in the county with each department having a HR representative called a principal administrator. However, staff participating in the inception meeting, noted that the role of the principal administrator was not known and this had resulted in confusion as the directors also carried out HR roles in the department. Most staff (60%) in the veterinary section and nearly half (42%) in the livestock sector rated the effectiveness of the HR office as fair. The delay in addressing promotion and lack of recruitment of new staff were the two main reasons given for the fair rating by over 50% of staff interviewed in both livestock and veterinary sections. Almost half (50%) of staff interviewed rated the recruitment process done by the County Public Service Board (CPSB) as good, since it was based on merit and staff hired were competent. All staff in the livestock production section indicated that the county had no induction system. Noting this gap, the CDVS, began an in-house induction training for newly recruited veterinary services staff and interns. The livestock production section had only (3) three vehicles and (8) eight motorcycles while the veterinary section had one (1) vehicle and three (3) motorcycles. With regard to infrastructure that supports revenue generation the staff indicated that there were thirty two (32) livestock sale yards across the county but only five (5) were functional. The veterinary services section noted that the lack of cold chain infrastructure greatly hampered vaccination activities resulting in low vaccination coverage of the livestock population. In addition, the lack of laboratory staff and a fully equipped diagnostic laboratory were key factors hindering livestock disease control and surveillance efforts. The two main organisation capacity gaps were lack of adequate staff especially at ward and village level and lack of HR policies and manuals including scheme of service to guide promotion, recruitment and induction of staff.

The individual assessment sampled 68% (19/28) of staff from the veterinary section and 57% (12/21) of staff from the livestock production sections. In both sections most of the respondents were male with only 2 women from veterinary section and 3 from livestock production section interviewed. The average years in public service of the respondents was 11 years for veterinary staff and 14 years for livestock production staff. This means that the county had made deliberate efforts to hire new staff, this was confirmed during individual interviews when 58% (7/12) of staff from livestock section and 47% (9/19) of staff in the veterinary section indicating they had been recruited by the County Public Service Board (CPSB). Analysis of veterinary service functions revealed that only 4 or 5 of the 15 functions devolved to the county were performed on a routine basis the two commonly performed functions were offering preventive health care services mostly vaccination and deworming and providing clinical and husbandry extension services. Lack of funds to support field based disease prevention and extension services was the main reason given by staff for not been able to perform most of the services. The CCNA revealed that critical staff lacking were laboratory technicians, hides and skin experts and meat inspectors. All staff interviewed indicated that capacity building and areas of training were largely determined and supported by Non-governmental Organisations (NGOs) or development partners. Most staff (68% livestock and 58% veterinary) indicated that the training duration was 5 days. Self-sponsored training took between 3 months and 1 year. Although all staff rated the training as useful and added new knowledge. The all felt that the trainings were not informed by the needs of the department as there were no training needs assessment plans developed. The staff identified areas they would like to be trained in. The county directors of veterinary services and livestock production and the sub-county heads felt that strategic management training was critical to improve their job performance. In addition, this training was critical is a staff wanted to be promoted into a senior job group position. Almost all (74%) livestock production staff requested for range management training and 26% requested for poultry and bee keeping training as well as dryland agriculture training.

Almost half 47% of veterinary staff interviewed requested funding support to attend Continuous Professional Development (CPD) courses which are a critical requirement to have their names retained in the KVB register.

To address the capacity gaps above the consultant makes the following recommendations

To the client;

1. The Capacity Building Fund (CBF) can be used to organise a training for the staff at the human resource department, the training will sensitise staff on their role and support them to;
- Develop human resource manuals that will guide promotion, recruitment, induction and disciplinary processes in the county.
- Organise a consultative meeting with Public Service Commission (PSC), Director of Veterinary Services (DVS) and state department of livestock production to guide the adoption of the national level scheme of service for technical staff in the veterinary services and livestock production departments;
- Conduct a training needs assessment for the departments of veterinary services and livestock production and use the findings to develop a capacity building plan and training projections for the departments.
2. The fund can also be used to organise a sensitization workshop for county assembly members and county treasury. The workshop will lobby for decentralization of funds to ministries and departments as well as set modalities to increase funding to the livestock sector.
3. The CBF can also support in house training of existing and qualified staff as meat inspectors and training of one officer (we propose the principal administrator) on project management and monitoring.

To the County Government

1. Increase annual budget allocation to the livestock sector to a minimum of 10% of the total budget and honour budget lines set aside for staff training.
2. Decentralize funds to the county ministries and departments using the guidelines set in the Public Finance Management (PFM) act of 2016.
3. The county should adopt the proposed organogram for the ministry of agriculture, pastoral economy and fisheries.
4. In consultation with the HR department and CPSB the ministry of agriculture, pastoral economies and fisheries should advocate for promotion and recruitment of staff based on the scheme of service and suggested positions in the organogram. The county should also urgently recruit hides and skins experts and laboratory technicians.
5. The County should develop policies that allow the KVB interns who have demonstrated commendable skills to be absorbed into the county work force.

1.0 BACKGROUND

Pastoralism is the main economic activity for over 60 percent (%) of Turkana's population. The livestock sub-sector is also the main revenue generating activity for the county but it is characterized by chronic under allocation of resources. In the Fiscal Year (FY) 2015/16, Turkana County received from the national treasury Kenya Shillings (Kshs.) 10.479 billion and a further 11.307 billion in 2016/17. Of these allocations, only 3.4% was disbursed to the livestock sub-sector. This was below the estimated county ceiling of 4.5% and significantly less than the recommended 10% set by the Comprehensive Africa Agriculture Development Programme (CAADP) Maputo and Malabo declarations to which Kenya is a signatory to¹. Bridge Africa ADC hereinafter "the consultant" was tasked by Millennium Water Alliance (MWA) 'the client' to conduct a County Capacity Needs Assessment (CCNA) in Turkana, Garissa, Wajir, Marsabit and Isiolo Counties of Kenya. The assessment determined the capacity of the counties to effectively deliver services in three sectors; Livestock, Rangeland Management, Water, Sanitation and Health (WASH). The client (MWA) is part of a coalition of America's charities working to bring clean and safe drinking water as well as sanitation to millions of the world's poorest people in Africa, Asia and Latin America. The Kenya Resilient Arid Lands Partnership for Integrated Development (Kenya RAPID) is one of MWA's flagship programmes in Kenya. The Kenya RAPID programme aims at mobilising financial and technical resources from development partners, national and county government as well as private sector to support sustainable and resilient livelihoods through improvement of water availability and water service delivery to people and livestock. The programme is also promoting sustainable rangeland management in Kenya's Arid and Semi-Arid Lands (ASALs) and will build on the successes and lessons from USAID's Kenya Arid Lands Water, Sanitation and Hygiene Programme (KALDRR-WASH) and the Swiss Development Corporation's (SDC) Water for Livestock (W4L) programme that were implemented in Northern Kenya from 2012 to 2014². Kenya RAPID is building on four key lessons that have defined its strategic direction these are:

1. Strong county institutions are a necessary pre-condition for long-term sustainability of development programme outcomes;
2. Enhanced coordination and integration of development programmes across sectors results in wider impacts and efficient use of resources;
3. Encouraging private sector participation in WASH and livestock sectors leads to increased investment and more options for improved and financially viable water service delivery; and
4. Sustainability is assured when you empower communities with knowledge and ability to exercise rights and responsibilities for water and rangeland resources.

The overall goal of KENYA RAPID is to contribute to sustainable and resilient livelihoods for communities in the ASALs through three strategic objectives (SOs):

- SO 1: Support the set-up of a responsive and accountable county governance framework that is operational and ensures sustainable provision of water and pasture;
- SO 2: Replicate and operationalize scalable business models that offer sustainable WASH and livestock services; and
- SO 3: Ensure communities have increased access to sustainable WASH services and improved management of rangeland resources.

¹ Draft Turkana Livestock Policy 2017

² KALDRR-WASH was implemented in 5 counties: Marsabit, Garissa, Isiolo, Wajir, and Turkana. W4L was implemented in Garissa and Isiolo Counties of Kenya.

As part of the implementation of SOI, Kenya RAPID is setting up a County Capacity Building Fund (CCBF) that aims at supporting the implementation of a strong, responsive and accountable governance framework. The fund will go towards building the capacity of staff in the three target sectors thus improving their overall performance in delivering WASH, livestock and rangeland management services. The Kenya RAPID programme defines capacity as the “*sustainable creation, retention, and utilization of abilities and skills in order to reduce poverty, enhance self-reliance and improve people’s lives*”. The programme is cognizant of the fact that in the last five years county governments have made laudable progress in setting up governance and human resource structures. However, most of the county government structures are still at a nascent stage with challenges being experienced in delivery of services. To mitigate these challenges, counties have been receiving support from external sources which has inadvertently resulted in the promotion of dependency.

I.1 RATIONALE

Capacity building has differing interpretations within organisations, however, all interpretations have a common conceptual thinking that recognizes that capacity building is a perpetually evolving process of growth and positive change that is central to determining the outcome of development endeavors. The world Bank defines capacity as the ability to access and use knowledge to perform a task. This means that capacity is specific to the task to be performed, the focus therefore becomes which task is being performed, by whom and for what. UNDP on the other hand defines capacity building as the process through which individuals, organizations and societies obtain, strengthen and maintain their capabilities to set and achieve their own development objectives over time. In this definition, UNDP recognizes that capacity building is not a one-off intervention but an iterative process of design-application-learning-and adjustment. Additionally, the European Commission defines capacity as the ability of people, organizations and society as a whole to manage their affairs successfully. We can therefore infer that capacity building needs to be addressed at three levels for it to be successfully grown and nurtured: (i) Institutional level also known as enabling environment (ii) Organization level and (iii) individual level. These three levels influence each other in a fluid way and the strength of one depends on and is determined by the strength of the others.³ At the heart of the driving force to achieve capacity is a set of two skills known as *functional and technical capacities*. Functional capacities are essentially management and inter-personal skills that allow for stakeholder negotiations, effective work plan development, efficient budget planning and allocation, timely implementation, monitoring and evaluation of staff, projects, programmes and service delivery. Technical capacities are skills related to a given area of expertise and require specialized training to acquire. As a way of differentiating the two capacities, the consultant considered functional capacities as all-purpose skills while technical capacities as skills acquired through specific professional training in a particular discipline for example in the livestock sector, animal health or livestock production training⁴. The 2010 constitution paved way for a devolved system of governance comprising of the central government and 47 county governments. The main objective of devolving power and resources is clearly articulated under Article 174 of the Constitution. In summary, devolution aims at tackling the deeply entrenched disparities between regions by shifting governance and resources from a highly centralized ‘top-down’ government to a more responsive ‘bottom-up’ form of government. The ultimate goal of devolution is to reduce the unequal access of the population to basic services and address key drivers of conflict. Kenya’s devolved governance systems is one of the most ambitious in the world, this is because it involves the

³ Source: www.capacity4dev.eu

⁴ Capacity Development: A United Nations Development Programme Advocacy Primer report (2009).

simultaneous transfer of power and finances to an entirely new level of government⁵. Although the Constitution envisaged a three-year incremental transition and transfer of functions and resources. Most devolved functions were transferred to the new counties within the first six months following the March 2013 general elections. The 47 county governments quickly assumed responsibilities for delivering devolved services that included water services, health, agriculture and local infrastructure development. The central government was left mainly with a regulatory and supervisory role that involves policy development, standards setting and enforcement as well as capacity building and offering technical assistance to counties. This unintended quick transition led to a number of challenges in service delivery at county level. During the first year of its implementation, the Kenya RAPID programme in partnership with USAID AHADI worked with the five target counties to formulate and develop bills and policies in the livestock and water sectors. Through the same AHADI partnership, counties are now developing Natural Resource Management (NRM) bills and policies. However, the client noted that there was a human resource capacity gap that needs to be addressed so as to ensure counties are able to implement the developed policies and deliver effective, efficient and sustainable services to the community. It is under this background that the client tasked the consultant to carry out a County Capacity Needs Assessment (CCNA) of the livestock, WASH and rangeland management sectors in the five target counties of Turkana, Marsabit, Isiolo, Garissa and Wajir. The overall goal of the assignment was to participatory develop a county capacity building plan that the counties can use to access the CCBF. The CCBF funding will enable the counties enhance the technical skills of their staff and build effective and efficient institutions and organisation structures in the three target sectors.

I.2 PURPOSE OF THE ASSIGNMENT

The assessment determined the capacity of Turkana County Ministry of Agriculture, Pastoral Economy and Fisheries to deliver devolved veterinary services and livestock production extension services. The Capacity Needs Assessment (CNA) findings informed the participatory development of the capacity building plan and identified operational guidelines that would be used to set up and disburse the CCBF.

I.3 SPECIFIC OBJECTIVES

1. Assess the current individual capacity of staff in the ministry of agriculture, pastoral economy and fisheries to deliver veterinary services and livestock production extension services;
2. Identify existing institutional and organisation capacity of the ministry of agriculture, pastoral economy and fisheries to deliver on its mandate;
3. Identify, validate and prioritize capacity gaps at the three assessment levels and develop a capacity building plan.

I.4 EXPECTED DELIVERABLES

A comprehensive Capacity Needs Assessment report for the livestock sector for Turkana County that includes;

1. Approach used to collect data;
2. Current individual, institutional and organisation capacity of the ministry of agriculture ,pastoral economy and fisheries to deliver veterinary Services and livestock production extension services.
3. Capacity building plan that has prioritized capacity gaps and identified possible intervention strategies to address the gaps.

⁵ Devolution without disruption : Pathways to a successful new Kenya November 2012. A world bank report funded by Australian Aid.

2.0 APPROACH AND DATA COLLECTION METHODS

2.1 APPROACH

The Capacity Needs Assessment (CNA) used a participatory mixed method approach that involved literature review, Key informant interviews (KIs) and administering of structured questionnaires to individual staff in the county veterinary services department. The CNA was conducted in two phases, **Phase I established the current capacity of the county to deliver veterinary services** at individual, institutional and organisation levels while phase 2 was a validation of findings meeting. Catholic Relief Services (CRS), the implementing partner for the Kenya RAPID programme, was in charge of logistics and mobilisation of county veterinary services staff. At the onset of the assignment, the consultants and county staff from the ministry of agriculture, pastoral economy and fisheries attended an orientation meeting. The one and a half day orientation meeting aimed at; 1. Training enumerators on the interoperability of Tool 1; 2. Informing the county government staff on the task at hand and getting their buy in to participate in the CNA exercise. Table 1 below is a framework matrix that was used to guide data collection.

Table 1: County Capacity Needs Assessment Framework

Dimensions of Capacity Institutional Level I	Existing capacity	Estimated capacity gap	Recommendation strategies
Policy and regulatory framework			
Financing of sector framework			
Dimensions of Capacity Organisation Level II	Existing capacity	Estimated capacity gap	Recommendation strategies
Strategic management/leadership			
Organogram and staff establishment			
Human resources policy and processes-recruitment, promotion, succession and capacity development			
Information flow process			
Infrastructure			
Inter-relationships			
Dimensions of Capacity Individual Level III	Existing capacity	Estimated capacity gap	Recommendation strategies
Job skills			
Devolved function- frequency of performance and level of effort			
Professional development			
Performance/incentives			
Relationships/interdependence			

Phase 2: Capacity Building Plan Development

In phase 2 , a one day validation meeting with staff from the ministry of agriculture, pastoral economy and fisheries was held. The CNA findings were presented to staff who then validated the capacity gaps identified and prioritized them. The validation meeting discussions were guided by the following capacity building plan matrix (Table 2).

Table 2: County Capacity Building Plan (CCBP) Matrix

	Capacity Level	Existing Capacity Situation	Estimated capacity Gap	Capacity Gap Priority ranking
(A): INSTITUTIONAL LEVEL				
1.	Policy and Regulatory framework			
2.	Financing of sector			
(B): ORGANIZATIONAL LEVEL				
3.	Strategic Management			
4.	Organisation structure and staff establishment			
5.	Human Resource (HR) Functional process			
6.	Information flow processes - Communication channels - Clarity of reporting lines, disciplinary and grievance handling process			
7.	Existing Infrastructure supporting service delivery			
8.	Inter-relationships			
(C) INDIVIDUAL LEVEL				
9.	Job skill and experience			
10.	Devolved function performance			
11.	Professional development opportunities			
12.	Job performance incentives			

2.2 DATA COLLECTION AND ANALYSIS METHODS

A desk review of relevant literature informed the development of data collection tools that were presented to the client before commencing the field data collection. Three (3) data collection tools were used in the assessment. Individual capacity assessment data was collected using Tool 1 which was a structured questionnaire that was digitalized and uploaded into an android mobile based application called AKVO-FLOW™. Institutional and organizational capacity assessment was assessed as KIs using Tool 2 and 3 respectively.

Tool 2 and 3 were a set of guiding questions that were grouped into the thematic indicators shown in table 1 above. A number of techniques were used to analyse the data they included;

- Quantitative analysis- Tool 1 data was downloaded from the server, coded and exported into SPSS⁶ for analysis.
- Open ended questions of Tool 2 and 3 were recorded and analysed using basic thematic sorting and frequencies where applicable.
- Data presentation was in form of charts and tables.
- Primary data findings were triangulated through review of literature.

2.3 ETHICAL POLICY

The study ensured all participants rights to anonymity was protected. This was achieved by providing the respondents with clear and sufficient background information about the study so that they could make an independent decision to participate or not to participate in the exercise.

2.4 STUDY LIMITATION AND MITIGATION STRATEGIES

Table 3: Study limitation and mitigation strategies

<u>Limitation</u>	<u>Mitigation Strategies</u>
<p><u>Logistical</u></p> <p>1. Majority of veterinary staff were on vaccination and treatment activities in remote location with no mobile connectivity.</p>	<p>1. Consultant made personal phone calls to key staff (County Director of Veterinary Services (CDVS) and Sub-County Veterinary Officers) to mobilise staff.</p> <p>2. Consultant was able to conduct phone interviews two weeks after the field visit.</p>
<p><u>Technical</u></p> <p>2. Enumerators misunderstood some questions for examples how was the staff recruited into public service, what is SOP and County Scheme of Service.</p>	<p>3. Consultant during data analysis rechecked responses and where there was ambiguity she called respondents to seek clarification as respondents had noted down their mobile numbers on the consent forms.</p>

⁶ IBM Statistical Package for Social Sciences

3.0 FINDINGS AND DISCUSSIONS

3.1 LITERATURE REVIEW

The following documents were reviewed and used to triangulate the primary data collected from the KILs and individual interviews.

- Constitution of Kenya 2010
- Vision 2030 (2013)
- National Policy for Sustainable Development of Northern Kenya and other Arid Lands (2015)
- Public Service Commission: Human Resource Development Policy for the Public Service (2015)
- Revised Scheme of Service for Veterinary Services Personnel (2011)
- Revised Scheme of Service for Veterinary Services Personnel (2011)
- Revised Scheme of Service Leather Development Personnel (2015)
- Revised Scheme of Service Laboratory for Laboratory Services Personnel (2013)
- Draft Livestock Policy (2008) Revised in 2014
- Draft Kenya Veterinary Policy (2015)
- Veterinary Surgeons and Veterinary Paraprofessionals (VSVP) Act (CAP 366)
- Guidelines for delivery of Veterinary Services in Kenya (2014)
- Turkana County Government: County Integrated Plan (CIDP) 2013-2017
- Draft Turkana County Livestock Policy 2017

Below is a summary of relevant desk review findings:

National Context

Kenya's livestock resource base is estimated at 17.5 million cattle, 27.7 million goats, 17 million sheep, 3 million camels, 31.8 million domestic birds and 1.8 million donkeys⁷. The Veterinary Services (VS) of a country include government animal health professionals who are assisted by animal health practitioners in the private and Non-Governmental Organisation (NGO) sectors. The World Organisation for Animal Health (OIE), through a consensus process, developed and adopted the Performance of Veterinary Services (PVS) pathway. The PVS pathway is the veterinary service governance standard that ensures OIE member countries progressively align their Veterinary Services (VS) to internationally-recognized standards. These standards are aligned to the World Trade Organization (WTO) Sanitary and Phytosanitary Standards (SPS) that allow countries that have attained OIE standard specification access to regional and international markets. Kenya continues to build its capacity to adhere and implement OIE standards and guidelines while also ensuring that VS are devolved to the county governments as outlined in the fourth schedule of the 2010 Constitution. Despite these efforts, Veterinary Service Delivery (VSD) systems in the ASAL region of Kenya face numerous challenges, the main one being the lack of basic infrastructure⁸.

A study in eight African countries found a ratio of one animal health provider to 10,000 Tropical livestock Units (TLU), the recommended ratio is 1 to 3,500 TLU⁹. To address the human resource gap the Kenya Veterinary Board (KVB) together with the Director of Veterinary Services (DVS) recently launched the one year veterinary Internship programme. It is hoped that once the young graduates work in the ASALs they will be able to be absorbed by the county government or recognize opportunities to set up private

⁷ Kenya National Census 2009.

⁸ National Policy for Sustainable Development of Northern Kenya and other Arid Lands (2015)

⁹ Tropical Livestock Unit (TLU) are livestock numbers converted to a common unit. TLU is commonly taken to be an animal of 250 kg live weight. Conversion factors are: camel= 1.0, cattle = 0.7, sheep = 0.1, goats = 0.1, pigs = 0.2, chicken = 0.01.. See also http://en.wikipedia.org/wiki/Livestock_grazing_comparison.

practices or livestock input supply enterprises¹⁰. Another limiting factor to private sector investment in ASALs is the frequent drought and shocks that necessitate emergency responses that provides free drugs and vaccination to livestock herds. These interventions create a dependency syndrome that results in livestock keepers unwilling to pay for private animal health and extension services. The emergency response models need to be reviewed, so as to involve local private animal health practitioners who can be contracted to supply drugs and other inputs such as feed supplements. Their inclusion will incentivize them to remain in the region to offer services after the emergency period is over.¹¹ The main policy documents guiding the livestock sector in Kenya include;

- The constitution;
- Agricultural Sector Development Strategy ASDSP (2010-2020);
- Kenyan Vision 2030;
- National Policy for the Sustainable development of Northern Kenya and other Arid Lands (ASAL policy);
- National Agricultural Sector Extension Policy (NASEP)
- Draft National livestock policy and related acts;
- Draft Kenya veterinary policy and related acts

Constitution of Kenya 2010- The constitution assures Kenyans of the right to be free from hunger and to have adequate food of acceptable quality and safety so as to promote human health. It also assures consumers of goods and services of reasonable quality and access to information that will enable them gain the full benefit for the necessary protection of their health, safety and economic interests. The constitution devolves specified functions in the animal resource industry from the national government to the county governments and stipulates that the two levels of government will carry out their mandate in mutual consultation and cooperation. With regard to livestock sector functions, article 185 (2), 186 (1) and 187 (2)) highlight the distribution of functions between the national government and the county governments. The national government functions are limited to regulation and setting standards for the sector as well as offering capacity training and technical assistance to counties. The constitution also recognizes that Kenya is a member of the international community and is therefore obliged to uphold the principles of international laws, treaties, conventions, protocols and agreements ratified by Kenya. Kenya has incorporated these international obligations into its constitution. Some of the key international obligations include the East African Community (EAC) agreements, the constitutive act of the African Union, the United Nations Charter and the World Trade Organization (WTO) agreements. The WTO SPS and OIE agreements are the main guiding legal and operation frameworks in the global animal industry. In this agreements, Veterinary Services (VS) are classified as a global public good for which the country's chief veterinary authority, the director of veterinary services, takes primary responsibility with regard to good governance and service delivery in accordance with set national, regional and international standards. Veterinary governance must therefore be within a structured national legislative framework supported by appropriate financial and human resources.

Agricultural Sector Development Strategy ASDSP (2010-2020)- the strategy aims at ensuring food and nutritional security and transforming agriculture into a modern and commercially viable sector.

¹⁰ Stakeholders' Workshop on Veterinary Service Delivery (VSD) in Underserved ASAL Counties of Kenya: Transition from VSD by CBAHWs to VSD by KVB Registered Practitioners. Held on 4th -5th October 2017. Organised by KVB,DVS, ICPALD and GALVmed.

¹¹ LEGS (2014) Livestock Emergency Guidelines and Standards, 2nd edition. Rugby, UK: Practical Action Publishing

The key strategic focus areas include reforming and streamlining agriculture research, extension and supporting regulatory agricultural bodies to increase their efficiency.

Kenya Vision 2030 (2013) is the long term economic development strategy of the country. The strategy recognizes the importance of livestock production in the ASALs and seeks to exploit the potential for the benefit of the region and the national economy. The policy outlines three pillars that have direct relevance to the ASALs. The economic pillar seeks to achieve and sustain an average economic growth rate of 10% per annum. The social pillar strives to create a just, cohesive and equitable social development in a clean and secure environment and the political pillar seeks to build an issue-based, people-centered, result-oriented and accountable democratic system. The policy recognise that the ASALs represent over 80% of the total land mass of the country that covers approximately 24 million hectares. However, only 50% of this land is currently being exploited. With regard to the livestock sector the policy has two flagship projects. The first is the agricultural reform bill that paved way for review and consolidation of agricultural policies and laws as well as merging institutions so as to ensure a more efficient sector that can effectively deliver on its mandate. The second was the setting of five Disease-Free Zones (DFZ) in the ASAL regions with a mid-term target of setting up two DFZ, one at the coastal region and the other at the Isiolo - Laikipia Complex. The DFZ project was also tasked with developing contingency plan for eleven trade sensitive diseases and supporting construction of a Bio Safety Level 3 (BSL 3) laboratory at the Central Veterinary Laboratory (CVL) in Kabete. However, the DFZ project has not begun, but the agriculture sector reform bill was drafted and was used to review the agricultural Act Cap 318 which has paved way for signing into law of the Crop development bill; Agriculture and livestock research bill and the Agriculture fisheries and food authority bill.

ASAL policy (2015)- the policy gives a road map that aims at strengthening the integration of Northern Kenya and other arid lands with the rest of the country. The ASAL Policy is cognizant of the need to strike a delicate balance between the quest for rapid development and the need to maintain and support the unique livelihoods system that best utilizes the variable and fragile ecosystem of the region. The justification of the policy is underpinned by the fact that poverty levels are highest in ASAL Counties. The policy advocates for 3 key areas relevant to the livestock sector;

1. Use of alternative approaches to service delivery, governance and public administration that takes into consideration the nature of settlement and social organization. With this regard, the policy reiterates the need to take into consideration the role of traditional systems of governance and administration in pastoral societies given their abiding relevance and influence.
2. Urgent need for development of infrastructure and human capital.
3. Strengthening the resilience of ASAL communities to drought and other climate related disasters. Interventions for this purpose aim at drought cycle management, climate change mitigation, land and natural resource management, improving livestock production and marketing, promoting dryland farming and livelihood diversification so as to reduce poverty and inequalities.

The policy has eleven (11) intervention areas that are geared towards improvement of livestock health, production and marketing. Some of the interventions are listed below;

1. Advocate for veterinary legislation to allow Community-Based Animal Health Workers (CBAHWs) to offer monitored and well regulated services;
2. Develop more pragmatic measures for veterinary quarantine, disease control and surveillance;
3. Rehabilitate livestock marketing infrastructure;
4. Facilitate establishment of public-private and people partnerships;
5. Develop policies to legalize and facilitate cross-border livestock trade and movement;
6. Establish the Kenya Livestock Marketing Board;
7. Establish measures to extend financing to livestock producers, especially women to allow them upscale their production and access markets;

8. Build strategic national food reserves that support livestock production such as hay and formulated feed stores.
9. Introduce livestock insurance schemes, particularly for pastoralist communities.

National Agricultural Sector Extension Policy (NASEP),2012- the policy recognizes that the performance of the agriculture sector over the last two decades has been steadily declining with an the average growth rate of 3.5% per annum in the 1980s to 1.3% per annum in the late 1990s and early 2000s. The policy aims at reversing this trend through providing a road map to revamp extension services. This can only be achieved if there is deliberate efforts to increase funding to the agricultural sector to the minimum of 10% of the national budget as set by the New Partnership for Africa's Development (NEPAD) Maputo Declaration (2003) and more recently the Malabo declaration 2013. Agricultural research and extension in Kenya have historically been considered public goods by virtue of the inability of subsistence farmers to pay for them individually. Extension service approach has evolved from more persuasive and educational approaches that saw extension officers visit farms weekly and set up farmer and pastoralist demonstration plot/farms. This was a top-down approach that lacked farmers participation as well as resulted in a high demand for manpower, time and financial resources. Based on review of global best practices, the government in collaboration with other stakeholders, adopted a participatory and demand-driven extension approach that intends to tap farmer participation and private sector contribution in providing extension services. Some of these approaches include the Farmer Field Schools (FFS). The NASEP policy gives guidelines on the code of ethics and working standards for extension workers. It also offers models of extension services that can be used while being cognizant of;

1. Importance of partnering with all stakeholders key being NGOs and private sector;
2. Building the human capacity;
3. Using Information and Communication Technology (ICT) to reach clients or provide real time information for markets.

Draft national livestock policy also referred to as the sessional paper number 2 of 2008 (revised in 2014) and **draft Kenya Veterinary Policy** (2015). The National Livestock Policy addresses challenges in the livestock sub-sector with emphasis on livestock breeding, nutrition, livestock product value addition, marketing, research and extension. On its part the veterinary policy concentrates on management of livestock diseases, governance of the country's animal genetic resource with particular bearing on upholding sanitary standards on a wide-range of animals beyond the farm-food animals. Both policies recognize that delivery of livestock health and production services whether in the form of preventive, curative or extension requires a skilled and adequately funded human resource. The policies recognize that the most sustainable use of ASALs is through pastoral production. They define pastoralism as production systems that generate at least 50% of their gross revenue from livestock or livestock related activities. The policies tasks the two levels of government to partner with other stakeholders to support pastoralism and agro-pastoralism as viable production systems while encouraging diversification of the pastoral economy to hedge pastoral livelihoods against vulnerability to drought, floods and civil conflicts. The policies recognize two institutions as playing the overall supervisory role of livestock sector governance these are;

1. State Department of Livestock Production which is mandated to develop standards and policies on animal production, animal genetic resource conservation, livestock products value addition, rangeland resource management and promotion of internal and external markets for livestock and livestock products. The department is also mandated with capacity building of counties and maintaining a national database for livestock resources. The main livestock production mandate for the counties is provision of extension services with regard to improved livestock husbandry practices to increase production, improved breeding management, livestock product value addition, improved local, regional and international market information and linkages. The county livestock departments are also mandated to promote sustainable rangeland resource management.

2. State Department of Veterinary Services is charged with the responsibility of formulating the Veterinary Policy in line with the constitution so as to guide the national and county veterinary services on disease surveillance, control and eradication of major livestock diseases in order to create an enabling environment for improved livestock production and support domestic and international trade.

The policies recognize the following as key challenges facing the livestock sector in the country;

- Low capacity of animal disease management due to underfunding and understaffing,
- Underdeveloped infrastructure for animal health and production,
- Limited value addition of livestock products before marketing,
- Weak marketing systems and products that lack compliance with sanitary measures,
- Low productivity of animals due to lack of good genetic potential and breeding practices,
- Constant drought shocks due to effects of climate change that result in pasture and feed shortages.
- Lack of Information on livestock populations size, trends and distribution as there has been no comprehensive census done since 1988.

The draft veterinary policy anchors the 26 acts of Parliament that currently constitute the legal framework of the animal resource industry. However, the policy is cognizant of the fact that some of the acts contain obsolete provisions and require alignment with the constitution as well as review to align with current trends in Veterinary Services Delivery (VSD).

The list below categorises parliamentary acts that govern veterinary services:

Category 1: Acts applied wholly by the Veterinary Services Sector

1. Animal Diseases Act, Chapter 364;
2. Meat Control Act, Chapter 356;
3. Rabies Act, Chapter 365;
4. Veterinary Surgeons and Veterinary Para-professionals Act, Chapter 366;
5. Branding of Stock Act, Chapter 357;
6. Prevention of Cruelty to Animals Act, Chapter 360;
7. Cattle Cleansing Act, Cap 358;
8. Hides, Skins and Leather Industry Act, Chapter 359.
9. Draft Veterinary Medicine Directorate (2017)

Category 2: Acts applied by Veterinary Services and other sectors

1. Public Health Act, Chapter 242, in collaboration with the Ministry responsible for human health;
2. Food, Drugs and Chemical Substances Act, Chapter 254 , in collaboration with the Ministry responsible for human health;
3. Pharmacy and Poisons Act, Chapter 244, in collaboration with the Ministry responsible for human health;
4. Narcotics Drugs and Psychotropic Substances Control Act, Chapter 245, in collaboration with the Ministry responsible for human health;
5. Pest Control Products Act, Chapter 346, in collaboration with the Ministry responsible for Crop Agriculture;
6. Stock and Produce Theft Act, Chapter 355, in collaboration with the Ministry responsible for Crop Agriculture;
7. Crop Production and Livestock Act, Cap 321, in collaboration with the Ministry responsible for Crop Agriculture;
8. Agriculture Act, Chapter 318, in collaboration with the Ministry responsible for Crop Agriculture;
9. Standards Act, Chapter 496, in collaboration with the Ministry responsible for Trade and Industrialization;
10. Fisheries Act, Chapter 378, in collaboration with the Ministry responsible for fisheries development;

11. Wildlife Management and Conservation Act, Chapter 376, in collaboration with the Ministry responsible for wildlife and tourism;
12. Customs and Excise Act, Chapter 472, in collaboration with the Ministry responsible for customs;
13. Bio-safety Act, Number 2 of 2009, in collaboration with the Ministry responsible for Science and Technology;
14. Witchcraft Act, Cap 67, in collaboration with the Ministry responsible for culture;
15. Dairy Industry Act, Chapter 336;
16. Uplands Bacon Factory Act, Chapter 362;
17. Kenya Meat Commission Act, Chapter 363.

The fourth schedule of the 2010 Kenyan constitution distributes various livestock sector functions between the national and county governments. National government functions include: Disaster management, Agricultural and Veterinary policies development and offering Capacity building and technical assistance to the counties. The functions and powers of the county government are all categorized under Agriculture and include;

- (a) crop and animal husbandry;
- (b) livestock sale yards;
- (c) county abattoirs;
- (d) Plant and animal disease control;
- (e) Fisheries.
- (f) Animal control and welfare.

The Veterinary Surgeons and Veterinary Paraprofessionals (VSVP) Act, 2011, makes provision for the training, registration and licensing of veterinary surgeons and veterinary para-professionals who provide animal health services and welfare as well as other connected functions. The VSVP act established the Kenya Veterinary Board (KVB) which has the general supervision over training, business practice and licensing of veterinary surgeons and para-professional practitioners in Kenya. The board together with the directorate of veterinary services act as the advisor to the government on veterinary matters. The VSVP act clearly categorizes the different services given by the veterinary surgeon and veterinary paraprofessional. The act recommends that the veterinary para-professionals should be under the direct supervision of a veterinary surgeon. The act also stipulates stiff penalties for unqualified or unregistered persons practicing or offering veterinary services. The board has also set minimum requirements that allows person to be licensed to practice. In this regard, only persons who have obtained a 2 year certificate course in animal health from a KVB licensed institute can be registered. This act therefore has no provision for training and licensing of Community Based Animal Health Workers (CBAHWs) as they were originally trained for less than one month. The banning of CBAHWs has left a significant gap in veterinary service provision in many ASAL areas thus denying the livestock keepers the right to services as envisaged in the constitution and echoed by the ASAL policy which recommends for alternative approaches to service delivery given the unique set up of pastoralist production systems.

In order to ensure devolution of services without disruption, the Directorate of Veterinary Services (DVS) and in consultation with respective County Executive Committee (CEC) Members, Chief Officers (Co) and County Directors of Veterinary Services (CDVS) developed the **Guidelines for Delivery of Veterinary Services in Kenya**. The guidelines clearly and elaborately stipulate the counties devolved mandate as listed below;

1. Implementation of national policies and development of relevant county veterinary policies and strategies that align to the national policies;
2. Development and enforcement of sanitary measures- manage abattoirs ; preventive disease control; Outbreak management and conduct passive and active surveillance of diseases;
3. Vector Control and surveillance
4. Regulatory services- control animal movement; offer technical oversight for livestock sale yards and protect disease free zones and stock routes land;

5. Implementation of foreign policy and international treaties;
6. Assurance of animal welfare;
7. Conduct animal husbandry extension services;
8. Ensure conservation and management of animal reproductive resources (AI);
9. Maintain animal resource information database;
10. Develop and implement national and county livestock programmes and projects;
11. Promote livestock Trade- market access and product development;
12. Support research and development;
13. Implement Disaster Management programmes and strategies;
14. Offer technical expertise and ensure sanitary compliance of export establishment and ports of entry;
15. Collaborate with other institutions.

Public Service Commission (PSC)- The PSC mission is to transform the public service workforce to one that is professional, efficient and effective. The PSC has developed a multitude of documents that the county Human Resource (HR) department can use to guide the drafting of human resource manuals and policies. One of this documents is the 2013 county public service human resource manual. The manual gives detailed and elaborate guidelines on how county's should establish and manage their workforce. The manual gives elaborate guidelines on staff recruitment, promotion and retention. It also elaborates on how to develop terms and conditions of employment, performance evaluation systems, code of conduct procedures and gives salaries, allowances and advances scales. The PSC manual has also outlined how the county HR department can consultatively develop a leave and training schedule. The PSC in February 2017 released the draft human resource planning and succession management strategy. The strategy urges counties to have a culture of proactive planning that ensures critical work force positions are identified early so as to allow recruitment and training of a pool of potential successors. The strategy also encourages counties to have a culture that supports knowledge transfer and employee development. The PSC encourages continuous learning as a way of developing human capital in the public service. The county governments have also been encouraged to establish training funds for financing their training programmes. The funds can be used for job-related courses that enhance performance and service delivery. The county HR departments are urged to ensure trainings in the county are based on findings from a training needs assessment which should be conducted every two years in each county department. The county departments on their part are urged to prepare training projections based on the developed training needs assessment, these projections can then be used to guide the training committees in nominating officers for training. The PSC manual recommends that each county public officer should have at a minimum five (5) days of training in a year while newly recruited or transferred officers must be inducted within three months of joining County Public Service. The main PSC challenge is the bloated work force which was red flagged in August 2017 by the controller of budget. In her report, she noted that the public wage bill from the two arms of government stood at Kshs. 627 billion a year. This means that almost half of the government's revenue is being directed to paying civil servant salaries.

County Context

Food Security Master Plan for Turkana County (2012)¹²- the report presents the food security potentials based on biophysical and socioeconomic parameters. The master plan notes that the Kenya Commission on Revenue Allocation report of year 2011 has ranked Turkana county as the poorest and most food insecure County in Kenya. The report has several suggestions on short, medium and long term

¹² https://www.researchgate.net/publication/288965722_Food_Security_Master_Plan_for_Turkana_County

plans which can be undertaken to ensure sustainable food security in Turkana. Some of these plans in the livestock sector include; large scale pasture/fodder production and conservation, water resources improvement, promoting new/emerging techniques and skills for livestock management, ethno veterinary diseases control measures, establishing livestock breeding programmes and livestock gene bank, linking livestock keepers with local, regional and international markets and up scaling indigenous livestock value addition technologies such as Enyas meat preservation.

Turkana County Integrated Development Plan (CIDP) of 2013 to 2017

Turkana County is administratively divided into 7 sub-counties, 30 wards, 56 locations and 156 sub-locations. The document highlights the importance of nomadic pastoralism which is the main livelihood for 60 percent (%) of Turkana's communities . The CIDP notes that the county has an unexploited potential to significantly contribute to the red meat value chain in the country. However, this potential is limited due to chronic outbreaks of diseases and lack of adequate funds to develop the livestock sector. The policy document pin points several reasons that result in the underdevelopment of the livestock sector they include;

- Frequent droughts;
- Inadequate funding for extension;
- High cost of livestock inputs;
- High cost of breeding animals;
- Low production of livestock breeds;
- Animal malnutrition due to poor pasture development and lack of animals feed processing industries;
- Inadequate supply of vaccines and drugs;
- Lack of staff.

The main intervention strategies identified are;

- Intensifying disease surveillance and setting up early warning systems;
- Provision of water for livestock;
- Promotion of pasture management (hay bailing);
- Establishment of modern animal feed manufacturing industries;
- Building of livestock marketing yards.

Draft Turkana County livestock and Fisheries Policy (October 2017)

The policy is in the first draft form and contents may change as it goes through stakeholder participation. The document outlines practices, processes and guidelines to counteract challenges that are hindering the county to utilise its immense animal resource industry that comprises of 1.5 million Cattle, 3.5 million Sheep, 5 million goats and 830,000 camels. The policy identifies land and water resources as key factors of production and recommends development of appropriate land-use systems. In this regard, the policy has provided for a Range Management Unit, a Livestock Marketing Authority and a Multi Stakeholder Platform to coordinate the livestock sub sector. The policy suggests a public-private partnerships framework to leverage on the private sector resources. The policy also proposes setting up of a monitoring and evaluation unit within the Ministry of Agriculture, Pastoral Economy and Fisheries. The document has also identified several sources for financing the sector that include the national government allocation, local revenue generation and funds from development and NGO partners. The policy proposes that the county increase the annual budgetary allocation to the livestock sector from the current 3 to 13%. The document suggests several strategic activities that can be used to increase livestock production and secure livelihoods of the pastoralist communities some of these include;

- I. Promoting access to adequate and nutritious animal feed through land rehabilitation (remove invasive species), pasture reseeding, harvesting and storage.

2. Improving livestock breeds through cross and line breeding with commercial exotic breeds that can survive in the environment;
3. Increasing funding and road infrastructure to support livestock extension services.

3.2 CAPACITY NEEDS ASSESSMENT (CNA) FINDINGS

The CNA in Turkana County was carried out between 9th and 12th October 2017. On the first day of the assessment, three enumerators were trained on the interoperability of Tool 1 that had been uploaded on an android phone data collection platform called (AKVO flow). The second day was a half day inception meeting that was attended by 40 participants (Figure 1) who were drawn from the livestock production, veterinary and water, public health and sanitation sectors. The inception meeting introduced the aims and expected outcomes of the CNA exercise. This was important so as to get the buy in from county staff to fully participate in the exercise. The inception meeting break out group discussions (Figure 2) were able to;

- Outline the current and ideal organogram for the livestock production and veterinary section;
- List function and role of each cadre of staff;
- List existing national and county policies and other reference documents that govern the livestock production, range and veterinary service delivery mandate of the county;
- List infrastructure that support livestock service delivery;
- List key development partners and NGOs that support capacity development and service delivery;
- Outline challenges hindering service delivery for each sector
- Discuss the vision of the sector;
- Identify staff to be interviewed for the CNA exercise.

On the third and fourth day of the assignment individual and key informant interviews were conducted. In total, 6 KIIs were carried out guided by Tool 2 and 3 questions which assessed the institution and organisation capacity levels of the livestock department. The KII interviewees were conducted with the Principal Administrative Officer, County Director of Veterinary Services, Outgoing Chief Officer, Deputy Director of Livestock Marketing and Extension, Deputy Director Animal Production and Breeding and Acting Agriculture, Pastoral Economy and Fisheries minister. Individual capacity level assessment was carried out using Tool 1, 19 out of the 28 Veterinary officers representing 68% of staff from the veterinary section were interviewed. The CNA findings were then analysed and results used to generate information for the CCNA framework matrix (Table 1 above). The validation workshop for Turkana County was held on 4th December 2017, a total of 39 staff from the county government attended the meeting, the staff were drawn from the three sectors of Water, Livestock production and veterinary services. Participants formed sector break out group discussions and in a consultative manner developed a livestock sector capacity building plan guided by the CNA framework matrix (table 2 above).



Figure 1: CCNA inception meeting in Turkana County



Figure 2: Break out group discussions veterinary and livestock production staff

3.2.1 INSTITUTIONAL CAPACITY

The institution or enabling environment includes formal and informal rules and norms that provide the framework of goals and incentives within which organizations and people operate. This level of capacity assessment focused on; Policy and legal framework and Financing of the sector. The county veterinary services were guided and regulated by the national draft livestock and veterinary policies and associated acts. However, KIIs with the CO and directors of livestock production and veterinary services indicated that the national policies lacked guidance on strategies to deliver veterinary services in pastoralist production systems. This necessitated the county government to seek support to develop the Turkana County Livestock and Fisheries Policy. The policy was developed through a consultative process where a working group with representation from ministry of agriculture, pastoral economy and fisheries, National Disaster Management Authority (NDMA), GIZ, FAO-UN, World Vision and Agency for Pastoralist Development (APaD). The draft policy still needs to undergo several stakeholder consultations and revisions before it can be passed into law by the county assembly. The draft policy recommends the livestock sector to be allocated 13% of the annual county budget this is significantly more than the 4.5% set in the Turkana CIDP (2013-2017) and higher than the recommended 10% set by CADDP. The KIIs indicated that the county assembly and county treasury staff who are the main governance and power structure in the county lacked the understanding of why more resources need to be allocated to support livestock service delivery which is mainly extension based. The livestock sector financing for the fiscal years 2014/15, 2015/16 and 2016/17 for the development expenditure were 6.56%, 3.38% and 4.09% respectively (Table 4).

Table 4: Trends in Annual Livestock Sector Financing for Turkana County (Kshs. millions)

Financial Year	2013/14		2014/15		2015/16		2016/17	
	Rec.	Dev.	Rec.	Dev.	Rec.	Dev.	Rec.	Dev.
Pastoral Economy and Fisheries	-	-	88	644	50.61	328.55	169.10	363.40
Total County Allocation	-	-	3303	9819	3810.69	9707.43	5487.83	8878.12
% to the Overall Budget	-	-	2.66%	6.56%	1.33%	3.38%	3.08%	4.09%

Source: Annual County Government Budget Implementation Review Reports

The responses from the KIIs and questionnaire interviews and validation workshop were categorized and summarized into the CCBP matrix outlined in table 5 below;

Table 5: Turkana County Livestock sector Institutional Capacity Assessment Findings

Level I: Institution Capacity			
Indicator	Existing Capacity	Estimated Capacity Gap	Priority Ranking (high/ low)
Policy and legal regulatory framework	<p>National level</p> <ul style="list-style-type: none"> - Draft livestock and veterinary policies and related acts <p>County level</p> <ul style="list-style-type: none"> - CIDP - Draft County Livestock and Fisheries Policy - Food Security master plan 	<p>1. Staff training on policy making process.</p> <p>2. Develop;</p> <ul style="list-style-type: none"> - Livestock disease control policy that outlines contingency plans for management of priority trade sensitive livestock diseases - Livestock sales yard and marketing policy - Livestock extension and value addition policy and strategy 	<p><u>High Priority</u></p> <ul style="list-style-type: none"> - Fast track revision and passage of draft livestock and fisheries policy <p><u>Low Priority</u></p> <ul style="list-style-type: none"> - Train staff on policy making process. <p>Develop</p> <ul style="list-style-type: none"> - Livestock disease control policy - Livestock sales yard/ marketing policy - Livestock extension and value addition policy
Financing of sector	<p>Annual work plans and budgets consultatively developed with staff</p> <p>Veterinary Staff submit weekly and quarterly reports of sub-county activities</p>	<p>1. Lack of funds decentralization from county treasury to Ministry of Agriculture, Pastoral Economy and Fisheries;</p> <p>2. Lack of Authority to Incur Expenditure (AIE) forms at sub-county offices;</p> <p>2. Lack of regular (monthly or annual reports) of livestock production activities due to lack of funds most staff go to work with no facilitation to carry out extension work;</p> <p>3. Lack of CDVS reports to national DVS office highlighting monthly livestock disease status in the county;</p> <p>4. Lack of dialogue platforms between CEC, CO and county assembly members as well as county treasury staff to sensitise them on benefits of allocating more resources to livestock sector.</p>	<p><u>High Priority</u></p> <ul style="list-style-type: none"> - Decentralize funds to departments and sub county offices - Dialogue with county assembly and treasury staff to increase annual budget allocation to Ministry of Agriculture, Pastoral Economy and Fisheries <p><u>Low priority</u></p> <p>Encourage reporting of county livestock disease status to DVS.</p>

3.2.2 ORGANISATION CAPACITY

An organisation is defined as a group of individuals who are bound by commonly agreed rules and procedures that aid them realizing one or more pre-set objectives. During assessment of organisation capacity level the following indicator themes were evaluated for;

1. Strategic management – long-term plan of action, management behaviour and decision-making process;
2. Organisation Structure, staff establishments and roles and responsibilities;
3. Human resources functions and processes;
4. Knowledge generation and information flow process;
5. Infrastructure;
6. Inter-relationships

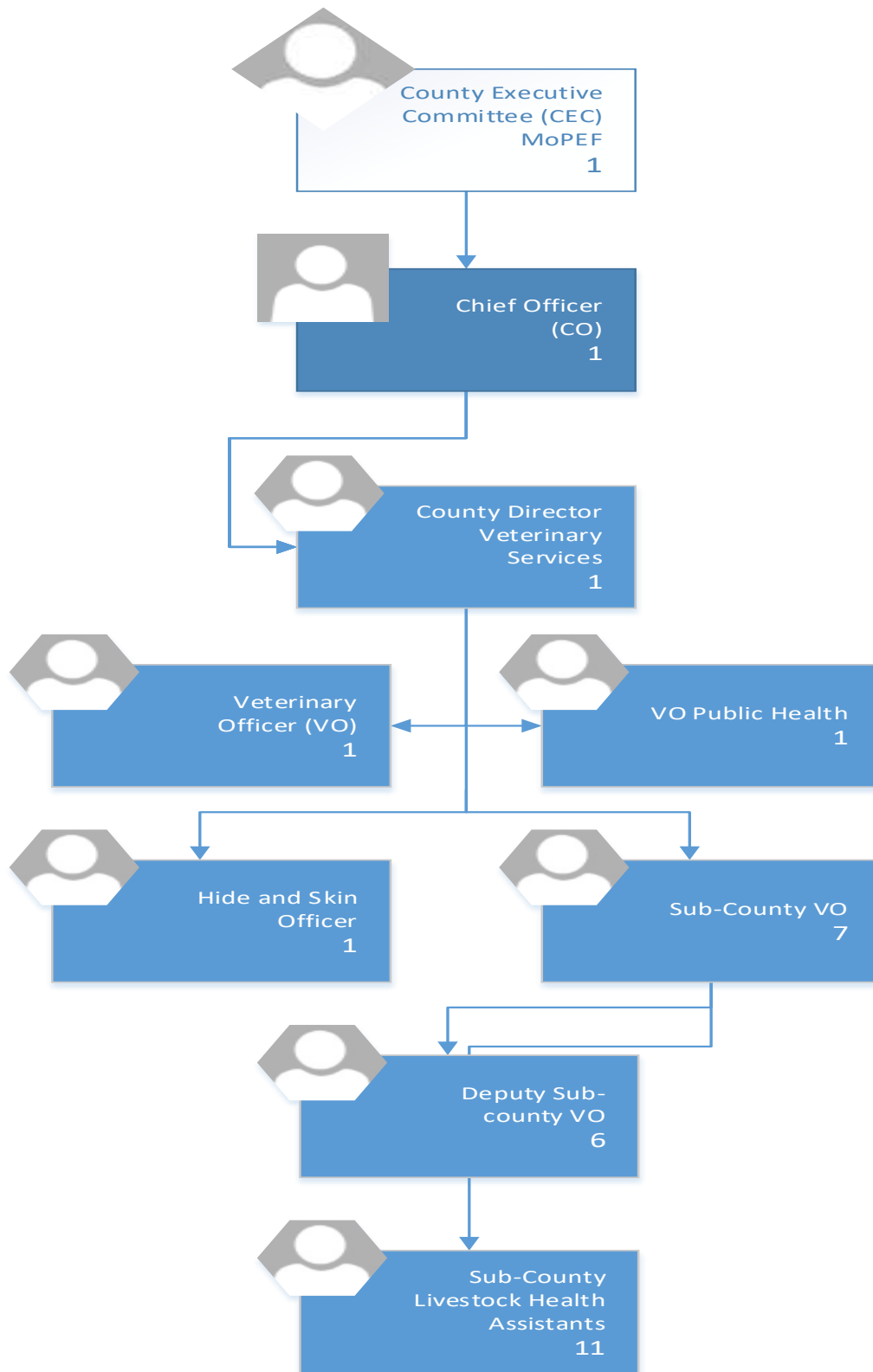
Theme 1: Strategic management

The ministry of agriculture, pastoral economies and fisheries has a clear vision and mandate as outlined in the CIDP and draft livestock and fisheries policy. The Turkana county envisions a functional and sustainable livestock and fisheries production system. The management of the ministry is composed of the CEC, CO and directors of livestock production and veterinary services. The CEC though not a holder of agriculture training was knowledgeable on the human resource challenge the department faced. The CO and all directors all had livestock based training. Apart from the CO, all directors had prior public sector work experience before joining the county and were well versed with the norms and processes of public service.

Theme 2: Organisation structure, staff establishment, roles and responsibilities

During the inception meeting break out group discussions, the livestock and veterinary services staff outlined the current organograms (Figure 3) and proposed organograms (Figure 4). The staff also outlined the roles and responsibilities of each cadre of staff as well as listed challenges faced in discharging their mandate. The livestock production section has a total of 21 technical staff while the veterinary services section has 28 technical staff. Staff from both the veterinary and livestock sections during the inception meeting noted that there was a serious understaffing in the ministry of agriculture, livestock and fisheries and this was mainly due to low recruitment rate of staff by the county and the fact that most staff were ageing and based at headquarters or sub county level offices leaving a huge deficit at the ward and village level where most workers were required to offer frontline extension services to the public. All staff consultatively agreed that there was dire need to recruit at least 30 staff for each of the livestock production, range management and veterinary services sections. This proposal means that the county requires to hire 90 frontline extension workers to ensure efficient coverage of the 30 wards in the county. The proposal though well intended would mean the county wage bill would rise to levels that are not sustainable¹³. With this in mind the county directors of veterinary services indicated that the county would have to have innovative ways of hiring new staff. One proposed way was to hire Subject Matter Specialists (SMS) with more than one livestock training areas for example hiring diploma and certificate holders from AHITI Griftu institute in Wajir County as they were trained on animal health and rangeland management.

¹³ Brief on Public Sector Wage Bill: Policy Options. Published by Institute of Economic Affairs (IEA): Issue No. 4 June, 2014.



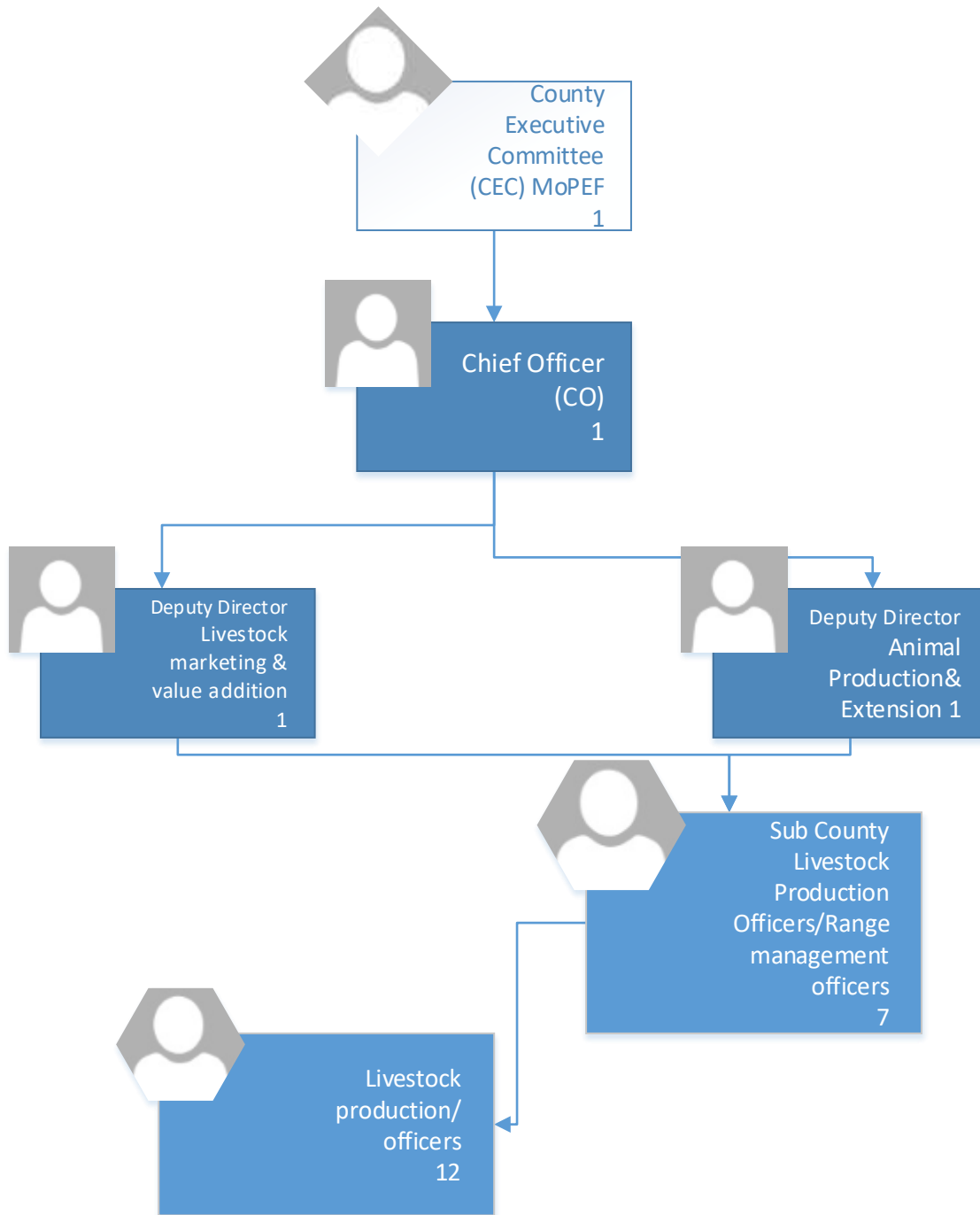
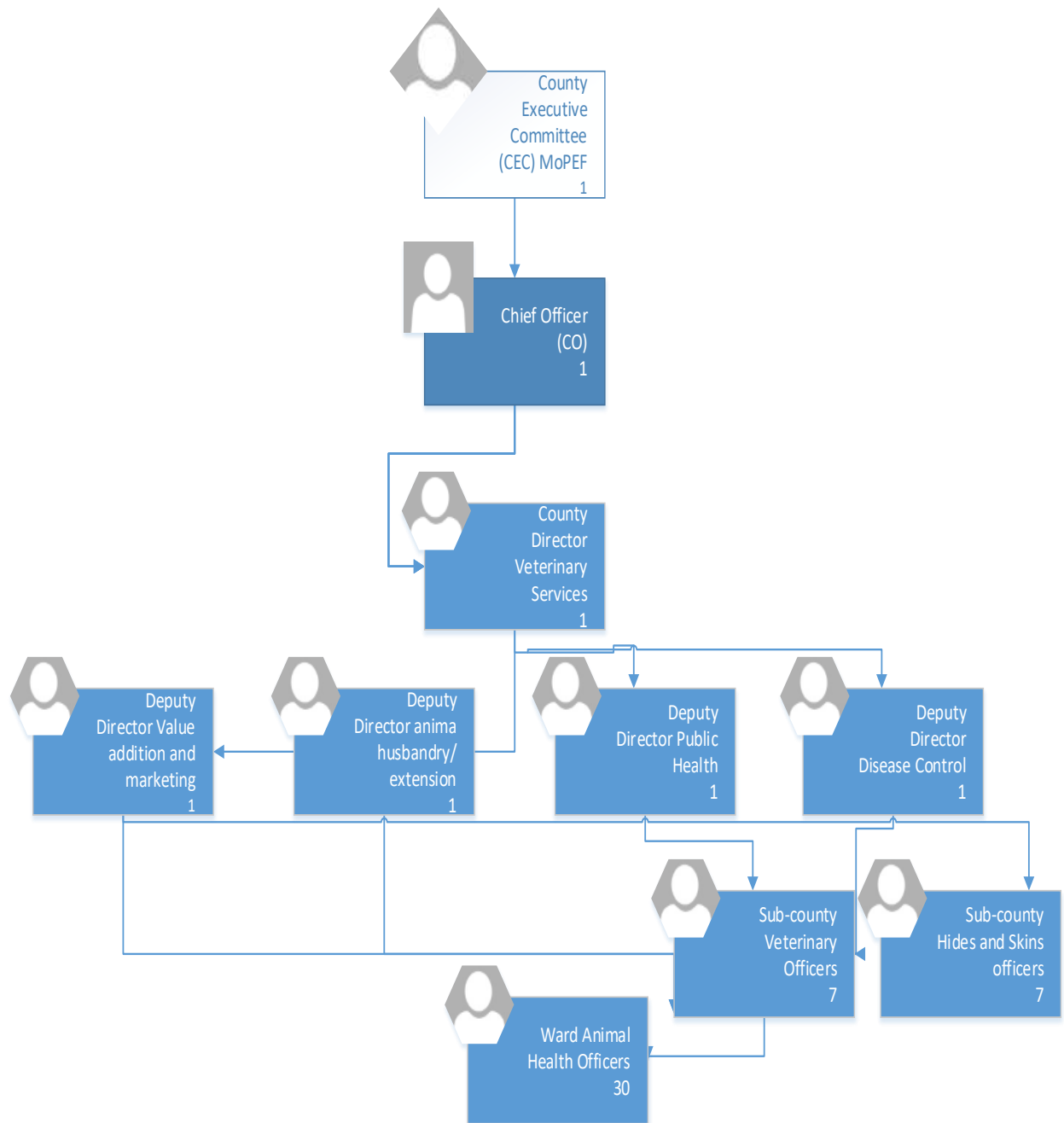


Figure 3: Current Organogram veterinary and livestock sections, MoPEF department



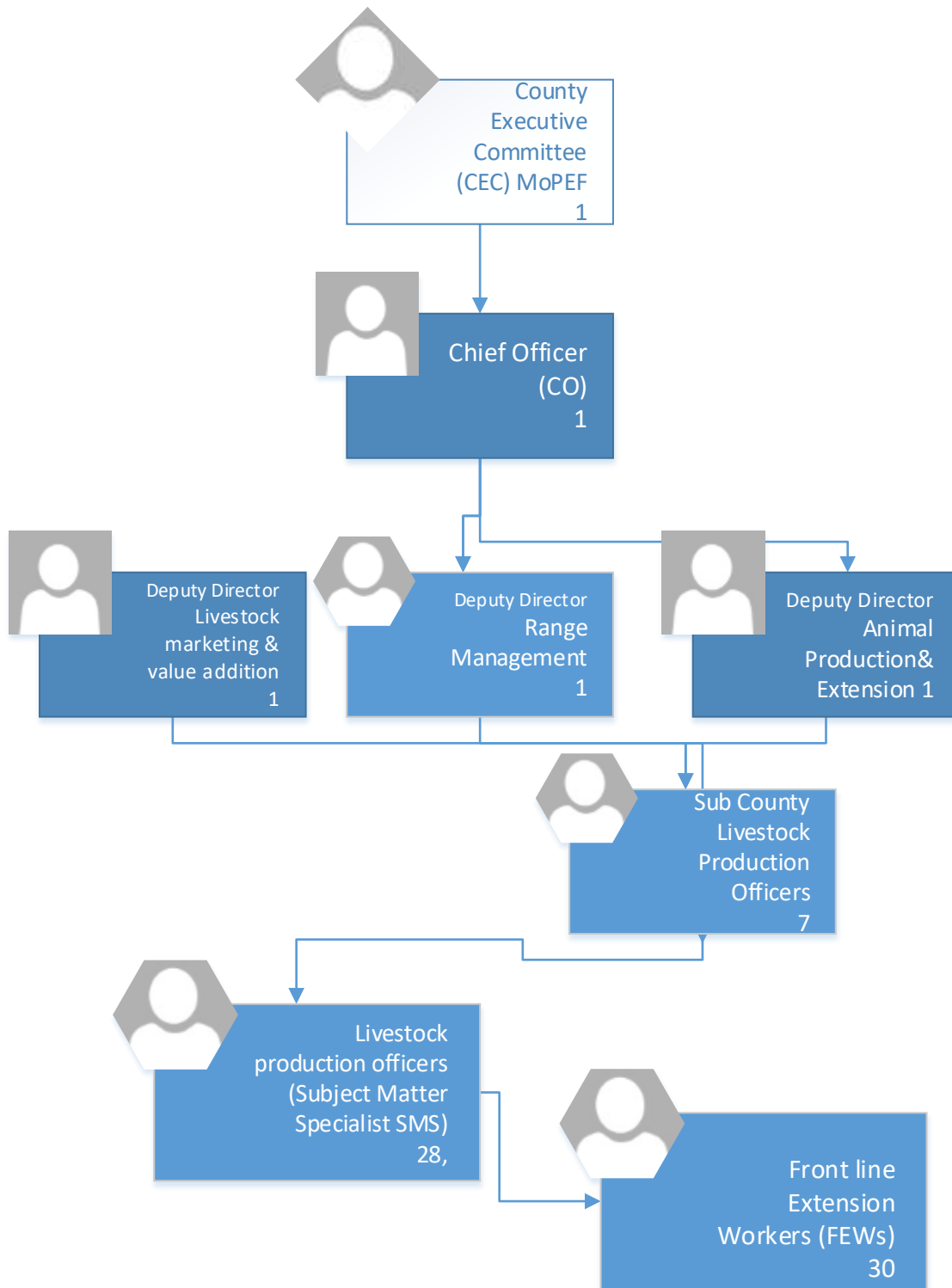


Figure 4: Proposed organogram for the veterinary and livestock sections, MoPEF

During the inception meeting the staff in outlined the different roles of each cadre of staff in the department. The CEC role was seen as one that should mainly involve policy implementation.

CEC duties were listed as;

- Attend cabinet county meetings;
- Implement policies passed in the cabinet and county assembly;
- Report ministry of agriculture, livestock and fisheries performance to cabinet and county assembly;
- Official spokesman for the ministry;
- Lobby for financial and human resource allocation.

The CO role was outlined as;

- Accounting officer;
- HR role – in charge of staff in department, part of the recruitment, promotion and disciplinary committees;
- Budget implementer and controller as he is the only AIE holder in the department.

Directors role (CDVS and Livestock production directors)

- Management of staff alongside CO;
- Consultatively develops work plan and budgets as well as supervise their implementation once funds are availed;
- In charge of technical activities implementation and monitoring
- Other delegated duties from CO- signatory of IFMIS

Sub-county officers role

- Offer extension services in their areas of expertise (subject matter specialist SMS)in animal health, livestock production, hides and skins and rangeland management
- Collect revenue from meat inspection fee in slaughter slabs/house, issuance of livestock movement permits, hides and skin dispatch notes and flayer licenses.

Frontline extension workers/Ward animal/livestock health officers

- Address day to day needs of the public at ward and village level with reference to their specialty. However at this level due to shortage of staff most staff offered services in almost all livestock extension services despite not having trained in the area, the exception was veterinary clinical and vaccination services that were only offered by staff who had animal health training.

The CO and directors noted that the county will face a staff capacity shortage in the next 5 years if there are no deliberate steps taken to put in place a succession/recruitment plan that will assess the critical capacity gap that needs to be recruited and trained. Noting this critical challenge, the PSC in February 2017 released the draft human resource planning and succession management strategy for the public service, the strategy urges counties to have a culture of proactive planning that ensures critical work force positions are identified early so as to allow recruitment and training of a pool of potential successors. The individual staff interviews indicated that majority of staff were ageing and were projected to retire from service within the next 5 years. This was especially so for skills like range management, meat inspection and hides and skin development.

Theme 3: Human resources functions and processes

The county veterinary services and livestock production directors all noted that the lack of HR policies specifically the county scheme of service meant that there were no guiding guidelines on promotion and recruitment of staff. Despite this challenge they had taken deliberate efforts to hire staff with 58% (7/12) of staff interviewed from livestock section having been hired by the County Public Service Board (CPSB), the veterinary section had also hired 47% (9/19) of staff. In addition, the veterinary section had fully embraced the KVB-DVS internship programme and had taken on board 12 animal health interns who were supporting frontline extension services at sub-county and ward levels. Most staff respondents were in job group J-N with almost all 84% (16/19) of veterinary section staff and more than half (58%;7/12) of livestock production staff placed in this job group. The main reason for this findings was due to lack of promotion opportunities especially for staff seconded from the national government. This was mentioned as the key reason most staff especially those that were seconded from the national government were demoralized. All staff indicated that there was a HR department in the county with each department having a HR representative called a principal administrator. However, staff participating in the inception meeting, noted that the role of the principal administrator was not known and this had resulted in confusion as the directors also carried out HR roles in the department. Most staff (60%) in the veterinary section and nearly half (42%) in the livestock sector rated the effectiveness of the HR office as fair. The delay in addressing promotion and lack of recruitment of new staff were the two main reasons given for the fair rating by over 50% of staff interviewed in both livestock and veterinary sections. All staff in both sections indicated that there was an appraisal system in place but there was no feedback mechanisms. Despite not having guiding documents, almost half (50%) of staff interviewed rated the recruitment process done by the County Public Service Board (CPSB) as good, since it was based on merit and staff hired were competent. All staff in the livestock production section indicated that the county had no induction system. Noting this gap, the CDVS, begun an in-house induction training for newly recruited veterinary services staff and interns.

Theme 4: Infrastructure to support service delivery

Information derived from the inception meeting break out group discussions and KII with county directors of veterinary services and livestock production all indicated that there was inadequate infrastructure to support service delivery. The livestock production section had only (3) three vehicles and (8) eight motorcycles while the veterinary section had one (1) vehicle and three (3) motorcycles. With regard to infrastructure that supports revenue generation the staff indicated that there were thirty two (32) livestock sale yards across the county but only five (5) were functional. The veterinary services section noted that the lack of cold chain infrastructure greatly hampered vaccination activities resulting in low vaccination coverage of the livestock population. In addition, the lack of laboratory staff and a fully equipped diagnostic laboratory were key factors hindering livestock disease control and surveillance efforts. The CDVS noted that the veterinary section was in charge of only four (4) gazetted slaughter slabs all located in Lodwar town and one export donkey slaughter house. The county has other slaughter slabs distributed across the county but they are still under the mandate of the county public health department. The CDVS indicated that the department was in the process of requesting the national DVS office to gazette them so as to ensure that all meat inspection is conducted by the county veterinary services department.

Theme 5: Information flow process

The staff indicated that there was a lack of a central collection office that would act as a department or county livestock knowledge repository centre. The staff also noted that there was lack of knowledge sharing across departments and sections. This meant that there is a high likelihood of duplication of projects as there were no deliberate efforts to map projects and partners in the agriculture, livestock and veterinary services sections. The main internal peer communication channels used by staff in both veterinary and livestock sections was mobile phones (Figure 5) below .

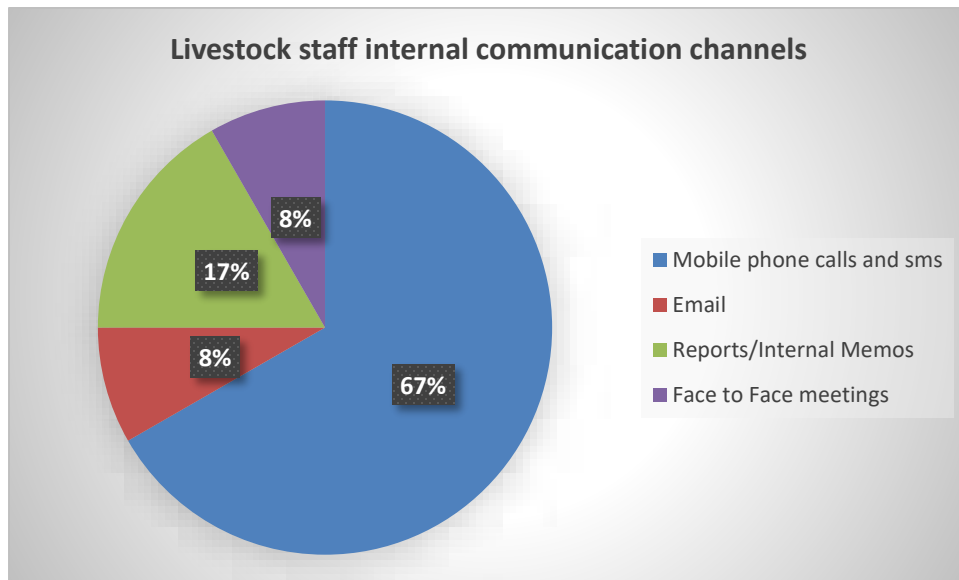
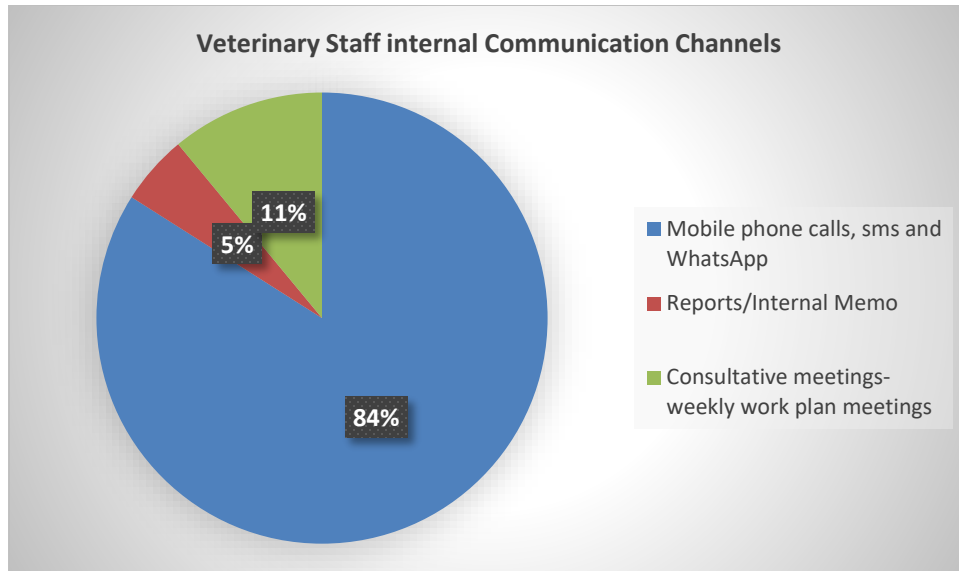


Figure 5: Internal communication channels used by Turkana county livestock sector staff

The above communication channels are acceptable but official information should always be passed through formal channels of email, letters or internal memos. The county HR manual of 2013 elaborates on the type of communication channels to be used based on the circumstances. For example the county executive committee members (CEC) are advised to communicate with one another on official matters with letters, emails and telephone. The CECs should communicate with their respective county secretaries using meeting minutes, emails, telephone or orally and with heads of departments under their control in writing through their county secretary.

Theme 6: Interrelationships

The county had no formal partnership agreements, the CO and staff interviewed noted that several NGOs and development partners were key in ensuring the livestock department achieved its mandate as it faced chronic lack of funds due to failure to decentralize funds from county treasury. The staff identified the following as key partners;

1. Red Cross – destocking, livestock feeds distribution and pasture reseeded
2. NDMA – destocking and livestock feeds distribution
3. Dioceses of Lodwar – livestock feeds distribution
4. Agency for Pastoralist Development (APaD) – livestock marketing
5. Child fund – Animal breeding and pasture reseeded
6. National government RPLPRP – marketing
7. Mercy Corp – Gender equality projects - Improving Resilience of girls with livestock assets
8. FAO-UN – destocking and feed distribution
9. CRS – pasture reseeded
10. Lutheran World Federation – Natural Resource Management
11. JICA – pasture and reseeded
12. VSF - Germany – pasture and reseeded
13. Lotus Kenya Action for Development organization (LOKADO) – peace building and NRM conflict resolution
14. National government projects State department of Livestock production – Drought Resilience and Sustainable Livelihoods Programme (DRSLP) and Regional Pastoral Livelihoods Resilience Project (RPLRP).
16. World Relief – Animal breeding
17. GIZ – marketing and pasture establishment
18. World Vision – pasture and reseeded
19. ILRI-livestock value chains and markets and development of real time disease early warning systems
20. CARITAS- emergency destocking and resolving natural resource conflict
21. Turkana Pastoralist Development Organization (TUPADO)- destocking and livestock markets.

In addition, the Veterinary section staff indicated that the partners mentioned above also offered support for delivery of veterinary services especially logistical support for conducting routine and emergency vaccination and treatment campaigns. With regard to interworking relationship 67% of veterinary staff and 75% of livestock staff rated the support from their supervisors as good.

3.2.3 INDIVIDUAL CAPACITY

Theme 1: Job Skill

The individual assessment sampled 68% (19/28) staff from the veterinary section and 57% (12/21) staff from the livestock production section. In both sections most of the respondents were male with only 2 women from veterinary section and 3 from livestock production section interviewed. The average years in public service of the respondents was 11 years for veterinary staff and 14 years for livestock production staff. The level of academic training attained for staff interviewed is highlighted in figure 6 below.

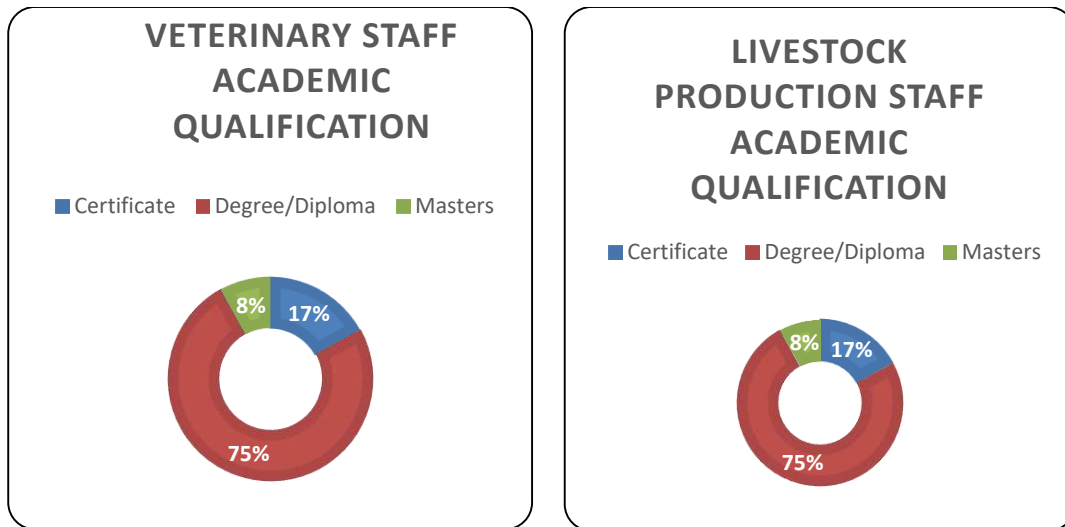


Figure 6: Academic qualification of Turkana County Livestock Sector staff

Theme 2: Devolved Functions Performance

An analysis of veterinary service functions revealed that only 4 or 5 of the 18 functions devolved to the county were performed on a routine basis the two commonly performed functions were offering preventive health care services mostly vaccination and deworming and providing clinical and husbandry extension services. Figure 7 highlights the frequency of performance of the 18 veterinary functions as reported by respondents from the veterinary section. Lack of funds to support field activities and procurement of animal health inputs was the main reason mentioned by staff for not been able to regularly carry out their mandate. The CNA revealed that critical staff lacking were laboratory technicians, hides and skin experts and meat inspectors. Offering technical oversight for livestock sale yards, hides and Skins improvement and participation in research agenda were functions that were rarely conducted. No staff offered breeding services. The frequency of performance and level of effort (Figure 8) varied with the individual staff experience and if there were resources availed to support the staff to carry out the function. All staff indicated they had not been provided with Standard Operating Procedures (SoPs) to guide their service delivery activity.

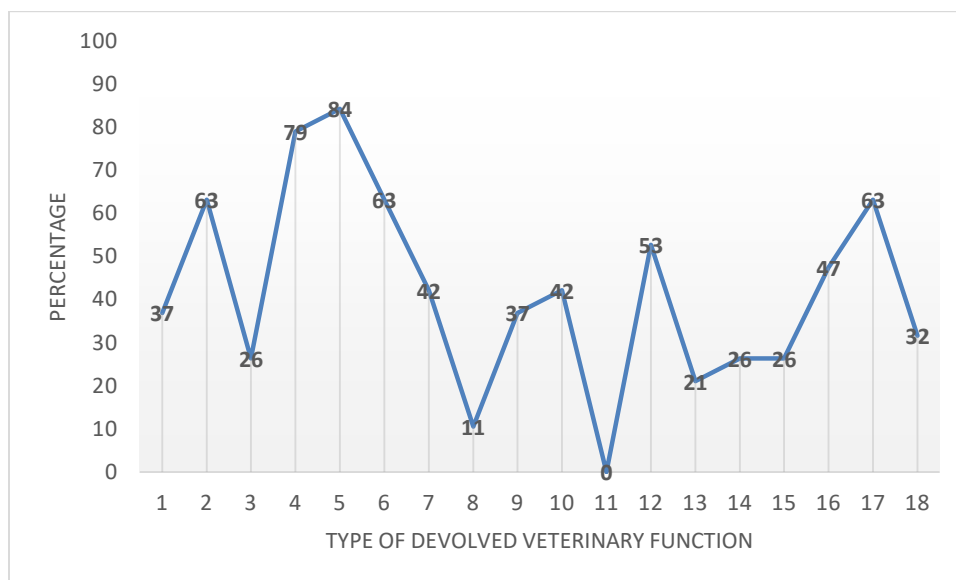


Figure 7: Percentage distribution of veterinary functions performed in Turkana county

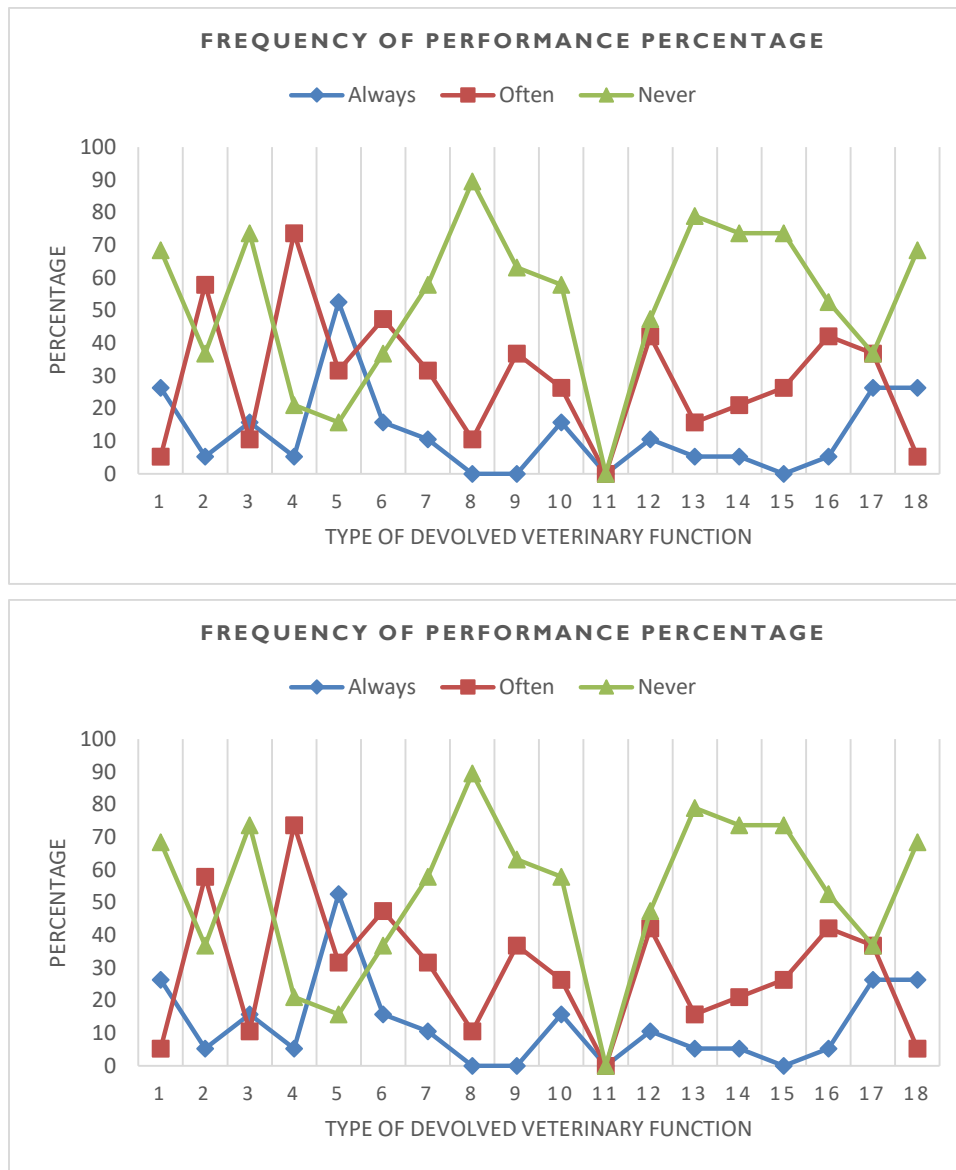


Figure 8: Percentage distribution of veterinary functions frequency of performance and level of effort in Turkana county

Key: Type of Veterinary Function

- 1= Implementation of national Veterinary disease control policies and strategies
- 2= Develop of relevant county veterinary policies and strategies
- 3= Meat inspection of county abattoirs and its management
- 4= Preventive health care services- vaccination and deworming
- 5= Clinical and Husbandry extension services
- 6= Passive and active disease surveillance
- 7= Vector surveillance and control
- 8= Control of animal movement and livestock product movement (issuance of movement permits/dispatch certificate)
- 9= Promote use of quality and safe feed stuff and veterinary medicine
- 10= Implement one health and animal welfare standards
- 11= Offer Animal breeding/reproductive services- AI
- 12= Investigate and report notifiable diseases to county and national DVS
- 13= Offer technical oversight for livestock sale yards

- 14= Offer Hides and Skins improvement services
- 15= Participate in research agenda
- 16= Implement national Early Warning (EW) disaster programmes and activities
- 17= Collaborate with other departments and institutions
- 18= other function mainly administration of staff (Sub-county heads also serve as deputy directors)

Theme 3: Professional development opportunity

The PSC encourages a culture of continuous learning as a way of developing human capital in the public service. Continuous learning upgrades core competencies, knowledge, skills and attitudes of public officers including their ability to assimilate technology to enable them create and seize opportunities for career growth, social advancement, economic growth and development¹⁴.

The PSC HR manual encourages county governments to establish a training fund for financing their staff training programmes. The funds can be used for job-related courses that enhance performance and service delivery. The county HR manual also recommends that training in the county should be based on findings of a training needs assessment which should be conducted every two years in each county department. The county departments should also prepare training projections based on training needs identified so as to guide the training committees in nominating officers for training. The PSC manual also recommends that each county public officer should have a minimum of five (5) days training in a year while newly recruited or transferred officers must be inducted within three months of joining the County Public Service¹⁵. The CNA found that in the veterinary section, 2 of the 19 staff interviewed, had not undergone any training since the county government came into existence. While in the livestock production section 3 of the 12 interviewed had also not been trained. The CNA findings also revealed that the county did not conduct any training for staff due to lack of fund allocation. This is despite the CO and directors indicating they always allocated budget lines for training in the annual budgets. Most training of staff was conducted by NGOs and development partners (Figure 9). Two staff indicated they sponsored themselves for degree courses.

¹⁴ Public service commission of Kenya, county public service human resource manual May 2013

¹⁵ Public service commission of Kenya, county public service human resource manual May 2013

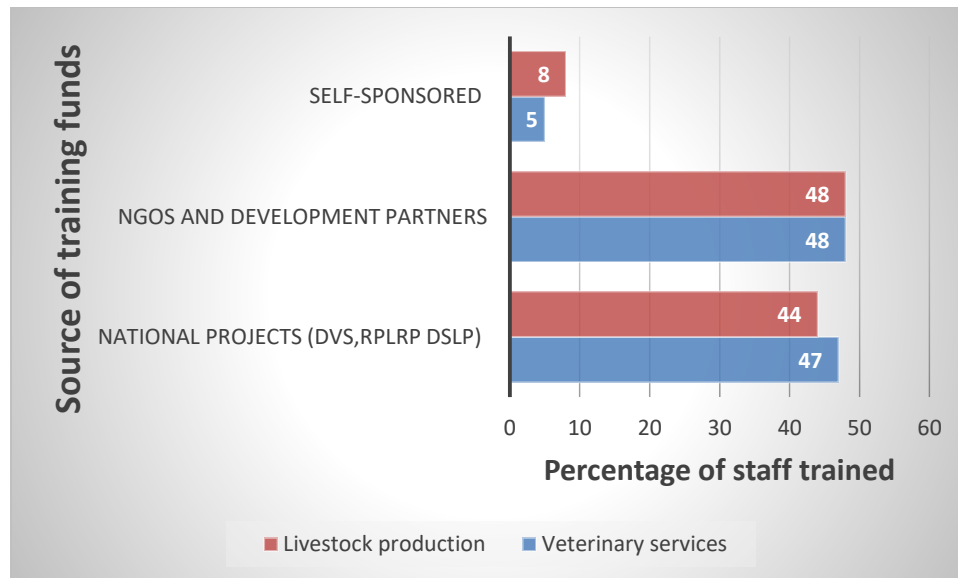


Figure 9: Source of Training Funds for Turkana County Livestock sector

The areas of training (Figure 9) were mainly determined by NGOs or development partners needs and not the department. Most staff (68% livestock and 58% veterinary) indicated that the training duration was 5 days. Self-sponsored training took between 3 months and 1 year. Although all staff rated the training as useful and added new knowledge. The all felt that the trainings were not informed by the needs of the department as there were no training needs assessment plans developed. The staff identified areas they would like to be trained in. The county directors of veterinary services and livestock production and the sub-county heads felt that strategic management training was critical to improve their job performance. In addition, this training was critical is a staff wanted to be promoted into a senior job group position. Almost all (74%) livestock production staff requested for range management training and 26% requested for poultry and bee keeping training as well as dryland agriculture training. Almost half 47% of veterinary staff interviewed requested funding support to attend Continuous Professional Development (CPD) courses which are a critical requirement to have their names retained in the KVB register. Most (53%) of veterinary staff requested for training in Livestock Emergency Guidelines (LEGS), meat inspection, field sampling and surveillance including surveillance data analysis. Academic trainings (Doctoral, Masters, Higher diploma) was requested for by 74% of staff in veterinary section and 83% of staff in livestock production section. Five staff in veterinary and 2 in livestock production felt that they did not require any training as they were due to retire soon.

Theme 4: Performance Incentive

Most staff (95%) in veterinary services and 94% in livestock production indicated that they responded to clients requests immediately and in some instances used their own resources to do so. The rest (5%) indicated that insecurity and delay of logistical support delayed their responses. All staff (19) indicated the staff welfare was good as they had a good medical scheme. The main reason for discontent especially among the staff seconded from national government was lack of promotion opportunities. All staff (19) indicated that grievances and disciplinary cases were handled promptly and in a respectful manner.

Theme 5: Relationship and Interdependence

Most staff interviewed indicated that they were involved in developing the department work plan (Figure 10). In addition, the veterinary section had developed a monitoring system that involved weekly reporting of sub-county activities with the overall goal of ensuring the planned activities in the work plan are achieved. Almost all (73%) of staff in the veterinary section and 50% in livestock production indicated

they had contributed innovative/unique ideas to the department. However, after going through the responses it was found that most of the ideas mentioned were what was expected in their course of service delivery. This said, only two ideas in the veterinary services section were considered unique one was the idea of following migrating herds to Uganda and vaccinating them and the other was purchase of mobile crushes to ease vaccination of small ruminants. While in the livestock production section only one idea of incorporating climate information into extension messages was unique.

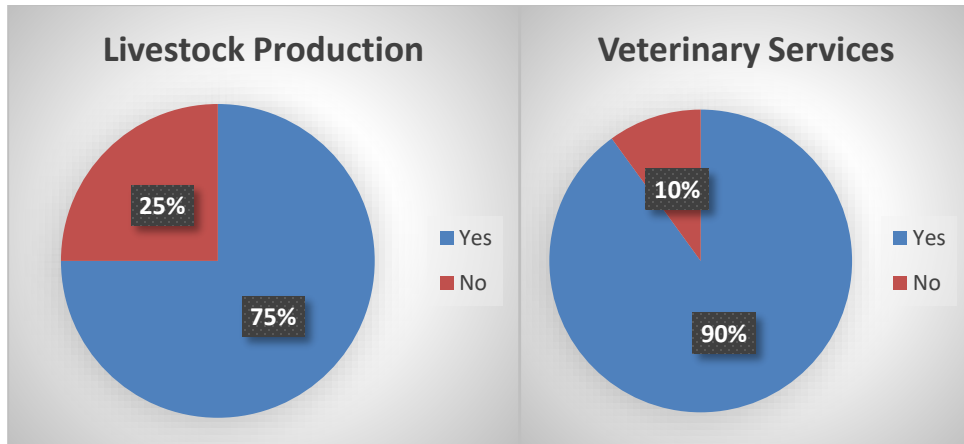
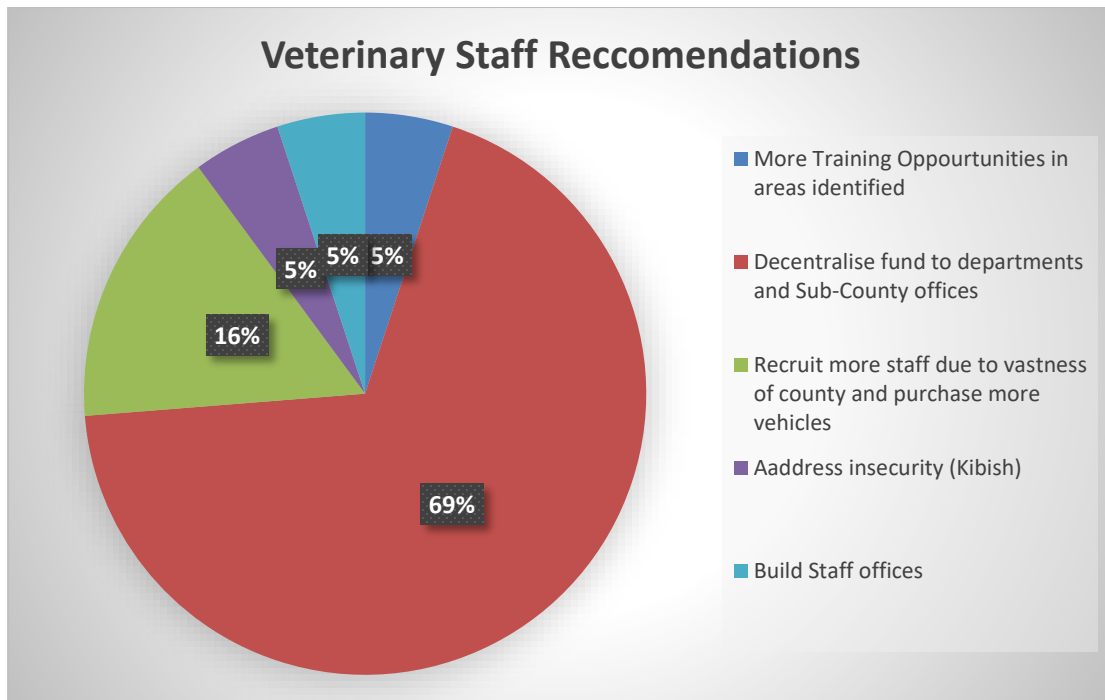


Figure 10: Percentage of Turkana County livestock sector staff involved in developing department work plans

The Turkana County livestock sector staff recommended the following areas that require interventions so as to improve their service delivery mandate (Figure 11).



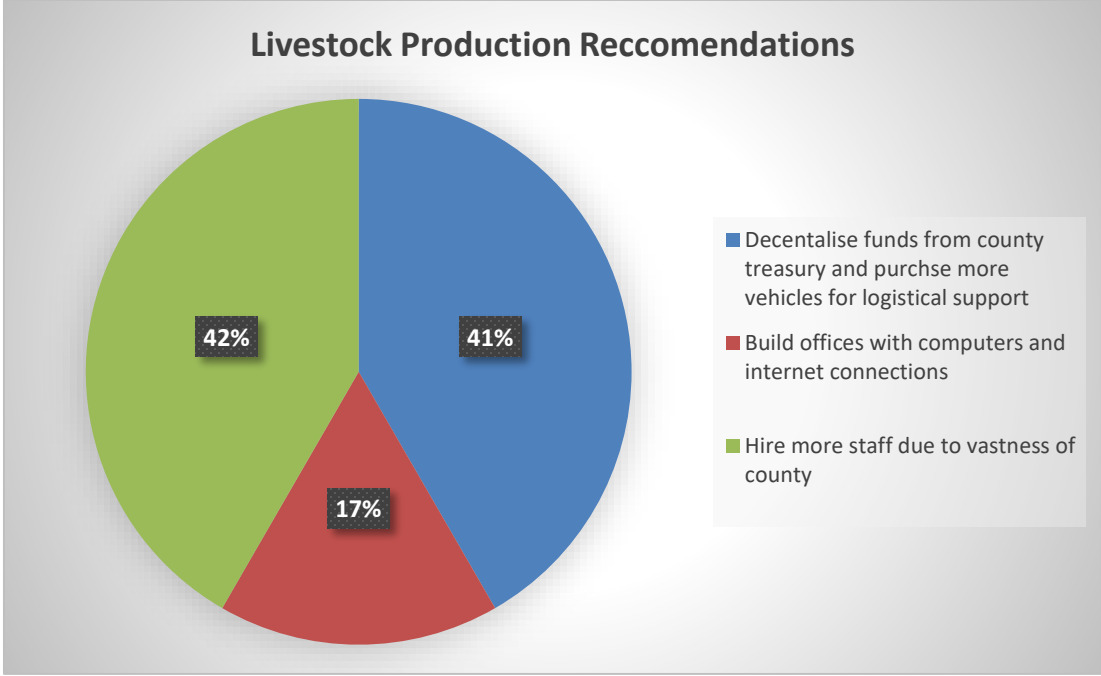


Figure 11: Interventions that will improve Turkana County Livestock Sector Service Delivery

4.0 CONCLUSION AND RECOMMENDATIONS

This section presents the proposed capacity building plan as framework matrix. The costed matrix summarizes the existing capacity, capacity gaps identified and prioritized at each of the three levels of capacity assessment. The section also outlines proposed measures that can be undertaken to address the capacity gaps and concludes by making recommendations to the client (MWA) and the county government.

Key:

Color codes

- Green • Good progress (no support required)
- Yellow • Moderate progress made (minimal support required)
- Red • No progress made (Urgently support needed)
- Black • No data on progress or what support is required

Time line- Short term - 6 months to 1 year

-Long term- 2 to 4 years

Capacity Development area	Existing Capacity	Capacity Gap	Proposed Measure	Capacity Priority Ranking Colour code	Timeline Short or Long-Term
Policy and regulatory Framework	National policies, strategies and acts are in use at county level County developed Turkana County Food Security Master Plan and draft livestock and fisheries policy	County wants to draft Animal disease control policy that outlines contingency plans to manage priority livestock diseases	Liaise with national DVS and Frontier Counties Development Council (FCDC) to give technical direction on which national policies can be amalgamated and customized for the county.	●	Long Term
Financing of sector	Budget allocation to sector is less than 10% of total budget despite livestock being the highest revenue generating economic activity in the county	Lack of funds decentralization from county treasury to departments; Lack of AIE forms at sub-county offices	Decentralize funds from county treasury to departments. AIE forms should be dispatched to sub-county level CEC and CO to engage county treasury and county assembly to release funds to ministries	●	Short term

Capacity Development area	Existing Capacity	Capacity Gap	Proposed Measure	Capacity Priority Ranking (colour code)	Timeline Short or Long-term
Strategic management	<p>County directors of veterinary services and livestock production have a good understanding of the livestock sector mandate. Sub county heads serve as administrators</p> <p>Delay in implementing work plan activities due to lack of funds</p>	<p>County directors and Sub county heads require strategic management training</p> <p>Lack of funds disbursement from the county treasury</p>	<p>CO and CEC to lobby for funding for Staff with administrative roles to be taken for Strategic Management Training</p> <p>CO to lobby county treasury to disburse funds allocated to department</p>	●	Short term

<p>Organisation Structure and staff establishment</p>	<p>Sub-County veterinary officers also serve as assistant /deputy directors for some key VS functions</p> <p>12 KVB interns absorbed</p> <p>County has no laboratory technician, only 3 meat inspectors and 1 hides and skin expert</p>	<p>Lack of deputy directors and assistant directors to head key veterinary and livestock production functions</p> <p>Lack of critical number of staff at ward and village level</p> <p>Shortage of staff with critical skills in laboratory technology, Meat Inspection and Hides and skins development</p>	<p>Adopt the proposed organogram and create an office for project management and monitoring</p> <p>CEC, CO and county directors should CPSB and HR department to; Promote or hire in the <u>Veterinary section</u></p> <p>3 Deputy directors</p> <p>7 Sub-county AHAs 2 laboratory staff; 7 Hides and skin experts</p> <p>15 Meat inspectors and 30 AHAs based at ward level</p> <p><u>Livestock production section</u></p> <p>3 Deputy directors- 30- livestock production officers to serve at ward and village levels</p>	<p>●</p>	<p>Short term</p>
<p>Human Resource Function and Processes</p>	<p>Staff appraisal system in place but there is no feedback of findings to staff</p>	<p>Lack of HR policy and processes in place and HR</p> <p>Staff do not seem to know role and function</p>	<p>Train HR personnel on their role and mandate and support them in development of HR manuals and policies</p> <p>HR to consult Public Service Commission and DVS and state department of livestock production to consultatively develop scheme of service</p>	<p>●</p>	<p>Short term</p>

Information flow process	<p>Most staff use mobile phones to internally communicate</p> <p>Staff use personal laptops for official work</p> <p>Veterinary services staff report sub county activities on a weekly basis and change work plans according to goals met or not met</p>	<p>Staff do not use reports or internal memos for official communiqué</p> <p>CDVS does not report disease status of county</p> <p>Livestock production staff do not submit quarterly of annual reports to county director of livestock production</p>	<p>CO to budget for procurement of computers for staff to ensure official internal communication is reported in reports or internal memos</p> <p>CDVS needs to ensure monthly livestock disease status is send to the DVS office</p> <p>County director of livestock should generate a template report to ease staff reporting</p> <p>Create a knowledge repository office</p>	●	Long term
Infrastructure	Livestock sector has 4 vehicles, 11 motorcycles, 32 livestock sales yard	<p>Only 1 vehicle assigned to veterinary services department</p> <p>Lack of cold chain facilities in sub counties and lack of adequate office space at headquarters</p> <p>Only 5 of the 32 sales yards are functional</p>	<p>Procure vehicles for department</p> <p>Build cold chain facilities and expand offices and furnish them with furniture and computers</p> <p>Rehabilitate livestock sales yards and equip them with modern infrastructure</p>	●	Long term
Inter-relationships	Department has informal arrangements with NGOs and development partners who support most department functions	Lack of formal agreements with key partners that support service delivery	Identify areas the department requires support and prioritize them. CEC and CO can then draft MoUs that are binding	●	Long term

Key Areas for Capacity Development	Existing Capacity	Capacity Gap	Proposed Measure	Capacity Priority Ranking (colour coded)	Timeline Short and Long-term
Job Skill	Most staff have appropriate academic qualification for their assigned role	Lack of critical skills such as laboratory technicians and hides and skill experts	CEC and CO to lobby CPSB and HR department to hire qualified staff	●	Short term
Devolved function performance	Staff perform 7 out of 15 developed function	Key functions not performed due to Lack of funds and logistical support	CEC and CO to lobby county treasury to disburse funds to department	●	Short term
Professional development	All capacity building trainings conducted by NGOs	Lack of a capacity building plan for department Lack of funds to support capacity development	Consultatively develop a capacity building plan for the department that identifies which training areas require focus and has a set guideline to select the staff to be trained (see annex section for preferred list of professional development courses)	●	Short term
Performance incentive	Low staff morale due to lack of promotion opportunities Lack of resources and few staff at ward and village level	Lack of scheme of service to guide promotion and recruitment Lack of a succession plan Lack of SOPs or Job descriptions	CEC and CO to lobby HR department and CPSB to promote and recruit more staff based on developed scheme of service and develop job description SoPs Form a training, promotion and disciplinary welfare committee to handle staff issues at departmental level	●	Short term
Relationship	Staff have a good relationship with supervisors and have a clear reporting line. Grievances are handled promptly.	Lack of department welfare committee to lobby for staff issues such as training and promotion	Constitute a training, promotion and disciplinary welfare committee to handle staff issues at departmental level	●	Long term

To address the capacity gaps the consultant makes the following recommendations

To the client

1. The Capacity Building Fund (CBF) can be used to organise a training for the staff in the human resource department, the training will sensitise staff on their role and support them to;
- Develop human resource manuals that will guide promotion, recruitment, induction, succession and disciplinary processes in the county.
- Organise a consultative meeting with Public Service Commission (PSC), Director of Veterinary Services (DVS) and state department of livestock production to guide the adoption of the national level scheme of service for technical staff in the veterinary services and livestock production departments;
- Conduct a training needs assessment for the departments of veterinary services and livestock production and use the findings to develop a capacity building plan and training projections for the departments.
2. The fund can also be used to organise a sensitization workshop for county assembly members and county treasury. The workshop will lobby for decentralization of funds to ministries and departments as well as set modalities to increase funding to the livestock sector.
3. The CBF can also support in house training of existing and qualified staff as meat inspectors and training of one officer (we propose the principal administrator) on project management and monitoring.

To the County Government

1. Increase annual budget allocation to the livestock sector to a minimum of 10% of the total budget and honour budget lines set aside for staff training.
2. Decentralize funds to the county ministries and departments using the guidelines set in the Public Finance Management (PFM) act of 2016.
3. The county should adopt the proposed organogram for the ministry of agriculture, pastoral economy and fisheries.
4. In consultation with the HR department and CPSB the ministry of agriculture, pastoral economies and fisheries should advocate for promotion and recruitment of staff based on the scheme of service and suggested positions in the organogram. The county should also urgently recruit hides and skins experts and laboratory technicians.
5. The County should develop policies that allow the KVB interns who have demonstrated commendable skills to be absorbed into the county work force.

ANNEX I: LIST OF PROPOSED PROFESSIONAL DEVELOPMENT COURSES

Management Courses			
Training Courses and duration	Target Group and Requirements	Cost	Proposed Training Institute
Strategic Leadership Development Program 6 Weeks	Senior officers in the Public Service and Private Sector in 'JG' N and above The applicant should have done a Senior Management Course of not less than four (4) weeks.	227,940 (Executive residential accommodation) 167,620 (Residential Standard Accommodation & Executive Service) 92,220 (Non-Residential and non- Executive Service)	Kenya School of Government (KSG)
Senior Management Course 4 Weeks	Senior managers who are responsible for managing resources in their organizations' operations and results areas, normally in 'JG' K and above or its equivalent.	230,840 (Executive Residential Service) Depending on availability of executive accommodation 140, 360 (Residential) 78,880 (Non-Residential)	
Livestock Courses- Veterinary Services			
Training Courses and duration	Target Group and Academic Requirements	Cost	Proposed Training Institute
Meat Inspection 6 months	<u>Target Group</u> All counties requested to train staff already employed in the county- (In-house training) <u>Academic Requirement</u> Bachelor of Veterinary Medicine (BVM)/ BSc. Animal Health and Production; Animal Health Certificate	Kshs. 60,000	Meat training Institute P. O. Box 55-00204, Athi river TEL:020-2637143 www.meattraininginstitute.com principalmti@gmail.com

Abattoir instructor/ supervisor 10 weeks	<u>Target Group</u> In-house training of staff with meat inspection certificate <u>Academic Requirement</u> Meat inspection certificate and animal health training background	Kshs. 45,000	Meat training Institute P. O. Box 55-00204, Athi river TEL:020-2637143 www.meattraininginstitute.com principalmti@gmail.com
Meat Grading 10 weeks	<u>Target Group</u> In-house training of staff with abattoir supervisor certificate <u>Academic Requirement</u> Abattoir instructor certificate and animal health training background	Kshs. 45,000	
Rangeland Courses			
Training Courses and duration	Target Group and Academic Requirements	Cost	Proposed Training Institute
3 Module Course <ul style="list-style-type: none"> • Pasture and Fodder establishment, • Water harvesting for pasture and fodder production, • Rangeland inventory management • Pasture and Forage harvesting and storage (Duration 2 weeks)	<u>Target Group</u> In-house training of livestock production officers who have received on job training in rangeland management or are fresh graduands with Rangeland management degrees or certificates	Kshs. 400,000 – Group training	University of Nairobi African Dryland Institute for Sustainability (UoN-ADIS) Contact person: Dr. Stephen Mureithi Mobile:+254-720401486 Email: stemureithi@uonbi.ac.ke
<ul style="list-style-type: none"> • Participatory GIS mapping of rangeland resources 	<u>Target Group</u> In-house training of livestock production officers who have received on job training in rangeland management or are fresh graduands with Rangeland management degrees or certificates	USD 850 per person	Regional Centre for mapping resources for development Contacts: +245 020 2680748 / 2680722 +254 723 786161 P.O. Box 632-00618 Nairobi, Kenya rcmrd@rcmrd.org