

**LIVESTOCK POLICY IMPLEMENTATION AND THE SUSTAINABILITY  
OF LIVESTOCK MARKETING INFRASTRUCTURE IN SAMBURU  
COUNTY, KENYA**

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UNIVERSITY**

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## **DECLARATION**

I hereby declare that this project is my own work and hasn't been submitted to Kenyatta University or to other higher institution of learning for examination requirements or degree.

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## **DEDICATION**

This work is devoted and dedicated to my dear parents whose fortitudes and commitments towards education manifested in what I am currently.

God bless you.

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## **ABBREVIATIONS AND ACRONYMNS**

|                 |  |
|-----------------|--|
| <b>ASAL :</b>   | Arid & Semi-Arid Land                                    |
| <b>AU-IBAR:</b> | Africa Union /Inter Africa Bureau of Animal Resources    |
| <b>CBNRM:</b>   | Community Based Natural Resources Management             |
| <b>CECM:</b>    | County Executive Committee Members                       |
| <b>CIDP:</b>    | County Integrated Development Plans                      |
| <b>CLMC:</b>    | County Livestock Marketing Council                       |
| <b>CMM:</b>     | Co-Management Model                                      |
| <b>CO:</b>      | Chief Officer  |
| <b>CRA:</b>     | Commission on Revenue Allocation                         |
| <b>DLMC:</b>    | District Livestock Marketing Council                     |
| <b>GDP:</b>     | Gross Domestic Product                                   |
| <b>GEF:</b>     | Global Environment Facility                              |
| <b>IFPRI:</b>   | International Food Policy Research Institute             |
| <b>ILRI:</b>    | International Livestock Research Institute               |
| <b>KLMC:</b>    | Kenya Livestock Marketing Council                        |
| <b>KNBS:</b>    | Kenya National Bureau of Statistics                      |
| <b>LMA:</b>     | Livestock Marketing Association                          |
| <b>LMD:</b>     | Livestock Marketing Division                             |
| <b>MLD:</b>     | Ministry of Livestock Development                        |
| <b>MOU:</b>     | Memorandum of Understanding                              |
| <b>NACOSTI:</b> | National Commission for Science, Technology & Innovation |
| <b>NGO:</b>     | Non-Governmental Organization                            |

|               |   |
|---------------|---|
| <b>OCOB</b>   | Office of controller of Budget                    |
| <b>PACE:</b>  | Pan African Program for the Control of Epizootics |
| <b>RPLRP:</b> | Regional Pastoralist Livestock Resilience Project |
| <b>SDL:</b>   | State Department of Livestock                     |
| <b>SLM:</b>   | Sustainable Land Management                       |
| <b>SNA:</b>   | Social Network Analysis                           |
| <b>SNV:</b>   | Netherlands Development Organization              |
| <b>USDA:</b>  | United States Department of Agriculture           |

## **OPERATIONAL DEFINITION OF TERMS**

**Capacity** – This refers to the ability of sale yards Management Committee members to use the available resources effectively and efficiently to undertake all their roles in the management of the sale yards such as repairs, maintenance, revenue collection, livestock market data collection, stakeholder engagement, participatory planning and reporting.

**Co-Management:** This is participatory sale yards’ management model between the Community and County Government with shared responsibility, resources and rights.

**Implementation** – The process of effecting or executing livestock policy session paper no 3 2020 through development, enactment and executing the Co-Management model at the sale yards.

**Livestock Infrastructures** - These are facilities that form an environment where people are able to produce and trade in livestock and services in a manner that contributes to their well-being and that of their animals. Such as farm, livestock dips, holding grounds, sale yards, and feedlots.

**Livestock** – are domesticated animals which offer required labor as well as produce varied products for feeding like eggs, beef, meat, milk, hair, Skin, Wool and hide.

**Marketing** – refers to presentation of entire trade activities convoluted in the movement of merchandises as well as services from one point of original creation till they fall in hands of the final customers. The drive of livestock produces from the producer to the consumer.

**Public Policy** – The public policy, here refers to Livestock Policy Session Paper No. 3 of 2020. It is the guide to development of livestock sale yards’ legislation and plough back model of Co-Management between County Government and the Community.

**Revenue sharing** – Is the division of the total revenue generated at livestock sale yards during the market days and shared between County Government and Livestock sale yards’ management committee as determined by the legislation or legal agreement between the two parties, which promotes the Co-Management model.

**Sustainability** - The sustainability herein refers to continuity of sale yards’ structure’s been in good condition to provide services to all stakeholders and that the stakeholder is satisfied with the services rendered by the management committee as agreed with the County Government. The sale yards’ structures are loading facilities, holding pens, weighing equipment, toilets, offices and others.

**Stakeholder Participation** – Is the involvement or interaction either formal or informal, between different parties for example governments officials, sale yards’ management committee, livestock producers, traders, input suppliers and other stakeholders including civil society, academia, at the livestock sale yards with the objectives of promoting accountability and transparency.

## ABSTRACT

Inadequacy of livestock market has been alluded to as the most causative factor to the incompetence in the livestock marketing, there is need for vibrant livestock policies to guide the marketing infrastructure for sustainable development. Despite the existence of livestock policy in form of sessional paper number 3 of the year 2020 and the Samburu's Livestock Sale Yards Act, (2018), the implementation, maintenance as well as the sustainability of the market infrastructure is still wanting as exhibited by most sales yards being in a depilated condition. The study was geared towards evaluating the Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure in Samburu County. The research objectives were to: assess how stakeholder's involvement affects sustainability, establish the effects of revenue sharing, evaluate the effects of networking among stakeholders, and examine the effects of capacity of managing committee on sustainability of livestock sale yards. The study was anchored on the Tragedy of commons, Stakeholders and Collaborative Policy Networks theories. The target population was 7266 persons comprising of sale yards' management committee, County government officials and sales yard stakeholders. Both stratified and purposive sampling techniques were utilized in selecting a total of 445 respondents that included 54 sale yard management committee, 12 county government officers and 445 stakeholder representatives. The study employed descriptive design and used semi-structured questionnaires and an interview guide to collect data. The collected data was analyzed using SPSS and by both inferential and descriptive indicators. The results of the research were presented through pie charts, frequency tables, percentages as well as graphs. Regression model was utilized to ascertain the existed correlation between the independent variables and the dependent variable as well as demonstrating future correlation between the variables. The study established that most of the livestock sales yard representing were in dilapidated state, indicating that there was a big problem in their management as well as its sustainability. The study also established that a very small number officials of the livestock sales yards' management committee kept the updated lists of stakeholders, while majority did not keep stakeholder's lists. Similarly, the study established that only a few of livestock sales yards' markets held annual general meetings (AGMs), whereas the majority did not. The study too established that a small number of the sale yards received support, while the majority did not get support from either institution. The findings indicated that the major support received was for the construction of markets, followed by capacity building, management committee and the least support was from influencing revenue shares. The study found out that the bulk of the stakeholders had not participated in any sales yards' activities and well as of the respondents were not satisfied with the performance of management committee of the Livestock sales yards in Samburu County. The study concluded that there was minimal County government support on critical issues regarding the management of livestock sales yards mainly in the areas of capacity building, financial management, record keeping, and facilitation in holding annual general meetings (AGMs) as well as auditing of the revenue shared and developments at the respective 18 sales yards in. These gaps critically affected the sustainability of the Livestock sales yard. The study recommends that cess revenue collection should be done in an organized manner with similar receipt in all the Livestock Sales Yard. The study also recommends that there should be measures in place to guide the networking of all stakeholders in the livestock trade. The study recommends imposition of minimum of O- level educational thresholds on the leadership requirements. Finally, the study recommends that a similar study be conducted in non-arid or semi-arid counties to establish how the policies are being implemented.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Worldwide pastoralism as well as livestock production was adopted and relied on for centuries as a source of livelihood. In America, it was subjugated by the advent of ranching in the colonization processes, comprising the southern regions of Mexico and the United States of America, (Sayre, 2017; Perramond, 2010). Similarly, in the Pampas region of the Argentina, across savannas as well as in the Fringes of the Amazon in Brazil, Colombia and Ecuador, (Walker *et al.*, 2009; Hecht, 1985) and in the Guatemala through the Central America (Grandia, 2012). The mostly adopted agrarian farming themes comprised of colonization, livestock accumulation through dispossession, enclosure and the commoditization.

According to Edelman (1995), the global modernization of livestock production commenced with the advent of new form of ranching referred to as ‘the hamburger’, an indigenous method of livestock husbandry which concentrated on gathering the semi-wild cattle in the extensive common terrains overcome in the process of colonization and creation of big, secluded ranches with the main focus of producing beef to carter for the expanded markets in the urban emergent settler federations. This comprehensive transition to commercial, market-based, as well as the individual production arrangement was facilitated by the use of violence and force that often resulted in the extinction of once partly pastoral native populations.

According to the Australia’s Livestock Marketing Association Initiative report (2022), livestock sale yards are significant to the social connection of the regional populations, a visitation to the livestock sale yard in the regional localities aids in the improvement

of social the outcomes for the persons that reside in both the rural as well as the regional regions of Australia. The livestock sale yards attain this by: decreasing the social seclusion, by providing linkage to the vital services that otherwise aren't accessible in the secluded locations, enabling the exchange of the fundamental information, facilitating deeper as well as a more open discussion in safer environment, and sustaining a cross-generational association. The sale yards in the rural areas of Australia are habitually the pillar of the communities living in the countryside setting as they provide considerable economic as well as social worth to those visiting.

They provide place for connecting and social engagement, maintaining traditions, and sharing the services as well as the information that propels the growth of livestock productiveness and maintaining both positive emotional, social as well as the general wellbeing. The livestock sector plays a critical role globally by directly contributing to the livelihood of lots of persons comprising of a projected 70% of the globe's countryside underprivileged (FAO, 2021). The sector contributes to the agricultural GDP ranges from 25 percent for low income and middle-income Countries with nearly 50 percent for high income countries (World Bank, 2018).

In Africa, the population of most countries that range between 60% and 80% of the rural household, keep livestock as mobile and liquid assets, income generation, and for household food security and nutrition. The manure and animal traction is a major indirect contributor to crop production (FAO, 2015). Africa's livestock segment gives roughly 30% to 80% to the total Agriculture's Gross Domestic Produces. As of the globe's aggregate, about 85 percent of the livestock tending are domiciled in south of Sahara nations. The Countries of the south of Sahara contributes merely 2.8 percent of

the globe's meat products but gives additional 14 percent of the globe's livestock produces (Erdaw, 2023). Livestock tending is an imperative Sector in Africa as it directly contributes to rural incomes, nutrition and food security.

Nigeria's production of livestock is regarded as the most significant agricultural undertakings for the fact that it creates much employment opportunities as millions of its citizens are fully involved. The markets for trading livestock in Nigeria play significant role to the nation's economy, by offering job opportunities by producing income as well as improving the nutritional value for most families, predominantly in the rural regions (Wakawa, 2023). Livestock sector contributes 1.5% of the total GDP of Nigeria (National Bureau of Statistics Nigeria, 2020).

In the East African region, livestock ventures make greater input to the earnings and benefit to the families. It is estimated that in excess of 70 percent of the livestock proceeds are possessed by the smallholders as well as the pastoralist in East African Countries that are also facing extraordinary rates of both poverty as well as famine prevalence. Livestock supports a big fraction of the populace in the Eastern African and above 60% of the family units rearing livestock are projected to be undergoing suffering of poverty and famine. Livestock sector has the latent to give over 50% to the GDP of the Eastern African Countries due to growing consumption demand for animal-source foods (EAC, 2016).

In the Kenyan perspective, the livestock segment donates about 12% of entire national GDP as well as 45% to agriculture GDP, SDL. (2022). The economic survey of 2022 also states that the sector employs 50 percent of agricultural labor force which is about 10 million Kenyans. Specifically, the sector is a major source of livelihood for about 6 million people who make up the pastoralists in Kenya (SNV/Vet works baseline, 2007).

The sector has potential to support sustainable economic development through food production, employment and agro-sector processing (KNBS, 2022). Kenyan nation is ranked third biggest livestock keeper of the African continent after Ethiopia, Botswana respectively. Kenya alone comprises of a resource base of 19.8 million sheep, 28 million goats, 4.6 million camels, 22.1 million cattle (Kenya Population and Housing Census, 2019).

Over 70% of the Kenyan acreage mass area is categorized as ASAL through livestock sector making up an important contribution to growth and poverty reduction in many ASAL Counties of Kenya. Undeniably as highlighted by the Kenyan economic and monetary blue-print – the Kenya’s Vision 2030, the future of Kenya’s economic development will rest on how well the livestock sector is managed for future and poverty reduction. The vision 2030 proposes development of agriculture sector policies, expansion of irrigated land, Disease free zones and improving Market infrastructures in the country. This is the only government blue-print since independence that contributed significantly to livestock and pastoral region development.

The Kenya’s Constitution, (2010) stipulates that, devolved county governments are mandated to develop as well as implement programs and policy frameworks that are aligned to the country’s general laws to guarantee the advancement and growth of pastoral and livestock segment. County devolved governments work in partnership with the central government as well as other development associates for the advancement of livestock segment policy as well as the implementation of huge plans costing several billions such big project includes, the Sustainable Land Management (SLM) in collaboration with Kenya’s national government through State Department of Livestock Production and the United Nations Development Programme (UNDP),

(Khalif *et al.* 2014). Despite numerous documented programs that promotes the pastoral production by the State, pastoralists are still susceptible because of the marginalization. Kenya National Bureau of Statistics (KNBS) poverty index report (2018) rated Turkana at (79%) as the poorest, followed by Mandera at 78%, Samburu and Garissa at 76% and 66% respectively.

Successful implementation of designed government plans and intervention programs are significant to the growth and improvement of key sectors in the country and more so in the pastoral production system in Kenya which has for a long time been neglected by biased government policies and programs towards crop production. Though more focus has been projected on the identification of the flouts that intensify the distressing effects in the livings of the pastoral population, there is also a dire necessity to ascertain the impacts that government policies such as the Livestock Policy can create.

Despite the fact that there are many acknowledged determinations by the national Government to formulate favorable policy guidelines and implement plans that can guarantee a prosperous pastoral creation system in the country, pastoral communities still remain poor and their livestock marketing system unsystematic. The government of Kenya has in the past supported marketing of livestock in ASALS areas using livestock promotion segments that enabled rearing of livestock populations to attain reasonable prices. The Kenyan government superseded its unswerving role in the marketing of livestock for the period of introducing the program of Structural Adjustment that led to the dilapidation of the formerly fixed livestock marketing systems (Obiero, 2012). The outcomes ever since have been momentous inadequacies comprising of the ineffectual market spaces, tall transactional overheads emanating from hidden charges , the ‘prolonged channels’ generated by lengthy distances to

marketplaces Thampy,(2013) established that Samburu county enjoys considerable support from sale yards' users and the County government and that the model had demonstrated some effects in keeping it open and functional as well as lowering operational costs, condensed the risk associated with vandalism, theft of stock and defrauding. This study was geared towards assessing the Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure in Samburu Count. The study assessed how stakeholder's involvement affects sustainability, established the effects of revenue sharing, evaluated the effects of networking among stakeholders, and examined the effects of capacity of managing committee on sustainability of livestock sale yards.

## **1.2 Statement of the Problem**

Notwithstanding the existence of various policies and instruments guiding the livestock sector in Kenya like the livestock policy sessional paper no.3 of 2020, and Livestock Sales Yard Act (2018), the sector in Samburu County has continued to diminish by day. The existence of Samburu's Livestock Sales Yard Act (2018), which its part 11, clearly outlines "the establishment of Sale Yards' intensely supports and illuminates the livestock sale yards' frameworks. This include the livestock Sale Yards establishment, livestock sale yard management, regulation of livestock market groups, livestock stalls construction, participation of the local community in livestock issues at the county level among other regulations. All the above mentioned functions appears not to have been adopted fully as from face value attributed by low income derived from livestock revenue (Samburu County Budget Review Report, 2023). Relatedly, according to the Samburu county's Budget review & outlook Paper (CBROP, 2023), there was a minimal revenue collection from the livestock Markets and Slaughter house at Ksh.3,

393,400 (33.9%) against the projected revenue of Ksh.10, 000,000. This disclosure presents a gap that need to be investigated, thus this proposed research study.

The livestock policy sessional paper no.3 of 2020, outlined the pros and cons of livestock sector in Kenya. The recommended plough back model of generated revenues sharing from the livestock ought to be solving the issue of livestock marketing infrastructure in Samburu County, which typically is not doing well. The unfavorable conditions of the livestock sale yards often lead to higher costs of livestock trading by shrinking the livestock producers. It similarly shrinks the livestock traders' earnings that gradually deprives earnings of the pastoral communities (Obiero, 2012).

The Samburu county livestock sale yard Act of (2018) and the livestock policy sessional paper no.3 of 2020, are only available on paper yet the implementation is yet to be realized resulting in deserted sales yard' which are dilapidated as result of poor services. This presented a gap for investigation thus, reason behind the above highlighted predicament. Therefore, this research study is geared towards finding out the factors influencing sustainability. The ultimate inquiry in the current research study was to establish if there was an association between livestock policy implementation and the sustainability of livestock marketing infrastructure in Samburu County.

This was done by scrutinizing the means under which livestock policies and sustainability of marketing livestock infrastructure and by extension livestock production. Similarly, by ascertaining the available livestock policies and if they face any challenges of implementation that the county government of Samburu encounter which lead to diminishing livestock returns thus affecting the county's economy as well as the livelihoods of its people.

### **1.3 Objectives of the Study**

This research was steered by the listed objectives;

1. To find out how the stakeholder's participation affects sustainability of Livestock Marketing Infrastructure in Samburu County
2. To establish the effects of revenue sharing on sustainability of Livestock Marketing Infrastructure in Samburu County
3. To evaluate the effects of networking among stakeholders on sustainability of Livestock Marketing Infrastructure in Samburu County
4. To ascertain the degree at which the capacity of managing committee affects the sustainability of Livestock Marketing Infrastructure in Samburu County

### **1.4 Research Questions**

The subsequent study questions led the research.

1. How does stakeholder participation affect sustainability of Livestock Marketing Infrastructure in Samburu County?
2. What is the influence of revenue sharing on the sustainability of Livestock Marketing Infrastructure in Samburu County?
3. How does networking among stakeholders affect the sustainability of Livestock Marketing Infrastructure in Samburu County?
4. How does the capacity of the managing committee affect sustainability of Livestock Marketing Infrastructure in Samburu County?

### **1.5 Justification and Significance of the Study**

Livestock policy session paper no. 3 of 2020 under sub section Marketing Infrastructure acknowledges poor state or under-developed livestock marketing infrastructure. Thus this research aimed at evaluating this statement.

Samburu County is among the counties struggling to meet the revenue collection target set by the National treasury. For instance, Samburu County collected 76% in the 2021/2022 fiscal year whereas the national total average revenue collection by Counties was 59.4 percent (OCOB, 2022). As much as the county has performed well, this research was geared towards ascertain the factors which could scale up the revenue collection to 100 percent as well as making it profitable to the community, as livestock is their main economic activity due to its geographical and climatic positioning.

The study findings are significant to many stakeholders as it provides professional insight into the sustainability of livestock sale yards in Kenya and provide evidence for influencing replication of sale-yards sustainability model to other potential Counties. Lastly it adds to body of knowledge on sustainability of Livestock sale yards through Co-Management Model. The findings of this study enhances the governance and efficiency of Livestock Marketing Infrastructure in Samburu County and service delivery to the pastoral communities of Samburu.

The study findings sensitize the local communities in holding their leaders and those in charge of policy making accountable. By improving public service delivery through efficient resource allocation, enhanced accountability, tackling corruption and delivering value for money. The study will as well give insight on the general progress and effects of implementing Livestock Policies at Samburu County and therefore reveal the concerns, desires as well as aspirations of the pastoral group of people in Samburu.

The outcomes of the research benefit the Livestock sale yards' management Committee who can get information on how they are performing in making sale yards sustainable. The NGOs and Government state department of livestock who are trying to replicate

the sale yard sustainability model to other part of the Country will benefit from the outcomes of the research.

The policy formulators as well as academicians can as well benefit from the knowledge. The Livestock policy implementation selected as independent variable is the government document that acknowledges that challenges faced by the County Governments in management of sale yards and proposed the creation of plough back model for suitability. Sustainability has an outcome of livestock policy implementation is the main objective of the plough back model. The sale yards' management committee capacity to utilize revenue share efficiently and engaging and involving stakeholder in decision making will lead to sustainability of the sale yards. Promotion of livestock markets to achieve high sales will require networking with different livestock value chain actors.

### **1.6 Scope of the Study**

The research covered livestock policy implementation and the sustainability of livestock marketing infrastructure in Samburu County. The study research aimed at establishing the sustainability of livestock sale yards and the factors that are important to its sustainability. The research will be undertaken in Samburu County.

The study centered on the four key dependent variables; stakeholder participation, revenue sharing, networking and capacity of Management committee to effectively and efficiently manage the livestock sale yards and sustainability of livestock marketing infrastructure in Samburu county as the Independent variable. The research is focused on Samburu County.

## **1.7 Limitations of the Study**

The study met some limitations. First the study only focused on selected livestock yards, management committee members and few livestock dealers in the county, thus may have fallen short of collecting all the views required. To mitigate this challenge, the researcher selected representatives in each category of stakeholder to get generalized views from all the angles of the livestock players in the county.

Secondly, due the sensitive nature of the study as it touched on sensitive issue of revenue collection and sharing by the county government officials, some county officials directly feared revealing the current status due to being reprimanded. In order to alleviate the fear, privacy and anonymity of the respondents was guaranteed upfront.

Thirdly, some respondents lacked appropriate time to respond to the questionnaires. To mitigate this challenge, the researcher created more time for each respondent by engaging more research assistants who aided in the collection of data first hand and in the shortest time possible in order not to impede their precious time of trading.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

This section provided a comprehensive literature as well as a comprehensive analysis connected to research study on Livestock Policy implementation in Kenya and the impact on the sustainability of livestock marketing infrastructure in the Pastoral regions (Counties) of Kenya. This study involved the review of some of the available literature in order to understand the impacts created by the implementation of livestock policies both at the global, regional and the local level. This chapter provided a detailed overview of the available literature on policy implementation in the Country and will as well outline the Conceptual and theoretical perspectives that explained the concept of policy implementation.

#### **2.2 Empirical Review**

This section elucidated the literatures review that was anchored on the research objectives. Reviewed literature was pinned on livestock policy implementation and the sustainability of livestock marketing infrastructure variables, which comprised of stakeholder participation, revenue sharing, networking among stakeholders, the capacity of management committee and sustainability of livestock sale yards.

##### **2.2.1 Stakeholder Participation and Sustainability of Livestock Marketing Infrastructure.**

A study by Schwermer *et al* (2020) regarding reviews on the participation of stakeholder in the Coastline and Maritime Fisheries involving some 286 publications in scientific fields from the year 2000 to 2018 and using case survey research design, established that improvement of science as well as the practice of involving project stakeholders in management affairs of the coastline and the maritime fisheries required

clear descriptions of who was to be considered as a stakeholder in a given venture as well as the distinct form of the participation that was applied. The study established that Stakeholders of a given project, have vibrant needs, desires, interests as well as anticipations from the outcomes of the project (Schwermer, Barz & Zablotski, 2020). The study focused on specific stakeholders' participation and also evaluated the contribution of each stakeholder initiative in the management and sustainability of Livestock Marketing Infrastructure in Samburu County.

In another study by Klijn, Eshuis and Braun (2020), regarding the Place of marketing and the participation of citizens. The study considered the branding strategy in addressing the emotional aspect of the policy formulation. The study used surveying research methodology. It established that, the main resolve of participation of stakeholder is to decrease the probabilities of opposition by the stakeholders. Thus it's critical for any project to include the stakeholders at every stage to avoid the resistance which may derail the realization of the anticipated outcomes. The study used descriptive research design to ascertain the level of participation of key shareholders in the sustainability of Livestock Marketing Infrastructure in Samburu County.

A research study by Oino, *et al.*, (2015), on the dilemma of sustaining the community focused projects in the Kenyan perspective. The research established that, universally large sums of money running to billions of cash had been expended in local communities in edict to intensify the living situations of the people in local settings. Nonetheless, the greatest limitation is the magnitude at which the implemented projects continue to serve the local community members after the exit of donors or rather implementers' departure. Whereas the project beneficiaries realize the dividends they need to appreciate their involvement as the main stakeholders as well as their participation and the project ownership role they played, (Oino, *et al.*, 2015).

Seemingly, project sustainability makes the difference between the project success and project failure. This confirms the critical role played by the stakeholders. In the current study, the research is looking at the sustainability aspect of the livestock sale yards as a result of the implemented policies using descriptive research method.

Participation in communal and community developments is a shared administrative obligation that enhances a sense of project proprietorship and is often viewed to bear substantial contribution to the sustainability of a given project (Kalu & Rugami, 2021). According to, ICAT, (2019), Stakeholder's participation in the implementation of any given project is subject of apprehension universally as well as a prerequisite by global public in guaranteeing both concerted and combined problematic solving. The stakeholder's participating tactics possess divergent contributions to the sustainability of projects. Example, diversities of project stakeholders' in terms disposition, demography as well as efficiency have different effects on project awareness and sustainability (Kneale & Sutclif, 2019).

There is however, a perceived perception of inconsistent suggestions attributed to the stakeholders' attention on a given projects' sustainability. According to Hugue (2020), stakeholders' interests deters sustainability of given projects, contrary to that opinion, Carrillo, (2020) & Hunjra, *et al.* (2007) on the other hand envisage the interests of stakeholders in a project as compatible and dynamic contributor to the sustainability of the project in question. The highlighted contradiction complicates the stakeholders' integration in decision making.

In another study pertaining stakeholders' participation by Keshkamat, *et al.* (2019) on the effect of the participation of stakeholders on performance of government financed projects in Poland, using descriptive research methodology, target population being

thirteen government funded projects, established that participation of Stakeholders facilitates the policymaking entities to possess several choices during the formulation of policies and stakeholder absence definitely drives to ineffectively formulated practices or further opposition to the project .

For instance, according to Keshkamat, *et al.*, (2019), the principal communication sea port mega project has stayed to be unproductive. The port project was anticipated to assist about forty-five million persons within a year including entrepreneurs in the livestock sector nonetheless the vision hasn't been achieved. The project accomplishment has never been achieved in spite of consuming extra time than projected, (Klijn *et al.*, 2020). Therefore, the unfortunate project performance may be attributed to absence of participation of stakeholders. The current studies will be establishing if indeed lack of active participation is the root cause of the deteriorating sale yards in Samburu County. The research was done in Nigeria and the present research is being undertaken in the Kenyan territory in county of Samburu.

According to another research by Wakawa (2023), on the Prompted Livestock Marketing Systems in the Northeast region of Nigeria: Pushing the boundaries for the women. The study used questionnaires for data collection and descriptive survey method. The study established that livestock marketing in Nigeria is a momentous contributor to the nation's economy. This is because it offers work opportunities, creating incomes as well as refining nourishment for numerous families, predominantly in the countryside regions.

According to the Nigeria National Bureau of Statistics the provision of livestock segment to the Nigeria's (GDP) was around 1.5 percent in the year 2020. Whereas this proportion seem comparatively lower, the sector is vibrant to the nation's food safety

as well as provisions of livelihoods to its citizens. The segment has important prospective for more progress and growth, essentially through augmented investment in the technological, value added chains as well as infrastructural development.

A great quantity of small scale manufacturers and dealers illustrate the livestock marketplaces in Nigeria. The marketplace is predominantly informal in nature, with trade dealings taking place in the local marketplaces as well as amongst distinct buyers and traders. Nevertheless, bigger, extra proper marketplaces exist, mainly in the Southern region of Nigeria.

Stakeholders' participation is extremely important in ensuring the smooth implementation of government policies and development projects. Although trivial resolutions and alternative situations are largely not perfect for stakeholder participation, it is imperative to embrace relevant stakeholders in government development planning processes (Keshkamat, Looijen & Zuidgeest, 2016).

It's imperative therefore, that stakeholders which include both state and non-state actors like the county government officials, livestock sale yard management teams, the local community representatives as well as livestock traders are included in the resolution making for better results as well as sustainability of livestock market infrastructure in Samburu County. It is vital to appreciate the fact that participation of stakeholders allows organizations to access multiplicity of views emanating from stakeholders.

Reaching a point of settlement or collective inspiration aids a group of stakeholders to settle on a point as well as ensuring that a venture is significant outcome. Stakeholder meetings results in progression of constructive and operative relations for a longer period of time, (Martín, et al., 2021). Implementation of development initiative short of

extensive discussions from concerned community memberships can result to unsustainable projects that are unbeneficial to the mainstream consumers. The simple approach of increasing the projects' performance is simply by aggregating the stakeholder's level of participation, (Mieszkowski and Kardas 2015).

### **2.2.2 Revenue Sharing and Sustainability of Livestock Marketing Infrastructure**

Spenceley, et al. (2017) conducted a study on sharing of revenue from the tourism sector in the Africa's terrestrial of the protected areas, and an inquiry of the proof of enumerated profits accrued by indigenous communities of Africa through established provisions of revenue sharing. The research used survey methodology, the study outcomes established that the generated revenues from the tourism growth potentially delivered economic benefits by the introduction of the indigenous culture, supported economic divergence, improved the quality of the community services, and improved the local infrastructure.

The study focused on revenue sharing in the tourism sector which typically involved wild animals and sharing of revenue was from the funds generated from the revenues of tourists. The current study is looking at revenue sharing between two governments, county and National government as well as county and local community in terms of using revenue collected from the sale yards in the 18 sale yards in Samburu county to improve the marketing infrastructure basing on the plough back policy suggested in the livestock sessional paper 3,0f 2020.

Another study by Melita & Mendlinger (2013) on the effect of the revenue from the tourism sector on the livelihoods of the indigenous Massai pastoral Communities in the Ngorongoro wildlife Conservancy in the Republic of Tanzania, the research used the Survey research methodology involved 39 conservancy employees and 119 local Masaai community members The study established that although the local community

members are benefiting from the conservancy economically, most of the local community people aren't aware at all of the potentiality of the tourism sector that exists for them. The study too established that livestock keeping is the major activity but is not the only economic undertakings of the local community of the Ngorongoro residents.

The study was carried out in the United Republic of Tanzania, and used survey method which may not bring out issues of revenue sharing as it is, the study does not elaborate on how the revenue was shared, the percentages and how the community benefitted. The current study was carried out in Kenya Samburu county and used descriptive technique which describes the issues on the ground as they are, and will find out how the revenue is shared by the 3 levels; national, county and the local community.

Research survey by Bauer *et al*, (2016), on revenue sharing of natural resources in selected nations across Africa, Asia and Europe under the mantle of UNDP. The study outcomes established that the reason why the systems of revenue sharing of resource often fail to meet the set out objectives is because; the guidelines set to oversee the sharing of the revenues from the resources doesn't always reflect the set out objectives. The study recommended that the inconsistency can be addressed through the alignment of the tax collection tasks or through intergovernmental transmission formula through the goals of the revenue system.

The study further recommended that the inconsistency can be addressed through the alignment of the tax collection tasks or through intergovernmental transmission formula by the goals of the revenue system. The gap exists in that it was carried out on natural resources like gas and petroleum and used a case study. The current research however was carried out in Kenya using descriptive research method and dwelt on the revenues

from the livestock trade in the sale yards and how the revenue is shared which brought out different results due to the difference in the target population as well as the variables under the study.

### **2.2.3 Networking of Stakeholders and Sustainability of Livestock Marketing Infrastructure.**

According to a research conducted by Nyokabi *et al*, (2018), piloted in Nakuru, Laikipia and Nyandarua counties to ascertain the stakeholder's networks existence in the dairy segment in Kenyan. The study was geared towards establishing the part which each of the stakeholders play in determination of quality of milk and to find out whether roles are influenced by power relations amongst stakeholders. The research employed interview to get views from selected 50 farmers.

The research used spatial and Social Network (SNA), methodology analysis and used process of Net map, to inspect the duties of, and the relations among dairy segment stakeholders as well as the influence of concrete and professed control on the value of milk and dairy produces transacted in the informal and formal dairy value chains in the region. Outcomes revealed that the dairy segment in the county of Nakuru is a multidimensional network of stakeholders, including some stakeholders from informal and formal dairy value chains. The study involved three counties and involved networks of farmers dealing with dairy farming, the current study will only involve one county and will be dealing with networks that exists within general livestock and the methodology that will be employed is descriptive and questioners which may bring out more practical views on the ground as it exists.

Another research study done by Hayes (2022) which was intended to gain enhanced comprehension of the current understanding of small -sale production and the importance of social farmers' networks in Australia. The study predominantly focused on the bio-security and emergence of the livestock diseases as well as the investigation of existing relations amongst small scale farmers. The study also focused on other stakeholders that they try to find assistance, support and information. The study employed qualitative study involving interviews with stakeholders from both non-government and government players. Advancement of small scale as well as the stakeholder effect and awareness networks was carried out.

Outcomes from the analysis of stakeholders showed loose networks amongst the various stakeholders with variation of understanding amongst the stakeholders on what defines a smallholder and the degree of involvement of stakeholders. Small scale farmers recognized breeding specialists, other makers, family, private practicing veterinarians, colleagues and friends as possessing important to an extraordinary degree of potentiality and interest of influencing their occupational practices. Government organizations were professed to possess some low level of interest but then had momentous influence.

Stakeholders from the Industries as well as suppliers from the rural regions were located in the quadrant replicating professed lower levels of attention and effect and therefore slightest interest in social farmer networks. The study was conducted in Australia which is a first world country, where stakeholder networking might be different from the Kenya one due its disparities in development. The current study will be undertaken in Kenya and use descriptive technique to compare the result.

Research survey by Lelenguyah et al, (2023) targeting livestock farmers across the county, regarding the livestock distribution seasonally in northern Kenya in the county of Samburu. The study came as a reaction to availability of water and pasture in the semi-arid land. The outcomes of the study revealed that it's only Samburu Central which receives some good rainfall levels, which results into better pastures in the area. This enable pastoralists and livestock keepers to graze their livestock around their households through ought the year. Whereas the study established that, hardly does the livestock owners from Samburu East do grazing of their livestock around their homesteads as a result of very low levels of rainfall which bear some degraded animal pastures.

This calls for networking of livestock keepers from all regions of the Samburu County to come up with plans to assist the farmers from other deprived regions which do not have enough pastures for their livestock. According to White, (2002), farmers' societal networks are operational arrangement of societal capital built by network links as well as practices amongst organizations and the individuals that are contained among communities.

#### **2.2.4 Capacity of Management Committee and Sustainability of Livestock Marketing Infrastructure.**

Uzochukwu *et al.* (2020), conducted a study regarding the effect of building capacity interventions on both organizational and individual competencies for endemic control of diseases in Nigeria.

The study employed workshop training methodology. The 40 workshop participants established that the interventions of capacity building contributed greatly to the growth of a critical masses of the researchers, policy formulators as well as specialists. These

categories had different competency levels and would need additional support in carrying out their goals.

The findings further revealed that capacities of main actors in management included their acquired experience in areas of expertise, their skills, resourcefulness as well as their expertise which are very critical and significant factors of project's sustainability. Therefore, capitalizing on the management capacities of leaders eases the challenges of implementation leading to enhanced probabilities of projects' sustainability.

The gap that exists is that, the study was conducted in Nigeria and included only 40 participants. The study used training methodology which is small number of sub set as well as workshops which couldn't bring out the capabilities of leaders. The current study was undertaken in Kenya, Samburu County and employed descriptive study that describes the way management capabilities influence the sustainability of marketing infrastructure.

According to Ali et al., (2020), the Social and traditional diminuendos of stakeholders are similarly significant forecaster of sustainability of projects. Conversely, stakeholders` dynamics of capability makes it further hard to forecast the stakeholders' contribution to sustainability project.

A study by Krishnaveni and Sujatha, (2013), regarding building capacities for Institutions in India used survey methodology. The target population was the civil society groups. The study established that through building the capacity for Institutions, governance is democratically promoted. The institutional structures are improved, as well as the institutions of the economic policy formulation, the strengths of the civil societies are stimulated to propel to the national growth as well as creating a conducive environment for social empowerment of the society. This give a chance to people to

implicitly contribute to the decisions making which touch on their lives as well as process of development.

The study also established that an efficient approach to Capacity links to the concepts of potentiality. In the instance, the prospective to utilize the capitals efficiently as well as maintaining the achievements in performance with progressively condensed levels of outside sustenance, (Krishnaveni and Sujatha, 2013). The study was carried out in India which is among developed countries, this study was carried out in Kenya, Samburu County which could bring out different results altogether.

According to Nassazi, (2013), individual concert is described as a product of entities with regard to procedure; outcomes, applicability as well as the accomplishment. The measure of accomplishment is engrossed on output, productivity, efficacy, value and presence of work. Is the general attainment of a specific task measured compared to pre-selected criteria of accurateness, fee and promptness: or the premeditated approach to augmenting administrative efficiency by refining the performance of persons working in the organization, (Arinanye 2015).

There are aspects that could impact individual's performance in an organization. According to Arinanye (2013) there are diverse factors which can impact performance; it may be as a result of the leaders' assertiveness, individual apprehensions, roles, tasks, norms and principles. Other aspects like deficiency of appropriate tools and expertise, extraordinary work load, unclear objectives or performance ideals (Asim, 2013). Working circumstances influence the physical as well as psychological work on employee as it could cause exhaustion, truncated working morale, (Nassazi 2013).

Capacity valuation is the examination of desired capacity compared to the prevailing capacities; which create an appreciative of capacity chattels and desires that notifies the design of the capability growth (UNDP 2010). Capacity valuation sets standard for the progressive monitoring and evaluation of the advancement in contrast to the appropriate indicators and helps generate a firm foundation for long-standing scheduling, execution and maintainable outcomes.

The capacity valuation of sale yards' management committee or livestock Marketing Association was conducted by ILRI in 2017 and the report indicated that the Management Committees faced collective defies through the five ASAL counties and their respective capability to efficiently cope with the livestock marketplaces and sale yards is fragile. The report further indicated that the LMAs were previously trained but did not comprehend their respective parts and function in the livestock marketplaces and the managing committee abilities to efficiently take care of the marketplaces are little, (ILRI 2017). These findings can be generalized across board but what the assessment did not look at is the underlying cause of the challenges facing the management committees. Many partners like SNV and KLMC have supported development of training manuals which have been used by different organization when training the sale yards' management committee. The manuals capture some of the roles of the committees as – repair and maintenance of the sale yards, revenue collection, conflict management at the sale yards and stock routes, livestock market information collection and dissemination among others (SNV 2017). As indicated in the ILRI assessment of livestock marketing association report, the committee does not understand their roles and have received trainings.

### **2.2.5 Policy Implementation and Sustainability of the Sale Yards**

The operative implementation of deliberated policies on livestock as well as program involvements is not only important for growth but also a recipe to the development of key sectors in the country. It is more significant in the Livestock production systems in Kenya that has for a longer time been ignored by biased government policies and programs towards which lean more towards crop production as compared to Livestock production. Though considerable stress has been placed on the identification of the flouts that aggravate the overwhelming special effects in the livings of the pastoralist population. There is also a serious requisite of identifying the effects that government policies such as the livestock policy sessional paper no.3 of 2020, and more specifically in Samburu county; Livestock Sale Yards Act, (2018).

The implementation of the recommendations as stipulated in the livestock policy sessional paper no.3 of 2020, has not been followed to the latter. The clause of revenue plough back for the expansion and maintenance of livestock infrastructure could go a long way in expanding the sector as well as creating more jobs and revenue to the county of Samburu. Similarly, the Samburu county; Livestock Sale Yards Act, (2018), part 11 of the Act which clearly sets frameworks of the establishment of Sale Yards, Livestock sale yard management, regulation of livestock market groups, livestock stalls construction, participation of the local community in livestock issues at the county level among other regulations, has not been implemented fully. This could be the game changer in the livestock production and by extension improving the livelihoods of the pastoral communities in Samburu County.

Research studies by Kariuki *et al.*, (2022) on; ascertain if the Africa's policies on livestock address the sustainability of the trade-offs. The study was an analysis of three countries; Bukina Faso, Kenya, and Zambia. The study used a case study research design. The outcomes of the study established that numerous trade-offs comprising of adversarial environmental effects. The outcome too indicated unbalanced distribution of social and economic benefits that exists between the women and men, negative human and animal nutritional results receive marginal consideration in the livestock policies that were reviewed.

Sustainable livestock husbandry is a prudent approach that addresses the challenges of the necessities of the progressively increasing population in the Sub-Saharan Africa (Ayantunde *et al.*, 2018). The greatest challenge facing the Sub-Sahara African nations, in their quest of improving the production of the animal feeds and their products, is the sustainability of the natural resources.

The production of livestock has progressively been affected by a number of factors, comprising of competition for the available land, water points, as well as other feeds. Growth in livestock production has largely been driven typically by the animal knowledge and expertise, (Thornton, 2010). In bid to fulfill the growing and shifting demands for the animal source of foods at the same time sustaining the natural resources is a critical challenge that the global agricultural sector is faced with currently (Adesogan *et al.*, 2020).

Studies indicate that, the Kenyan northern region, predominantly in the county of Samburu mobility of pastoralists has been acknowledged to be an effective policy of utilizing the adaptable resources, which make mobile pastoralism to be greatly cherished strategy concerning the managing of grazing zones as well as exploitation of

the variable resources (Pas-Schrijver, 2019). However, the problem is sustaining such an arrangement as it requires pumping in more resources as well as knowledgeable personnel to keep up with the need and emerging issues that may affect the arrangement like the frequent livestock raiding and stealing as well as climate change.

## **2.3 Theoretical Review**

### **2.3.1 The Stakeholder's Theory**

The stakeholders' theory was advanced by Freeman, (1980). The theory explicates that most plans that comes in form of projects augment positive effects from the stakeholders' genuine contribution (Freeman's, 1984). The Stakeholders' theory underscores on the very finest exploitation of the stakeholders' capabilities for the larger sense of ownership as well as the sustainability of a given project. In this regard policy planners and implementers ought to be in lead while addressing the needs, welfares, differences, concerns as well as expectations of the project's stakeholders.

Subsequently, stakeholder's theory elucidates that operative execution of public ventures must incorporate stakeholders in making justifiable verdicts. The Stakeholders' participation upholds clearness, fairness and equality, directness as well as promoting the sense of Ownership to both public and communal projects.

The theory is applicable to this instant proposed research study as it appropriately backs the objective of examining how stakeholder participation affects sustainability of Livestock Marketing Infrastructure in Samburu County. The study hypothesizes that by allowing the stakeholders participation in livestock policy formulation as well as implementation will automatically translate to sustainability of the livestock infrastructure, thus maximizing the outcomes of the policies as well as attaining perceived goals and objectives of the policies.

### **2.3.2 Tragedy of Commons Theory**

The proponent of the theory is Hardin (1968). The theory characterizes a strategy account that exemplifies a candid communal policy problematic. The explanation of the concept of the Tragedy of the Commons theory simply outlines the economic as well as an environmental science issue whereby persons within an establishment have unlimited access to the shared available resources and have a tendency of acting in their own self-interest with total disregard of other persons' interests.

This quickly and more often results in the overconsumption as well as the underinvestment, and the depletion of the once available resources. The original illustration was initially designated by Garrett Hardin, who defined the sequence of proceedings prominent from overgrazing on community land by the pastoralists to ultimate desertification and exhaustion of the common ecological resources in the deficiency of guidelines.

This research is therefore intended at examining the effect of the Livestock Policy on livestock Marketing infrastructure in the ASAL and will also identify the challenges faced by the Counties in implementing the policy. This research will be grounded on (Hardin,1968) Tragedy of the Commons theory to institute by what means government regulations, laws and policies and the growth of a combined established act organization impacts the actual administration of generally shared capitals such as the pastoral creation arrangement including the aspect of livestock marketing and market sustainability.

Hardin (1968) expounded on how guaranteeing sustainable administration of shared goods and chattels get complex by the fact that consumers prioritizing their instant benefits as opposed to the lasting wellbeing of the given community. For instance, the

open right to use nature of shared grazing fields as well as cattle sheds and yards promotes overuse and overgrazing because the livestock proprietors target to maximizing their own discrete benefit. According to Frischmann (2019), discoveries the overuse simply leads to the desertification, which is manifested by the land degradation, soil destruction, as well as shrank vegetation. This account distresses both the local ecological units and agricultural products, and threatens the livelihood of the local communities.

Policy verdicts are centered on the levels defined in development descriptions. The opinion can certainly be applicable to this research. The major emphasis extent of Kenyan policies on livestock, is on livestock market infrastructures development and sustainability. The livestock Markets infrastructures are holding grounds, livestock Dips, Crutches, sale yards among others. These facilities are not managed by the government, therefore are the responsibilities of the communities or users. The facilities are communal facilities that have been over used and led to dilapidation and destruction in most of communities in Kenya (Aklilu, Irungu & Reda 2002).

The theory looks at how enforcement of sale yards' management legislation on livestock policies by County government's effects the usage of livestock sale yards in ASAL region. Hardin's assertions supported government's arrogation and administration of communal regular resources. Hitches linked to dominance of shared resources present numerous challenges for managements, (Ombasa and Karuthu, 2020). This study will look into how the county devised sale yards' sustainability model with regards to policy implementation and commons user market facilities to support livestock marketing systems. Tragedy of the Commons theory establishes by what means government legislation and development of combined organizational act

preparation influence the actual administration of generally common livestock market infrastructures.

This theory backs the variable of establishing the effects of revenue sharing on sustainability of Livestock Marketing Infrastructure in Samburu County. If the revenue is left unchecked and at the disposal of one given stakeholder let say the County government and the community and other stakeholders doesn't feel the benefits of the revenue then, there is a likelihood of revenue depletion as a result of other stakeholders giving the sale yard and other livestock infrastructure a wild birth that will shrink the revenue outcome.

### **2.3.3 The Collaborative Policy Networks Theory**

The exponents of this theory were DeLeon & Varda (2009). The theory analyzes the stakeholder configuration of group and the partnerships amid two or more stakeholders but then again the manner in which the stakeholders are linked in numerous units of institutionalized configuration and the conversational predispositions of exchange amongst them leading to policy inventiveness, execution, valuation, and probably closure.

According to the theorists, collective strategy networks are categorized by aspects like demonstration, multiplicity; mutuality, level of influence to the organization; embedment's; confidence and conventionalism: participatory decision making; and collaborative leadership. Analyzing the level of these in a strategy networks, DeLeon & Varda (2009) contend, that the "operational signatures of cooperative policy networks that serve as brands of the mutual landscape of such networks that, if nurtured, can update and expand the effort of networks of associates to attain policy objectives.

This theoretical conversation explores on how the developing linkages as well as networking are not only formed but also sustained, by the anticipation that the announcement configurations in the networks is proof of a further participation and conversational equality. The theory can be empirically being applied in the identification of significant, vibrant of such networks in order to enlighten the development and progress of shared policy networks among key stakeholders in the livestock industry. The theory backs and is applicable to the instant research study variable of evaluating the effects of networking among stakeholders on sustainability of Livestock Marketing Infrastructure in Samburu County

## 2.4 Summary of Literature Reviewed and Research Gaps

**Table 2.1 Summary of literature review and existing gaps**

Source: Researcher (2024)

| Author(Year)              | Research Topic   | Findings   | Research Gaps  | Emphasis of the present study  |
|---------------------------|--|--|--|--|
| Lelenguyah, et al. (2023) | -The Adaptive Pastoralists' Procedures in the Fluctuating Climatic conditions in the County of Samburu<br><br>The dispersal of livestock seasonally in northern Kenya, Samburu county as a reaction to water and grass availability in semi-arid land. | -The climatic variations cause amplified livestock.<br><br>-Climate Variations Increase the rates of diseases.<br><br>-Cause recurrent migrations of livestock herds in the county.<br><br>-The Livestock from Samburu East Barely graze around the homesteads comparable to Samburu Central due to low rainfall experienced in the East which | -The study employed the non-probability sampling procedure.<br><br>-Study purposively sampled only 22 respondents who comprised officers dealing with veterinary services, livestock officers, merchants dealing with veterinary drugs, all this are professionals whose responses may have inclined towards | The research employed stratified as well as purposive sampling techniques that came up with representative sample that included all the players in the livestock sector in Samburu county.<br><br>-The study gave a chance to all targeted population to participate in the study as it employed probability sampling. |

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|                      |                           |  |  |  |
|----------------------|---------------------------|--|--|--|
|                      |                           | causes degraded pastures.  | protecting their professional image and business interest thus not giving the true picture of the situation on the ground. Similarly non probability sampling tend to exclude important respondents.                         |  |
| Erdaw,M.M,<br>(2023) | Stakeholder participation | -Livestock Strengthening is a significant option of generating much More animal products as well as efficiently utilizing the available natural resources.<br>-The livestock feeds efficacy can be enriched when by corresponding livestock type with well-matched fodder supply varieties.<br>-Increase in the urbanization leads to growth of processed foods as well as livestock-based foodstuffs.<br>Production of livestock plays a critical socio economic role in the Sub-Saharan Africa thus need to be enhanced. | The study focused on the trends of production and its future projections, the study did not address the sustainability aspect of the projected production as well as the policies that will aid in the projected production. | The study too looked at the sustainability aspect as well as the recommended policies that spur the production of livestock. |

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|---------------------|---|--|--|--|
| Wakawa,W.<br>(2023) | The Engendered<br>Livestock<br>Marketing<br>Systems | <p>- About 85% of the world's keepers of livestock originate from the counties in the Sub-Saharan Africa .South of Sahara contributes merely 2.8% of the globe's meat but contributes more than 14% of the world's livestock resources</p> <p>Livestock marketing in Nigeria is an important provider to the nation's budget, - providing work opportunities, producing revenue, and supplying nutritional value to several families, mostly in the countryside regions.</p> <p>-The study established that women if given opportunity are more dynamic in marketing of the livestock in addition it greatly contribute to the Nigeria's maintainable as well as comprehensive economic development.</p> | The study, dwelt on marketing systems of livestock products, the study did not look at the production and sustainability of the products as well as the policy frameworks that precipitate the livestock production. | The study had several variables that were able to come up with solutions that included promotion of agricultural livestock produces as well as sustainability of the cattle marketing. |
|---------------------|---|--|--|--|

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|                              |   |   |  |   |
|------------------------------|---|---|--|---|
| Hayes L, 2022                | -Smallholder production and the importance of social farmer networks in Australia, mainly in relative to bio-security and crisis animal sickness. | -Loose networks exists amongst the various stakeholders with variation of understanding amongst the stakeholders on what defines a smallholder and the level of stakeholder involvement.<br>-Government agencies had some level of interest but significant influence.  | The Study was undertaken in Australia which is first world country and their networking, infrastructure is well developed as well as the policy frameworks as compared to Kenyan one where the study was undertaken. | The study was undertaken in Kenya, where policy implantation and sustainability had proven difficulty as from the previous studies. |
| Reinhardt M.& Grunter, 2021  | Consequence of Stakeholders Participation on the Presentation of ventures.  | -Stakeholder commitment outcomes in the progress of progressive and active relations over elongated period.<br>Stakeholder involvement allows decision-making entities to have several options aimed at formulation of Policies.<br>Absence of stakeholder's participation can definitely lead to ineffectively established practices as well as further resistance inside organizations. | The study focused on one aspect of stakeholder involvement, did not outline the level of participation by different stakeholders   | Stakeholder was one of the variable under the study and depended on other underlying factors as well as aspects.                    |
| Ombasa,B.& Karuthu,F. (2020) | The effect of livestock policies and livestock production   | -National policy on livestock covers Marketing and production of livestock.   | The targeted populace for the research as well as the selected sample  | The current study targeted all the stake holders in the field of livestock  |

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|--|---|--|--|
| <p>plans on the pastoralist productivity in the county of Garissa ,Kenya</p> | <p>-Financing, policy on insurance in addition to the interaction of human and wildlife as well as livestock which pose important effect on the pastoral production.<br/>         - Realization of both milk and meat production rely on livestock production plans.<br/>         -Garissa County has a numerous challenges of policies as well as program Implementation.<br/>         -Ineffective governance, mishandling of the county financing and rifts with national government posing a negative effect on the pastoral Production scheme.<br/>         Production of fodder effect livestock production.<br/>         - The study outlined challenges that affect implementation of the livestock policies as well as production of livestock</p> | <p>of the study only included members of the Pastoralists in the Field Schools involved in community capacity building as well as inculcating the best practices approaches to the pastoralists .This category alone might not be in a position to highlight the issues of policy implementation as well as the sustainability of livestock sale yards the current study is geared towards addressing.</p> | <p>production that included county government officials, livestock manufacturers and traders as well as people working in the livestock yards who were gave firsthand information regarding livestock policies as well as the sustainability and how well the infrastructure was maintained.</p> |
|--|---|--|--|

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|                           |   |   |   |
|---------------------------|---|---|---|
| Nyokabi S.N et al, (2018) | The stakeholder's roles in the Dairy sector of Kenya, their relationships, and its impact on the quality of milk case of Nakuru and Lakipia Counties. | <p>production programs.</p> <p>-The study established that the multi-stakeholders' systems of collaboration significantly facilitated the mitigation of county challenges of public funding.</p> <p>-The study concluded that the relationship of the Stakeholders in the standard value- chain are favorable in the implementation of the set regulations well as the set standards, hence the productivity of the highest quality of milk as well as the dairy products, then ones in the informal value chain.</p> <p>-The study also established that the dairy segment in the county of Nakuru was multidimensional and encompassed a network of different stakeholders, Incorporating stakeholders that originated from both the informal</p> | <p>The study looked at both the relationship between stakeholders as well as the sustainability of their relationship in the livestock sector.</p> <p>The study looked at the entire livestock management and sustainability of the livestock sector.</p> <p>-The study rated each stakeholder's contribution in terms of what each stakeholder did in the whole system of livestock policy and its implementation.</p> <p>-The research employed questionnaires to discover the relations that brought out more information as compared to the</p> |
|---------------------------|---|---|---|

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well as the formal sectors of dairy value chains.

-The government agencies exercise more influence on the quality of the milk produced quality and stand out to be the most Powerful stakeholders among the networks.

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social network analysis

These therefore presented a content gap that the study addressed by establishing the contribution of livestock markets revenue sharing, stakeholders' participation in livestock markets management, policy networking and capacity in achieving sustainability of livestock markets in Kenya and in Samburu County in particular.

## 2.5 Conceptual Framework

### Independent Variables

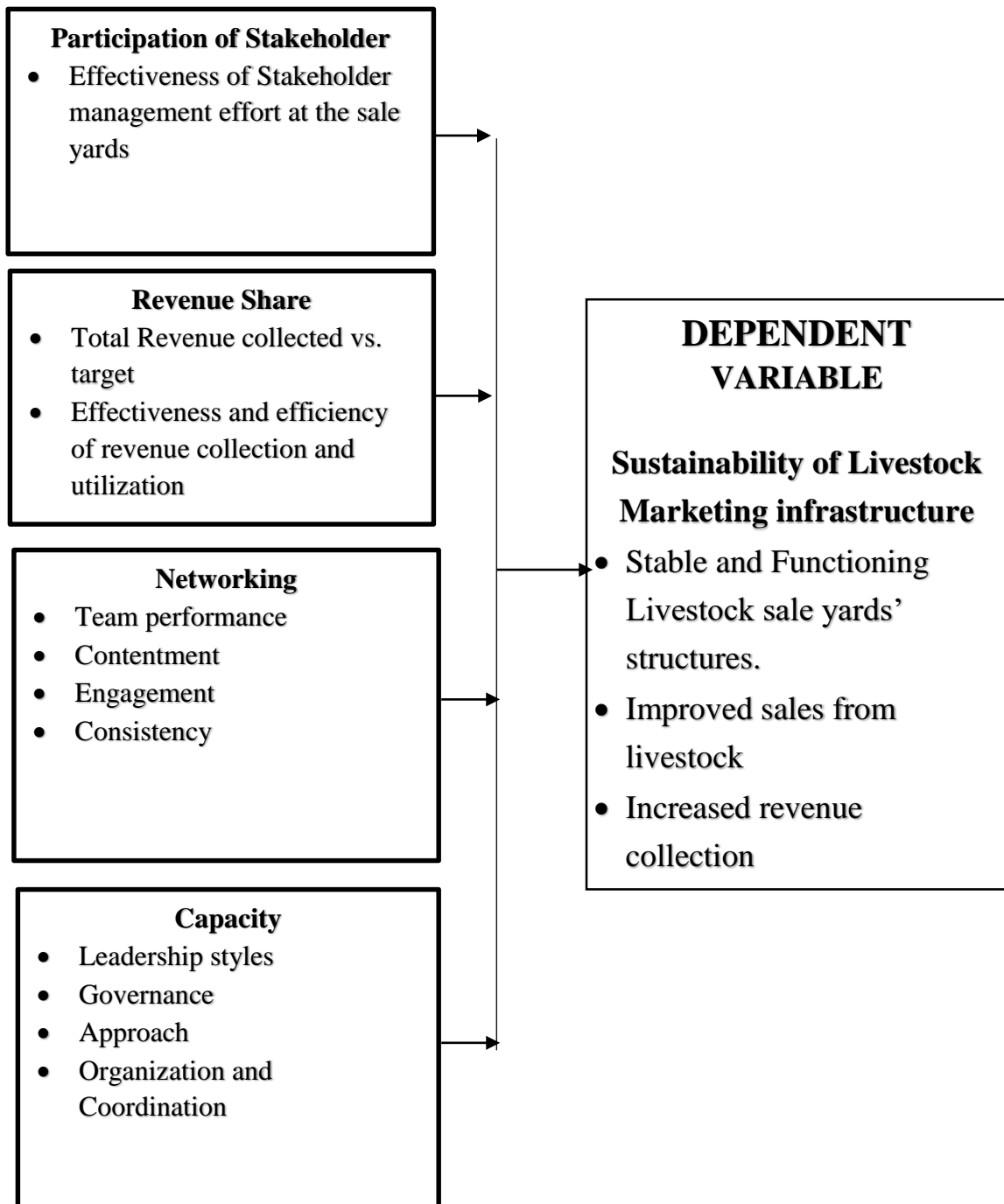


Figure 2:1: The Conceptual Framework

Source: Researcher (2024)

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The section looked at the study design, research population, and the size of the sample and sampling technique that was applied to the study as well as the research piloting. It also described the instruments that were used and the reasons for the selection and use. The data analysis models that was applied was also described in this chapter.

#### 3.2 Research Design

This research adopted descriptive study technique. According to Sekaran, (2011) a descriptive research study encompasses discovering, what, how, who, where and the amount of a given phenomenon, of concerned of the research. The design was appropriate for collection of data from respondent who are extensively over larger geographic area. Secondly, design was also appropriate in answering the why and how question of the survey. Blumberg *et al.*, (2014) elucidated that descriptive research design helps in supporting the researcher's study objectivity as well as permitting both the logistical compliance and is critical during the collection of data as well as analysis.

#### 3.3 Research Variables

This Study assessed the livestock policy implementation aspects as the independent variables and sustainability of livestock sale yards as the dependent variable. The research looked at four different areas of the independent variables that included,

**Table 3.1 Study variables and its attributes**

| <b>Variable</b>   | <b>Attributes</b>  |
|---|--|
| <b>Stakeholder participation</b>  | Addressed the effectiveness of Stakeholder management effort at the sale yards in Samburu County.  |
| <b>Revenue Sharing</b>  | Dealt with the total revenue collected compared to the set targeted revenue, it also talked about the effectiveness and efficiency of revenue collection and utilization.  |
| <b>Networking</b>   | Addressed the issues of Team performance, Satisfaction, Engagement, Cohesion and consistency.  |
| <b>Capacity of management committee that.</b>                                 | Expounded on Leadership styles, Governance and Strategy, organization as well as coordination.   |
| <b>Sustainability of Livestock Marketing Infrastructure in Samburu County</b> | Described the Stable and Functioning Livestock sale yards' structures, Efficiency and effectiveness of resource management in promoting social, economic and environmental sustainability of livestock sale yards. |

### **3.4 Location of the Study**

The research was undertaken in the county of Samburu which included 18 livestock sale yards. Samburu County is situated in the Northern part previous province of Rift Valley in Kenya, it stretches from Ewaso Ngiro to its North and Lake Turkana to its South and Maralal as its county headquarters. It covers an area measuring 20,182 km<sup>2</sup>. It is mainly occupied by the tribes of Samburu and the Turkana's and with other many smaller tribes. Samburu County is chosen because despite of the existence of various guidelines and instruments geared towards regulating the livestock sector in Kenya, like the livestock policy sessional paper no.3 of 2020, and more precisely in Samburu County.

The existence of County government of Samburu **Livestock Sale yards Act, (2018)**, part 11 of the Act which clearly outlines **'the establishment of Sale Yards'** that intensely supports and illuminates the livestock sale yards frameworks that include;

the livestock Sale Yards establishment and management, Livestock sale yard management, regulation of livestock market groups, livestock stalls construction, participation of the local community in livestock issues at the county level among other regulations. Entirely the above stated roles seems not to have been adopted fully, thus need to the level of livestock policy implementation and the sustainability of livestock marketing infrastructure in Samburu county, Kenya that this study intends to work on. Thus this study choice to find out why.

### **3.5 Target Population**

The study targeted 7,266 people who are directly involved in the livestock sector in Samburu county. They comprised of all the livestock sale yards' management committee's member. There are 18 livestock sale yards in the county (Samburu County CIDP 2018-2022), managed by the committees. The livestock sale yards' management committees are about 11-15 members per sale yard. The study will also target executive officials, comprising of the chair, the secretary as well as the treasurer of the committees of the 18 sale yards totaling to 54 members. The above mentioned category had the mandate of managing sale yards so were better placed to provide required views about the research.

The research also targeted the livestock policy implementers from the department of livestock (veterinary and Livestock production/marketing), finance and revenue, as well as department of trade. These comprised of the Chief Officers (COs), the respective County Executive Committee Members (CECM) and the Directors in charge of different department mentioned above. The County officials were key informant of the survey. This category too deals directly with the livestock issues at the county level.

The stakeholders at the sale yards were also targeted these comprised of; livestock producers, traders and services providers at the market. The exact number of stakeholders could not be determined as the numbers varied from one sale yard to the other as well as the different market days. However, the stakeholder population was estimated to be 400 per sale yard, which summed to 7,200 people. The County has three sub Counties and 15 administrative wards (Samburu County CIDP, 2018 - 2022). The survey selected to interview both men and women from the number of stakeholders at the sale yards. This category has much interest in the livestock sector as they were the main stakeholders, as they derived their livelihood from the sales yards.

The gender segregation was meant to enrich the survey by collecting views from all stakeholders including youth. The survey also targeted producers, traders both local and external; (local traders - these were traders who aggregate animals from producers and present to various primary or secondary markets and sale to external traders; (External traders - are traders who visits the markets and purchase to sale at the terminal markets, deliver to processors in urban centers). The last group to be targeted; in this category included the service providers like input suppliers, food and drinks suppliers

**Table 3.2 Targeted Population**

| <b>Classification</b>   | <b>Frequency</b> |
|---|------------------|
| <b>County government officials ( 2 CECM, 5 Directors and 3 Chief Officers)</b>      | 12               |
| <b>Management Committee ( 3 Officials from 18 sale yards)</b>                       | 54               |
| <b>Stakeholders ( 18 Sale yards and Estimated population of 400 per sale yards)</b> | 7,200            |
| <b>Total</b>  | <b>7266</b>      |

Source (Samburu County, 2023)

### 3.6 Sampling Procedure and the Size of the Sample

#### 3.6.1 Sampling Technique

The researcher employed both the stratified random sampling as well as purposive selection techniques in acquiring the required sample for the research. An aspect of commissioning stratified random selection procedure was because all the sale yards' livestock vendors posed same chance of inclusion and participating in the study while upholding a convenient as well as substantial sample size for the study (Uribe-Bohorquez *et al.*, 2018). Whereas the intention of choosing purposive sampling technique was to select both the genders who worked as well as their presence is seen at the sale yards.

#### 3.6.2 Sample Size

The assortment of stakeholders from the sale yards was distributed equally among the 18 sale yards. Therefore, per sale yards the sample was 21 and Purposive sampling was used to identify the stakeholders to participate in the research. So 3 representative officials of the 18 sale yard were picked totaling to 54 representatives. The same was applied to the county officials to participate in the research who were 12 members.

To calculate the requisite sample scope from the stakeholder population the researcher used Solvin's formula the slovin research formula permits a researcher to sample the population with desired degree of accuracy (Slovin1960).

The formula was computed as:  $n = \frac{N}{1 + Ne^2}$  Where n is the size of the sample, N is the size of the population and e is the margin of error or error of tolerance

From a target population for other stakeholders of **7200**;

$$\text{Thus } n = \frac{7200}{1 + 7200 (0.05)^2} = n = \mathbf{379}$$

**Table 3.3 Size of the Sample**

| No    | Respondent category                       | Targeted Population | Proportion      | size of the Sample |
|-------|---|---------------------|-----------------|--------------------|
| 1     | Sale Yards Management Committee officials | 54                  | 54              | 54                 |
| 2     | County Government Officials               | 12                  | 12              | 12                 |
| 3     | Stakeholders                              | 7200                | $n=378.9 = 379$ | 379                |
| Total |   | <b>7266</b>         |                 | <b>445</b>         |

**Source (Samburu County, 2023)**

### 3.7 Research Instruments

The researcher undertook the study by use of semi-structure questionnaires, interview schedules and Key informants. The questionnaires method aided in collecting accurate and reliable data since participants responding to the questions were liberally devoid of any bias (Kothari 2003). Interview guide was used to collect data from the County Government Officials Questionnaires which were Semi-structured in nature were utilized to collect information from the sale yards' managing committee, semi-structured questioners were used as well to collect data from the stakeholders. The study also used key informants to get data. The County Government officials were interviewed by the researcher. The stakeholders were provided with guided questioner and research assistant were used to translate questions to the illiterate respondents. Guided Questionnaire was convenient due to the vastness of the area which was cost heavy on transport expenditure in terms of movement from one place to another county.

### 3.8 Piloting

Piloting is vital in the research study as it aids in accelerating the success rate of the main study by helping in examining, adjusting as well as fixing any issue that may be ascertained on the research tools in time earlier before the main study is conducted

(Cooper & Schindler, 2013). Mugenda and Mugenda (2003), recommended that research piloting need to be at least 10 percent of the total sample of the main research study's sample, in this case the sample size for piloting was 10% of 445 which is 44.5 (45) respondents selected and administered in the neighboring Isiolo county which had comparable infrastructure that was being researched on.

### **3.8.1 Validity**

Research instrument's validity was the entity for assessing the study tool by objectively evaluating what each tool was intended to measure (Mahajan 2017). The research tools' validity emphasized the relationship between the input and the item that was being measured. The researcher conducted pre-testing trials in Isiolo County in two livestock sale yards to confirm validate and reliability of the survey tools. The pilot test confirmed the effectiveness of the tools and made improvements. The semi-structured questionnaires were administered to the sale yards' management and stakeholders from the two sale yards with the aim of rectifying invalid questions or those that elicited more than one response. The key informant from the department of livestock Isiolo County were used to test the tools for policy makers. All potential issues to affect validity were then fixed.

### **3.8.2 Reliability**

The reliability of research tools is a momentous feature of evaluating if a research study is appropriately studied, what it anticipated to check as well as or somewhat how accurate the study results look like (Nicolella et al. 2018). Cronbach's alpha test of reliability will be applied to internally asses the crucial concepts of the study interest reliability of the tools to be used in collecting the necessary data.

### **3.9 Data Collection Procedure**

Data Collection, is the precise, systematized gathering of anticipated data applicable to the investigation research gap using the means and methodologies like observation, interviews, description as well as the focus group discussion (Burns & Grove, 2008). The research study used Semi-Structured Questionnaires to collect data from the sale yards' management committee, questioners which were semi-structured in nature were utilized to gather information from the stakeholders. The study also utilized key informants to collect data. The County Government officials were interviewed by the researcher himself. The reproduced research tools; questionnaires were directed to the selected participants using the drop and picking afterwards as well as face to face administration, this method was effective approach of reducing the non-response rate to the tools due to the fact that, some respondents could have been busy during working hours.

### **3.10 Data Analysis and Presentation**

The collected information was analyzed through the descriptive statistic as well as the inferential data. The researcher applied descriptive words, pie chart, bar graph and tables to present and interpret the quantitative data. The Regression model that was used is demonstrated as follows,

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:  $\beta_0$  is the constant

$\beta_1 - 4$  is Regression coefficients,

$X_1$ - stakeholder participation

$X_2$ - revenue sharing

$X_3$ - networking

X<sub>4</sub>. capacity of management committee

ε. Error Term

### **3.11 Logistical and Ethical Consideration**

These are the conventional rules and guidelines that direct all the research studies touching on human themes are signified as the Ethical concerns (Bichi et al. 2019). The researcher ensured that there was informed consent from research respondents before collecting any data. The Researcher utilized the services of research assistants to increase objectivity and reducing biases. The respondent privacy was protected; they were no any form of identification. The respondent information was not shared out what so ever. The researcher obtained all the authorization required before visiting the field for data collection.

The researcher obtained an introductory letter from the department of public Policy and administration and another authorization to collect data from the graduate school Kenyatta University. The Researcher used the letter to apply for the NACOSTI authorization letter to collect data. Afterwards the researcher obtained another letter from the Samburu County Government. The researcher enrolled the enumerators who were trained and assisted in data collection. The researcher followed high ethical practice by making sure that the respondents were requested to participate voluntary in the survey and made sure they got the respondents' consent before administering the questionnaires. All the respondents were assured that their answers were to be preserved with confidentiality and only were to be utilized for the study.

## CHAPTER FOUR

### FINDINGS OF THE STUDY AND DISCUSSIONS

#### 4.1 Introduction

This section outlines the findings of the research study, whereas discussing the outcomes of each variable of the study as per the gathered responses from the respondents. The Section begins by outlining the level of response, followed by demography of the Respondents outlining the collected data regarding each item on each study variable and objective. The summary of the data was presented by the usage of percentages, frequency polygons, tables, charts and graphs.

In regard to specific objectives of the study it comprised of; examining how stakeholder participation affected the sustainability of Livestock Marketing Infrastructure in Samburu County. Secondly, was to establish the effects of revenue sharing on sustainability of Livestock Marketing Infrastructure in Samburu County Thirdly to evaluate the effects of networking among stakeholders on the sustainability of livestock sale yards in Samburu County and finally to determine the extent to which the capacity of management committee affects the sustainability of Livestock Marketing Infrastructure in Samburu County

#### 4.2 The General Level of Responses

The study targeted a population of 7266 persons, out of this population four hundred and forty-five (445) got sampled out to form sample size of the study, this is well exemplified in the table sample size Table 3.2 in chapter three. The general analysis of level of responses was important to ascertain if the study response rate mate the standard threshold of scientific research. The outcomes of responses are tabulated below.

**Table 4.1 Level of Response**

| No           | Category /Type of research tool deployed                   | Respondents' frequency (f) | Number successfully Returned | Percentage % |
|--------------|--|----------------------------|------------------------------|--------------|
| 1            | Sales yard management committee officials(Interview guide) | 54                         | 33                           | 61.1%        |
| 2            | County Government Officials(key informant)                 | 12                         | 8                            | 66.7%        |
| 3            | Stakeholders(questionnaire )                               | 379                        | 273                          | 72 %         |
| <b>Total</b> |  | <b>445</b>                 | <b>314</b>                   | <b>70.5%</b> |

**Source: (Research statistics, 2024)**

The 12 county Government officials were subjected to key informant tool and the remaining 433 were subjected to two different questionnaires tools. In that regard 54 questionnaires were distributed to 54 sales yard management committee officials in the 18 livestock sales yards and a further 379 were distributed to different stakeholders in the sales yards. Out of the 54 distributed 33 filled the tool successfully representing 61.1%, whereas out of the 379 dispersed questionnaires to the sales yards' stakeholders 273 were successfully filled and returned signifying 72 % of the response in that category. Pertaining the Key informants, out of the 12 distributed eight (8) were successfully reached out representing response rate of 66.7 %. This implied that in total out of 445 respondents 314 participated in the study signifying **70.5 %** total response as represented in the table 4.1 below. The response rate was beyond the matrix set by advanced researchers and conforms to set level as opined by Mugenda and Mugenda (2008) that elucidated that an over 60% response rate is good, like the current one is termed excellent as it exceeded 70%.

#### 4.2.1 General Results from the Sale Yards Management Committee Tool

The study subjected the sales Yard management committee members and the officials of the management to a data collection tool to establish the existence and management of the sales yards. The results are discussed below.

#### 4.2.2 Response by Period of Operation

The study sought to establish how long the sales yards were in operation since construction. This question was prudent in determining the period of existence of respective 18 sales yard. The responses will assist the researcher to gain knowledge on the number of sales yards constructed after devolution in 2013. The question was important in finding out how well the respondents' sale yards' management committee members understood the evolution of respective livestock sales yards in Samburu County. The outcomes are presented in the table 4.2 below.

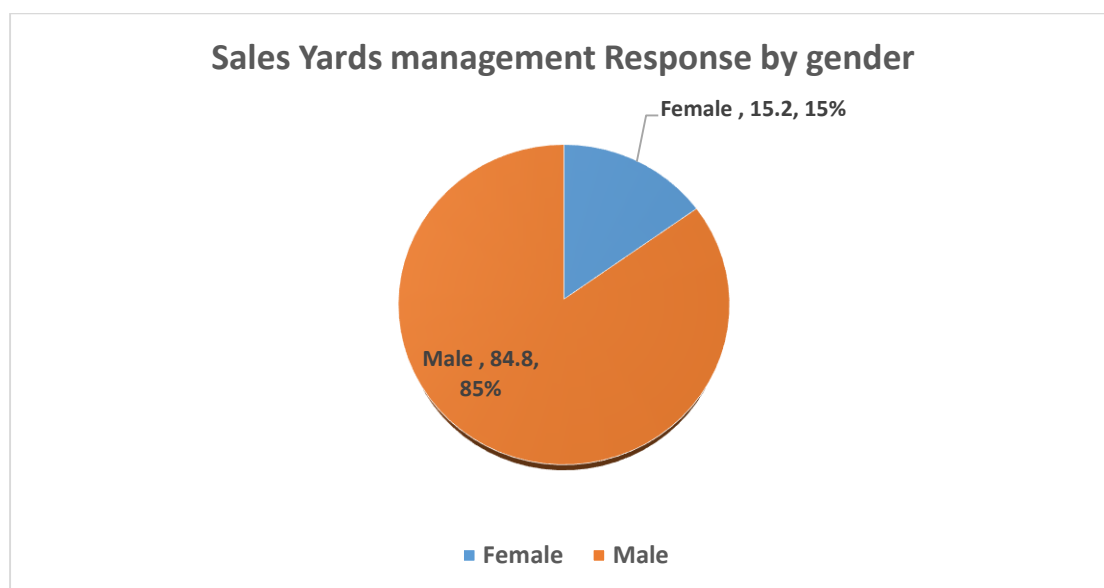
**Table 4.2 Sale Yard Name and Period of Existence.**

| No | NAME OF SALE YARDS   | When started        |
|----|----------------------|---------------------|
| 1  | <b>Maralal</b>       | <b>30 years ago</b> |
| 2  | <b>Suguta Marmar</b> | <b>20 years ago</b> |
| 3  | Poro                 | 10 years ago        |
| 4  | Lekuru               | 8 years ago         |
| 5  | Loibor – Ngare       | 3 years ago         |
| 6  | Tangar               | 10 years ago        |
| 7  | <b>Lolkuniyani</b>   | <b>20 years ago</b> |
| 8  | Loosuk               | 6 years ago         |
| 9  | Achers Post          | 5 years ago         |
| 10 | <b>Baragoi</b>       | <b>30 years ago</b> |
| 11 | Lolmoloq             | 3 years ago         |
| 12 | Longewan             | 2 years ago         |
| 13 | Ndonyowasin          | 4 years ago         |
| 14 | Lengusaka            | 7 years ago         |
| 15 | Loosuk               | 4 years ago         |
| 16 | <b>Lpus</b>          | <b>12 years ago</b> |
| 17 | Ngorika              | 3 years ago         |
| 18 | Ndoyonasipa          | 2 years ago         |

The results from the query indicated that majority of the respective sales yards were in operation for a period ranging from 2 to 30 years. Specifically, 13 Sales yards were established after the devolution in 2013. Before devolution there were only 5 major livestock sales yards in existence in Samburu County.

#### **4.2.3 Distribution of Sale Yards Management Committee Respondents by Gender**

The study pursued to establish the responses from sale yards' management committee by gender. This was prudent in establishing which gender was mostly involved in the management of the respective sales yard in Samburu County as well as finding out if the management was honoring the one third gender rule as enshrined in the constitution of Kenya (2010). The outcomes are presented below.



**Figure 4.1 Response by Gender of Sale Yards Management Committee Respondents**

The outcomes indicated that 28 representing 84.8 % of the responses were male while only 5 were female representing 15.2 %. This suggests that more men in Samburu county were involved in the livestock sale yards' management as compared to women.

The disparity is attributed to the fact that livestock related practices are male oriented as compared to women.

Similarly, on the analysis of responses by the membership of the management committee, the study recorded 165 males out of 198 responses representing 83.2% and only 33 members were female representing 16.8%. The outcomes clearly indicate that majority of management committee members as well as their officials were male and the one third gender rule was not being observed.

The findings concur with Ombasa and Kiruthu (2020) where their research on policy on livestock and its influence on livestock production in Garissa county attracted 25% response rate from women and 75% response rate from male. Similarly, the study outcomes are in support of Tavenner et al., (2019), which its outcomes elucidated that commercialization of livestock is often linked to a condensed control on sales of products related to livestock by women. When a given household grow into extra market-oriented, the control of men on incomes and sale that emanate from livestock also increases at the expense of females. The rate of responses based on gender is represented in the chart below.

#### **4.2.4 Study findings on the Category of Members of the Management**

The study sought to establish categories of responses of Members of the Management. This was significant in ascertaining the business orientation of the representatives of the management. This was prudent in establishing the nature of representatives in the management of the sales yards as well as making sure that all categories operating at the sales yard are represented. The finding is tabulated below.

**Table 4.3 Response by Category of Members of the Management**

| Category          | Frequency (f) | Percentage (%) |
|-------------------|---------------|----------------|
| Producers         | 17            | 50.3%          |
| Traders           | 9             | 29.8%          |
| Service providers | 5             | 15%            |
| Others            | 2             | 4.9%           |
| Total             | 33            | 100            |

**Source: Researcher, (2024).**

Findings indicated that producers were representing 50%, traders were representing 30%, and service providers were representing 15%, whereas others were representing 5%. The research findings indicate that there are more livestock producers among the sale yards' management committee who account for almost half of all committee members amounting to 50.2%.

#### **4.2.5 Key Informant Tool**

The 12 county Government officials were subjected to key informant tool to ascertain their views on the factors affecting the sustainability of Livestock Marketing Infrastructure in Samburu County. This category of respondents was chosen because Livestock development is a devolved function, thus the county government held important information that could assist the researcher in unrevealing the issues surrounding set-ups, type of support provided by the County government and the officials to achieving the sustainability of the sales yard.

#### **4.2.6 Interview date**

The respondents were required to indicate the date of the interview. This was important as the research can be authenticated using the dates of research undertakings. The interview was carried from 2<sup>nd</sup> of September to 8<sup>th</sup> of September, 2024. The study also

required the stakeholders to state the sub location, location and ward, which they did indicate.

#### 4.2.7 Response by Department and Position held in Samburu County

The study pursued to establish the respondents position in the county as well as the name of Department in which the respondent was attached to by the time of conducting the research. This was prudent in reaching out to all of the county government officials in charge of the livestock management docket that the research was based on. This will assist the research get views from each representative of all the categories concerned with the Livestock in Samburu County. The response summary of county officials who participated in the study are listed in the table 4.4 below.

**Table 4.4 Response by the County government of Samburu senior staff**

| <b>Position</b>                          | <b>Frequency (f)</b> | <b>Department /ministry</b>  |
|--|----------------------|--|
| County executive committee members (CEC) | 2                    | Agriculture, Livestock development , Veterinary, services and Fisheries<br><br>Tourism, Trade ,Enterprise Development and Cooperatives |
| Chief Officers (CO)                      | 3                    | Finance and Economic planning<br>Livestock Production and Animal Health<br>Trade, Cooperative And Enterprise development               |
| Directors                                | 3                    | Livestock Production and Marketing<br>Animal Health<br>Cooperative development   |
| Total                                    | 8                    |  |

**Source; County government of Samburu (2024)**

The responses indicate that 2 county executive committee members (CEC) responded, 3 Chief Officers (CO) and 3 Directors responded to the tool.

#### 4.2.8 Response of county Government officials by Gender

The study sought to establish the gender of the senior county staff who responded to the tool. This was important in ascertaining the gender representation which is a constitutional requirement in Kenya according to the Kenya constitution (2010).

The findings are summarized in the table below.

**Table 4.5 Response by gender for the county government of Samburu senior staff**

| <b>Gender</b> | <b>Frequency (f)</b> | <b>Percentage (%)</b> |
|---------------|----------------------|-----------------------|
| Male          | 6                    | 75%                   |
| Female        | 2                    | 25%                   |
| <b>Total</b>  | <b>8</b>             | <b>100%</b>           |

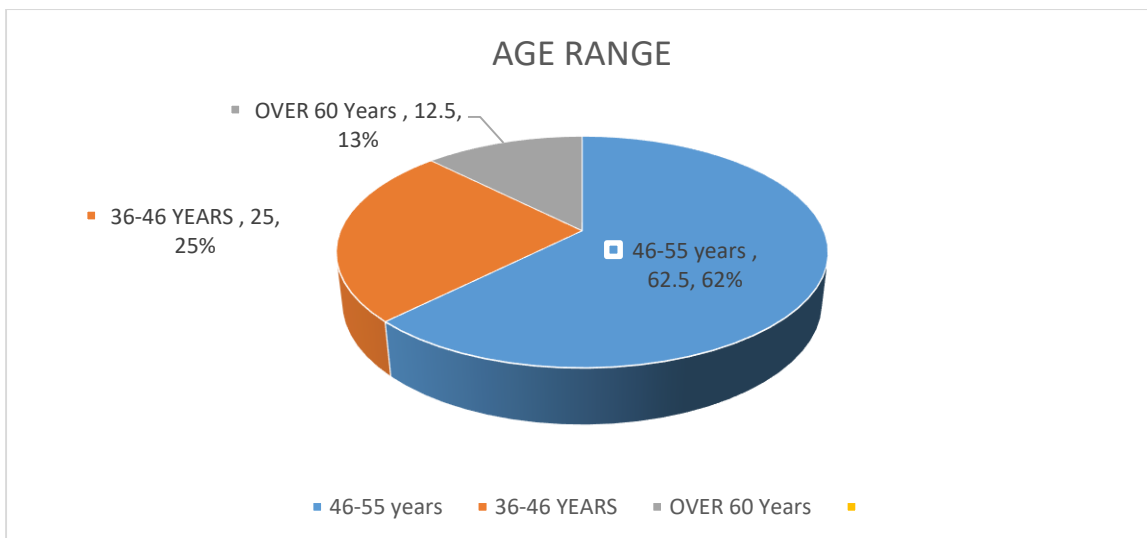
Source research data (2024)

The results indicated that out of 8 responses 6 were male and 2 females. This represents 75 % and 25% for male and female respectively. This indicate that more male is in senior management position directly dealing with the livestock issues in the county as compared to the female, phenomenon that has been supported by various studies.

The results of 25% of female representation conforms to the gender rule as enshrined in Article 81(b) of the Kenyan Constitution which calls for representation to comply with the standard of not more than two-thirds of the members who are chosen by election for public groups are from similar gender.

#### 4.2.9 Response of County Government Officials by Age (Range)

The study too went further to establish the age brackets of the respondents. This was important in determining the age groups of the respondents as experience comes with age. The outcomes are presented in the figure below.



**Figure 4.2 Response of county government officials by Age (Range)**

The results indicated that majority of the respondents 5 (representing 62.5% were aged 46-55 years, 2 were aged 36-45 years representing 25% and only 1 was aged above 60 years representing 12.5%. The results indicate that Samburu county had majority of the staff in livestock management aged between 46-55 years.

#### **4.2.10 Ministry and Department's Role in Implementation of Sale Yards**

##### **Sustainability**

The study pursued to establish the role of each Ministry and or department in the implementation of sale yards' sustainability. This was important in determining the role of each department in support of sustainability of livestock sales yard.

**Table 4.6 Roles of Respective Departments and Ministry at the County of Samburu**

| <b>Ministry</b>   | <b>Roles</b>   |
|---|--|
| Agriculture, Livestock development, Veterinary services and Fisheries | <ul style="list-style-type: none"> <li>✓ Promoting Livestock trade, build livestock sale yards, develop and enact sale, yards legislation.</li> <li>✓ Promoting marketing of livestock and health.</li> <li>✓ Marketing and promotion, support sale yards' committee capacity to repair and maintain sale yards.</li> <li>✓ Disease control, Quarantine, Provide Disease control documents like permit, no objections</li> </ul> |
| Tourism, Enterprise Development and Cooperatives                      | <ul style="list-style-type: none"> <li>Trade, and</li> <li>✓ Promoting trade in the County, Provide capital for entrepreneurs.</li> <li>✓ Supporting trade in the County, Provide licenses for business.</li> <li>✓ Providing Entrepreneur and business skills, Financial Management skills.</li> <li>✓ Registration cooperatives, providing guidelines for management of cooperatives, negotiate for Business packs.</li> </ul> |
| Finance, Economic, Planning and ICT                                   | <ul style="list-style-type: none"> <li>✓ Managing County Finance and Coordinate revenue collection.</li> <li>✓ County fiscal Year planning, Revenue collection</li> <li>✓ Revenue collection, projection of revenue and Develop strategies for meeting the projections, Advice sale yards Committees on sale yards Management.</li> </ul>  |

The responses indicated that the county officials seem to understand their roles perfectly regarding their contribution to the sustainability of livestock sales yard in Samburu County. However, there is very minimal on the ground in terms of their presence affecting the sustainability of the sales yards. The table below highlights the roles as reported by the county official's respondents.

#### **4.2.11 General Responses from the Stakeholder Tool**

The stakeholders were another category selected for the study. This is because they were the primary beneficiaries of livestock sales yard, thus had vested interest of the sales yard's sustainability. Some 379 questionnaires were dispersed to the sales yards'

stakeholders out of which 273 were successfully filled and returned signifying 72 % of the response in that category.

#### 4.2.12 Name of Sales Yard

The study pursued to establish the specific livestock sale yard that the stakeholders were being questioned from. This was important as it ensured that all the 18 livestock sales yard (markets) were reached as well as documenting the number of responses from each Livestock sales yard. The responses are tabulated below.

**Table 4.7 Responses by livestock sales yard and day of the Markets**

| No    | Name Of Sale Yards | Frequency of stakeholders interviewed | Market Day          |
|-------|--------------------|---------------------------------------|---------------------|
| 1     | Maralal Town       | 24                                    | Monday and Saturday |
| 2     | Suguta Marmar      | 14                                    | Friday              |
| 3     | Poro               | 16                                    | Monday              |
| 4     | Lekuru             | 13                                    | Saturday            |
| 5     | Loibor - Ngare     | 15                                    | Saturday            |
| 6     | Tangar             | 14                                    | Thursday            |
| 7     | Lolkuniyani        | 17                                    | Thursday            |
| 8     | Loosuk             | 16                                    | Tuesday             |
| 9     | Achers Post        | 12                                    | Saturday            |
| 10    | Baragoi            | 11                                    | Monday and Friday   |
| 11    | Lolmoloq           | 17                                    | Friday              |
| 12    | Longewan           | 19                                    | Thursday            |
| 13    | Ndonyowasin        | 12                                    | Wednesday           |
| 14    | Lengusaka          | 13                                    | Wednesday           |
| 15    | Loosuk             | 16                                    | Tuesday             |
| 16    | Lpus               | 19                                    | Wednesday           |
| 17    | Ngorika            | 8                                     | Tuesday             |
| 18    | Ndoyonasipa        | 17                                    | Monday              |
| Total |                    | <b>273</b>                            |                     |

The results indicate that Maralal town livestock sales yard had the most number of stakeholders who responded to the questionnaires with 24 and Ngorika sale yard had the least number of stakeholders questioned. This indicate that Maralal town sales yard is based in town with very many people doing different business around. The results for each of the 18 sales yards is tabulated in the table above;

#### 4.2.13 Gender and Category of the Stakeholders

The study pursued to find out the gender and Category of the Stakeholders in terms of what they had specialized in or what they were dealing with at the sales yard. This was important in determining gender representation in the sales yard and livestock trade as well as establishing the level of participation in the Livestock affairs in the Samburu County. The results are indicated below.

**Table 4.8 Responses by Gender and Category of stakeholders**

| Category of stakeholders | Gender            |                  | Frequency        | Percentage (%) |
|--------------------------|-------------------|------------------|------------------|----------------|
|                          | Male              | Female           |                  |                |
| Producers                | 63                | 14               | 79               | 29%            |
| Small Scale traders      | 37                | 17               | 54               | 19.6%          |
| External Traders         | 22                | 10               | 32               | 11.6%          |
| Brokers                  | 42                | 0                | 42               | 15.2%          |
| Services providers       |                   |                  |                  |                |
| Agri-Inputs suppliers    | 12                | 0                | 12               | 4.5%           |
| Food Vendors             | 0                 | 25               | 25               | 8.9%           |
| Rope Suppliers           | 6                 | 2                | 8                | 2.7%           |
| Transporters             | 15                | 0                | 15               | 5.4%           |
| Retail shop              | 5                 | 3                | 8                | 2.7%           |
| <b>Total</b>             | <b>202(74.1%)</b> | <b>71(25.9%)</b> | <b>273(100%)</b> | <b>100%</b>    |

**Source Research statistics, (2024)**

The outcomes indicate that there were 71 females and 202 male representing 25.9% and 74.1% for women and male respectively. In terms of category of the stakeholder's producers were the most at the markets 79 of them representing 29% of the total stakeholders, followed by small scale traders at 54 representing 19.6 % then the brokers 42 representing 15.2%. The least being rope suppliers and retail shop attenders at 2.7 % each respectively. The summaries of each category is represented in the table above.

### 4.3 Findings from the Independent Variables

#### 4.3.1.1 Findings on Stakeholder Participation and Sustainability of the Sale Yards

The study pursued to establish the effect of Stakeholder Participation on the sustainability of Sales yard in Samburu County. This was done by questioning the respondents on varied aspects regarding how they were involved in the management of sales yard in Samburu County. This variable was selected because, participation is key in any meaningful venture as it brings out a sense of ownership which eventually promotes project sustainability. To measure this specific variable, three categories of respondents were asked to respond to questions regarding their participation. The results are discussed below. Results from Sales Yard Management

Committee Tool on stakeholder participation.

The management committee respondent was asked to state if they held meetings. They were further required to affirm if they kept records for the meeting. This question was significant in ascertaining the stakeholder's participation as well as proof of it. The results are as indicated in table 4.9 below.

**Table 4.9 Record keeping for the stakeholder's meetings**

| <b>Responses</b>           | <b>Frequency (f)</b> | <b>Percentage (%)</b> |
|----------------------------|----------------------|-----------------------|
| <b>Keep records</b>        | 11                   | 33.3%                 |
| <b>Do not keep records</b> | 22                   | 66.7%                 |
| <b>Total</b>               | <b>33</b>            | <b>100%</b>           |

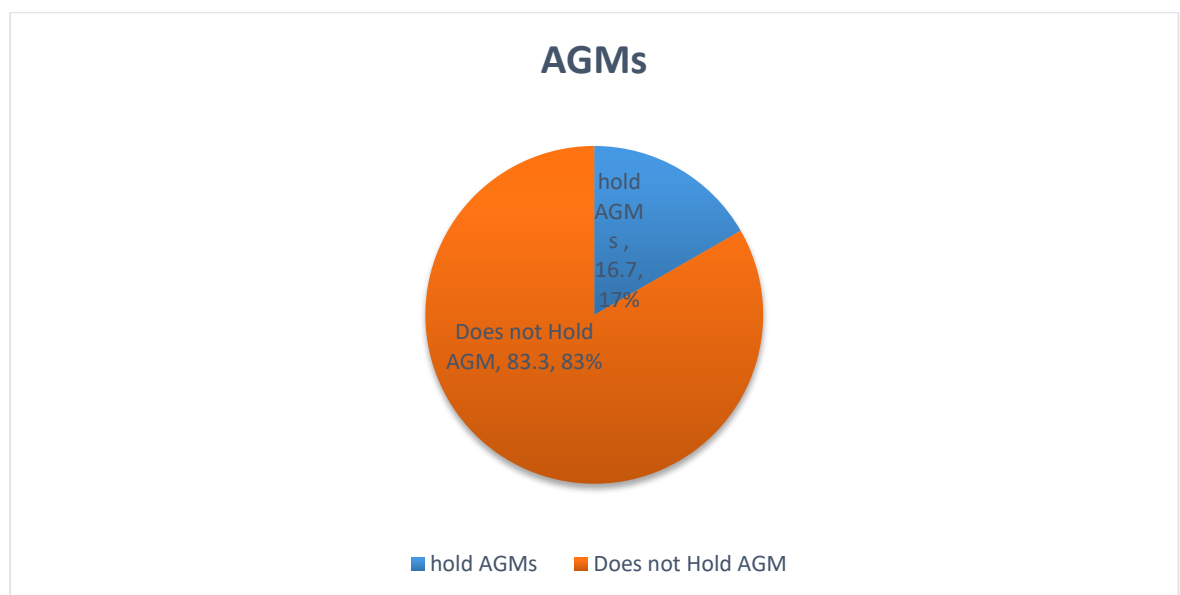
**Source: Researcher (2024)**

The responses indicated that only 11 out of 33 responses representing 33.3% from the officials of the livestock sales yard management committee in Samburu County kept the updated lists of stakeholders, while 22 out 33 representing 66.7% did not keep

stakeholders' lists. This indicates that the management is not aware of the significance of stakeholders' participation which affects sustainability of sales yards. The findings concur with the study outcomes by Schwermer, Barz & Zablotzki, (2020), which established that Stakeholders of a given project, have vibrant needs, desires, interests as well as anticipations from the outcomes of the project.

#### 4.3.1.2 Research Findings on conducting Annual General Meeting (AGMs)

The study sought to establish the management organized and held regular Annual General Meeting (AGM) in their respective sales yard. Annual general meetings are significant as they allow stakeholders to air out their views on the operations of a given entity. This question was important in ascertaining stakeholders' participation. The outcomes are denoted in the figure 4.3 below.



**Figure 4.3 Holding of Annual General Meetings (AGMs) by different sale yards**

Basing on the responses as presented in figure 4.3 above, only 3 out of 18 livestock sale yards had held annual general meetings (AGM). This represents a small percentage of 16.7% as compared to the majority who indicated that they didn't hold AGM meetings representing 83.3%. Annual General Meetings (AGMs) are important events in every organization as it sets the stage for discussing pertinent issues that affect a given entity

within that year and the views given can be used to rectify any unprecedented action by the management. The findings support Reinhardt & Grunter, (2021) outcomes which stated that, absence of stakeholder ‘s participation can definitely lead to ineffectively established practices as well as further resistance inside organizations. During AGM the management are to share information about performance and status of the sale yards and lack of this information leads to speculation by stakeholders affecting sustainability of the sale yards in Samburu County.

#### **4.1.3.3 Interaction with the county Government officials**

The study sought to establish how frequent the management committee of the sale yards interacted with the County Government Officers and from which department. This question was valid as it was geared towards establishing the relationship between the county government officials who are the main stakeholders and the management committee members of the sales yards. Stakeholder participation is well measured by the frequency of meetings and interactions. The findings are as indicated below;

**Table 4.10 Frequency of interaction with County Government Officers**

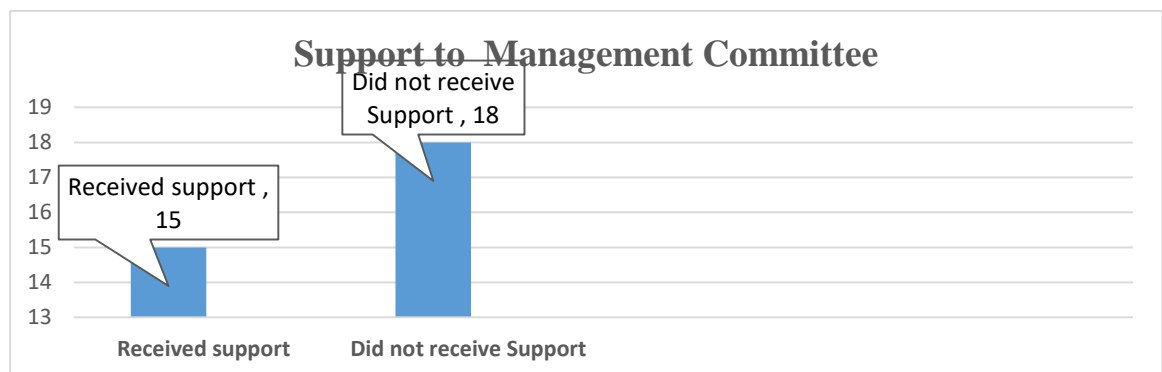
| <b>Rate of meetings</b>   | <b>Frequency</b> | <b>Percentage</b> |
|---------------------------|------------------|-------------------|
| Every market day (weekly) | 27               | 81.8              |
| Monthly                   | 6                | 18.2              |
| Total                     | 33               | 100%              |

The findings indicated that the majority of the sale yard management committee members 27 representing 81.8% interacted with the county government officials on every market day (weekly). The officials were from the revenue department. This indicate that the county government officials were keen on collecting taxes from the livestock sellers and buyers on every market day. The study further requested the respondents to indicate the department from which the county officials came from and almost all the respondents indicated from the Revenue department.

This signifies that the county government of Samburu revenue officers are quite effective in the revenue collections from the livestock sales yards. Thus, revenue collection significantly affects the sustainability of sales yards in the county. These revelations concur with the findings of Hugue (2020), who opined that one sided stakeholders' interests deters sustainability of projects.

#### 4.3.1.4 Findings on the Support Received from Different Sectors and Stakeholders.

The study set to establish if the sales Yards' Management Committee got support from other institutional Stakeholders. This question was valid as it aided in bringing out the specific institutional stakeholders as well as the exhaustive support received, this is vital as it supports in establishing the gap of the missing category of assistance against the received assistance. The outcome is presented in figure 4.4 below;



**Figure 4.4 Support to the Management Committee Members.**

The statistics received from the respondents indicated that only 15 out of 33 respondents indicated of receiving the support representing 45.5%, whereas the remaining 54.5% indicated not getting any support from either institutions or stakeholders. These is a mixed result which is almost half/half, that indicates that some could have received support but because it was not monetary support they viewed it as not being support.

The study further sought to establish from those who indicated that they received some support to indicated source and the kind of support received. The findings are indicated Table 4.11 below;

**Table 4.11 Type of Support Received**

| <b>LIST OF INSTITUTION</b>                                | <b>TYPE OF SUPPORT</b>      | <b>Frequency (f)</b> | <b>Percentage (%)</b> |
|---|-----------------------------|----------------------|-----------------------|
| Samburu county Government                                 | Revenue share               | 7                    | 39%                   |
| SNV   | Capacity building           | 8                    | 44.4%                 |
|   | Capacity building           | 6                    | 33.3%                 |
|   | Construction of markets     | 9                    | 50%                   |
| KLMC  | Capacity building           | 9                    | 50%                   |
|   | Influence for Revenue share | 6                    | 33.3%                 |
| National government projects – RPLRP, DRSLP, NARIGP, NDMA | Construction of Markets     | 12                   | 66.7%                 |
|   | Capacity building           | 11                   | 61.1%                 |

**Source: Researcher (2024)**

The findings indicated that the major support received was for the construction of markets at 66.6% followed by capacity building at 61% of the management committee all from National government projects spearheaded by RPLRP, DRSLP, NARIGP, and NDMA. This was followed by KLMC assisting in the construction of markets and capacity building at 50% respectively. The least support was from Samburu county Government and SNV, supporting in Influencing revenue shares. These outcomes conform to the findings of Keshkam at, Looijen & Zuidgeest, (2016), it is imperative to embrace relevant stakeholders in government development planning processes.

#### **4.3.1.5 Statistics on Stakeholder Participation from the Stakeholder Tool**

The study deployed a stakeholder’s tool that was subjected to other interested stakeholders at the livestock sales yard markets on the specific Market days to establish their observations regarding the policy implementation and sustainability of sales yard infrastructure in Samburu County. The target population for this category was 379 out

of which 273 successfully participated in the study. The following is the analysis of their responses.

#### **4.3.1.6 Effect of Stakeholder Participation on the Sustainability Livestock Marketing Infrastructure in Samburu County**

The study pursued to establish how the stakeholder participation affected sustainability of Sale Yards in Samburu County. This question was essential as it was used to gauge the sale yards' stakeholder understanding of their roles on the sustainability of sales yards. The responses were tabulated in terms of thematic areas and the outcomes are as follows;

**Table 4.12 How stakeholder participation affect sustainability of Livestock Marketing Infrastructure in Samburu County**

| <b>Reason</b>  | <b>Frequency (f)</b> | <b>Percentage (%)</b> |
|--|----------------------|-----------------------|
| Public participation is key requirement in the constitution                                  | 128                  | 47.3                  |
| Helps in generating views from different stakeholders for the improvement of the sales yards | 37                   | 13.5                  |
| Enhances networks among different stakeholders   | 27                   | 9.8                   |
| It helps in the understanding of programs being implemented                                  | 58                   | 21.4                  |
| It helps in accountability of leaders  | 23                   | 8                     |
| <b>Total</b>   | <b>273</b>           | <b>100</b>            |

The responses generated attributed that most of them (128) representing 47.3% stated that public participation is key requirement in the constitution thus they were honoring the constitution. A number of them (37) representing 13.5% stated that stakeholder participation helps in generating views from different stakeholders for the improvement of the sales yards. Another (27) representing 9.8% stated that Enhances networks among different stakeholders. Further (58) representing 21.4% indicated that It helps in

the understanding of programs being implemented. Finally, (23) representing 8% attributed stakeholder participation to helping in accountability of leaders. These findings support the study by Kalu & Rugami, (2021), who elucidated that, Participation in communal and community developments is a shared administrative obligation that enhances a sense of project proprietorship and is often viewed to bear substantial contribution to the sustainability of a given project.

#### **4.3.1.7 Participation in the Planning of sales yard Activities**

The study pursued to find out from those who agreed that there was Management systems by answering YES, if at all they do participate in the planning of activities. This question was vital in determining the type of engagement in activities of the sales yards. Active participation is key in any project. The outcomes are tabulated in table 4.13 below.

**Table 4.13 Responses on the Participation in the Planning of Activities**

| <b>Response on the Participation in the Planning of Activities</b> | <b>Frequency</b> | <b>Percentage</b> |
|--|------------------|-------------------|
| Yes participated in the Planning of Activities                     | 70               | 25.5%             |
| No did not participate in the Planning of Activities               | 203              | 74.5%             |
| <b>Total</b>   | <b>273</b>       | <b>100%</b>       |

The responses indicated that out of the 273 respondents, 70 agreed to have participated in planning of the activities, while the remaining 203 stated that they had not participated in the planning of activities at the livestock sales yard, representing 74.5% to have participated and 25.5% to not have participated in the planning of activities at the livestock sales yard.

This implies that as much as there are management systems in place, most of the stakeholders are not involved in the planning and implementation of activities. Thus stakeholders' participation has a critical influence on the sustainability of the livestock sales yards in Samburu County. This outcome is supported by Schwermer, Barz and Zablotski, (2020), whose study outcomes, established that Stakeholders of a given project, have vibrant needs, desires, interests as well as anticipations from the outcomes of the project.

#### **4.3.1.8 Participation in the Management activities of the Sale Yard**

The study further pursued to establish in which ways did those who indicated that they participated in the Management activities of the Sale Yards and the activities they were engaged in. The question presented options of activities that the researcher thought was significant to the operations of the sales yards. The outcomes of the responses are summarized in the Table 4.14 below.

**Table 4.14 Participation in the Management activities of the Sale Yard**

| <b>Activity</b>  | <b>Frequency</b> | <b>Percentage</b> |
|--|------------------|-------------------|
| Attend AGM   | 0                |                   |
| Planning Process   | 2                | 8.3               |
| Conflict resolution  | 6                | 25                |
| Others   | 16               | 66.7              |
| Cleaning sale yards, offering security, providing security |                  |                   |
| <b>Total</b>   | <b>24</b>        | <b>100</b>        |

The result indicated that they did so by cleaning sale yards, offering security, providing security totaling to 66.6 %, Planning Process 8.3 % dealing with the Conflict resolution representing 25 %, and Attending AGMs none. The outcomes signify that there was nil attendance of AGMS among the respondent, this is an important aspect of participation that each organization should embrace as enshrined in the Public Participation Act 2018

of Kenya. Stakeholder participation is crucial this is supported by Ali et al., (2020), who opined that the Social and traditional diminuendos of stakeholders are similarly significant forecaster of sustainability of projects.

#### **4.3.1.9 Responses on the Period of Participation in the Sale Yard Activities**

The study pursued to establish when was the last time the respondents participated in the Sale Yard activities mentioned above. This question was significant in ascertaining the frequency of stakeholders' participation in the activities of the Sale Yard. The outcomes of the responses are tabulated below.

**Table 4.15 Responses on the Period of Participation in the Sale Yard Activities**

| <b>Period</b>    | <b>Frequency</b> | <b>Percentage</b> |
|------------------|------------------|-------------------|
| 3 to 6 months    | 8                | 33.3%             |
| 6 to 12 months   | 12               | 50%               |
| 1 year and Above | 4                | 16.7%             |
| Never            | 0                | 0                 |
| <b>Total</b>     | <b>24</b>        | <b>100%</b>       |

Basing on the outcomes, most of the respondents 12 out 24 signifying 50% indicated that the participated in the livestock sale yard's activities some 6-12 months ago, with another 8 signifying 33.3% indicating that they participated in sale yard's activities some 3-6 months ago, and final 4 of them signifying 16.7% had not participated in the activities for over year ago. The results indicate that the respondent take a while in participation of the activities of the sale yards. This aspect affects the sustainability of sale yard as the first hand information cannot be accessible in time for timely decision making. The outcomes don't conform to the findings by Reinhardt and Grunter, (2021), which established that Stakeholder involvement allows decision-making entities to have several options aimed at formulation of Policies.

#### 4.3.1.10 Multiple Linear Regression Analysis for Stakeholder Participation Outcomes

**Table 4.16 Determination of Coefficients for Stakeholder Participation**

| Model                     | Unstandardized Coefficiency |           | Standardized Coefficiency |       |              |
|---------------------------|-----------------------------|-----------|---------------------------|-------|--------------|
|                           | B                           | Std.Error | Beta                      | t     | Significance |
| (Constant )               | 0.891                       | 0.082     |                           | 9.653 | .000         |
| Stakeholder Participation | 0.687                       | 0.171     | 0.516                     | 1.894 | .001         |

Findings indicated that increasing Stakeholder Participation subsequently led to increase by 0.687 of scores in Sustainability of livestock Sale Yards in Samburu County, if all other variables were held constant.

#### 4.3.2 Findings on Revenue

The second independent variable was Revenue sharing and how it affected the sustainability of the sale yard in Samburu count. Three tools were used to measure the variable's influence, that is; Sale Yards Management Committee Questionnaire, key informant interview and Stakeholder Questionnaire Tool.

##### 4.3.2.1 Findings on Sale Yards Management Committee Questionnaire on Revenue Sharing.

This tool was subjected to Sale Yards Management Committee to gather their views pertaining revenue sharing variables. The first question sought to establish how much cess was collected per animal and what volume of livestock presented to different sales yards were sold. These two question were prudent in establishing the cash in terms of revenue generated from livestock sales. Summaries of each sales yards cess and volume is as tabulated in the tale 4.17 below indicating sale yard name, amount of cess charged per animal and on average the volume of sale of each animal category as well the percentages.

**Table 4.17 Revenue and individual Sales Yard Volume of Livestock in Samburu County**

| No | Name Of Sale Yards | Types Of Livestock Traded | Amount of Cess Per Animal | Average Volume Presented Per Market Day | Average Volume Sold Per Market Day and percentage |
|----|--------------------|---------------------------|---------------------------|---|---|
| 1. | Marlal Town        | Sheep/goats               | 100                       | 800                                     | <b>748</b> <b>93%</b>                             |
|    |                    | Cattle                    | 200                       | 2300                                    | <b>2045</b> <b>88.9%</b>                          |
|    |                    | Camel                     | 300                       | 0                                       | <b>0</b> <b>0</b>                                 |
|    |                    | Donkey                    | 200                       | 0                                       | <b>0</b> <b>0</b>                                 |
| 2. | Suguta Marmar      | Sheep/Goats               |                           | 30                                      | <b>25</b> <b>83.3%</b>                            |
|    |                    | Cattle                    |                           | 5                                       | <b>5</b> <b>100%</b>                              |
|    |                    | Camel                     |                           | 0                                       | <b>0</b> <b>0</b>                                 |
|    |                    | Donkey                    |                           | 1                                       | <b>1</b> <b>100%</b>                              |
| 3. | Poro               | Sheep/Goats               |                           | 150                                     | <b>132</b> <b>88%</b>                             |
|    |                    | Cattle                    |                           | 400                                     | <b>358</b> <b>89.5%</b>                           |
|    |                    | Camel                     |                           | 0                                       | <b>0</b> <b>0</b>                                 |
|    |                    | Donkey                    |                           | 6                                       | <b>5</b> <b>83.3%</b>                             |
| 4. | Lekuru             | Sheep/Goats               |                           | 157                                     | <b>133</b> <b>84.7%</b>                           |
|    |                    | Cattle                    |                           | 162                                     | <b>144</b> <b>88.9%</b>                           |
|    |                    | Camel                     |                           | 0                                       | <b>0</b> <b>0</b>                                 |
|    |                    | Donkey                    |                           | 3                                       | <b>3</b> <b>100%</b>                              |
| 5. | Loibor - Ngare     | Sheep/Goats               |                           | 500                                     | <b>425</b> <b>85%</b>                             |
|    |                    | Cattle                    |                           | 80                                      | <b>76</b> <b>95%</b>                              |
|    |                    | Camel                     |                           | 0                                       | <b>0</b> <b>0</b>                                 |
|    |                    | Donkey                    |                           | 7                                       | <b>7</b> <b>100%</b>                              |
| 6. | Tangar             | Sheep/Gaots               |                           | 1700                                    | <b>1589</b> <b>93.5%</b>                          |
|    |                    | Cattle                    |                           | 60                                      | <b>53</b> <b>88.3%</b>                            |
|    |                    | Camel                     |                           | 9                                       | <b>8</b> <b>88.9%</b>                             |
|    |                    | Donkey                    |                           | 25                                      | <b>23</b> <b>92%</b>                              |
| 7. | Lolkuniyani        | Sheep/Goats               |                           | 3000                                    | <b>2650</b> <b>88.3%</b>                          |
|    |                    | Cattle                    |                           | 450                                     | <b>419</b> <b>93.1%</b>                           |

|                        |             |      |             |              |
|------------------------|-------------|------|-------------|--------------|
|                        | Camel       | 80   | <b>63</b>   | <b>78.8%</b> |
|                        | Donkey      | 30   | <b>26</b>   | <b>86.7%</b> |
| <b>8. Loosuk</b>       | Sheep/Goats | 1400 | <b>1347</b> | <b>96.2%</b> |
|                        | Cattle      | 60   | <b>49</b>   | <b>81.6%</b> |
|                        | Camel       | 0    | <b>0</b>    | <b>0</b>     |
|                        | Donkey      | 14   | <b>14</b>   | <b>100%</b>  |
| <b>9. Achers Post</b>  | Sheep/Goats | 1800 | <b>1655</b> | <b>91.9%</b> |
|                        | Cattle      | 120  | <b>111</b>  | <b>92.5%</b> |
|                        | Camel       | 8    | <b>8</b>    | <b>100%</b>  |
|                        | Donkey      | 5    | <b>5</b>    | <b>100%</b>  |
| <b>10. Baragoi</b>     | Sheep/Goats | 140  | <b>133</b>  | <b>95%</b>   |
|                        | Cattle      | 105  | <b>93</b>   | <b>88.6%</b> |
|                        | Camel       | 08   | <b>6</b>    | <b>75%</b>   |
|                        | Donkey      | 06   | <b>6</b>    | <b>100%</b>  |
| <b>11. Lolmoloq</b>    | Sheep/Goats | 600  | <b>495</b>  | <b>82.5%</b> |
|                        | Cattle      | 130  | <b>123</b>  | <b>94.6%</b> |
|                        | Camel       | 0    | <b>0</b>    | <b>0</b>     |
|                        | Donkey      | 08   | <b>8</b>    | <b>100%</b>  |
| <b>12. Longewan</b>    | Sheep/Goats | 850  | <b>824</b>  | <b>96.9%</b> |
|                        | Cattle      | 240  | <b>211</b>  | <b>87.9%</b> |
|                        | Camel       | 0    | <b>0</b>    | <b>0</b>     |
|                        | Donkey      | 12   | <b>9</b>    | <b>75%</b>   |
| <b>13. Nkonyowasin</b> | Sheep/Goats | 800  |             |              |
|                        | Cattle      | 120  | <b>113</b>  | <b>94.2%</b> |
|                        | Camel       | 60   | <b>51</b>   | <b>85%</b>   |
|                        | Donkey      | 18   | <b>14</b>   | <b>77.8%</b> |
| <b>14. Lengusaka</b>   | Sheep/Goats | 2200 | <b>1987</b> | <b>90.3%</b> |
|                        | Cattle      | 180  | <b>144</b>  | <b>80%</b>   |
|                        | Camel       | 25   | <b>22</b>   | <b>88%</b>   |
|                        | Donkey      | 24   | <b>19</b>   | <b>79.6%</b> |

|                        |             |      |             |              |
|------------------------|-------------|------|-------------|--------------|
| <b>15. Loosuk</b>      | Sheep/goat  | 980  | <b>799</b>  | <b>81.5%</b> |
|                        | Cattle      | 165  | <b>136</b>  | <b>82.4%</b> |
|                        | Camel       | 0    | <b>0</b>    | <b>0</b>     |
|                        | Donkey      | 13   | <b>13</b>   | <b>100%</b>  |
| <b>16. Lpus</b>        | Sheep/Goats | 1600 | <b>1429</b> | <b>89.3%</b> |
|                        | Cattle      | 300  | <b>198</b>  | <b>66%</b>   |
|                        | Camel       | 8    | <b>8</b>    | <b>100%</b>  |
|                        | Donkey      | 04   | <b>4</b>    | <b>100%</b>  |
| <b>17. Ngorika</b>     | Sheep/goats | 1700 | <b>1544</b> | <b>90.8%</b> |
|                        | Cattle      | 70   | <b>59</b>   | <b>84.2%</b> |
|                        | Camel       | 07   | <b>7</b>    | <b>100%</b>  |
|                        | Donkey      | 12   | <b>9</b>    | <b>81.1%</b> |
| <b>18. Ndoyonasipa</b> | Sheep/Goats | 400  | <b>313</b>  | <b>78.3%</b> |
|                        | Cattle      | 30   | <b>21</b>   | <b>70%</b>   |
|                        | camel       | 0    | <b>0</b>    | <b>0</b>     |
|                        | Donkey      | 08   | <b>7</b>    | <b>87.5%</b> |

**Source: Researcher (2024)**

The results indicated that both the sellers and buyers of livestock paid comparable amounts as revenue to the county government for the transaction of presented livestock. The highest charged amount was from camels and cattle trades where each of the buyer and seller paid 150 shillings.

Marlal Town lead in terms of volume of the traded livestock per day on cattle category at 2300 heads, followed by Lolkuniyani and Poro livestock yards at 450 and 400 heads of cattle respectively. On the category of sheep and goat's category Lolkuniyani sales yard lead with the sales of 3000 heads followed by Achers Post at 1800 and Tangar at 1700 heads correspondingly. The leading sales yard in terms of sales volume for the

camel category is Lolkuniyani sales yard which on average recorded sales of 80 heads of camel in a single day.

Lolkuniyani livestock yards still leads in the volume sales of Donkeys, recording 30 in number of donkeys sold followed by Tangar sales yard at 25. It's important to note that the volume of sales translates to revenue generated from the cess payment thus the volume of sales of the livestock significantly affect the sustainability of livestock sales yards in Samburu county. That means favorable and conducive conditions need to be in place to attract more sales translating to more revenue generation by respective markets.

Average volume sold per market day and percentage indicate most sales of 70%-90% of the

Livestock taken to the sales yards are sold off signifying more sales are done for livestock at the market yards. The outcome indicate that both the seller and buyer of Livestock generate revenue to the sale yards through the payment for cess for their animals. This revenue is to be shared later between the sales yards and county government for improvement of the sales yards as per the Samburu county Livestock Sales Yard Act (2018). This is however not reflected in the as most sales yards doesn't receive the revenue share as established by the study. These findings contradict the study by Spenceley, et al. (2017), whose study outcomes established that the generated revenues from the tourism growth potentially delivered economic benefits by the introduction of the indigenous culture, supported economic divergence, improved the quality of the community services, and improved the local infrastructure. Which is not the case in Samburu County.

#### **4.3.2.2 Findings on the Proportion of Revenue Share**

The study sought to establish the proportion of revenue share between the county governments and sales yards' committee. The question was vital in ascertaining if the revenue share between county government and the respective sale yard committee was being honored as stipulated in the plough back policy of Samburu's Livestock Sale Yards Act (2018).

The responses indicated that the share was 50 /50 for both with only six out of eighteen sale yards receiving the share. Revenue sharing is a key aspect enshrined in the constitution and backed by the Samburu county sales Yard Act which clearly stipulates on the revenue sharing modes. With only 6 out 18 livestock sales yards receiving the revenue share it indicates that the policy implementation on revenue share has not been observed to the later. This means, revenue sharing affects the sustainability of sales yards' infrastructure.

These findings agree with the earlier study outcomes by Bauer *et al*, (2016), on revenue sharing of natural resources in selected nations across Africa, Asia and Europe under the mantle of UNDP, established that the reason why the systems of revenue sharing of resource often fail to meet the set out objectives is because; the guidelines set to oversee the sharing of the revenues from the resources doesn't always reflect the set out purposes.

#### **4.3.2.3 Results on who does the Revenue Collection**

The study sought to establish who was in charge of Cess /revenue collections at different sales yards. This question was valid and instrumental in ascertaining how the revenue from livestock sales was being handled at each of the 18 sales yards in Samburu

County. It helped the Researcher to understand the movement of revenue collected and the level of participation of the sale yards' management committee in revenue collection. The outcome of the responses is presented in table 4.18 below.

**Table 4.18 Findings on Who Does the Revenue Collections**

| <b>Category</b>                                      | <b>Number of sales yard</b> | <b>Percentage (%)</b> |
|--|-----------------------------|-----------------------|
| Sale yard committee complimented by SCG Revenue team | 6                           | 33.3%                 |
| SCG Revenue team only                                | 18 Sales yard               | 100%                  |

The findings indicated that out of 18 sales yards only 6 sales yards were being collected with assistance and involvement of the representatives from the Management committee. Whereas Samburu County Government Revenue department send one representative in each of the 18 sales yards on each market day to collect the cess, task which was overwhelming and not effective at all.

This demonstrate lack of proper coordination, involvement and harmonization on the collection of cess by all the sales yard committee members in the 18 livestock sales yards as 12 of them don't compliment the SCG Revenue team. This gap clearly indicates, cess collection policy gap in the Samburu County that calls for attention. Despite the existence of cess collection policy the implementation remains negated.

The study disagrees with the findings of Melita & Mendlinger (2013) on the effect of the revenue on the livelihoods of the indigenous Massai pastoral Communities in the Ngorongoro wildlife Conservancy. That established that although the local community members are benefiting from the conservancy economically, most of the local community people aren't aware at all of the potentiality of the tourism sector that exists for them.

#### 4.3.2.4. Type of Receipt used for Collection of Cess

The study further sought to establish which receipts were used to collect Cess fees. The question was important in ascertaining if at all there were streamlined and uniformity in revenue collection, which aids accountability and audit trail. The outcomes are tabulated in table 4.19 below.

**Table 4.19 Type of receipt used for collection of Cess**

| Type of receipt                       | Frequency |
|---------------------------------------|-----------|
| SCG Receipts                          | 18        |
| Committee Receipts complimented (SCG) | 6         |
| Both                                  | 0         |

The results indicated that sales yard Committee Receipts were used in all the 6 yards representing 100 %. This means there is no standardized policy in place that guides the cess collection fees and the receipting of the same as the other 12 were using different strategies all together. Thus type of receipt used significantly affects the sustainability of sale yards' infrastructure

#### 4.3.2.5 Results on Review of Cess Collection Strategies

The study sought to establish if there was review of Cess Collection strategies. This question was geared towards establishing if at all the management committee saw the need of harmonizing the collection and improve collection systems for better outcomes.



**Figure 4.5 Cess collection strategies reviews**

The statistics from the study indicated that 6 sale yards representing 33% had cess collection review strategies whereas 12 yards representing 67% did not have. Thus the findings reveal another inconsistencies of sales yards' management. Strategic review is significant in any enterprise it is an avenue of improvement of what is not working well in an organization.

#### **4.3.2.6 Use of Funds from the Revenue Share**

The study pursued to establish how the revenue share received by some sale yards was utilized and the respective percentages of allocation on each overhead. This question was important to the Researcher as it assisted in finding out what the collected revenue was used on. The findings are outlined in the table 4.20 below

**Table 4.20 Revenue Share Utilization Percentage**

| <b>Number of Sale yards</b>    | <b>Repair</b> | <b>Administration</b> | <b>Savings</b> | <b>Community Programs</b> | <b>Total Percentage</b> |
|--------------------------------|---------------|-----------------------|----------------|---------------------------|-------------------------|
| <b>Suguta and Loibor-Ngare</b> | 50%           | 30%                   | 10%            | 10%                       | 100%                    |
| <b>Ngorika</b>                 | 60%           | 25%                   | 5%             | 10%                       | 100%                    |
| <b>Lekuru and Tangar</b>       | 70%           | 20%                   | 0              | 10%                       | 100%                    |
| <b>Lolkuniyani</b>             | 40%           | 20%                   | 0              | 40%                       | 100%                    |

The findings revealed that the revenue share was used to Repair, some for lunch for committee, cleaning sale yard, for offering Security and for supporting some community projects. From the findings large percentage of 60% on average is used for repairs followed by administrative functions. These findings disagree with the study outcomes by Spenceley, et al. (2017). Who conducted a study on sharing of revenue from the tourism sector established that the generated revenues from the tourism growth potentially delivered economic benefits by the introduction of the indigenous culture, supported economic divergence, improved the quality of the community services, and improved the local infrastructure, which is not the case in this scenario.

#### **4.3.2.7 Accountability of the Resources Received by Sale Yards Management**

The study pursued to establish how they ensured accountability of the resources received by Sale Yards Management committee. This question was necessary in determining if the revenue shared was being utilized well.

The responses indicated that the Audit of the sale yards, should be done by relevant department (CEC3), internal Auditor should audit their books (CO). The NGOs should support Committees to do Audit and report to stakeholders during AGM, Regulation to be complete and enforced to make sale yards accountable. (Directors)

#### **4.3.2.8 Results from Revenue Sharing from the Key Informant Key Informant Tool**

The Key informant tool was subjected to the County Government Officials. This was to elicit their comments regarding revenue sharing component of the study. The questions and their outcomes are discussed as follows.

#### **4.3.2.9 Availability of Revenue Sharing Legal Instruments**

The study pursued to find out if at all there are legal instruments in place to support sharing of revenue for Plough back system. This question was important in ascertaining the existence of revenue sharing instruments and to confirm the county officers' knowledge about its existence to support the plough back model in Samburu County. The results as presentenced in the table 4.21 below.

**Table 4.21 Availability of legal revenue sharing instruments at the county of Samburu**

| <b>Type of legal instrument</b> | <b>Frequency (f)</b> | <b>Percentage (%)</b> |
|---------------------------------|----------------------|-----------------------|
| Policy                          | 6                    | 75%                   |
| Legislation                     | 8                    | 100%                  |
| Regulation                      | 5                    | 62.5%                 |

The gathered data indicated that there was policy in place, this was supported by 6 county officials out of 8 who participated in the study representing 75% of the responses, for the legislation 8 agreed that the legislation was passed on the revenue sharing representing 100% of the responses while only 5 representing 62.5% of the responses stated that there was no regulation in place.

Despite the confirmation of the availability of revenue sharing legal instruments on policy and legislation in the county government of Samburu its regulation as well as implementation is lacking and remains scanty as it is not being felt and implemented as required, as only 6 out of 18 livestock sales yards receive revenue shares from the county. Thus, it is worth noting that, the implementation of the legal revenue sharing

instruments critically affect the sustainability of Livestock Sales yards in Samburu County.

### 4.3.3 Linear Regression Analysis following Revenue Sharing outcomes

**Table 4.22 Linear regression Analysis for Revenue Sharing**

| Model              | Unstandardized Coefficiency |                  | Standardized Coefficiency |          |                     |
|--------------------|-----------------------------|------------------|---------------------------|----------|---------------------|
|                    | <b>B</b>                    | <b>Std.Error</b> | <b>Beta</b>               | <b>t</b> | <b>Significance</b> |
| <b>(Constant )</b> | 0.891                       | 0.082            |                           | 9.653    | .000                |
| Revenue Sharing    | 0.731                       | 0.318            | 0.626                     | 3.827    | .043                |

Further the study established that if revenue sharing increased, it could lead to 0.731 Increase in the Sustainability of Livestock Marketing Infrastructure in Samburu County

#### 4.3.3.1 Networking of Stakeholders and Sustainability of Sale Yards

This was the third independent variable of the study that was geared towards ascertaining how networking of stakeholders affect sustainability of sales yards.

#### 4.3.3.2 Statistics on Interaction with Other Sale Yards' Management

##### Committees

The study further sought to establish if at all there was interaction of one sale Yard management committee with the other sale yards' management committees. This question was vital in determining the relationship between one sale yard committee officials to the other which help in creating networks and sharing ideas. It is important for the stakeholders in similar undertakings to relate and share experiences for the betterment of the project. The outcomes are indicated in the table 4.23 below.

**Table 4.23 Interaction with Other Sale Yards’ Management Committees**

|                               | <b>Frequency</b> | <b>Percentage</b> |
|-------------------------------|------------------|-------------------|
| Yes (we interact )            | 0                | 0                 |
| No (there is no interactions) | 33               | 100               |
| Total                         | <b>33</b>        | <b>100%</b>       |

**Source: Researcher (2024)**

The study outcomes indicated that all the interviewed participants attributing to (33) 100% indicated that there are no interactions between one sales Yards’ Management Committees and the other. This implies that there is lack of proper coordination and relationship among the management of the 18 sales yards’ committee members. This scenario leaves each and every sales Yards’ Management Committee to work on its own program despite of them sharing or rather experiencing common problems as well as being subjected to common policies from both county and national governments. This outcome falls less of the findings by Martín, et al., (2021) who opined that, Stakeholder meetings results in progression of constructive and operative relations for a longer period of time.

#### **4.3.3.3 Reasons for Not Meeting and Interacting amongst the management committee**

The study equally sought to establish reasons for not meeting and interacting amongst themselves. Networking among stakeholders is critical in creating a good working culture as well as building synergies amongst the stakeholders. Stakeholder meetings breeds collaboration and sharing of success and failure experiences. This question was prudent in determining the shortcoming hindering the stakeholder participation. The outcomes of the results are presented in table 4.22 below.

**Table 4.24 Reasons of Sale Yards' Management Committees not interacting**

| <b>Reason</b>   | <b>Frequency (f)</b> | <b>Percentage %</b> |
|---|----------------------|---------------------|
| Distance between one sale yard to the other             | 12                   | 36.4                |
| Lack of financial allocation to facilitate the meetings | 18                   | 54.5                |
| No clear policy framework for meetings                  | 3                    | 9.1                 |
| <b>Total</b>  | <b>33</b>            | <b>100</b>          |

The findings indicated that, lack of financial allocation to facilitate the meetings amongst the 18 different sales Yards' Management Committees, was given by most of the respondents (18) attributing to 54.5%, followed by distance between them at (12) representing 36.4% and also there no clear policy framework for meetings yielded 3 respondents representing 9.1%. These findings support, White, (2002) which opines that farmers' societal networks are operational arrangement of societal capital built by network links as well as practices amongst organizations and the individuals that are contained among communities.

#### 4.3.3.4 Linear Regression Analysis following Networking outcomes

**Table 4.25 Linear Regression Analysis following Networking outcomes**

| <b>Model</b>       | <b>Unstandardized Coefficiency</b> |                  | <b>Standardized Coefficiency</b> |              |                     |
|--------------------|------------------------------------|------------------|----------------------------------|--------------|---------------------|
|                    | <b>B</b>                           | <b>Std.Error</b> | <b>Beta</b>                      | <b>t</b>     | <b>Significance</b> |
| <b>(Constant )</b> | 0.891                              | 0.082            |                                  | 9.653        | .000                |
| <b>Networking</b>  | <b>0.542</b>                       | <b>0.216</b>     | <b>0.652</b>                     | <b>3.213</b> | <b>.010</b>         |

Networking posed influence on the Sustainability of livestock Sale Yards in Samburu County at 0.542 scores

#### 4.3.4 Capacity of the Management and sustainability of sale yards

This was the fourth independent variable of the study. The study sought to establish the capacity of the management committee members and how it influenced the sustainability of sales yards.

##### 4.3.4.1 The level of education

The study sought to determine the level of Education and Gender representation of the management committee members. This question was significant in determining how the level of education influenced decisions made by the management committee for better administration and sustainability of the sales yard. The findings are summarized and are represented in table 4.26 below.

**Table 4.26 Educational Capacity Assessment**

| <b>Designation</b> | <b>Gender (f) %</b> | <b>Level of Education (f) %</b> | <b>Age</b> |             |
|--------------------|---------------------|---------------------------------|------------|-------------|
| Chairperson        | Male 17 (94.5%)     | No formal education             | 9 (50%)    | 40-45 YEARS |
|                    |                     | Primary level                   | 7 (39%)    | 40-45 YEARS |
|                    |                     | Secondary                       | 2 (11%)    | 30-45 YEARS |
|                    | Female 1(5.5%)      | Post-secondary                  | 0          |             |
|                    |                     | Secondary                       | 1 (5.5%)   | 40-45YEARS  |
| Treasurer          | Male 13(72.2%)      | PRIMARY                         | 11 (84.6%) | 30-45 Years |
|                    | Female 5(27.8%)     | PRIMARY                         | 2 (15.4%)  | 40-55 Years |
| Secretary          | Male 15(83.3%)      | PRIMARY                         | 15 (83.3%) | 40-45 Years |
|                    | Female 3 (16.7%)    | PRIMARY                         | 3 (16.7%)  | 30-45 Years |

The results revealed that there was only 1 woman occupying the chairperson's slot and 17 men, representing 5.5% and 94.5 % respectively. Regarding the level of Education only 2 out of 18 representing 11% had secondary education followed by 7 signifying 39% with primary level education and finally 9 representing 50 % had no recognizable formal education.

The findings indicate that majority of the management team have basic primary education and are aged 40-55 years old, meaning there is no policy on the level of education to be followed when electing the management, which then translates to the poor management skills exhibited from different aspects including lack of proper record keeping, lack of proper stakeholder’s engagement.

There is need therefore to set academic standards for the election or appointment of leadership of the livestock sales yards’ committee members and office bearers. These findings therefore correspond with the findings of ILRI (2017) which its report indicated that the Management Committees faced collective challenges through the five ASAL counties and their respective capability to efficiently cope with the livestock marketplaces and sale yards is fragile.

#### **4.3.4.2 Period of Occupation of the Current Office**

The study sought to establish how long the respondent had been in the current position of management. This question was important in determining the experience of the management committee members and relating the same to their capacity to perform. The introduction of new members to take up the management of the sales yard brings new ideas to build sustainability. The results are indicated in the table below.

**Table 4.27 Period of Occupation of the Current Office**

| <b>Period</b>      | <b>Frequency</b> | <b>Percentage</b> |
|--------------------|------------------|-------------------|
| 1-5 years          | 6                | 18.2              |
| 6-10 years         | 19               | 57.6              |
| 11 years and above | 8                | 24.2              |
| Total              | 33               | 100               |

The findings indicated that on the average the responses indicated that those who had occupied the office for a period of between 6-10 years represented 57.6%, those in office for 11 years and above represented 24.2% and those with 1-5 years represented 18 %. This did not explain the maximum period of occupying any office as per their guiding constitution.

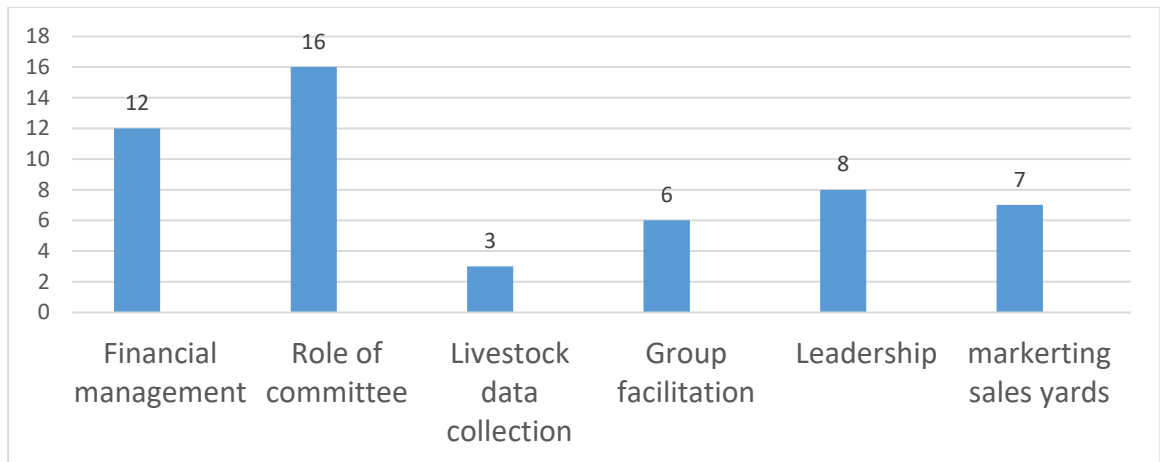
#### **4.3.4.3 Capacity Building**

The study sought to find out from the management committee officials of the last time they received capacity building support from the partners. This question was geared towards ascertain the frequency of capacity building to the management committee members which enhances skills of management.

The response received recorded that most of them received the capacity building 2 to 8 years ago. This indicate that there is no capacity building program in place organized to assist the management in capacity building exercise which is key in any management due to changing management dynamics taking place globally.

#### **4.3.4.4 Type and area of Capacity Building Received**

The study pursued to establish the type of Capacity building support the livestock sales yard committee members had received. This question was important in determining the type of capacity building impacted in the sales yard committee members to assist in enhancing knowledge of the members.



**Figure 4.6 Capacity building skills received by management committee members**

The outcomes recorded they received the following capacity building trainings; How to manage sale yards, the role of Committees in the management of sales yards, how to manage money and financial management, Group dynamic, leadership, group facilitation knowledge, livestock data collection. The highest area of skills in capacity development received was role of committee where 16 yards received the skills, followed by financial management 12 livestock yards, the least was livestock data collection where only 3 livestock yards received the skills. A study by Krishnaveni and Sujatha, (2013), on the building capacities for Institutions civil society groups, established that through building the capacity for Institutions governance is democratically promoted, the institutional structures are improved, as well as the institutions of the economic policy formulation, the strengths of the civil societies is stimulated to propel to the national growth, and to create a conducive environment for empowerment socially for the society where the people can implicitly contribute to the decisions making which touch their lives as well as process of development.

#### 4.3.4.5 Keeping of Financial Records

The study sought to establish whether the committee practiced financial record keeping. This question was important in determining the level of understanding or capacity of the management committee members. Record keeping is key to any manager. The results are tabulated below.

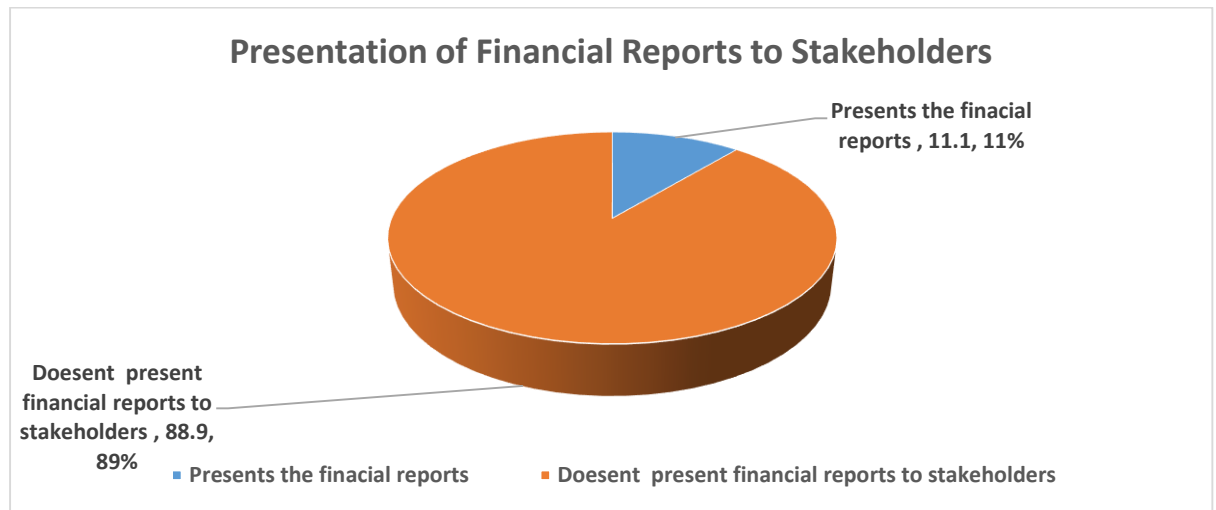
**Table 4.28 Type of Financial Records kept**

| Type of Financial Record | Frequency (f) | Percentage (%) |
|--------------------------|---------------|----------------|
| Cash Book Management     | 6 out of 18   | 33.3%          |
| Audit reports            | 8 out of 18   | 44.4%          |
| Larger book              | 3 out of 18   | 16.7%          |
| Receipt books            | 6 out of 18   | 33.3%          |
| Constitution             | 0 out of 18   | 0              |
| Complains or suggestions | 0 out of 18   | 0              |

The outcomes recorded that 6 sale yards practiced Cash Book Management, larger book 3 sales yards practiced the same, receipt books only 6 sales yards, audit reports only 8 sales yards. To the contrary none of the sales yards kept complains register, none kept the constitution managing the sales yards. Complains or suggestions are key aspects of informing the organization and its management on the key issues affecting an organization and areas that require adjustments, lack of it is an indication that the management is not keen on improving services to the stakeholders. According to UNDP (2010). Capacity valuation is the examination of desired capacity compared to the prevailing capacities; which create an appreciative of capacity chattels and desires, which notifies the design of the capability growth.

#### 4.3.4.6 Presentation of Financial Reports to Stakeholders

The study sought to establish if at all financial reports were being presented to the stakeholders. This question was significant in establishing if the management committee members had skills of sharing the reports to affected stakeholders as a need for good management practices. The results are presented in figure below.

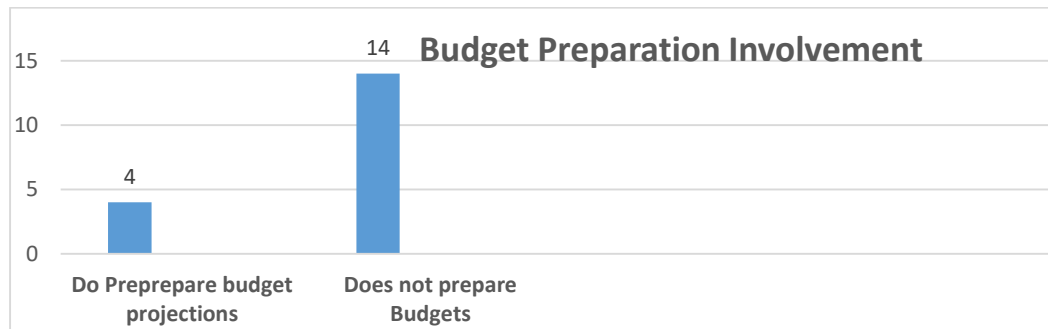


**Figure 4.7 Presentation of financial records to stakeholders**

The responses indicated that only 2 out of 18 livestock sales yards in Samburu County representing only 11.1% presented the financial reports to the stakeholders and 16 out of 18 representing 88.9 % did not. For the 2 livestock sales yards who presented the records did so inconsistently after long period of over a year. This indicate that there is an enormous disconnect between the management committee officials and the common stakeholders in terms of financial accountability and transparency. The findings do not conform with the ones by SNV, (2017), that did training as well as provided manuals that capture some of the roles of the committees as – repair and maintenance of the sale yards, revenue collection, conflict management at the sale yards and stock routes, livestock market information collection and dissemination among others (SNV 2017).

#### 4.3.4.7 Preparation of Budget Projections

The study sought to establish if at all the management committee members prepared prior annual budget and Projections. This question was important in determining the capacity of management in budget making process. The outcomes are documented in the figure 4.8 below.



**Figure 4.8 Involvement in the Budget Preparations**

The Responses indicated that only 4 out of the 18 livestock sale yards in Samburu county did so by preparing budget estimates whereas 16 livestock sale yards did not. The 4 sales yards' management committee however were not able to avail the records for the budget estimates indicating that it might have been untrue. Budgeting is a key aspect of management as it guides all operations of an organization. Lack of it exposes the incompetence of the management committee officials. The findings correspond with the study outcomes of, ILRI (2017). which indicated that the LMAs were previously trained but did not comprehend their respective parts and function in the livestock marketplaces and the managing committee abilities to efficiently take care of the marketplaces are limited.

#### 4.3.4.8 Challenges Faced

The study sought to establish challenges faced by the management committee members. This question was valid in finding out encounter of the sale yard management committee which hinder the sustainability of the yards. The outcomes are tabulated below.

**Table 4.29 Summary of Challenges Faced**

| CHALLENGE   | Frequency of the sale Yards experienced | Percentage (f) |
|---|---|----------------|
| Security of animal stolen                             | 8 out 18 sale Yards                     | 44.4%          |
| Traders refusing to pay cess fee                      | 12 out 18 sale Yards                    | 66.7%          |
| County government not allowing revenue share          | 13 out of 18 sale Yards                 | 72.2%          |
| Big Bulls Break the Sale yards                        | 4 out 18 sale yards                     | 22.2%          |
| A lot of work and with no salary compensation         | 15 out 18 sale yards                    | 83.3%          |
| Communities think we use money for our personal needs | 5 out 18 sale yards                     | 27.8 %         |

The responses indicated that the challenge faced ranged from the Security of animal stolen at the sale yards (8), Traders refuse to pay cess (12), County government not allowing revenue share (13), Big Bulls Break the Sale yards (4), A lot of work and we have no salary (15) and Communities think we use money for our personal needs (5). From the study outcomes the responses indicate the highest challenge faced by the management committee members was much work without salary that consummate with the efforts put in at 83.3% experienced by 15 livestock sale yards, followed by County government not allowing revenue share at 72.2%.

Another challenge reported was Traders refusing to pay cess fee which recorded 66.7% whereas Community members thinking that committee members used money for their own personal needs recorded by livestock sales yards representing 27.2% and finally the big bulls breaking the Sale yards recorded by 4 livestock sales yards scoring 22.2%.

The results indicate that as much as there are policy frameworks on revenue sharing it is not being followed to the latter thus affecting the sustainability of the livestock sales yards in Samburu County. The findings support the study outcomes by ILRI in (2017) that indicated that the Management Committees faced collective defies through the five

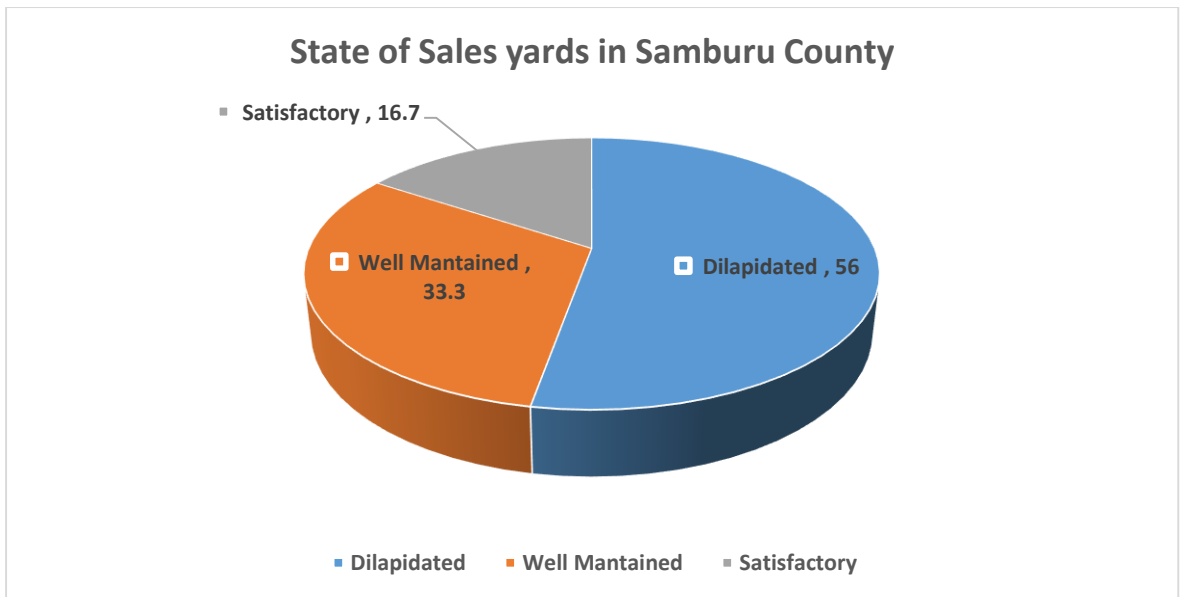
ASAL counties and their respective capability to efficiently cope with the livestock marketplaces and sale yards is delicate.

#### **4.3.4.9 How the Challenges Are Tackled**

The study pursued to establish how the challenges were tackled. This question was important on gauging how the management committee members were capable of problem-solving. The responses indicated that it was through Meeting with traders to persuade them to cooperate, talk to our MCA to ask County Government to allow Committee to get share of revenue, we seek community support, we don't know. The results indicate that there are no documented avenues for conflict or of handling conflict resolutions as well as addressing the challenges. Any organization or management need to have documented conflict resolution strategy. This finding conforms with the by report by ILRI 2017) that indicated that the LMAs were previously trained but did not comprehend their respective parts and function in the livestock marketplaces and the managing committee abilities to efficiently take care of the marketplaces are little, (ILRI 2017).

#### **4.3.4.10 State of the Sale Yard Infrastructure**

The study pursued to establish the state of the livestock Sale Yard Infrastructure in Samburu County by asking the respondents what is the state of the Sale Yard Infrastructure? This was a critical question to understand the current situation of the 18 sale yards in Samburu county which could aid in ascertaining its sustainability. The responses are represented in the figure below.



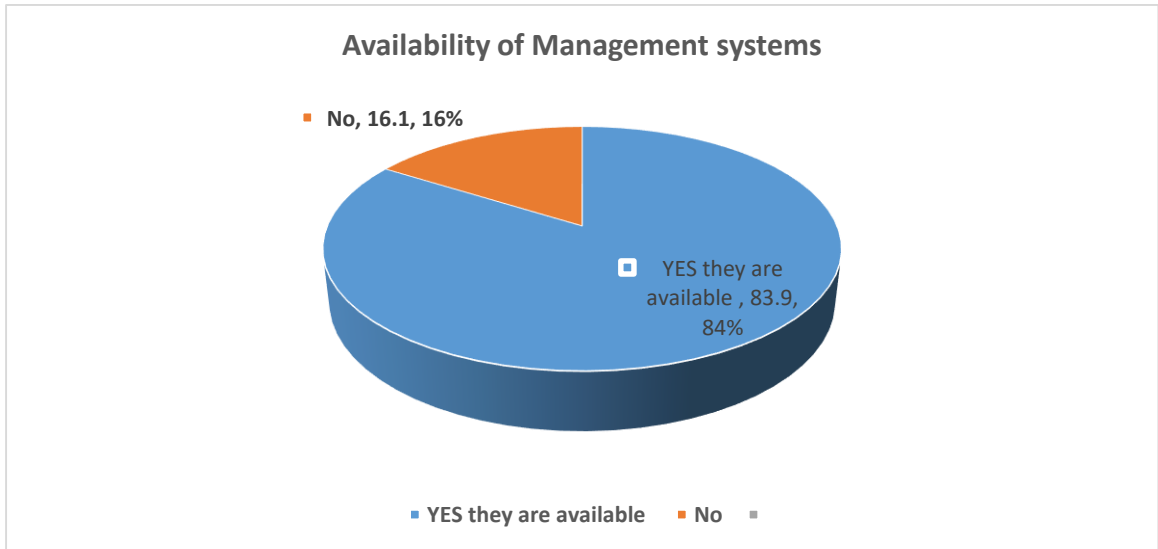
**Figure 4.9 State of livestock Sales yards in Samburu County**

The responses indicated that the highest number of 10 out of the 18 sales yard was in dilapidated state, whereas 5 and 3 were well maintained and satisfactory respectively. This indicate that as much as the policy on infrastructure maintain ace exists, the policy is not being honored, thus affect the sustainability of the livestock sales yard infrastructure. The results further indicate that despite the training of sales yard management committee members by various stakeholders like SVN, the committee is not doing much to safeguard and improve the states of the livestock yards in Samburu County. This conforms to a report by SVN (2017) the manuals capture some of the roles of the committees as – repair and maintenance of the sale yards, revenue collection, conflict management at the sale yards and stock routes, livestock market information collection and dissemination among others (SNV 2017). These findings too disagree with the Samburu Livestock Act (2018) on the maintenance of the sales yards.

#### **4.3.4.11 Management System in Place at This Sale Yard**

The study sought to establish from the stakeholders if they were aware of any Management System in place at this sale yard. For any serious management, there must

be a management system to track various management issues. Thus this question was valid in determining its availability. The responses are and the results are represented in figure below.



**Figure 4.10 Availability of Management systems**

The results indicated that 179 out of 273 respondents agreed that there are management systems in place at the livestock sales yards representing 65.6%, while 94 representing 34.4% said No, there were no management systems in place at the livestock sales yards. This indicate that the stakeholders are aware that systems of management are in place and thus expect seamless management of the sales yards, which is not the case. According to Arinanye (2015), the measure of accomplishment is engrossed on output, productivity, efficacy, value and presence of work. Is the general attainment of a specific task measured compared to pre-selected criteria of accurateness, fee and promptness: or the premeditated approach to augmenting administrative efficiency by refining the performance of persons working in the organization.

#### **4.3.3.12 Interaction of Samburu County officials with Sale Yards Management Committee**

The study set to establish when the last time they interacted with Sale Yards Management Committee. Management is supposed to arrange for meetings with

county government officials to air out any issues facing the suitability of sales yards. Thus this question was significant. The questions had 5 options which were presented to them to select one, with options being (1-3 months), (3-6) months, (6-12) months, (more than 12months) and never. The findings are presented below

**Table 4.30 Interaction of Samburu County officials with Sale Yards**

**Management Committee**

| <b>Period</b>      | <b>Frequency (f)</b> | <b>Percentage (%)</b> |
|--------------------|----------------------|-----------------------|
| 1-3 months         | 1                    | 12.5%                 |
| 3-6) months        | 2                    | 25%                   |
| (6-12) months      | 2                    | 25%                   |
| More than 12months | 4                    | 50 %                  |
| Never              | 0                    | 100%                  |

The outcomes indicated that only one from the department of revenue had done visits and interacted with the livestock sales yards’ management committee representing 12.5%. The reason may be attributed to the concern of revenue collection. Majority of the leadership of the county 4 of them representing 50% indicated that they had not interacted with the Sales Yard Management Committee indicating that there was no much connection with the sales yards. The findings agree with the findings of Reinhardt and Grunter, (2021) which postulated absence of stakeholders’ participation can definitely lead to ineffectively established practices as well as further resistance inside organizations.

**4.3.4.13 Opinion on why there is no Plough back model at the sale yards**

The study further sought to establish from the respondents who indicated that there was No plough back model in place and why they thought the livestock Sale Yards were not managed by community. This question was important as it was set to establish the

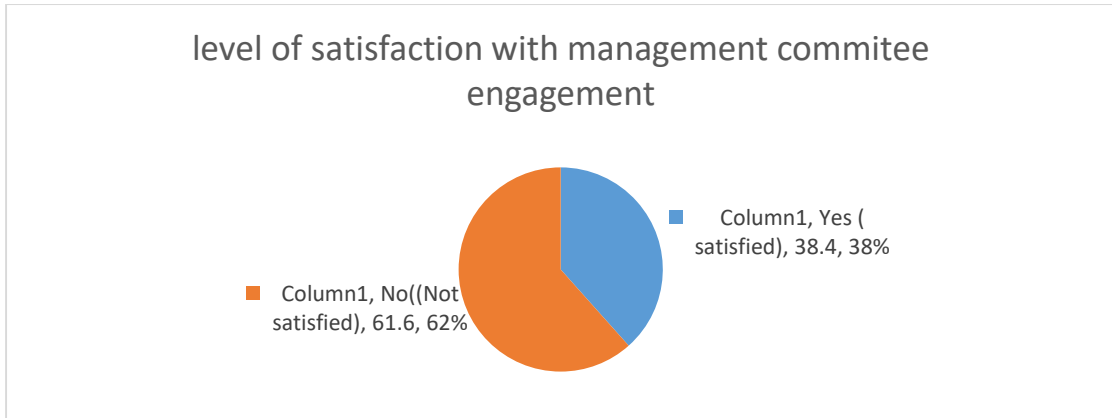
management committee understanding why they are not benefiting from the plough back mode, which is key in sustainability of the sales yard.

The findings indicated that they were 12 in number which do not benefit from the plough back model. The responses indicated that majority of them stated that they don't know (I don't know 6), representing 50% of the total responses, some 4 responses indicated that the Samburu County Government Had Refused indicating 33.3% and finally some 2 responses indicated that some Leaders were not supporting the initiative indicating 16.6%.

The findings mean that 50% of the people in management have no idea of why the plough back model is not practiced in their sales yards and a further 33.3% though the county government were not supporting the idea. These findings clearly mean the management committee members lack capacity to lobby for the model to be allowed in their sale yards. These findings disagree with Uzochukwu et al. (2020), regarding the effect of building capacity interventions on both organizational and individual competencies which revealed that capacities of main actors in management include their acquired experience in areas of expertise, their skills, resourcefulness as well as their expertise are very critical and significant factors of project's sustainability.

#### **4.3.4.14 Responses on the Satisfaction with Management Committee Engagement**

The study sought to ascertain if the stakeholders who participated in the study were satisfied with Management Committee engagement. The responses indicated that out of 273 only 104 were satisfied with Management Committee engagement as they responded Yes representing 38.4%, while 169, responded with No, indicating that they were not satisfied with Management Committee engagement, representing 61.6%. The results are presented in the figure below;



**Figure 4.11 level of satisfaction with management committee engagement**

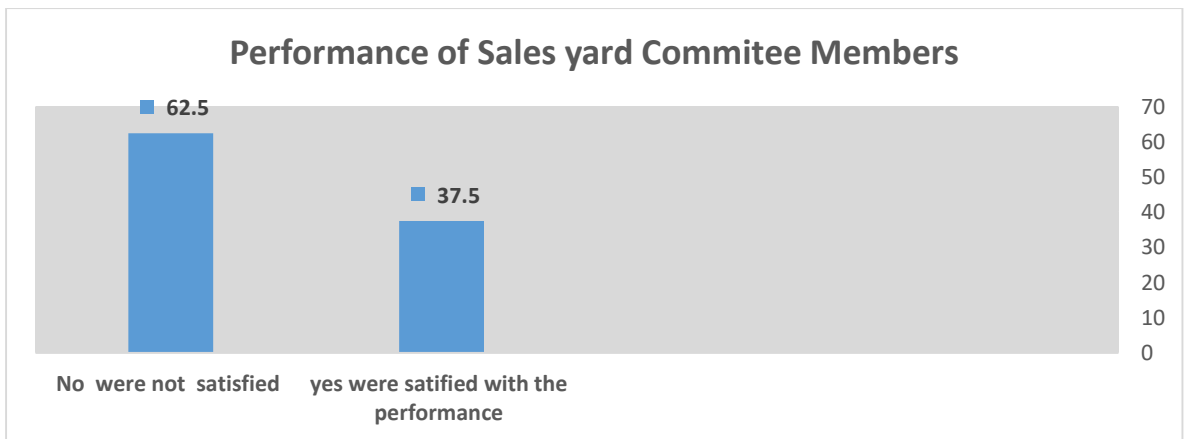
This results show that most of the stakeholders were discontented with the engagements of the Management Committee in the livestock sales yards in Samburu County. The study further pursued to establish reasons for being satisfied with the engagements of the Management Committee in the livestock sales yards in Samburu county for those who had indicated YES, and the reasons given include; Sale yard is good, they give us bursary for our children,

They invite external traders and protect them from bad people in our community.

For those who responded with a (NO) listed reasons for their No as they don't share information about what they collect from the revenue share, only local people are involved in the management of the sale yard, they don't share information of issues happening at the respective sale yards. These outcomes disagree with the findings that they are aspects that could impact individual's performance in an organization. According to Arinanye (2013) there are diverse factors which can impact performance; it may be as a result of the leaders' assertiveness, individual apprehensions, roles, tasks, norms and principles.

#### 4.3.4.15 Response on whether respondents were satisfied with the Sale Yard Committee Performance

The study pursued to establish if the respondents were satisfied with the Sale Yard Committee Performance, by answering either **YES** or **NO**. The question was significant in establishing the general perception of primary stakeholders on the capacity of the management committee members in the respective 18 livestock sales yards. The outcomes of the study are presented in the figure below.



**Figure 4.12 Performance of Sales Yard Committee Members**

From the responses received 102 out of 273 indicated that they were satisfied with the performance of the livestock Sale Yard Committee whereas the remaining 1701 indicated that they were not satisfied with the Sale Yard Committee's performance. This represents 37.5% and 62.5% for **YES** were satisfied and **No were not satisfied respectively**. The results imply that majority of the stakeholders were dissatisfied with the performance of Sale Yard Committee members.

This calls more intervention by the management committee to interrogate what they need to do for them to be seen as they are performing. The results therefore indicate that capacity of the management committee affects the sustainability of sales yard in Samburu County. The findings are backed by the outcomes by Schwermer, Barz &

Zablotski, (2020) which established that Stakeholders of a given project, have vibrant needs, desires, interests as well as anticipations from the outcomes of the project.

#### **4.3.4.16 Reasons of being satisfied with the management committee’s**

##### **Performance**

The study further interrogated from those participants who retorted YES, to list some of the reasons attributed to their answer of acknowledging that they were satisfied with the Sale Yard Committee Performance. This question was valid as it assisted the researcher to underscore areas of strength of the management committee members. The results are as presented below.

**Table 4.31 Reasons of being satisfied with the management committee’s**

##### **Performance**

| <b>Reason</b>   | <b>Frequency</b> | <b>Percentage</b> |
|---|------------------|-------------------|
| Sale yards structure is good  | 17               | 16.7%             |
| solving conflicts among traders who refuse to pay for revenue of the animals traded , | 39               | 38.1%             |
| Assist County to collect revenue  | 27               | 26.2%             |
| Assist in looking for lost animals brought by external Traders                        | 15               | 14.3%             |
| Support student bursary.  | 4                | 4.7%              |
| <b>Total</b>  | <b>102</b>       | <b>100%</b>       |

Some of the listed reasons include; Sale yards’ structure is good (17) 16.7%, solving conflicts among traders who refuse to pay for revenue of the animals traded (39) 38.1%, Assist County to collect revenue (27)26.2%, assist in looking for lost animals brought by external Traders, Support student bursary.

Additionally, the study sought to establish from those respondents who had retorted (NO) to list reasons for their responses. The reasons listed include; they were not being involved fully in meetings, there was no audit being carried out, they don't tell us what they do with money the collect, they don't get revenue share to solve sale yards' problems, like breaking and cleanness, I don't know what they do, they have been in office for many years. The study aligns with the findings of Kalu & Rugami, (2021) which indicated that participation in communal and community developments is a shared administrative obligation that enhances a sense of project proprietorship and is often viewed to bear substantial contribution to the sustainability of a given project.

**Table 4.32 Linear regression analysis following the Capacity of Management Committee outcomes**

| Model                            | Unstandardized Coefficiency |           | Standardized Coefficiency |       |              |
|----------------------------------|-----------------------------|-----------|---------------------------|-------|--------------|
|                                  | B                           | Std.Error | Beta                      | t     | Significance |
| (Constant )                      | 0.891                       | 0.082     |                           | 9.653 | .000         |
| Capacity of Management Committee | 0.873                       | 0.267     | 0.761                     | 4.575 | .004         |

Increasing the scores of Capacity of Management Committee, would lead to 0.873 increase in the scores on Sustainability of livestock Sale Yards in Samburu.

#### 4.4 Summary of Regression Analysis

The analysis of the collected data was not only done by descriptive statistics but also through inferential statistics. A multiple regression analysis model was utilized to establish the effect of a specific independent variable on the dependent Variable. The study pursued to establish if there existed a relationship between the study's independent variables (Stakeholder Participation, Revenue Sharing, Networking and Capacity of Management committee officials) and the dependent variable

(Sustainability of livestock Sale Yards). The summary of the model is shown in the table below;

**Table 4.33 Summary of the Regression Model**

| <b>Model</b> | <b>R</b> | <b>R square</b> | <b>Adjusted R square</b> | <b>Std. Error of Estimate</b> |
|--------------|----------|-----------------|--------------------------|-------------------------------|
| 1            | 0.856    | 0.784           | 0.714                    | 0.817                         |

Basing on the study outcomes, all the study’s independent variables were significant statistically by predicting the dependent variable as the adjusted R square scored 0.714. This indicated that 71.4% of variations in the Sustainability of livestock Sale Yards in Samburu County are described by Stakeholder Participation, Revenue Sharing, Networking and Capacity of Management committee officials. The rest of the factors that influence Sustainability of livestock Sale Yards in Samburu County that were not highlighted in those particular study accounts for 28.6% thus, calling for further research study.

The study also pursued to establish the magnitude and trend of the linear relationship if at all it existed. The model was demonstrated as follows= $\beta_0 + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \varepsilon$

Where:  $\beta_0$  is the constant?

$\beta_1 - 4$  is Regression coefficients,

X<sub>1</sub>- Stakeholder participation

X<sub>2</sub>- Revenue sharing

X<sub>3</sub>- Networking

X<sub>4</sub>. Capacity of management committee

ε. Error Term

The multiple linear regression analysis following the respective outcomes of the specific study variables as calculated is as summarized in the table 4.34 below.

**Table 4.34 Determination of Coefficients**

| Model                            | Unstandardized Coefficiency |           | Standardized Coefficiency |       |              |
|----------------------------------|-----------------------------|-----------|---------------------------|-------|--------------|
|                                  | B                           | Std.Error | Beta                      | t     | Significance |
| (Constant )                      | 0.891                       | 0.082     |                           | 9.653 | .000         |
| Stakeholder Participation        | 0.687                       | 0.171     | 0.516                     | 1.894 | .001         |
| Revenue Sharing                  | 0.731                       | 0.318     | 0.626                     | 3.827 | .043         |
| Networking                       | 0.542                       | 0.216     | 0.652                     | 3.213 | .010         |
| Capacity of Management Committee | 0.873                       | 0.267     | 0.761                     | 4.575 | .004         |

**The study established the following model**

$$Y = 0.891 + 0.687 X_1 + 0.731 X_2 + 0.542 X_3 + 0.873 X_4$$

**Whereby:**

Y= Sustainability of livestock Sale Yards

X<sub>1</sub>=Stakeholder participation

X<sub>2</sub>= Revenue sharing

X<sub>3</sub>= Networking

X<sub>4</sub>= Capacity of management committee

The study findings as presented by the regression in table 4.21 established that by taking (Stakeholder Participation, Revenue Sharing, Networking and Capacity of Management committee officials), Sustainability of livestock Sale Yards in Samburu county had 0.891 scores .The presented findings too indicated that increasing

Stakeholder Participation subsequently led to increase by 0.687 of scores in Sustainability of livestock Sale Yards in Samburu county, if all other variables were held constant.

Further the study established that if revenue sharing increased, it could lead to 0.731 increase in the Sustainability of livestock Sale Yards in Samburu county, additionally the outcomes revealed that unit increase in the scores of Networking would lead to 0.542 increase in the Sustainability of livestock Sale Yards in Samburu county and finally by increasing the scores of Capacity of Management Committee, would lead to 0.873 increase in the scores on Sustainability of livestock Sale Yards in Samburu.

In general, Capacity of Management Committee posed a greater influence in the Sustainability of livestock Sale Yards in Samburu county with 0.873 scores supporting and affirming the studies by Halkano (2018) on the factors that influence marketing of Livestock in Marsabit county Merille Market, which equally established that Management and livestock infrastructure had the greatest influence on the marketing of livestock. This was closely followed by Revenue Sharing at 0.731 scores, then Stakeholder Participation had 0.687scores, whereas Networking posed the least influence on the Sustainability of livestock Sale Yards in Samburu County at 0.542 scores.

However, the study established that all the study independent variables (Stakeholder Participation, Revenue Sharing, Networking and Capacity of Management committee officials) posed a significant effect on the Sustainability of livestock Sale Yards in Samburu County as their P- value was less than 0.05 on all the variables.

## **CHAPTER FIVE:**

### **STUDY SUMMARY OF OUTCOMES, CONCLUSION AND THE RECOMMENDATION**

#### **5.1 Introduction**

This segment discusses, the study conclusions, summarizing the results of the objectives of the research as well as the research questions regarding livestock policy implementation and the sustainability of livestock marketing infrastructure in Samburu County, Kenya while offering suggestions and recommendations to be used by potential future researchers.

#### **5.2 Summary of the Research Findings**

The research study was geared towards evaluating the Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure considering the case of Samburu County in Kenya. The study's objectives were to examine how stakeholder participation affects sustainability of livestock sale yards in Samburu County, establish the effects of revenue sharing on sustainability of livestock sale yards in Samburu County, to evaluate the effects of networking among stakeholders on sustainability of livestock sale yards in Samburu County, and finally to determine the extent to which the capacity of management committee affects the sustainability of Livestock Marketing Infrastructure in Samburu County. The reviews of the outcomes of the study's specific objectives are delineated as follows;

##### **5.2.1 Stakeholder Participation and Sustainability of Livestock Marketing Infrastructure in Samburu County**

Majority of the respondent adding to 74.5%, indicated that they did not participate in any activities of Livestock Marketing Infrastructure in Samburu County. This clearly indicates that there is no active participation in the management of the sales yards. The

management of sales yard did not hold Annual General Meetings, which is a key avenue for the stakeholders to raise their concerns if any as well as deliberate on issues affecting the sales yard.

The statistics from the responses also indicated that, the few sales yard that held AGMs, did so after longer period that exceeded a year that is from 12 months to 36 months, this is lengthier period that if there are critical issues affecting the operations of the sales yards to be addressed then it will be an issue addressing them within the required time frame. The stakeholders reported not being able to meet with the sales yard management to articulate issues affecting the sales yards. The study established that there was no structured stakeholder participation in the management as well the operations of the livestock Yards in Samburu county.

Hence, the study established that Stakeholder Participation has a significant effect on the sustainability of Livestock Marketing Infrastructure in Samburu County

### **5.2.2 Revenue Sharing and Sustainability of Sustainability of Livestock Marketing Infrastructure in Samburu County**

Basing on the study findings, the outcomes indicated that there was no uniformity in the sharing the revenue generated from the sales of the livestock at the livestock sale yards. With only 6 livestock sales yards receiving the revue sharing allocations and the rest 12 missing out. This represents only 33.3% of the total yards receiving the revenue share and 66.7% missing out on the revenue sharing despite the fact that, Samburu livestock Sales Yard Act 2018 stipulating how the revenue was to be shared by all the sale yards. This shows that there is serious gap in policy implementation as all the sales yards operated under the same jurisdiction and same Legislation and policy frameworks as they are both situated in Samburu County.

Therefore, the study established that revenue sharing has a critical effect on the sustainability of the livestock sales yards in Samburu County.

### **5.2.3 Networking among Stakeholders and Sustainability of Livestock Marketing Infrastructure in Samburu County**

Marginal number of the respondents indicated that only 11 out of 33 responses representing 33.3% from the officials of the livestock sales yards' management committee in Samburu County kept the updated lists of stakeholders, while 22 out of 33 representing 66.7% did not keep stakeholder's lists. This indicates that majority of management do not keep records and therefore it's not possible to ascertain any kind of networking among the stakeholders.

The study findings established that there is no planned opportunities and structures to facilitate networking among different livestock sales yards in Samburu County to facilitate easy networking among the different stakeholders in the livestock sector. This affected greatly not only the sustainability of sales yards in Samburu county but also limited players in the livestock industry an opportunity to share experiences affecting them.

### **5.2.4 Capacity of Management Committee and Sustainability of Livestock Sale Yards in Samburu County**

The study outcomes indicated that the management committee officials had no adequate capacity to drive the management and operations of the sale yards in Samburu County. These quite vivid from the lack of keeping required records, inability to convene meetings at the required time and not involving the stakeholders in the management of the sales yard as well as sharing key information with the stakeholders. 89% of the management committee could not present projected budgets in advance for the stakeholders to deliberate on it.

The majority of responses indicated that the management had no capacity to lead and do what was supposed to be done as management making a high percentage of the sales yards representing 56% to be in dilapidated state. The outcomes therefore indicate that the capacity of management critically affect the sustainability of Livestock Marketing Infrastructure in Samburu County

### **5.3 Conclusion**

The research was evaluating the Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure considering the case of Samburu County in Kenya. The study established that participation of stakeholders in the management and activities of the sales yards was key and play a critical role in Sustainability of Livestock Marketing Infrastructure as well as creates a sense of ownership, thus including stakeholders in the management lead to better Livestock Marketing Infrastructure and needs to be embrace.

The study concluded that revenue sharing is a critical aspect that spur the Sustainability of Livestock Marketing Infrastructure in Samburu. Policy on revenue sharing should be fast tracked and implemented fully for the benefit of all the sale yards in the county.

The study established that networking among stakeholders as well as among different players in the livestock production is important and need to be embraced to the later to promote sustainability Livestock Marketing Infrastructure.

The study concluded that there was minimal County government support on critical issues regarding the management of livestock sales yards especially in the areas of capacity building, financial management, record keeping, and facilitation in holding annual general meetings (AGMs) as well as auditing of the revenue shared and

developments at the respective 18 sales yards in Samburu county. These gaps critically affected the sustainability of the Livestock Marketing Infrastructure in Samburu County

Finally, the study established that capacity of the management committee is important as it aids in a number of management functions that when combined are able to lead to the proper management of sale yards and hence leading to its sustainability of Livestock Marketing Infrastructure.

#### **5.4 Recommendations for Policy and Practice**

This section outlined the research's recommendations regarding Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure of Samburu County in Kenya in summary form expounding each study variable as follows;

##### **5.4.1 Stakeholder Participation and Sustainability of Livestock Sale Yards in Samburu County**

Centering on the findings of the study on this variable, the research recommends that stakeholder participation should be embraced by all the management teams, the officials of the respective livestock sale yards should keep records of key stakeholders and hold regular consultative meetings with them for easy interaction and prioritization of what need to be addressed in the management of the sales yards.

##### **5.4.2 Revenue Sharing and Sustainability of Sustainability of Livestock Marketing Infrastructure in Samburu County**

Basing on the research findings, the study recommends that revenue sharing should be structured well and be applied equally across all the 18Livestock Marketing Infrastructure in Samburu County Similarly the cess revenue collection should be done in an organized manner with similar receipt and similar amount for the livestock in all the 18Livestock Marketing Infrastructure in Samburu County The sales yard

management committee receipts should be maintained and supervised by the county revenue department.

#### **5.4.3 Networking among Stakeholders and Sustainability of Livestock Marketing Infrastructure in Samburu County**

The study recommends that there should be measures in place guide the networking of all stakeholders in the livestock trade in Samburu County. This should be facilitated by the management committee officials of all the 18 livestock sale yards in the County. The study also recommends that stakeholders' records of participation should be kept and made available once they are required. The County government and partners supporting the plough back model in the County should come up with performance standard and institute peer review mechanism to evaluate all the 18 sales yard in the County.

#### **5.4.4 Capacity of Management Committee and Sustainability of Livestock Marketing Infrastructure in Samburu County**

The study recommends that some educational thresholds should be imposed on the leadership requirements. The study recommends that at least O-level requirements for the management committee members should be applied to ensure, the leadership has basic management skills to steer the team to higher levels. The study also recommends that the county government should come up with capacity building measures to be imparted in the management committee members regarding ethical and leadership trends to assist the management team acquire necessary skills for managing the sales yards.

### **5.5 Recommendations for Further Researches**

The study recommends that a similar study be conducted in non-arid or semi-arid counties to establish how the national government policies are being implemented as well as the respective counties' livestock policy enactment since Agriculture and livestock is a devolved function and the outcomes compared with the arid and semi-arid counties. Moreover, the study suggests that more research should be conducted on Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure considering other independent variables not similar to the ones addressed in this particular study.

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## APPENDICES

### Appendix I: Researcher's Letter of Introduction

The data collection date

\_\_\_\_\_Time\_\_\_\_\_

Dear Respondent,

**Documenting Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure in Samburu County.**

I believe that you are well,

My name is **Abdikadir Mohamed** undertaking a master's in Public Policy at Kenyatta University. As a requirement to accomplish the said degree, I am undertaking a research titled *Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure in Samburu County*. In this regard, you are randomly nominated to take part in the current research study.

I kindly appeal that you answer the following questions truthfully, and your answers will be used only for this study without revealing your identity.

Please can I continue? Yes \_\_\_\_\_No\_\_\_\_\_

Thank you

Yours sincerely

**ABDIKADIR MOHAMED**

## Appendix II: Questionnaire

### SALE YARDS MANAGEMENT COMMITTEE TOOL

1. Date of Interview \_\_\_\_\_ Place of Interview \_\_\_\_\_
  - a) Please indicate your Sub-location \_\_\_\_\_ Location \_\_\_\_\_ Ward \_\_\_\_\_
2. Name of Sale Yard \_\_\_\_\_
3. How long has it been in operational \_\_\_\_\_?
4. Number of Members of Sale Yard Management  
SEXUAL CATEGORY: Female \_\_\_\_\_ MALE \_\_\_\_\_
5. Category of memberships of the management (Figure)  
Creators \_\_\_\_\_ Dealers \_\_\_\_\_ Service providers \_\_\_\_\_ Any Other \_\_\_\_\_ (State)
6. Livestock market day(s) \_\_\_\_\_

#### A. SALE YARDS MANAGEMENT COMMITTEE QUESTIONNAIRE Stakeholders / Networking Assessment

- 1) Do you keep List of Stakeholders (Confirm)?  
Yes [ ] No [ ]  
IF YES, when was the last time it was updated \_\_\_\_\_
- 2) When was the last time you engaged the stakeholders?  
Date \_\_\_\_\_  
Confirm Minutes availability \_\_\_\_\_
- 3) Do you hold regular Annual General Meeting (AGM)?  
Yes [ ] No [ ]

IF YES, Confirm Minutes

Date AGM was held -----

4) How Frequent do you interact with County Government Officer(s)

\_\_\_\_\_

From which Department

\_\_\_\_\_

5) Do you interact with other sale yards' management committees?

Yes  No

IF YES how

\_\_\_\_\_

IF NO Why

\_\_\_\_\_

6) Do you get support from other Institutions/Stakeholders? YES  NO

7) IF Yes please list the name of the institution or the stakeholder and the kind of support

| No. | LIST OF INSTITUTION | TYPE OF SUPPORT |
|-----|---------------------|-----------------|
| 1.  |                     |                 |
| 2.  |                     |                 |
| 3.  |                     |                 |
| 4.  |                     |                 |
| 5.  |                     |                 |

## **REVENUE**

1) How much cess collected per animal volume presented and sold

| <b>No.</b> | <b>Livestock</b> | <b>Amount cess<br/>per animal</b> | <b>Average Volume<br/>presented per<br/>market day</b> | <b>Average Volume Sold per<br/>market day</b> |
|------------|------------------|-----------------------------------|--|---|
| (a)        | Sheep/<br>Goat   |                                   |  |   |
| (b)        | Cattle           |                                   |  |   |
| (c)        | Camel            |                                   |  |   |
| (d)        | Donkey           |                                   |  |   |

2) Proportion of Revenue Share:

Management \_\_\_\_\_ SCG \_\_\_\_\_

3) How do you collect the Cess?

(a) Only the Sale Yard Committee.                      Yes                       No

(b) Committee and SCG Revenue team.                      Yes                       No

(c) Employee 10% Youth.                      Yes                       No

4) Which receipts do you use to collect Cess?

(a) SCG Receipts                     

(b) Committee Receipts                     

(c) Both                     

5) Do you review Cess Collection strategies?

(a) Yes                       No

(b) If yes, how many times in a year? \_\_\_\_\_

6) What informs the Review of the Strategy

\_\_\_\_\_

7) How do you use the funds (share) -----  
-----  
-----

8) What percentages are used for the following areas

Sale yards Repair  Administration  Savings   
Community support

**CAPACITY ASSESSMENT**

1) State your highest Educational attainment and Gender representation?

| No. | DESIGNATION | EDUCATIONAL LEVEL | GENDER | AGE |
|-----|-------------|-------------------|--------|-----|
| 1.  | CHAIRPERSON |                   |        |     |
| 2.  | TREASURER   |                   |        |     |
| 3.  | SECRETARY   |                   |        |     |

2) How long have you been in Office?

\_\_\_\_\_

3) State the most current period you got capacity building support\_\_\_\_\_?

4) What type of Capacity building support (List)?

(a)-----

(b)-----

(c)-----

5) Which area of skills Capacity Building you received

(a) Leadership

(b) Group facilitation skills

(c) Financial Management Skills

(d) Others (Specify) -----

-----

-----

6) Do you keep financial and other records (which one's tick when confirmed)?

Cash Book  Leger book  Incoming and outgoing correspondence

Receipt books  Invoice  Complain register

Constitution  Audit Report

7) Do you present financial reports to stakeholders?

Yes  No

IF YES, when was the last time it was presented?

Confirm the report is available \_\_\_\_\_

Date report presented to stakeholders \_\_\_\_\_

IF NO, WHY -----

-----

8) Do you prepare Budget and Projections?

Yes  No

IF YES, confirm availability (the current year)

IF NO WHY -----

-----

-----

9) What are your major challenges?

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

\_\_\_\_\_

10) How do you tackle these challenges -----

-----

-----

-----

11) Do you hold Regular Committee Meetings?

(a) Yes                       No

IF YES, Confirm Minutes \_\_\_\_\_ if NO Why

12) What is the state of the Sale Yard Infrastructure?

(a) Well maintained

(b) Satisfactory

(c) Dilapidated

### Appendix III: Key Informant Interview

#### B. KEY INFORMANT TOOL

1. Date of Interview \_\_\_\_\_ Place of Interview \_\_\_\_\_

2. Name of the Ministry \_\_\_\_\_ Department \_\_\_\_\_

Position \_\_\_\_\_ Gender: Female [ ] Male [ ]

Age (Range)

20 to 25

26 to 35

36- to 45

46 to 55

Above 60

3. What is the role of the Ministry and your department in implementation of sale yards sustainability model?

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4. Are all legal instruments in place to support sharing of revenue for Plough Back system?

(a) Policy YES [ ]

(b) Legislation YES [ ]

(c) Regulation YES [ ]

5. How do you support the sale yards Management Committee?

---

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---

6. When was the last time you interacted with Sale Yards Management Committee?

| Period | 1 - 3<br>(Months) ago | 1 – 6<br>(months)<br>Ago | 6 - 12<br>(months)<br>ago | More than<br>a year ago | Never |
|--------|-----------------------|--------------------------|---------------------------|-------------------------|-------|
|        |                       |                          |                           |                         |       |

7. How do you ensure accountability of the resources received by Sale Yards Management committee?

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**C. STAKEHOLDER TOOL**

How does stakeholder participation affect sustainability of Sale Yards?

13) Date of Interview \_\_\_\_\_

14) Place of Interview

a) Sub-Location \_\_\_\_\_

b) Location \_\_\_\_\_

c) Ward \_\_\_\_\_

15) Name of Sale Yard \_\_\_\_\_

16) Category of Stakeholder

(a) Producers

(b) Small Scale Traders

(c) External Trader

(d) Broker

(e) Service Provider

Which services

---

---

Gender: Male

Female

17) Are you aware of any Management System in place at this sale yard?

Yes

No

18) If YES, Do you participate in the planning of activities Yes  No

19) If No Management system, why do you think this Sale Yard is not managed by community?

---

---

---

20) How do you participate in the Management activities of this Sale Yard?

a) Attend AGM

b) Planning Process

c) Conflict resolution

d) Others  (list  them)

---

21) When was the last time you participated in the Sale Yard activities mentioned above?

| Period | 3 -6 (months)<br>ago | 6 - 12 (months)<br>ago | 1 Year & Above<br>ago | Never |
|--------|----------------------|------------------------|-----------------------|-------|
|        |                      |                        |                       |       |

22) Are you satisfied with Management Committee engagement?

Yes  No

(YES) List the reasons,

---

---

---

(NO) List reasons

---

---

---

23) Are you satisfied with the Sale Yard Committee Performance?

Yes  No

(YES) List the reasons

---

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---

(NO) List reasons

---

---

---

## Appendix IV: Approval of Research Project

KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 8<sup>th</sup> July, 2024

TO: Abdikadir Mohamed  
C/o Public Policy and Administration Dept.

REF: C153/OL/CTY/20642/2020

**SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL**

This is to inform you that Graduate School Board at its meeting of 19<sup>th</sup> June, 2024 approved your Research Project Proposal for the M.PPA Degree Entitled, "Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure in Samburu County, Kenya."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

**ELIJAH MUTUA**  
**FOR: EXECUTIVE DEAN, GRADUATE SCHOOL**

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Wilson Muna  
C/o Department of Public Policy and Administration  
**Kenyatta University**

EM/mo

*Transforming Higher Education... Enhancing Lives*  
Kenyatta University is ISO 9001:2015 Certified



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## Appendix V: Research Authorization

KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

Our Ref: C153/OL/CTY/20642/2020

DATE: 8<sup>th</sup> July, 2024

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR ABDIKADIR MOHAMED – REG. NO. C153/OL/CTY/20642/2020**

I write to introduce Abdikadir Mohamed who is a Postgraduate Student of this University. The student is registered for M.PPA degree programme in the Department of Public Policy and Administration.

Abdikadir intends to conduct research for a M.PPA Project Proposal entitled, “Livestock Policy Implementation and the Sustainability of Livestock Marketing Infrastructure in Samburu County, Kenya.”

Any assistance given will be highly appreciated.

Yours faithfully,

  
**PROF. ELIUD NJAGI**  
**EXECUTIVE DEAN, GRADUATE SCHOOL**


abd/mo


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## Appendix VI: Research Permit -NACOSTI

  
REPUBLIC OF KENYA  
National Commission for Science, Technology and Innovation

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **849362** Date of Issue: **30/August/2024**


### RESEARCH LICENSE




This is to Certify that **Mr. ABDIKADIR MOHAMED** of **Kenyatta University**, has been licensed to conduct research as per the provision of the **Science, Technology and Innovation Act, 2013 (Rev.2014)** in **Samburu** on the topic: **LIVESTOCK POLICY IMPLEMENTATION AND THE SUSTAINABILITY OF LIVESTOCK MARKETING INFRASTRUCTURE IN SAMBURU COUNTY, KENYA** for the period ending : **30/August/2025**.

License No: **NACOSTIP/24/39459**

**849362**  
Applicant Identification Number

  
Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

Verification QR Code



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See overleaf for conditions

## Appendix VII: Samburu County Map

