



STRATEGIC PLAN 2015 – 2018

September 2015

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List of Acronyms

AI	–	Artificial Insemination
AIDS	–	Acquired Immuno Deficiency Syndrome
ASAP	–	As soon as possible
CEO	–	Chief Executive Officer
CFO	–	Chief Financial Officer
HIV	–	Human Immuno Virus
HOD	–	Head of Department
HR	–	Human Resources
IR	–	Industrial Relations
LME	–	Liquid Milk Equivalence
MoA	–	Ministry of Agriculture
N/A	–	Not Applicable
PA	–	Professional Assistant to the CEO
PESTEL	–	Political, Economic, Social, Technological, Environmental and Legal
PEU	–	Public Enterprise Unit
PMS	–	Performance Management System
SDB	–	Swaziland Dairy Board
SNL	–	Swazi Nation Land
SRA	–	Swaziland Revenue Authority
SWOT	–	Strengths, Weaknesses, Opportunities and Threats.
TDL	–	Title Deed Land
UNISWA	–	University of Swaziland
VAT	–	Value Add Tax

Executive Summary

The Swaziland Dairy Board is a Category A Public Enterprise established through The Dairy Act of 1968. According to the Act, the Dairy Board exists primarily to organize the efficient, orderly and stable production of dairy products and regulate and develop their distribution and marketing. In the beginning of 2014, the new Board of Directors was appointed by the Minister for Agriculture following the lapsing of the term of office of the previous Board in December 2013. This called for the review of the strategic plan by the current Board and the production of a new strategic plan from 2015 to 2018 to guide the organization operation.

A majority of the planned activities in the 2010 to 2013 strategic plan were achieved. A few activities were partly achieved which are likely going to be pursued in the next strategic period. SDB's financial performance has been characterized by a steady increase in profits, with revenues hitting over E20Million per annum profitability rising to over E6Million by the end of 2013.

The vision of the Swaziland dairy board is a developed and well regulated dairy industry in Swaziland. This will be achieved through creation of an enabling environment for all stakeholders through facilitation, development, promotion and regulation of the dairy industry in Swaziland.

Four strategic priorities were identified for the period running from 2015 to 2018 and strategic objectives for these were developed. In the next three years the Swaziland Dairy Board will focus on financial sustainability, human resource development, dairy production and processing and finally governance and policy development.

A total of eleven (11) strategic goals have been identified and agreed by the Dairy Board to be pursued over a longer period of time, transcending beyond the strategic planning period. These include guaranteeing the financial sustainability of the organization. The Board would also focus on promoting a culture of high

productivity and retention of staff through adoption of appropriate policies and tools. The Board intends to improve the production and marketing of dairy products through continued capacity building, mentorship and coaching programmes, improved animal health services, local breeding programme for dairy animals, continues fodder flow, execution of MoUs with partner financial institutions, value addition, group formation, resuscitation and management of Royal Farms and promotion of dairy consumption. Lastly, the Board will focus on governance and legislative reforms to guide the development and improvement of the dairy industry.

An implementation plan has been prepared for the strategic plan that clearly articulates all the action steps to be taken in order to achieve the formulated strategic objectives. The Board has developed a strategic monitoring and evaluation plan to ensure that implementation of the progress is monitored and corrective measures are taken where remedial attention is required. Management would be expected to produce monthly performance reports for purposes of tracking progress achieved. The Board together with Management on an annual basis, will, within the context of annual strategic plan review sessions, measure the organization's performance at objective level as opposed to activity level.

1. Introduction

1.1 Background

The Swaziland Dairy Board is a Category A Public Enterprise established through The Dairy Act of 1968. According to the Act, the Dairy Board exists primarily to organize the efficient, orderly and stable production of dairy products and regulate and develop their distribution and marketing. The Board is also mandated to run an information service and advise producers as to the production and marketing of their products in addition to communicating with and consulting any person or authority for purposes of achieving the objectives of its establishment.

The public enterprise falls under the Ministry of Agriculture and operates under the authority and guidance of a Board of Directors appointed by the Minister for Agriculture. A management team, led by the Chief Executive Officer runs the operations of the Dairy Board. The company operates from its offices based at the Enguleni Building, in Manzini, a property belonging to the Swaziland Dairy Board.

It is normal for the Swaziland Dairy Board to develop and review a strategic plan to guide its operations. In 2010, the Board reviewed its strategic plan which was meant to guide management actions through to 2013.

In the beginning of 2014, the new Board of Directors was appointed by the Minister for Agriculture following the lapsing of the term of office of the previous Board in December 2013. This called for the review of the strategic plan by the current Board, thus the production of this strategic plan document.

1.2 Performance trends

The 2010 – 2013 strategic plan emphasized increasing milk production in the country and promoting the efficient use of resources while improving industry performance and competitiveness. The strategy was also about building the capacity of all stakeholders in the industry which prioritized the promotion of dairy

enterprise development as well as increasing outreach of technical services to dairy stakeholders.

Achievement of strategic outputs and objectives

Strategic outputs	Achievement
Promoting and increasing dairy production	Achieved: At least 25% increase in production in the last three years was achieved. SDB got permission to use Gege Dairy farm to breed dairy cows; Dairy goats and cattle imported for farmers; about 200 farmers assisted in establishing pastures; At least 6 milk collection centres were established
Capacity building for stakeholders	Achieved: Farmers trained on milk processing; Media educational programmes developed; Training programme for labourers developed and rolled out; Development of Educational programmes through various media; Collaboration with the UNISWA to incorporate a BSc Animal Science Dairy Option programme; SDB currently sending her officers to University of Pretoria to enroll in dairy development short courses in an aim to improve capacity of officers; Facilitated staff and farmers mentorship programmes for increase capacity in the local dairy industry in collaboration with the New Zealand Government; Developed a pool of Dairy experts/ managers for commercial dairy; BSc Animal Science Dairy Option programme launched in collaboration with UNISWA.
Marketing promotion & consumption of dairy products	Partly achieved: 6/12 Milk collection centres were established; A promotional strategy for dairy products was developed. However, the Marketing Plan was not developed

Improving the industry's performance and competitiveness	Partly achieved: Guidelines for farmers' categorization were developed; The definition of a Dairy Farmer was reviewed; Farmers were encouraged to use mobile milking machine, but a number of challenges were observed; Data collection networks established at grass root level; Lobbying for establishment of trade cooperation agreement between Swaziland and Mozambique is ongoing. However, Semen collection centres were not set up; Laboratory testing facilities were not set up and the exportation of milk and milk products was started;
Promoting consumption of quality healthy dairy products	Partly achieved: Small dairy groups were encouraged to share resources; Groups of farmers were trained in water harvesting; at least one chiefdom was encouraged to implement its development plan; and farmers were encouraged to use semi-intensive production techniques.
Increase of service outreach to dairy stakeholders	Partly Achieved: 8/12 Community based artificial inseminators developed; Four training programmes for communities developed and rolled out; Fodder and hay extension services within Dairy Board established; SDB collaborated with MoA on hay and fodder production and conservation.

Financial performance

Swaziland Dairy Board's performance in the last three years has been characterized by a steady increase in profits, with revenues hitting over E20Million per annum by the end of 2013. Profitability rose to over E6Million by 2013. However, over 80%

of the revenue came from import levies, signaling that the enterprise is largely dependent on this major source of revenue.

1.3 Challenges

Reliance on import levy;

Absence of bilateral trade agreements with neighboring countries suitable for the growth of Swaziland's dairy industry;

Low production capacity of the local dairy industry;

1.4 Planning process

The new Board of Directors for the Swaziland Dairy Board, on realizing that the 2010 – 2013 strategic plan had elapsed, called for a performance review of the strategic plan and a development of a new strategic plan for 2015 – 2018.

A strategic planning retreat that saw the attendance of members of the Board and SDB's management team was arranged in August 2014. It was during that retreat that the strategic themes, priorities, goals and objectives of the Swaziland Dairy Board were agreed by the Board of Directors and Management.

The strategic planning retreat was preceded by a strategic plan review process by management. A similar process took place after the retreat which meant to provide finer details to the strategic plan, including the development of an implementation plan for the strategy.

On documentation, the draft strategic plan was presented to the Board for adoption.

1.5 Document layout

This document is divided into 6 Sections. From the introductory section (Section 1), a situational analysis of the Swaziland Dairy Board and the Dairy Industry is

presented, reflecting on the social, economic, infrastructural and governance situations facing the organization and the industry at large. A SWOT Analysis features under this section. Section 3 presents SDB's strategic direction, followed by SDB's strategic themes, priorities and goals in Section 4. Section 5 presents SDB's strategic objectives while Section 6 presents the Board's detailed strategies. Section 7, being the last section, presents the strategic implementation plan together with a monitoring and evaluation model for the strategic plan. Attached here is a detailed implementation plan for this strategy.

2. Our Operating Environment

2.1 Global context

Milk is one of the important commodities consumed worldwide with various health and nutritional value. A number of countries have continued to emphasis and support consumption of milk in all levels of the population. School milk

projects have been implemented by many countries to encourage milk consumption among youth in schools.

Global demand of dairy is continuing to grow as a result of population growth, rising incomes and the realization of the nutritional benefit of dairy. According to the dairy global industry performance, about 378 billion litres of milk is processed each year by dairy companies worldwide. It has also been noted that consumption of dairy has significantly increased in a number of developing countries.

Recent global economy activity has seen the price of fuel dropping significantly. Analysts suggest that the prices of oil have since fallen by more than 40% since June 2014. Falling oil prices means energy exporters are losing revenue while consumers in importing countries are paying less for their energy.

The dollar/ lilangeni downward trend continues to loom which may have a negative impact in the overall economy of Swaziland. With Swaziland being a net importer of a majority of commodities, this trend has increased the cost of importing.

2.2 National Context

The local dairy industry has seen positive growth from the previous years in milk production. However the increase in milk demand has put much pressure on the local production. The SDB as a developer and regulator of the industry has continued supporting initiatives that would grow the industry. The Government of Swaziland has continued to support development at grass root level so to enable economic activity at all levels of the economy. Improvements in the infrastructure (road network, railway being improved, telecommunication infrastructure, efforts directed at ease of doing business) have enabled entrepreneurs at grass root level to be active players in the economy of the country.

A positive growth in the number of dairy farmers has seen the industry grow in the recent years. Currently there are about 508 dairy farmers as compared to the 420 dairy farmers in 2014. The domestic consumption of dairy products has continued to rise and it is currently over 69 million litres in liquid milk equivalents. This indicates that there are enormous investment opportunities in the industry as the levels of local production continue to fall short of the local demand.

There is currently one large scale dairy processor in the industry. About five dairy products are processed in the industry. These products include dairy juices, fresh milk, cream, Emasi and yoghurt. The majority of the consumed products are imported.

2.3 Industry analysis

The dairy industry in Swaziland consists of a number of industry role-players which includes producers (smallholder, medium and large scale dairy farmers), financiers, processors, distributors, retailers, and consumers. In addition, there are also importers and transistors of dairy products. Parmalat is the only large scale processor in the industry. However there are a number of small scale dairy processors in the industry.

The demand of milk and milk products has continued to increase significantly from the previous years. The domestic consumption for milk and milk products significantly grew by 18.5 percent from 68.94 million litres of Liquid Milk Equivalent (LME) in 2014 to 81.67 million litres in 2015. Domestic production of raw milk increased by 13 percent from 10.64 million litres in 2014 to 12.02 million litres in 2015. About 85% percent of the dairy products consumed in the country come through imports and the remainder is produced locally. Domestic production continues to fall short of the rising demand for dairy products in the country. Dairy imports increased from 58.30 million litres in 2014 to 69.65 million litres in 2015. The current monetary value of all dairy products consumed in the country is approximately 400 million Emalangenis. This indicates that Swaziland is among the African countries with the highest consumption per capita of dairy products. There are currently five locally processed dairy products which include Dairy Juice, Emasi, Yoghurt, Fresh Milk and Cream. The majority of the local consumed dairy products are imported.

There are currently five hundred and eight (508) dairy farmers in the industry with a larger portion being smallholder dairy farmers. This indicates a 21% increase in the number of farmers as compared to the 420 farmers in 2013. There are currently five feed suppliers which are TWK, Arrow Feeds, Feed Master, National Chicks and Crane feeds.

Industry challenges

There are a number of challenges affecting the industry at large. Among the major problems include shortage of fodder due to dry seasons, low viability of small scale dairy projects, inadequate skills especially with labourers, poor distribution/marketing channels, scarcity of dairy animals locally, haphazard distribution of dairy farmers, financial institutions are unwilling to fund unstructured dairy farmers, veterinary service outreach, climate change, diminishing grazing land and heavy reliance in South Africa for local consumed milk and milk products.

Industry successes

The local milk production has continued to grow from the previous years admits the financial crisis that hit hard the globally economy. Domestic milk production is approximately 12.02 million litres compared to the 10.64 million litres of milk in 2014. The positive growth has been mainly attributed to the continued capacity building programmes facilitated by the SDB. A majority of farmers have been able to adopt innovative production techniques which have translated to improved production efficiency. The indigenous cattle dairy project has taught a number of farmers at grass root level on the benefits and value of dairy farming. The intensive Dairy Farming training programme facilitated by the Board on quarterly basis has resulted in an increase in the number of aspiring entrepreneurs venturing into dairy farming. The 21% increase in dairy farmers population noted in 2014 suggests that a majority of entrepreneurs have seen the value of dairy farming.

Industry opportunities and future outlook

The locally dairy industry is lucrative in nature presenting a number of investment opportunities for both domestic and foreign investment. Swaziland is among the African countries with a high consumption per capita of dairy products which present enormous investment opportunities in the locally dairy industry. The country also has a comparative advantage in agriculture with good climatic conditions and access to both regional and international export markets. There is little or no industry rivalry in the sector with a few industry players.

The Board strives for a highly competitive dairy industry through the adoption of high tech dairy principles and techniques. These would enable the industry to be highly efficient which will therefore translate to increase domestic milk production. Also the industry would be able to be self sufficient and positively contribute to food security. The country currently has an export potential and dairy production can make a significant improvement in the economy well being. The Board would continue to work towards introducing a local breeding programme and facilities that would ensure the availability of local breed dairy animals. It is in the Board's interest to increase the number of large scale dairy processors and the Board would continue to support all investment initiatives that would attract dairy processing investment in the sector.

2.4 SWOT Analysis

Strengths	Weaknesses
<p>1. Human Resources</p> <ul style="list-style-type: none"> a) The Board has a committed workforce – b) There is relatively low staff turnover; c) HR Policies are in place d) The Board has a competent and qualified executive team <p>2. Governance, structures, systems, policies</p> <ul style="list-style-type: none"> a) There is an independent Board of Directors – b) There is balanced representatives of stakeholders in the Board c) Current Minister of Agriculture has a greater understanding and passion for agricultural development. <p>3. Financial/Economic</p> <ul style="list-style-type: none"> a) There are finance policies in place b) There are stable reserves in the bank c) There are sound internal controls which help reduce chances of fraud d) There is a stable source of revenue <p>4. Dairy Development</p> <ul style="list-style-type: none"> a) There are currently high milk demand b) The dairy mix is quite flexible c) Government's commitment in dairy industry is good d) There are good soils in Swaziland e) Swaziland is blessed with a conducive climate for dairy production 	<p>1. Human Resources</p> <ul style="list-style-type: none"> a) There is no performance management system b) There is no succession plan c) The Board does not have wellness programmes (and policy) d) There is an inadequate staff compliment e) The Board lacks staff development policy <p>2. Governance, structures, systems, policies</p> <ul style="list-style-type: none"> a) There is currently no Board Charter b) There is currently no conflict of interest policy c) There is currently no up-to-date Risk assessment policy d) There is currently no objective instrument to evaluate the Board e) There is currently no internal audit function f) Lack of M&E Framework for all functions <p>3. Financial/Economic</p> <ul style="list-style-type: none"> a) There is dependence on one source of income - levies <p>4. Dairy Development</p> <ul style="list-style-type: none"> a) Due to poor milking techniques with the majority of small scale dairy farmers, milk is not properly extracted b) There is low viability of small scale dairy projects

<p>f) Improved production efficiency resulting in increased average production per cow</p>	<p>c) Lack of access to start-up capital is a barrier to entry into the industry.</p> <p>d) The inadequate skills especially with labourers retards the industry's efficiency</p> <p>e) There are poor distribution/marketing channels</p> <p>f) There is scarcity of dairy cattle locally [Local breeding programme – cows/goats]</p> <p>g) The haphazard distribution of dairy farmers makes it difficult to follow them up for development and monitoring purposes</p> <p>h) The financial institutions are unwilling to fund unstructured dairy farmers</p> <p>i) No framework on information capturing and sharing</p> <p>j) The technical/skilled manpower within the Dairy Board is insufficient</p>
Opportunities	Threats
<p>1. HR Opportunities</p> <p>a) BSC Animal Science (Dairy Option) Graduates – pool from which Dairy Board will hire;</p> <p>2. Governance, structures, systems, policies</p> <p>a) Maximization of synergies between the Board and the Ministry of Agriculture</p> <p>b) Swaziland is politically stable</p> <p>3. Financial/Economic</p> <p>a) There are several donors who could be enticed to fund some capital projects. [Infrastructure development Programme for the Dairy Industry];</p> <p>b) MoU with financial institutions – arrangement for financing farmers in a structured manner; improving access to finance for dairy farmers;</p> <p>c) Offering waivers to importers developing in the country;</p>	<p>1. HR Threat</p> <p>a) Staff poaching (Capping of salaries for Dairy Board is a threat);</p> <p>2. Financial/Economic</p> <p>a) Declining economy/recession could reduce the amount of levies collected</p> <p>b) There are unpredictable outcomes of the merger between SADC, COMESA and EAC</p> <p>c) Increasing levels of poverty in the country might reduce activity in the industry</p> <p>d) Possibility of SRA converting products paying levy into products paying VAT</p> <p>e) Refunds under VAT for value addition will result in companies preferring paying VAT instead of levy</p> <p>3. Dairy Development</p>

<ul style="list-style-type: none"> d) Collaboration between financiers, processors, operators and regulators to boost milk production in the country (Agri-fund – Old Mutual initiative); e) Increase in the retail industry attracts high levies [Ultimately, this presents an opportunity for a market for local products through import substitution] <p>4. Dairy Development</p> <ul style="list-style-type: none"> a) There is high milk deficit globally and in Swaziland b) There is opportunity for value addition – yoghurt, ice cream, dairy juice etc c) There is export potential of milk and milk products d) Old Mutual agri-fund develop the industry (new investments in the industry) e) Management and control of Gege Dairy Farm 	<ul style="list-style-type: none"> f) Climate change g) There could be inadequate water supply h) There could be lack of pastures and conserved feed i) The grazing land is diminishing
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3. Strategic Direction

3.1 Dairy Board Vision

Considering the mandate of the Swaziland Dairy Board from the Government of Swaziland, as well as the context of the locally and regional dairy industry, the Swaziland Dairy Board has crafted its vision as presented by the statement below:

**A developed and well regulated
dairy industry in Swaziland**



Emphasis is on the development and proper regulation of the dairy industry in Swaziland although recognition is given to the role the local industry will play at regional level. It is assumed that when the industry is developed and reached its optimal levels, focus for the Dairy Board will be strictly on regulation.

3.2 Dairy Board Mission

Our mission is also largely informed by the Swaziland Dairy Act of 1968 which gives the Dairy Board the duty to regulate the industry. However, the need to couple regulation with the development of the industry in Swaziland has been prioritized by the organization in order to ensure the country's self-sufficiency on dairy products and spreading the benefits through export of dairy products. Below is the company's mission statement:

Mission Statement

- To create an enabling environment for all stakeholders through facilitation, development, promotion and regulation of the dairy industry in swaziland

3.3 Dairy Board Values

- Professionalism
- Innovation
- Integrity
- Teamwork

4. Strategic Priorities, Goals and Objectives

4.1 Strategic themes and priorities

Four strategic priorities were identified for the period running from 2015 to 2018 as outlined below:

Strategic Themes 2015 – 2018

1. Financial Sustainability

2. Human Resource Development

3. Dairy Production and Processing

4. Governance and Policy Development

The above themes represent the areas of focus for the Swaziland Dairy Board in the next three years. Section 4.2 and 4.3 provide details of what will be prioritized action under each of these themes.

4.2 Strategic Goals

A total of eleven (11) strategic goals have been identified and agreed by the Dairy Board to be pursued over a longer period of time, transcending beyond the strategic planning period.

Whereas one goal is targeted for each of the focus areas, for Production & Processing, which is basically dairy development, a total of eleven (11) goals are targeted and Governance with a total of two goals. Effectively, this is what this strategic plan emphasizes for the next three years and beyond as determined by industry priority needs.

The diagram below emulates the strategic goals for each of the focus areas.



For each of the strategic goals, strategic objectives have been developed as indicated in the table below.

Focus Area	Goals	Objectives
1. Finance	1.1 To Guarantee the financial sustainability of the organization	1.1.1 To retain 100% levied imports not attracting VAT
		1.1.2 Maximizing revenue collected from property investments
		1.1.3 Commercialization of Gege dairy farm through livestock sales (breeding and importing) that should include goats 100 and cattle – 100
		1.1.4 To facilitate the setting up of a processing plant in Matsapha through leasing of the property to protect the industry
2. Human Resources	2.1 Promoting a culture of high productivity and retention of staff through the adoption of appropriate policies and tools	2.1.1 Increase staff complement to match operational and managerial human resource demands
		2.1.2 Improve performance of personnel through proper measurement, enhancement and monitoring
		2.1.3 To retain key skills within the Dairy Board, ensuring continuity
3. Production & Marketing	3.1 To have well trained and technologically capacitated farmers who produce high quality dairy products with minimal or no support from external sources	3.1.1 To build long term technical skills base for the industry (minimal supervision will attest to success)
		3.1.2 To promote mentorship and coaching programmes for farmers (organized farmers groups for information and technical know-how sharing)
		3.1.3 Promoting the use of the technology and innovation in the industry
	3.2 Improve accessibility to health services for dairy animals through the continuous training of vet assistants and dairy development officers	3.2.1 To increase Animal Health extension capacity for SDB extension officers
		3.2.2 Advocate with MoA for increased availability of Vet officers (at least two officers by 2018)
	3.3 To scale up the breeding of dairy animals in the country, ensuring their availability at a lower cost	3.3.1 To collaborate with MoA and TDL Farmers in the utilization of more farms for dairy breeding purposes
		3.3.2 To increase the number of dairy animals bred locally to 500 animals by 2018
		3.3.3 To establish at least one semen collection unit in the country
		3.3.4 To promote dairy goat enterprises in the country
	3.4 Facilitate increased hay procurement and production through increased hacterage	3.4.1 To collaborate with MoA and TDL Farmers in the utilization of more farms for fodder production (at least one more farm) – present it terms of the number of bales

	and establishing irrigation systems	3.4.2 To increase the fodder flow to 1400 bales per season in the country
		3.4.3 To collaborate with MOA, Farmers and relevant national and international organizations in the procurement of hay and other animal feeds for farmers
	3.5 To produce sufficient milk and milk products for domestic and export markets	3.5.1 Increase domestic production of milk by 60% by 2018 (averaging 20% per year)
		3.5.2 Increase the product range of locally produced dairy products from 5 to 8 by 2018
	3.6 Execution of MoUs with existing financiers to provide structured solutions for the financing of dairy and dairy related projects.	3.6.1 Improve access to finance for dairy farming (working with the existing financiers)
		3.6.2 Advocate for the development of dairy-tailored insurance products
	3.7 To play a pivotal role in job creation through dairy production enterprises with special emphasis to the youth	3.7.1 To empower the youth in five Tinkhundla centres per region to engage in dairy production enterprises by 2018
	3.8 To promote value addition in dairy products at all levels.	3.8.1 To facilitate the training of dairy producers in milk processing (20 small-scale producers)
		3.8.2 To facilitate in adding at least one large scale dairy processor (import substitution target)
		3.8.3 To engage youth in milk processing through the Swaziland National Youth Council at Tinkhundla level (five tinkhundla per region)
	3.9 To support special Dairy related Projects	3.9.1 To resuscitate Masundvwini Dairy Farm and other Royal farms to operate into full production capacity
	3.10 To promote production efficiency in the industry through formation and supporting of Dairy farmer Groups	3.10.1 To mobilize dairy farmer groups and support their formation
		3.10.2 To engage community development officers to facilitate the mobilization and development of Farmer Groups at community level
	3.11 Stimulate consumption of milk and milk products in the industry	3.11.1 To conduct dairy consumption awareness promotional campaigns and educational campaigns
		3.11.2 To educate the public about the nutritional value of dairy

4. Governance & Policy Development	4.1 To have appropriate policies and tools to guide the development and improvement of the dairy industry	4.1.1 To develop board charter for Swaziland Dairy Board Directors by December 2014 4.1.2 To identify and close policy gaps by 2018 4.1.3 To develop monitoring and evaluation system for at least three programmes by 2018
	4.2 To have appropriate regulations and tools to strengthen the dairy industry in Swaziland	4.2.1 To identify and close dairy industry regulatory gaps by 2018

5. Detailed strategies

5.1 Finance

The Swaziland Dairy Board has in the recent past improved its financial performance, consistently increasing its revenue and profitability. However, this is heavily reliant on import levies with less than 20% coming from property leasing and other charges. Should anything drastic and negative happen on the import levies arena, the company's finances will immediately be under immense pressure, jeopardizing all dairy development and regulatory processes. It is therefore the intention of the organization to ensure financial sustainability through balancing its revenue streams. Revenue streams from import levies will be maintained i.e. ensure that all dairy products levied (which currently do not attract VAT) remain levied while income from property lease is expected to increase through improved occupancy and a significantly reduced bad debt rate.

This will be achieved through structured and ad hoc meetings with the SRA to clear out any matters that borders on the levies revenue stream. The Dairy Board will also strengthen the efficiency of border inspections through a number of processes, including the review of penalties applicable to dodgers or defaulters.

In addition to the development of a customer retention strategy, the Dairy Board's debt collection process will be improved (including litigation) in order to improve occupancy and decrease rent defaulters and bad debts.

The rehabilitation of the Gege dairy farm will contribute significantly to balancing the Dairy Board's revenue streams. The farm will be used for breeding dairy stock which will be sold to farmers, both dairy goats and dairy cattle. Hay will also be produced and sold from the farm. The development of a proper business plan for this project is underway. Initially, a total of 100 dairy goats

and 100 dairy cows are expected to be bred and sold from the farm per annum, apart from the sale of hay, milk and related products.

5.2 Human Resource Development

With the major goal being the promotion of a culture of high productivity and the retention of key staff, focus will be on increasing the staff complement in order to match operational and managerial human resource demands for the organization. A human resource plan will be developed for purposes of ensuring that all relevant positions are in place and deserving candidates are hired to fill the positions where there are vacancies. On the extension front, for instance, SDB will endeavor to increase the Officer to Farmers ratio from the current 1:83 towards 1:50 by 2018.

Construction of regional and sub-regional houses for SDB dairy extension officers

In a bid to systematically improve performance of our human resources, a performance management system (PMS) will be developed and rolled out by the third quarter of 2016.

Other important programmes to be introduced include the development and implementation of a staff retention strategy, staff development programme, as well as a remuneration improvement programme. A succession plan is also planned for development during the strategic plan period. Ultimately, SDB is envisaged to attain a world class status in terms of the sharpness of its staff and management. It is believed that the performance of the organization is directly related to the performance of the individual members of the organization and that of its teams.

5.3 Production and marketing

A total of 11 strategic goals have been identified under this strategic theme. Swaziland Dairy Board's major purpose is to increase the local production of milk and milk equivalents by 60% in the next three years.

Improved and continuous capacity building for stakeholders, particularly dairy farmers and extension workers, will be vigorously pursued where technical skills development and technology absorption will be prioritized. Interventions include intensive dairy farming training for entrepreneurs, community workshops, internship programme for University of Swaziland (UNISWA) graduates, educational and exposure trips and symposiums.

Community based coaching and mentorship programme will be developed and launched late in 2016.

In order to promote the use of technology and innovation by the industry, research on dairy production techniques will be pursued together with research on industry related topics in collaboration with UNISWA and other relevant stakeholders

Improving accessibility to health services for dairy animals will be facilitated through increasing animal health extension capacity for SDB and MOA extension and Veterinary officers. This will entail animal health training programmes, educational trips as well as information sharing programmes. Effort will also be directed at strengthening working relations with the Department of Veterinary and Livestock Services in the Ministry of Agriculture for purposes of increasing the availability of extension officers.

Ensuring that the country has sufficient dairy animals is a priority for the Swaziland Dairy Board. As such, a breeding programme that involves the use of government farms, TDL Farms and community based breeding programmes will be pursued within the strategic plan period. A semen collection centre will be established by 2018.

The Dairy Board also intends to increase the fodder flow from the current 700 to 1400 bales by 2018 from Government, Private farms and SNL grazing areas. This will be made possible through a pasture management and rehabilitation programme.

In addition to increasing the local production of milk and liquid milk equivalents by 60%, the Swaziland Dairy Board will also increase the number of products processed locally, adding at least two products to the existing four. This will be done through attracting more investment in dairy processing, with at least one major processor hooked up in the next three years. Further, the Dairy Board's property in Matsapha will be offered for leasing in this respect. Along the same route, the certification of local products will be pursued resulting in at least two local products certified.

Memorandum of Understanding had been entered into with Fincorp and Ned bank in terms of financing dairy farmers. These will be finalized for implementation between 2015 and 2018. Other similar or more suitable arrangements will be pursued with other financial institutions. It is envisaged that at least E2Million will be disbursed to farmers in loans through this arrangement for dairy farming, production or processing purposes.

The involvement of the youth in the dairy industry has the potential of significantly reducing Swaziland's poverty and unemployment levels. To this end, the Swaziland Dairy Board will empower youth in 5 tinkhundla centres, establishing at least one youth group engaged in dairy production enterprises. Collaboration with the Swaziland National Youth Council and potential donors will make this a reality, sourcing funding for youth development programmes in the dairy industry. Women will also be the target of this programme. The implementation of the Siyandzisa Community Project will also be up-scaled.

The Dairy Board will also facilitate the training of small-scale dairy producers in milk processing. At least four training sessions with the Cedara College of Agriculture are targeted for value addition training for dairy farmers. This will

be coupled with the development of at least one business model template for such enterprises.

It is essential for the Swaziland Dairy Board to expand the horizons when it comes to the improvement of the dairy industry. To this end, at least one large scale processor will be lured to set up in Swaziland. Effort will also be directed at working with the government and trade partners in establishing facilitative trade agreements for exporting dairy products to the region. Working with such partners as SIPA, SRA, and other similar government institutions will be instrumental in seeing this programme through.

In an aim to improve production efficiency of the Royal Farm, the Board will provide technical support and management of Masundvwini and other Royal farms so to ensure they operate in full production capacity. It is envisaged that will improve management and technical support, the farms will be able to be economic viable and significantly contribute towards the entire agriculture industry. Partnership agreements will be signed with the King's Office to manage the farms. A resuscitation plan will be developed so to revitalize all operations in the farm and ensure maximum effective utilization of all farm resources. More milk and hay will be produced in the farms which will positively contribute towards increased domestic milk production and fodder flow in the industry.

To promote production efficiency in the industry and the challenge of smallholder viability projects, the Board will support dairy group formation through encouraging farmers to form farmer groups/ associations so they can benefit from economies of scale. The Board will develop a dairy group formation model which will guide the formation of dairy groups. Capacity building programmes will be implemented in collaboration with the Department of Cooperatives. Registered cooperatives/ group will be encouraged. The board will also engage community development officers that will facilitate the group mobilization processes.

To stimulate the consumption of milk and milk products in the industry and create a future demand that will present enormous marketing opportunities, the Board will also focus on developing and implementing dairy consumption campaigns in collaboration with all industry stakeholders. The Board will host a dairy month or dairy day campaign in which it will be promoting consumption of dairy and dairy products in collaboration with stakeholders. A host of dairy consumption educational programmes will be conducted in an aim to educate the public on the nutritional value of milk and milk products.

5.4 Governance & Policy Development

In order to have appropriate policies and tools for strengthening SDB's governance capacity, a Board Charter will be developed to clearly define the efficiency expectation of the Board's oversight role. A policy gap analysis will be conducted in order to determine critical policy gaps and a programme to close these gaps will then be developed.

A monitoring and evaluation framework for SDB's programmes will also be developed and used. ‘

In order to ensure the industry long term sustainability and provide an enabling regulatory environment that will promote long term growth in the industry, it is essential that the regulatory framework be reviewed and amended to ensure it speaks to the prevailing issues affecting the dairy industry. A review of the industry regulatory framework will be reviewed and developed to ensure industry growth and sustainability of all stakeholders.

A regulatory framework gap analysis will be conducted in order to determine gaps and a plan of action to address the identified gaps will be developed. The new industry dairy regulations draft will be subjected to stakeholder inputs and then be submitted to the Ministry of Agriculture.

6. Implementation & Performance Monitoring

6.1 Implementation

An implementation schedule has been prepared for this strategic plan that has clear action steps to be taken in order to achieve the strategic objectives formulated here. Annex A of this document contains the implementation plan for the Swaziland Dairy Board.

6.2 Strategic Plan M & E Framework

The delivery success of the strategic plan is largely dependent on the organization's ability to monitor and evaluate strategic performance and

exercise control. The organization will continue to rely on tried and tested monitoring and evaluation initiatives to ensure proper and worthwhile implementation. Sections 6.3 and 6.4 below present the performance monitoring and performance evaluation framework of the plan.

6.3 Strategic performance monitoring & control

Management reporting will be aligned to the outputs of the strategic plan so that all activities performed immediately translate to performance of strategic plan activities. To this end, Management will produce quarterly performance reports for the organization for performance tracking purposes. Such reports will include how well specific targets have been met, taking corrective actions from time to time as dictated by circumstance. This presupposes that Management will translate the strategic objectives and action steps into quarterly programmes of action.

The Board will be meeting at least quarterly and on an annual basis to consider strategic performance reports and thereby take necessary corrective actions.

6.4 Strategic performance evaluation

On an annual basis, the Board, together with Management, will, within the context of annual strategic plan review sessions, measure the organization's performance at objective level as opposed to activity level. The interest of the Board is in finding out how well the objectives have been met as opposed to how well the activities have been carried out. A plan to closely identified gaps will be developed and pursued each year.

ANNEX A – SWAZILAND DAIRY BOARD STRATEGIC PLAN 2015-2018 IMPLEMENTATION PLAN

PRIORITY AREA 1: FINANCIAL SUSTAINABILITY

GOAL: TO GUARANTEE THE FINANCIAL SUSTAINABILITY OF THE ORGANIZATION

Strategic Objective 1: To retain 100% levied imports not attracting VAT

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Dairy Board/SRA Collaboration and engagement Programme	a) Discuss with SRA on the import products regulated by SDB as per the Dairy Act	- Cooperation and understanding between discussing parties	- 100 % rate of retention for all dairy and dairy related products	Ongoing	CEO, QCM
Border Inspection Efficiency Programme	b) Strengthen efficiency of Inspection at borders	- Retention rate of all dairy products	- 100 % retention of all dairy products	Ongoing	QCM
General financial performance	c) Strengthen financial management of the organization	Increased revenue Increased total assets Clean audits	-At least 2.5% increase in total revenue and total assets per annum -clean audit opinion	Ongoing	Ongoing

Strategic Objective 2: To maximize income from property leasing

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Property Investment Programme	a) Develop a customer retention strategy	Occupancy rate	95% Occupancy	Jan 2016- Ongoing	CFO, Estate Agent
	b) Improve debt collection – including litigation	Rental bad debts	≤5%	Jan 2016- Ongoing	CFO, Estate Agent
	c) Buy properties for leasing purposes	Properties procured		Sept 2016	CEO, CFO

	d) Develop existing and new properties for leasing purposes	Properties developed		July 2016	CEO, CFO
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Strategic Objective 3: Increase revenue through commercializing some of the dairy development processes and structures

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Gege dairy farm commercialization	a) Development of a Business Plan and action plan for resuscitation and expansion	- Business plan developed - Action plan	- business plan and action plan - At least 15- 20 cows sold to farmers per annum	Jan - April 2016	CEO, DE
	b) Implement the Plan of Action	- Implementation rate	- 100% implementation rate	- April 2016- Ongoing	CEO, DDM
	c) Rehabilitation of farm structures	- Good condition structures - Costed rehabilitation plan	- Extend and rehabilitate all the farm structures	- Jan 2016- Ongoing	CEO, DDM

PRIORITY AREA 2: HUMAN RESOURCE DEVELOPMENT

GOAL 1: PROMOTING A CULTURE OF HIGH PRODUCTIVITY AND RETENTION OF STAFF THROUGH THE ADOPTION OF APPROPRIATE POLICIES AND TOOLS

Strategic Objective 1: Increase staff complement to match operational and managerial human resource demands

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Human Resource Planning	a) Increase the extension staff complement	- Staff complement	- Increase the staff complement within SDB such that the extension officer to farmers ratio is 1:50 by 2018	Sep 2015 – Ongoing	CEO, CFO

	b) Replacement of vacant position	- Vacant position	- To fill all vacant positions	Jan 2016	CEO
Improve accommodation of extension officers	a) Construction of regional and sub-regional houses for extension officers	- 2 bed-roomed houses constructed	- 4 X 2bed-roomed houses constructed by 2018	April 2017	CEO, DDM
		-	-		

Strategic Objective 2: Improve performance of personnel through proper measurement, enhancement and monitoring

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Performance Management	a) Develop a PMS	- PMS in place	- PMS	- June2016 - August 2016	CEO, CFO
	b) Roll out the PMS	- Implementation rate of PMS	- 100% implementation rate	- September 2016- Ongoing	CEO, CFO
	c) Monitor the roll out	- Implementation rate	- Monitoring of implementation rate quarterly	- October 2016 – Ongoing	CEO, CFO

Strategic Objective 3: To retain key skills within the Dairy Board, ensuring continuity

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Retention & Succession Programme	a) Retention strategy development	- Retention rate	- At least 80% staff retention rate	June 2016 – Ongoing	CEO/CFO
	b) Succession plan development	- Succession plan in place	- Succession plan	April 2016	CEO,CFO
Staff Development programme	a) Staff training and development plan	- Staff development policies in place - Plan	- staff development policy in place	June 2016	CEO, CFO

PRIORITY AREA 3: PRODUCTION & MARKETING

GOAL 1: TO HAVE WELL TRAINED AND TECHNOLOGICALLY CAPACITATED FARMERS WHO PRODUCE HIGH QUALITY DAIRY PRODUCTS WITH MINIMAL OR NO SUPPORT FROM EXTERNAL SOURCES

Strategic objective 1: To build long term technical skills base for the industry (minimal supervision will attest to success)

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Capacity Building Programmes	a) Continue conduct intensive dairy farming training programmes to capacitate entrepreneurs	<ul style="list-style-type: none"> - Number of training conducted - Number of farmers trained 	<ul style="list-style-type: none"> - four training session annually - 60 aspiring dairy farmers annually 	Ongoing	DE, DDM
	b) Conduct community training workshops	<ul style="list-style-type: none"> - Number of community based workshops 	<ul style="list-style-type: none"> - 4 workshops annually - 100 farmers in attendance annually 	Ongoing	DDM
	c) Continued collaboration with UNISWA in the production of dairy graduates	<ul style="list-style-type: none"> - Number of graduates 	<ul style="list-style-type: none"> - At least six graduates annually 	Ongoing	UNISWA
	d) Internship programmes for	<ul style="list-style-type: none"> - Number of graduates 	<ul style="list-style-type: none"> - At least six interns annually 	Annually-Ongoing	CEO, DDM, Commercial Farms

	Dairy graduates to local commercial farms	undergoing internship programme			
	e) Facilitation of educational tours for experiential learning (officers and farmers)	- Number of educational field trips	- One trip every quarter	Quarterly- Ongoing	DDM
	f) Conduct Regional Symposium workshops on dairy topical issues	- Number of seminars conducted	- One symposium annually	Jan 2016- Ongoing	CEO,DE, DDM
	g) Conduct Mini-Agric Show	- Number of Shows	- One annually	Sep 2016	DDM, DE
	h) Create linkages with NGOs and communities to provide community based extension services	- Number of linkages created	- One annually	Sep 2016	DDM,
Farmer Development Initiative	a) Assist small scale farmers with formal markets	- Initiative to improve the milk price in formal markets	- Milk price top up	Ongoing	CEO, DDM, DE
	b) Assist in transporting hay bales	- Purchased a truck to assist farmers	-	Ongoing	DDM
	c) Assist in preparing business plans	- hired and assigned an officer to prepare business plans	-	ongoing	DE, DDM

	d) Negotiate for a preferential feed rate	- Negotiate with feed companies for preferential feed prices	- Reduce feed price	ongoing	CEO, DDM, DE
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Strategic Objective 2: To promote mentorship and coaching programmes for farmers (organized farmers groups for information and technical know-how sharing)

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Mentorships Programmes	a) Develop community based mentorship programmes	- Number of mentorship programmes developed	- At least one mentorship programme developed	Jan 2016- Ongoing	DDM, DE, commercial farmers
	b) Implement mentorship programmes	- Implementation rate	- 100% implementation rate of programmes	March 2016- Ongoing	DDM, DE, commercial farmers

Strategic Objective 3: To promote the use of the technology and innovation in the industry

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Research and Development Programmes	a) Conduct research on improved dairy production techniques	- Number of research papers	- At least one research paper annually	Annually	DDM, DE
	b) Liaise with the University of Swaziland in engaging students to	- Number of research papers	- At least one research papers annually	Annually	DDM, DE and UNISWA

	conduct research on certain topics affecting the dairy industry				
Technology use Programmes	a) Encourage farmers to use milking machines as opposed to milking by hand	- Number of farmers using milking machines	- At least 4 farmers with a minimum herd size of 10 cows in milk	Mar 2017	DDM
	b) Develop electronic permit system	- Permit electronic system in place	- At 20 % of importers	Mar 2017	CEO, QCM, CFO
	c) Utilisation of mobile testing kits	- Convenient milk testing methods	- At least one mobile kit procured and utilized	- Jan 2016- Ongoing	QCM
	d) Promote the use of technology in information sharing and dissemination in the industry	- Improved communication and dissemination	- Inform all dairy stakeholders on key industry information through the use of e-dairy sms	Ongoing	DE,DDM
Exposure visit Programmes	a) Facilitate exposure visits for all dairy stakeholders to areas of improved dairy technology use.	- Technology uptake	- At least one trip every quarter	Quarterly	DE, DDM, QCM

GOAL 2: IMPROVE ACCESSIBILITY TO HEALTH SERVICES FOR DAIRY ANIMALS THROUGH THE TRAINING OF DAIRY DEVELOPMENT OFFICERS

Strategic Objective 1: To increase Animal Health extension capacity for Dairy Board extension officers

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Training Programmes on Animal Health	a) Lobby with Ministry of Agriculture and/ or other relevant partners in the development of Training Programmes on animal health	- Number of documented training Programmes	- One Animal Health Programme developed	January- Feb 2017	CEO, DE, DDM, MoA
	b) Implement training Programmes	- Rate of training Programme Implementation	- 100% implementation rate	March 2017- Ongoing	DE, DDM , MoA
Educational Trip Programmes	a) Conducting of educational tours for dairy officers	- Improved capacity	- At least two educational tours annually	Annually	DE, DDM

Information Sharing Programmes	a) Conduct information sharing workshop on animal health topical issues	- Increased information sharing	- At least one information sharing workshop quarterly	Ongoing	DE, DDM, MoA
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Strategic Objective 2: To increase the number of Veterinary personnel available to the industry (at least two officers by 2018)

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Increase Outreach Programmes	a) Document a proposal to MoA on the possibilities of increasing vet officers	- MoA buy- in and technical support	- At least two officers by 2017	- Sep 2016	CEO, DDM, MoA
	b) Arrange discussion meeting with the MoA	- Number of meeting held	- At least one meeting with MoA	- ongoing	CEO, DDM

GOAL 3: TO SCALE UP THE BREEDING OF DAIRY ANIMALS IN THE COUNTRY, ENSURING THEIR AVAILABILITY AT A LOWER COST

Strategic Objective 1: To collaborate with MoA and commercial farmers in the utilization of farms for dairy breeding purposes

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Dairy Breeding Programmes	a) Develop a proposal to the MoA and commercial farmers on possibilities of using more farms for dairy breeding purposes	- MoU signed	- One more agreement with MoA and/or private farmers	- Jan 2017- Ongoing	CEO, DDM
	b) Arrange meeting with MOA and/ or Farmers to present proposal	- Number of meeting held	- At least one meeting to present proposal	- March 2017– ongoing	CEO, DDM
	c) Forge more partnership agreements	- MoU in place	- At least one more farm	- June 2017	CEO, MoA, commercial farmers

Strategic Objective 2: To increase the number of dairy animals bred locally 500 animals by 2018

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Improved local Dairy Breeding Programmes	a) Continue collaborate with MoA and commercial farmers in the production and/or importation of good quality dairy breeds and semen	- Cooperation and understanding with MoA and private farms	- Continuous supply of dairy semen and good quality dairy animals	Ongoing	CEO, DDM, MoA, commercial farmers
	b) Develop a local Breeding Programme for Dairy Animals	- Dairy Breeding Programme	- At least one dairy breeding Programme	- June August 2016	CEO, DDM, MoA, commercial Farmers
	c) Implement the local dairy breeding programme	- Implementation rate	- Successful implementation rate	- Sep 2016- Ongoing	CEO, DDM, MoA, commercial farmers
	d) Increase the number of improved dairy breeds for continues breeding purposes	- Local reliable supply of dairy animals	- At least 200 offsprings annually	Ongoing	CEO, DDM, MoA, commercial farmers
	e) Increase AI service outreach	- reliable supply of semen for AI	- At least 200 dairy animals AI annually	Ongoing	DDM, Commercial farmers

Strategic Objective 3: To establish at least one semen collection unit in the country

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Breeding Programmes	a) Development of funding proposals and present it to potential donor funders and support institutions	- Number of Proposals developed	- At least two proposal developed and submitted per annum	April 2017- Ongoing	CEO, DDM, DE

Strategic Objective 4: To promote dairy goat enterprises in the country

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)
Promote dairy goat enterprises	a) Support Dairy goat Farmers	- Number of farmers receiving support	-	April 2015- Ongoing
	b) Facilitate in procuring dairy goats	- Number of goats procured	-	Ongoing
	c) Facilitate in breeding dairy goats	- Number of dairy goats bred	-	Ongoing
	d) Facilitate in training dairy goats farmers	- Number of farmers trained	-	Ongoing
	e) Facilitate in promoting consumption of goats milk and products	- Number of promotional campaigns	-	Ongoing
	f) Facilitate in promoting marketing of goats milk	- Promotional activities facilitated	-	Ongoing

GOAL 4: FACILITATE INCREASED HAY PROCUREMENT AND PRODUCTION THROUGH INCREASED HACTERAGE AND ESTABLISHING IRRIGATION SYSTEMS

Strategic Objective 1: To collaborate with MoA and commercial Farmers in the utilization of farms for fodder production (at least one more farm) – present it in terms of the number of bales

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Forage Production Programmes	a) Develop a Business Plan	- Business Plan	- One Business Plan	Jan 2016	DE, DDM
	b) Develop a Proposal to the MoA and private farms	- Number of Proposals developed	- At least one proposals developed and submitted	Feb 2016- Ongoing	CEO, DDM
	c) Forge more partnership with MoA and private farms	- MoU's in place	- At least one agreement with MoA	June 2016- Ongoing	CEO, DDM

Strategic Objective 2: To increase the fodder flow to 1400 bales per season from MoA farms, commercial Farms and community grazing areas

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Pasture Rehabilitation Programmes	a) Development of a Pasture rehabilitation programme	- Pasture rehabilitation programme	- At least one programme developed	Aug- Sep 2016	DDM
	b) Implement the pasture development programme	- Implementation rate	- 100% implementation rate	Oct 2016- Ongoing	DDM
	c) Produced and procured bales	- Number of bales produced and procured	- At least 1400	Annually	DDM

Strategic Objective 3: To collaborate with MOA, Farmers and relevant national and international organizations in the procurement of hay and other animal feeds for farmers

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)
Procurement of animal feed	a) Development project proposals	- Proposals submitted	- At least one proposal developed	Aug- Sep 2016
	b) Project implementation	- Animal feed procured and distributed	- 100% implementation rate	Oct 2016- Ongoing

GOAL 5: TO PRODUCE SUFFICIENT MILK AND MILK PRODUCTS FOR DOMESTIC AND EXPORT MARKETS

Strategic Objective 1: Increase domestic production of milk by 60% by 2018 (averaging 20% per year)

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
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Production efficiency Programmes	a) Increase the supply of dairy animals locally	- Local supply of dairy animals	- 500 local bred dairy animals	- Jan 2016-Ongoing	- DDM, MoA, commercial Farmers
	b) Implement community based artificial insemination programmes to increase AI service outreach	- AI service outreach	- At least 10 community based inseminators	- Nov 2016-Ongoing	- DDM
	c) Support Dairy Farmer Groups formation	- Number of groups formed	- At least 2 groups annually	- Jan 2016-Ongoing	- DDM , DE
	d) Support in the establishment and development of large commercial dairy farms	- Number of farms developed	- At least 1 annually	- Jan 2015-Ongoing	- CEO, DDM
	e) Lobby with government on possibilities of increasing extension service staff	- Technical service outreach	- At least one meeting with MoA Livestock Department	- Nov 2015-Ongoing	- CEO, DDM MoA
	f) Assist farmers in pasture establishment, silage and other feed formulation methods.	- Improved nutrition and production	- At least 20% of framers with a minimum herd size of 10 cows annually	- Sep 2015-Ongoing	- DDM
	g) Promote indigenous dairying	- Improved productivity	- Roll out programme to at least one Inkhundla Centre annually	- Sep 2015-Ongoing	- DDM, MoA
	h) Promote crossbreeding programme	- Improved productivity	- Roll out programme to at least one Inkhundla Centre annually or commercial farm	- Oct 2015-Ongoing	- DDM, MoA, commercial farmers

	i) Collaborate with Ministry of Education for the development of school milk programmes	- Increased milk demand	- project paper developed and implemented	- Oct 2015- Ongoing	- DE
	j) Implement pass- on- the gift project	- Number of beneficiary groups	- Five groups	- Ongoing	-

Strategic Objective 2: Increase the product range of locally produced dairy products to 4 – 6 by 2018

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Investment Programmes	a) Attract more investment in the processing industry	- Number of Dairy Processors	- At least new one processor in the industry	- April 2016- Ongoing	- CEO, DE, QCM
	b) Promote expansion of the existing processor (s)	- Processor expanding	- Increased production and new product lines	- Nov 2015	- CEO, Processor
	c) Empowering processors to diversify their product range through training on value addition	- Number of dairy products	- Two product (yoghurt and ice cream)	- March 2015- Ongoing	- DDM, DE, QCM
	d) Facilitate licensing and certification of local dairy products	- Certified local dairy products	- At least one local products certified	- April 2016- Ongoing	- CEO, QCM
	e) Leasing of Matsapha Property for processing	- Property leased	- Property long term leased	- Ongoing	- CEO

GOAL 6: EXECUTION OF MOUS WITH EXISTING FINANCIERS TO PROVIDE STRUCTURED SOLUTIONS FOR THE FINANCING OF DAIRY AND DAIRY RELATED PROJECTS

Strategic Objective 1: Improve access to finance for dairy farming (working with the existing financiers)

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Access to financial Service Programmes	a) Finalize and Operationalize the finance model with Ned Bank	- Number of finance models agreed - Number of dairy farmers accessing finance	- At least one model in use - At least one million distributed to famers	- April 2016- Ongoing	DE, DDM, Ned Bank
	b) Finalize and Operationalize the amended MoU with FINCORP	- MoU in place - Number of dairy farmers accessing finance	- Signed MoU - At least one million distributed to 30 farmers	- Feb 2016	CEO, DE, DDM, FINCORP
	c) Launching of finance dairy partnership schemes with partners	- Number of dairy partnership schemes launched	- At least two schemes launched	- May 2016	CEO, DE, DDM and partner financial institutions
	d) Implementation of the MoUs joint activities	- Implementation rate	- 100 % Implementation on all joint activities	- Sep 2016- Ongoing	CEO, DE, DDM and partner financial institutions
	e) Monitor borrowers to ensure good repayment	- Improved repayment rate	- Ensure that 90 % of borrowers repay their loans	- Ongoing	Financial Institutions, DE, DDM
	f) Facilitate working relationships between potential financiers and farmers	- Number of MoU developed	- At least one MoU developed	- 2015- Ongoing	Financial Institutions, DE, DDM
	g) Operationalize the credit Guarantee scheme with financiers	- Number of farmers accessing financial service due to credit guarantee scheme	- SDB guarantee scheme in place	- Oct 2016- Ongoing	- CEO, DE, DDM, financiers

Strategic Objective 2: Improve the development of dairy-tailored insurance products

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
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Dairy Insurance Programmes	a) Arrange meeting with insurers	- Number of meetings held	- At least one meeting with insurer	- Mar 2016	CEO, DE, DDM
	b) Develop and submit a list of relevant issues that we would like insurers to include in their insurance packages	- Proposal developed and submitted	- At least one proposal developed and submitted	- Mar 2016	CEO, DE, DDM
	c) Agree on insurance package with insurers	- Number of insurance package agreed on	- At least one package agreed on	- May 2016	CEO, DE, DDM, insurer
	d) Together with insurer launch the insurance product	- Launching of products	- Conduct one formal launch with insurer	- Aug 2016	CEO, DE, DDM, insurer

GOAL 7: TO PLAY A PIVOTAL ROLE IN JOB CREATION THROUGH DAIRY PRODUCTION ENTERPRISES WITH SPECIAL EMPHASIS TO THE YOUTH

Strategic Objective 1: To empower the youth in five Tinkhundla centres per region to engage in dairy production enterprises by 2018

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Youth Empowerment Development Programmes	a) Collaborate with the Swaziland National Youth council and other partners on possible areas of collaboration	- MoU signed	- One agreement annually	- March 2016- Ongoing	CEO, DE, DDM, SNYC , Partners
	b) Implement Siyandzisa Community Development Project	- Implementation rate	- 100% implementation rate	- March 2016- Ongoing	DDM, DE and partners

	c) Support youth and woman group formation enterprises for Dairy	- Number of youth and woman dairy group enterprises supported	- At least one group formed in the 5 Tinkhundla Centres	- Oct 2016	DDM, DE and partners
	d) Lobby with Youth Fund and other potential donors on extending of financial services to aspiring youth and women dairy entrepreneurs	- Number of meeting with donors	- one meeting	- October 2016	CEO, DE, DDM and Youth Fund, Potential donors

GOAL 8: TO PROMOTE VALUE ADDITION IN DAIRY PRODUCTS AT ALL LEVELS

Strategic Objective 1: To facilitate the training of small-scale dairy producers in milk processing

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Dairy Processing Training Programmes	a) Continue to collaborate with the Cedara College of Agriculture in conducting of dairy processing courses	- Number of farmers trained in value addition	- At Least four training session annually (40 famers)	- Ongoing	DE, DDM
	b) Conduct feasibility studies and advice entrepreneurs on the viability of the enterprises	- Number of feasibility studies conducted	- At least one processing feasibility study	- June 2016	DE
	c) Develop a bankable dairy processing business model and present it to financiers for funding consideration	- Number of business models agreed	- One business model template developed and submitted	- Sep 2016	DE
	d) Develop funding proposals for dairy processing equipment to potential donors	- Number of donor funding proposals	- One proposal	- Sep 2016	DE

Strategic Objective 2: To facilitate in adding at least one large scale dairy processor (import substitution target)

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Investment Promotion Programmes	a) Develop an industry overview analysis report on the investment opportunities in sector and present it to potential investors	- Number of feasibility analysis , industry overview and market research reports developed	- At least one industry overview report annually	- Annually Ongoing	CEO, DE
	b) Collaborate with SIPA and other partners on possibilities of attracting dairy processing investors	- Number of meeting held	- At Least one meeting per quarter	- Jan 2016- Ongoing	CEO, DE
	c) Assist potential investors in conducting of feasibility studies and Business Plans	- Number of feasibility studies and business plan developed	- At least one investors assisted in feasibility study and business plan development	- Annually Ongoing	CEO, DE
	d) Lobby with Government and trade partners for the establishment of a trade cooperation agreement between Swaziland and trading partners for the purpose of export promotion	- Number trade cooperation agreement effected	- At least one trade cooperation agreement effected	- Nov 2015- Ongoing	CEO, MCTI , Partners

Strategic Objective 3: To engage youth in milk processing through the Swaziland National Youth Council and other Partners at Tinkhundla level (five tinkhundla per region)

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Youth Processing Training Programmes	a) Develop a Dairy Training Processing Plan for the youth	- Number of youth training plans agreed	- One training plan annually	Apr 2016	CEO, DE, DDM, SNYC, Partners
	b) Mobilize youth dairy groups	- Number of registered youth groups	- At least one group annually	Jul 2016	DDM , SNYC
	c) Collaborate with the Cedara College of Training for Dairy Processing Training	- Number of training session conducted	- At least one training annually	Jan 2016- Ongoing	DE, DDM

GOAL 9: TO SUPPORT ALL SPECIAL DAIRY RELATED PROJECTS

Strategic Objective 1: To resuscitate Masundvwini Dairy Farm and other Royal farms to operate into full production capacity

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Support of His Majesty's Agricultural Projects	a) Sign an MOU with the King's Office for the management of the farm	- Signed MOU	- December 2015	- December 2015	- CEO, DDM, KO
	b) Develop a Resuscitation plan for Masundvwini Dairy Farm	- A resuscitation plan	- At least one Resuscitation Plan	- August 2015	- CEO, DDM, KO

	c) Revitalize operations at Masundwini Dairy Farm to ensure sustainability of the Project	<ul style="list-style-type: none"> - Milk production - Number of milking cows 	<ul style="list-style-type: none"> - Plough more additional land for pasture and silage(50 ha pasture, 10 Ha silage) - At least have 60 milking cows at a time 	<ul style="list-style-type: none"> - Sept 2015- Ongoing 	<ul style="list-style-type: none"> - CEO, DDM, KO
	d) Produce fodder	<ul style="list-style-type: none"> - Number of bales produced 	<ul style="list-style-type: none"> - At least 100 bales produced per cutting 	<ul style="list-style-type: none"> - Sep 2015- Ongoing 	<ul style="list-style-type: none"> - CEO, DDM, KO
	e) Assist in the procurement of high yielding dairy breeds	<ul style="list-style-type: none"> - Numbers of dairy cattle procured 	<ul style="list-style-type: none"> - At least 40 high producing dairy breeds 	<ul style="list-style-type: none"> - Oct 2016- Ongoing 	<ul style="list-style-type: none"> - CEO, DDM, KO
	f) Provide technical dairy management expertise	<ul style="list-style-type: none"> - Number of SDB officers 	<ul style="list-style-type: none"> - At least one Officer assisting in the management of the farm 	<ul style="list-style-type: none"> - Oct 2015- Dec Ongoing 	<ul style="list-style-type: none"> - CEO, KO

GOAL 10: TO PROMOTE PRODUCTION EFFICIENCY IN THE INDUSTRY THROUGH GROUP FORMATION AND SUPPORT

Strategic Objective 1: To mobilize dairy farmer groups and support their formation

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Centralized dairy pastures programmes	a) Develop a Centralized group formation model	<ul style="list-style-type: none"> - Group formation model 	<ul style="list-style-type: none"> - At least one Group formation 	<ul style="list-style-type: none"> - Set 2015- Jan 2016 	<ul style="list-style-type: none"> - CEO, DE , DDM

			concept paper		
	b) Mobilize dairy farmer groups	- Number of groups formed and supported	- At least two formally registered groups per annum	Jan 2016-Dec 2016	- DDM
	c) Collaborate with the Department of Cooperative and other institutions for the formal registration of the groups	- Number of formally registered groups	- At least two registered groups annually	Jan 2016-Dec 2016	- DDM, DE
	d) Train groups on all identified capacity gaps	- Number of groups trained	- At least three registered groups annually	Jan 2016-Dec 2017	- DE, DDM
	e) Provide a Milk Collection Centre facility where necessary	- MCC	- At least one MCC	Apr 2016-Dec 2017	- CEO, DDM, DE
	f) Engage local authorities to support the group	- Number of meetings	- At least one	July 2016	- DDM, DE

Strategic Objective 2: To engage community development officers to facilitate the mobilization and development of Farmer Groups at community level

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Dairy Community development Programmes	a) Develop a comprehensive programme for community development officers	- Programme in place	- At least one Community development programme developed	- Dec 2015-March 2016	- CEO, DE , DDM

	b) Recruit Community development Officers	- Number of Officers recruited	- At least two Community Development Officers	April 2016- March 2017	- CEO, CFO, LO, DDM
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GOAL 11: STIMULATE CONSUMPTION OF MILK AND MILK PRODUCTS IN THE INDUSTRY

Strategic Objective 1: To conduct dairy consumption awareness promotional campaigns and educational campaigns

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Dairy Consumption Campaigns	a) Develop a dairy promotional concept (Dairy Month)	- Dairy Consumption Strategy in place	- At least one programme developed	- Oct 2015- Ongoing	- DE , Stakeholders
	b) Appointment of Dairy Month Committee comprising all industry stakeholders	- Dairy Month committee with equal stakeholder representation	- Committee formed	- Oct 2015	- CEO, DE, Stakeholders
	c) Implementation of Dairy Month Programme	- Number of dairy Promotional campaigns	- At least one annually	- Oct 2015- Ongoing	- DE, Stakeholders
	d) Educate public on the nutritional value of dairy consumption	- Number of educational programmes implemented	- At least one annual	- Oct 2015- Ongoing	- DE, Stakeholders

Strategic Objective 2: To educate the public about the nutritional value of dairy

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Dairy Education Programme	a) Develop dairy nutrition educational programmes (hospitals, schools)	- Number of educational programmes developed	- At least one programme (targeting schools, hospitals, neighborhood care points)	- Oct 2015- Ongoing	- DE, Stakeholders
	b) Educate public on the nutritional value of dairy consumption	- Number of educational programmes implemented	- At least one annual	- Oct 2015- Ongoing	- DE, Stakeholders

FOCUS AREA 4: GOVERNANCE & POLICY DEVELOPMENT

GOAL 1: TO HAVE APPROPRIATE POLICIES AND TOOLS TO STRENGTHEN INSTITUTIONAL CAPACITY

Strategic Objective 1: To develop board charter for Swaziland Dairy Board Directors by December 2014

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Engage Technical expertise	a) Develop terms of references for consultancy services	Board Charter in place	Board Charter in place	March 2016	Chairman, CEO
	b) Engage a technical expertise	Board Charter Development	Engage one technical expertise	April 2016	Board Chairman, CEO
	c) Implement Board Charter	Implementation rate	100 % implementation rate	June 2016	Board Chairman, CEO

Strategic Objective 2: To identify and close policy gaps by 2018

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
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Policy Assessment	a) Conduct a regular policy assessment exercise	Number of policy assessment exercise conducted	At least one policy assessment	June 2016 – Ongoing	CEO
	b) Develop an action plan to address identified gaps	Number of action plans developed	One action plan developed	Sep 2016	CEO
	c) Implement action plan	Implementation rate	100% implementation of the action plan	Oct 2016 – Ongoing	CEO
	d) Control and monitor progress	Policy impact	100% implementation rate	March 2017- Ongoing	CEO

Strategic Objective 3: To develop monitoring and evaluation system for at least three programmes by 2018

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	RESPONSIBILITY
Develop M&E Programmes	a) Develop a Monitoring and Evaluation Plan	Number of M&E plans	At least one M&E plans annually	April 2016	CEO
	b) Developing of key performance indicators, data collection and analysis tools	Number of KPIs and data collection & analysis tools developed	KPI and Data tools for the programmes	Aug 2016 – Ongoing	CEO

GOAL 2: TO HAVE APPROPRIATE REGULATIONS AND TOOLS TO STRENGTHEN THE DAIRY INDUSTRY IN SWAZILAND

Strategic Objective 1: To identify and close dairy industry regulatory gaps by 2017

PROGRAMMES	ACTIVITIES	MEASURE OF SUCCESS	TARGET	TIMEFRAME (FROM – TO)	Comment
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Dairy industry regulations and tools Assessment	a) Conduct a regular dairy industry regulations and tools assessment exercise	Number of regulations, schedules, rules and guidelines assessment exercise conducted	At least one regulation assessment	Sep 2015 – Ongoing	Review dairy regulations of 1941 -Develop dairy processing guidelines
	b) Develop an action plan to address identified gaps	Number of action plans developed	One action plan developed	Oct 2015	
	c) Implement action plan	Implementation rate	100% implementation of the action plan	Dec 2015 – Ongoing	
	d) Control and monitor progress	regulations, schedules, rules and guidelines impact to the industry	100% implementation rate	May 2016- Ongoing	