
NLDB®
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NLDB FARM SHOP
CORPORATE PLAN
The National Livestock Development Board

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Chairman's Message



It is with great pleasure that I present the Corporate Plan of the National Livestock Development Board for the period 2026–2030. This plan marks an important strategic phase for the Board as we move forward with renewed institutional stability, clear direction, and a strong commitment to national development.

The National Livestock Development Board has served Sri Lanka for more than five decades as a key public-sector institution in livestock development, breeding, production, processing, and farmer support. The Corporate Plan 2026–2030 has been prepared at a critical time, following the reaffirmation of the Government's commitment to maintain NLDB as a strong state-led enterprise. This provides us with a clear mandate to strengthen our contribution towards national food security, import substitution, rural development, and inclusive economic growth.

This Corporate Plan is aligned with the national development policy framework "Pohosath Ratak – Lassana Jeewithayak", which emphasizes domestic production, food security, import substitution, rural development, and sustainable economic progress. As the largest government institution in the livestock sector, NLDB has a special responsibility to increase the availability of quality breeding materials, improve livestock productivity, expand value-added production, and ensure that safe and nutritious animal products reach the people of Sri Lanka.

During the period 2026–2030, the Board will focus on strengthening breeder and nucleus farms, upgrading breeding stocks through improved genetics, introducing modern livestock technologies, enhancing farmer and staff training, promoting sustainable farming models, and expanding feed and fodder production. The plan also gives priority to the establishment of modern farms, crop–livestock integration, value addition in dairy, meat, and coconut products, renewable energy initiatives, eco/agri-tourism opportunities, and improved financial sustainability.

NLDB's strength lies in its wide farm network, experienced workforce, large land base, diversified livestock resources, and trusted national brand. However, we also recognize the need to address challenges such as aging infrastructure, underutilized land resources, limited value addition, financial constraints, and the need for modern digital management systems. This Corporate Plan provides a practical framework to overcome these challenges through performance-based management, improved monitoring, better resource utilization, and stronger accountability.

The successful implementation of this plan will require the collective commitment of the Board of Directors, management, farm managers, technical officers, employees, government institutions, private-sector partners, farmers, and all other stakeholders. I am confident that through disciplined execution, innovation, and teamwork, NLDB will be able to transform itself into a financially resilient, technologically advanced, and nationally impactful organization.

I take this opportunity to extend my sincere appreciation to all officers and employees who contributed to the preparation of this Corporate Plan. I also acknowledge the continued guidance and support extended by the Government, the Ministry, and all stakeholders towards the progress of the National Livestock Development Board.

As we move towards 2030, NLDB remains firmly committed to its vision "To be the pioneer of sustainable farm animal production" and its mission of contributing to the national need for self-sufficiency in animal products.

Dr. B.C.S. Perera
Chairman
National Livestock Development Board

Executive Summary

The Corporate Plan 2026–2030 of the National Livestock Development Board (NLDB) provides a comprehensive and strategic framework to strengthen Sri Lanka's livestock, poultry, and integrated agricultural sectors while ensuring national food security, rural income generation, and sustainable use of natural resources. The corporate plan provides the strategic move of the organization towards sustainable development of the organization in the next five years while meeting its vision and mission.

Aligned with the Government's national policy framework *"Pohosath Ratak – Lassana Jeewithayak"*, the Corporate Plan positions NLDB as a central contributor to domestic production, import substitution, nutritional security, and inclusive economic growth. The Plan leverages NLDB's extensive asset base, national presence, and technical expertise to deliver measurable outcomes over the five-year planning horizon.

The strategy focuses on seven core priority areas: (i) expansion of quality breeding material supply, (ii) increased livestock and livestock product production, (iii) rehabilitation and value addition of coconut plantations, (iv) integrated crop production and optimal land utilization, (v) strengthening marketing channels and brand recognition, (vi) human resource development and capacity building, and (vii) financial sustainability and resource development. Clear targets, implementation mechanisms, and monitoring frameworks underpin each priority area.

Through disciplined execution, modernization, and strong stakeholder engagement, the NLDB Corporate Plan 2026–2030 aims to transform the organization into a financially resilient, technologically advanced, and nationally impactful institution, contributing decisively to Sri Lanka's food security and rural prosperity.

1. Institutional Profile

Introduction

The Corporate Plan 2026–2030 of the National Livestock Development Board (NLDB) is prepared at a critical juncture in the institution's development and in the evolution of Sri Lanka's livestock and agricultural sectors. The five-year planning period represents a renewed strategic phase, following the resolution of institutional uncertainty experienced during 2023–2024 and the reaffirmation of the Government's commitment to maintaining NLDB as a strong, state-led enterprise.

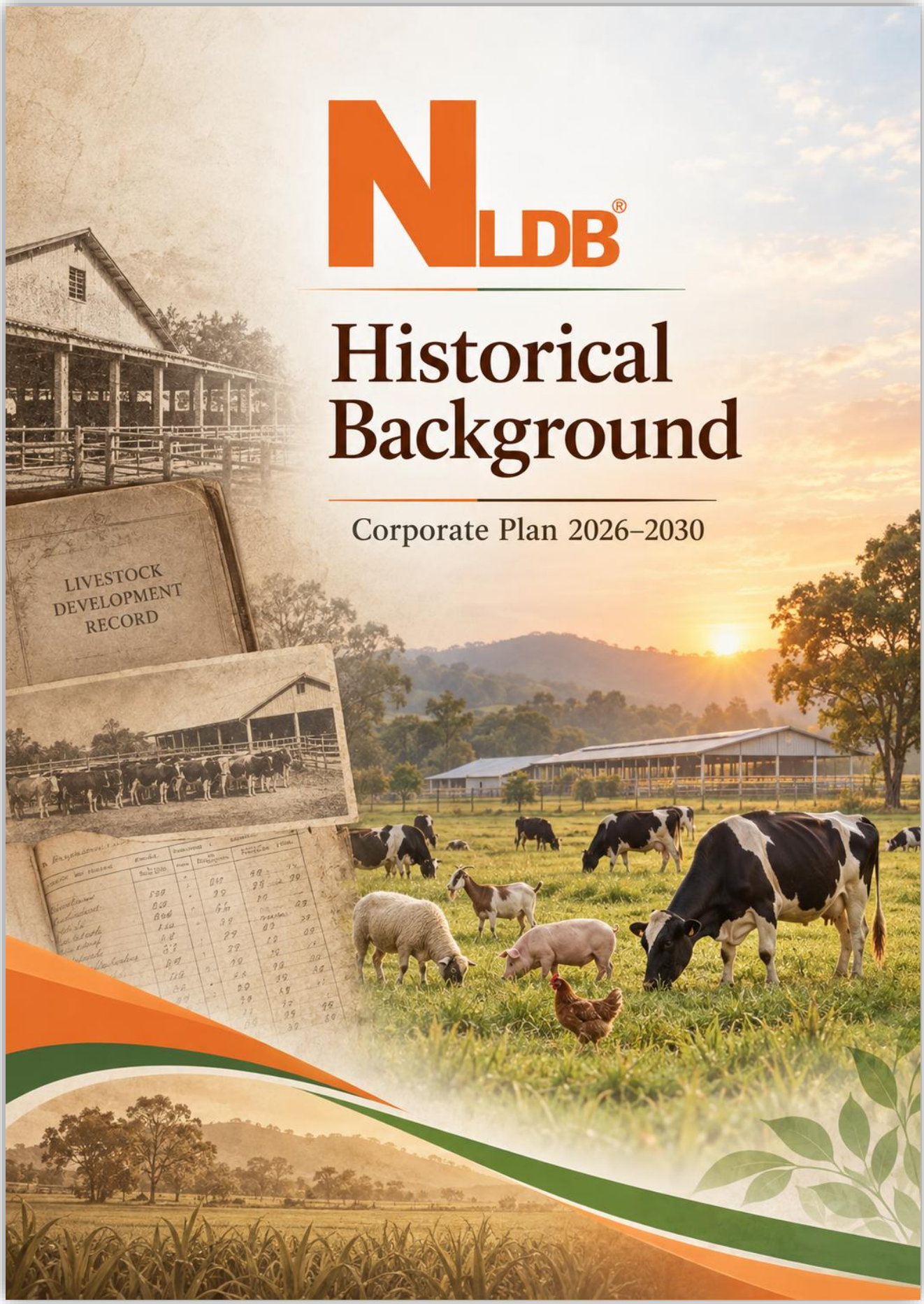
During the period 2023–2024, the regular corporate planning and review process was temporarily disrupted due to proposals relating to the restructuring, leasing, or divestment of certain NLDB assets. These proposals created uncertainty regarding the long-term institutional direction of the Board. Following a comprehensive policy review, the Government of Sri Lanka has decided not to proceed with such restructuring arrangements, thereby reaffirming the continued public ownership and strategic role of NLDB as a key State-Owned Enterprise in the national agricultural sector.

This policy decision has restored institutional stability and clarified NLDB's long-term mandate to lead livestock development, breeding, production, processing, and farmer support services in alignment with national priorities. The Corporate Plan 2026–2030 is therefore designed as a forward-looking, action-oriented framework to guide the Board's modernization, operational strengthening, and sustainable growth over the medium term.

The Plan is fully aligned with the Government's national development policy framework, "Pohosath Ratak – Lassana Jeewithayak" (A Wealthy Country – A Beautiful Life), which emphasizes domestic production, food security, import substitution, rural development, and inclusive economic growth. As a major public-sector institution in the livestock and agricultural sectors, NLDB is positioned to make a significant contribution to these national objectives through enhanced productivity, improved value addition, and expanded farmer engagement.

Over the 2026–2030 period, the Plan provides strategic direction for strengthening breeding programmes, expanding livestock and poultry production, rehabilitating and modernizing coconut plantations, increasing value-added processing, improving marketing and distribution systems, developing human capital, and ensuring financial sustainability.

Through this Corporate Plan, the NLDB reaffirms its commitment to serving the national interest by enhancing food security, supporting rural livelihoods, promoting sustainable resource management, and operating in a transparent, accountable, and commercially responsible manner.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Historical Background
Corporate Plan 2026–2030
LIVESTOCK DEVELOPMENT RECORD

Historical Background

NLDB's Journey

Five Decades of Service to Sri Lanka (1973–2023)
In a country where agriculture forms the backbone of the economy, the National Livestock Development Board (NLDB) has played a vital role in developing Sri Lanka's livestock sector for over five decades. Since its establishment, NLDB has continuously evolved in line with national priorities, focusing on livestock production, food security, farmer support, and rural development. The following overview presents NLDB's journey decade by decade.

1970s – Foundation and Institutional Establishment
The National Livestock Development Board was established in **1973** under the State Agricultural Corporation Act. Operations commenced in **1974**, when NLDB took over agricultural estates vested under the Land Reform Law. In **1975**, the Board's mandate was expanded to include the establishment, maintenance, and management of animal husbandry farms.

The name "National Livestock Development Board" was adopted and its objectives and duties were gazetted on 4 May 1973 and an amendment was made to the same on 29 January 1975.

In **1976**, animals gifted by the Government of India were received, estates under the second phase of land reform were taken over, and a calf salvaging unit was established at Rosita Farm. In **1977**, electoral cooperative estates were brought under NLDB management. A major milestone occurred in **1978** with the transfer of the IDA–Sri Lanka Dairy Development Project to NLDB and the receipt of dairy cattle from the Netherlands Government. The New Zealand Farm was also taken over during this period.

1980s – Expansion, Training, and International Cooperation
The State Agricultural Corporation (Amendment) Act, No. 20 of 1980 was passed by Parliament, amending the original Act No. 11 of 1972.

The **1980s** marked a period of consolidation and capacity building. In **1980**, NLDB received 300 Khillari cattle from India, strengthening local cattle breeding programmes. In **1981**, NLDB was nominated as the counterpart organization for a joint venture project between Sri Lanka and Libya, reflecting growing international recognition.

Several major infrastructure and development projects were completed during this decade. The Mahaberiyatenne Dairy Complex was opened with Netherlands assistance, machinery support was received from the Australian Government for Welikande Farm, and Ambewela Farm was transferred to NLDB from DAPH. Extension services and farmer training programmes were expanded, the Mid-Country Livestock Development Centre was established, biogas units were introduced, and milk chilling centres such as Weeragama were commissioned. NLDB Head Office building at Narahenpita was declared opened in 1986.

1990s – Consolidation and Farmer-Oriented Development
The **1990s** focused on strengthening farm operations and improving farmer engagement. NLDB continued animal breeding, animal production, and extension services by establishing its farm network across the country. Emphasis was placed on improving livestock productivity, pasture development, and support services for smallholder farmers linked to NLDB farms.
This decade laid the groundwork for value addition and market-oriented activities that would expand in the following years.

2000s – Value Addition and Market Expansion

The **2000–2009** period marked a shift towards processing, marketing, and farmer integration. In **2002**, NLDB opened a restaurant at Melsiripura Farm, demonstrating diversification beyond primary production. In **2003**, the Liquid Milk Distribution Programme and the *Gokula Gammana* project were launched to support surrounding dairy farmers.

Feed mills, coconut oil mills, and cattle salvaging programmes were expanded.
In 2007, the Embryo Transfer Programme was introduced by NLDB for the first time in Sri Lanka, marking a major advancement in livestock breeding. The NLDB imported 200 embryos of three breeds namely Friesian, Jersey and AFS. They were implanted in cows on up-country and Coconut Triangle farms, producing 66 live births and recording a 33% success rate, which was a remarkable achievement.

By 2008, daily liquid milk sales had increased to approximately 4,500 litres, strengthening the Government's policy of promoting liquid milk consumption. NLDB operated over 200 milk outlets in major cities.

2010s – Modernization, Genetics, and Infrastructure Growth

The **2010–2019** decade was characterized by rapid modernization and genetic improvement.
NLDB introduced the use of sex-sorted semen in cattle breeding for the first time in Sri Lanka. This marked a new era in cattle breeding. The pilot project was highly successful, with NLDB recording a success rate of over 50% and more than 95% female calves.

In **2010**, NLDB imported 200,000 day-old layer chicks to address national shortages and commenced feed mill operations at Rosita, Miriswatta, and Karadagolla. Milk distribution networks expanded significantly, exceeding 150 sales outlets and over 100 franchised outlets. Major renovations were completed at the Head Office Sales Centre and administrative facilities, and over 200 casual employees were absorbed into the permanent cadre.

In 2010, the Board established Menikpalama Farm as its 31st farm by designating Division 2 of Bopaththalawa Farm as a separate farm. It was modernized through building renovations and land development.

Between 2012 and 2015, NLDB implemented large-scale livestock import programmes. First, Menikpalama Farm was developed through the importation of 200 Friesian, 200 Jersey and 100 crossbred pregnant heifers. Later, another 1,500 pregnant crossbred heifers were imported to Menikpalama, Bopaththalawa and Dayagama farms in 2013. A major development programme was undertaken at Ridiyagama Farm in 2015 through the importation of 2,500 pregnant Jersey and crossbred dairy heifers from Australia.

The Board's income base, which had mainly depended on agriculture, shifted towards dairy following the major expansion of dairy projects. Daily milk production increased more than fivefold, from approximately 7,000 litres to 40,000 litres.

Improved swine genetics were introduced through imported breeding stock and semen from the United States and Canada. The animals were located at Horakelley Farm, where the facilities were improved.
Saanen goat and swine projects were established at Rosita Farm.

The 2020s: Sustainability, Feed Security, and Future Readiness

From 2020, NLDB placed strong emphasis on sustainability, climate resilience and feed security in response to emerging challenges. A major milestone was achieved in 2022 with the establishment of 500 acres of fodder cultivation and the introduction of silage baling infrastructure, supported by Government Treasury funding in Polonnaruwa Farm. This initiative is a cornerstone of long-term livestock productivity, as it reduces dependence on expensive imported feed and strengthens national food security.

Resilience During the COVID-19 Era
The COVID-19 pandemic was a defining test of the NLDB's resilience. While much of the country came to a standstill, the Board maintained 24/7 operations to protect its breeder farms, animals and livelihood of workforce. The strategy focused on "keeping the supply chain alive" by implementing strict health protocols on farms and launching mobile distribution units to deliver fresh milk and coconuts directly to locked-down communities. Despite massive logistical disruptions and rising feed costs, the NLDB successfully pivoted to a more self-resilient model—minimizing waste and managing resources so effectively that it recorded a net profit by the end of the crisis without Treasury support.

Navigating the Economic Crisis and Restructuring
In the post-COVID era, the NLDB faced even greater challenges as the pandemic's aftershocks merged with Sri Lanka's severe economic crisis. During this time, the removal of tax exemptions meant that Value Added Tax (VAT) and other levies were applied to essential goods like eggs and milk products. This increased production costs and made basic proteins more expensive for the public.

Despite these hurdles, the NLDB optimized its operations and cut unnecessary costs to remain profitable and avoid becoming a financial burden on the state. To modernize the industry, a landmark Cabinet proposal was initially introduced to restructure the NLDB through a joint venture with the private sector in collaboration with India. Initial Cabinet decisions, high-level committee meetings and State-level MOUs followed. NLDB remained under this programme from 2023 to 2025, until the Cabinet decision was subsequently revoked. NLDB's activities and income were constrained during this period as a result of the prevailing MOUs and Cabinet decisions. Recruitment was also halted, significantly affecting operations. Nevertheless, board recorded a profit of Rs. 398.3 millions in 2024.

When national egg production declined drastically following the COVID-19 pandemic and economic crisis, the Government intervened promptly to address the situation. NLDB took the lead in finding a solution by importing hatching eggs from the Netherlands, thereby addressing the shortage of chicks in the market. This intervention was also recognized in Parliament.

A Strategic Policy Shift
The mandate of the new government "Pohosath Ratak – Lassana Jeevithayak" policy framework shifted the focus towards protecting government-owned assets and developing them as critically important national ventures. This strategic realignment ensures that the nation's food sovereignty and critical agricultural infrastructure remain under government control, protecting the long-term interests of the public.

Strategic Upgrades at a Glance (2026 and Beyond)
Under this new strategic roadmap, the NLDB is set to become Sri Lanka's primary supplier of **high-quality livestock breeding materials** and a vital **"national forage bank"** for high-nutrition animal feed.

Every farm is being systematically upgraded into a specialized breeding center to enhance the genetics of the nation's major livestock breeds. Farms were identified as purebred farms and multiplier farms.

The selected breeder farms will be modernized and infrastructure facilities will be improved for mechanization, increasing productivity and reducing cost of production. High-quality breeding stocks will be imported when necessary for nucleus or purebred farms. Sex-sorted semen will be used for breeding them in order to increase production of female calves and issue large number of calves for farmers.

Irrigation will be given priority in all feed production sites in order to ensure the year-round cultivation. Large irrigation systems such as Center Pivots, hose reels and solar irrigated rain guns will be set. Maize production will be expanded to produce not only silage but also maize grain for feeding cattle and other livestock.

Poultry breeder farm capacities will be expanded by introducing closed-house systems and high-capacity, high-efficiency hatcheries. Broiler and layer farms will also be expanded.

Dairy and meat processing will be given high priority in the coming years. The ultimate goal is to process the entire production and provide consumers with quality value-added dairy and meat products. Production facilities will be expanded and new products will also be introduced to the market.

Product sales outlets will be established in major cities, while bulk supplies will be distributed through supermarket chains. Quality standards will be obtained for all NLDB products.

Looking toward the future, the NLDB is adopting an innovative **"Dual Land-Use Strategy"** to transform its estates into hubs for both food and renewable energy production. This includes:

- **Rooftop Solar:** Installed across all farm buildings and administrative offices to generate clean electricity.
- **Floating Solar:** Deployed on farm reservoirs to maximize energy output while conserving land and reducing water evaporation.
- **Wind Energy:** Strategically placing wind turbines in high-wind corridors like **Ridiyagama and Weerawila** to capture natural energy efficiently.

Physical & Financial Performance of NLDB for the Past 10 years (2016 – 2025)

The table below summarizes the financial position of the Board during the last ten years.

Item	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025 (draft)
Total Revenue (Rs.Mn)	2,535	2,957	2,670	2,565	3,301	3,661	4,612	4,423	4,915	4,801
Gross Profit (Rs.Mn)	497	758	517	467	1,044	1,209	1,302	1,131	1,605	1,532
Net profit before Tax (Rs.Mn)	(414)	(413)	(1,609)	(302)	(9)	158	142	(125.7)	398.3	168.3

Review of the Preceding 10 Years Operating Results

Past 10 Years Production Performance of NLDB 2016– 2025
The physical achievements of the main projects are summarized in the table below.

Item	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Neat Cattle Milk Prod. (Ltrs. Mn)	17.2	14.3	14	12.4	12	9.7	6.4	4.86	4.15	4.51
Buffalo Milk (Ltrs. Mn)	0.7	0.63	0.67	0.65	0.58	0.59	0.63	0.68	0.7	0.7
Broiler Chick Prod. (Mn)	2.44	2.24	2.42	2.3	2.2	2.57	1.9	1.59	2.08	3.13
Layer Chick Prod. (Mn)	0.32	0.4	0.62	0.42	0.76	0.64	0.41	0.6	0.47	0.75
Coconut (Mn)	20.9	14.5	12.9	18.6	13.8	17	17.68	13.59	10.83	9.4
Egg Prod. (Mn)	1	2.5	2.03	2.4	2.5	3.0	2.8	2.7	3.9	4.8

Item	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Issue of Breeding Material										
Cattle	1742	2496	1536	1169	1563	1504	1381	983	616	618
Buffalo	318	437	340	242	282	351	591	150	163	214
Item	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Goat	175	116	89	124	99	192	122	57	55	157
Sheep	753	523	805	651	956	1,401	1,905	767	930	629
Swine	3,663	2,235	3,547	3,168	2,371	2,980	2,763	3,472	2,455	94
Processed products										
Curd (ltrs.)	500,003	481,899	475,856	532,444	420,194	431,442	347,710	399,843	379,614	407,477
Yoghurt (80 ml cups)	421,147	370,169	336,472	350,478	409722	644,219	590,602	614,379	689,205	857,291
Milk Toffee (pkt.)	271,903	225,800	185,849	211,383	205,679	228,007	224,470	199,927	145,551	163,973
UHT (1 ltr. Pack)				402,840	187,580	386,100	263,888	91,270	238,033	124,266
Drinking Yoghurt (200 ml bottle)				81,808	74,157	100,494	102,537	86,142	107,531	173,062
Ice cream (1 ltr.)				4,174	8,468	14,191	9,715	7,945	6,017	12,321

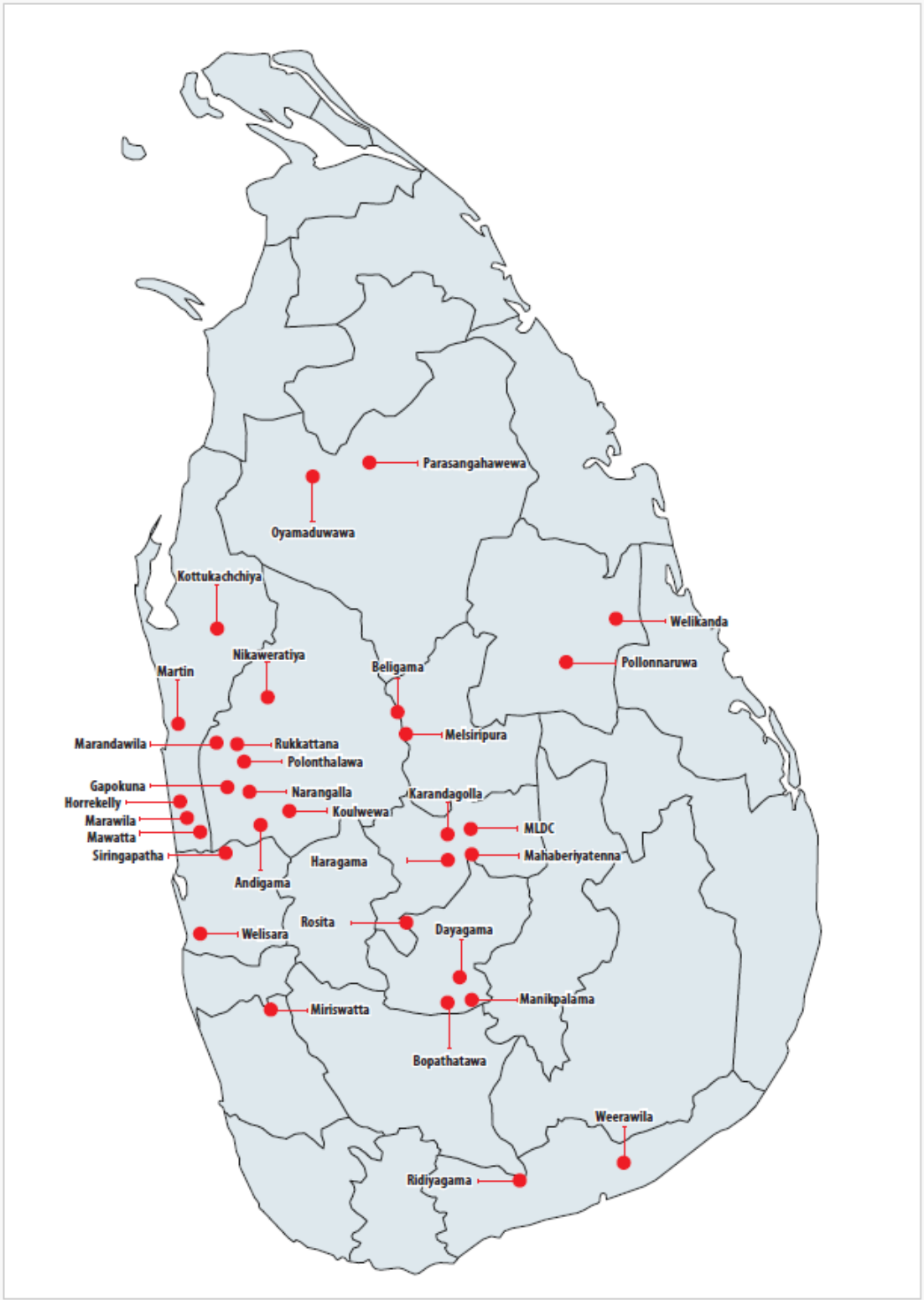
Present Situation of the National Livestock Development Board



National Livestock Development Board operates under the vision of being the pioneer of sustainable farm animal production with the mission of contributing to the national need for self-sufficiency in animal products. Head office being located in Narahenpita, NLDB manages 32 livestock and poultry breeder farms in five provinces. NLDB owns the greatest number of large dairy farms in Sri Lanka. Its breeding stocks are as large as 6,500 cattle, 2,500 buffaloes and thousands of other livestock and it manages over 28,000 acres of land for rearing them. NLDB contributes to the agriculture sector by crop and livestock integration on a large scale. It is a profitable venture which is self-sustained financially and physically. We have recorded an annual turnover of over Rs. 5 billion and the gross profit is over 10%. NLDB generates its income mainly from Livestock and Poultry products which contribute over 75% of the revenue. NLDB plans to increase production by two to three times in five years while increasing the turnover by five times.

Farm location map

Distribution of Livestock species and related projects in NLDB farms



Core Business Activities



NLDB operates its projects under the following three core business activities

1. **Production and issue of livestock and poultry breeding materials:**
   Our main objective is to supply quality breeding materials to farmers to enhance their socio-economic status as well as nutritional status. To achieve that objective, we are issuing high – quality livestock breeding materials such as cattle, buffalo, goat, sheep, pigs, rabbits and poultry. For this purpose, we are maintaining quality breeding stock, using high quality local and imported semen, etc.

2. **Production of livestock products:**
   As the largest government agency in the livestock sector, we not only issue quality breeding material for farmers but also contribute to providing quality livestock products to the customers.
   Therefore, we produce and sell various dairy and other products such as fresh milk, curd, yoghurt, milk toffee, ice cream, drinking yoghurt, UHT, cheese, butter, ghee, egg, chicken, pork, mutton etc.
   We produced these products under hygienic conditions and sell them through our farm sales centers, milk shops, franchise shops, and food cities at affordable prices.

3. **Production of agricultural products:**
Under the integrated crop-livestock farming system we utilize our farmlands optimally to increase the productivity and income of the Board. Therefore, basically in coconut triangle farms we are maintaining coconut, rubber & paddy cultivation. In addition we grow vegetables at upcountry farms and cultivate fruit crops such as Rambutan, mango, pineapple, cashew, durian, jack, banana as cash crops in other farms.

Functions of Head Office Divisions

The Head Office divisions provide policy direction, planning, coordination, resource management, monitoring and administrative support to ensure the efficient operation of NLDB farms, projects, processing units and sales centres.

1. Human Resource Division

The Human Resource Division ensures that NLDB maintains a competent and appropriately deployed workforce to achieve its corporate objectives. Its principal functions are:

- Planning current and future human-resource requirements.
- Recruiting and selecting suitable employees for approved vacancies.
- Updating Schemes of Recruitment and Promotion.
- Conducting Training Needs Assessments and implementing staff-development programmes.
- Establishing succession plans for key managerial and technical positions.

- Implementing a target-based employee performance-appraisal system.

- Identifying performance gaps and addressing them through training, guidance and counselling.
- Recognizing and rewarding employees with excellent performance.
- Administering employee welfare, medical, insurance, leave and other benefits.
- Handling employee grievances and maintaining constructive relationships with trade unions.
- Implementing occupational health, safety and disciplinary procedures.
- Maintaining accurate and updated employee and cadre information.

2. Administration Division

The Administration Division provides administrative, legal and asset-management support to the organization. Its main functions are:

- Managing and maintaining NLDB lands, buildings, vehicles, machinery, equipment and other assets.
- Coordinating the development, repair and renovation of organizational properties.
- Attending to legal matters relating to properties, employees, contracts and other activities.
- Conducting disciplinary inquiries and related administrative procedures.
- Managing office facilities, transport, security and other general services.
- Maintaining historical, legal, administrative and other important records.
- Developing effective document-management and record-retention systems.

3. Planning, Monitoring and Evaluation Division

The Planning, Monitoring and Evaluation Division coordinates corporate planning, development planning and organizational performance monitoring. Its main functions are:

- Preparing and updating the Corporate Plan and Annual Action Plan.
- Reviewing Corporate Plan objectives and establishing annual physical targets for farms and projects.
- Collecting, verifying and maintaining physical-performance data.
- Conducting annual estimate discussions with farms and coordinating target setting.
- Preparing development plans and project proposals for Treasury and other funding.
- Monitoring the implementation of Action Plans, projects and KPIs.
- Identifying performance gaps and recommending corrective action.
- Evaluating farm, project and institutional performance for management decision-making.
- Conducting and coordinating progress-review meetings.
- Preparing monthly, quarterly and annual performance reports.
- Maintaining the NLDB website, ERP system and other digital platforms.
- Maintaining ICT infrastructure and improving employees' ICT competencies.

4. Marketing Division

The Marketing Division is responsible for increasing sales, developing markets and strengthening the NLDB brand. Its principal functions are:

- Marketing NLDB products through sales centres and external distribution channels.
- Coordinating product availability between production centres and sales outlets.
- Preparing sales plans, forecasts and targets.
- Monitoring sales performance and taking corrective action.
- Conducting market research and identifying new customers and markets.
- Developing new products, packaging and market-positioning strategies.
- Branding, advertising and promoting NLDB products.
- Expanding institutional, wholesale, retail and digital sales channels.
- Handling tenders and contracts relating to product sales.
- Monitoring distributors, sales agents and customer satisfaction.

5. Finance Division

The Finance Division is responsible for financial planning, accounting, fund management and financial control. Its main functions are:

- Preparing the Annual Budget in line with the Corporate Plan and Action Plan.
- Preparing monthly, quarterly and annual financial statements.
- Maintaining a centralized accounting system covering all farms and other units.
- Monitoring revenue, expenditure and performance against the approved Budget.
- Preparing cash-flow forecasts and fund-disbursement plans.
- Managing bank accounts, payments, receivables and working capital.
- Planning and disbursing funds for capital-development projects.
- Implementing biological-asset valuation and maintaining related records.
- Analyzing the financial performance of farms and projects for management decisions.
- Monitoring cost of production, profitability and financial sustainability.
- Developing suitable financing strategies for operational and capital requirements.
- Coordinating annual Boards of Survey and maintaining financial controls over inventory and assets.

6. Internal Audit Division

The Internal Audit Division provides independent assurance on internal controls, governance, risk management and compliance. Its main functions are:

- Preparing and implementing a risk-based Annual Internal Audit Plan.
- Conducting routine, special and investigative audits.
- Reviewing financial, operational, administrative and information-system controls.
- Identifying weaknesses and recommending corrective measures.
- Conducting planned and surprise inspections of farms and other operating units.
- Following up outstanding audit queries and implementation of audit recommendations.
- Reporting significant and unresolved matters to the Audit and Management Committee.
- Coordinating at least four Audit and Management Committee meetings annually.
- Reviewing and participating in Boards of Survey at selected farms and units.

- Investigating suspected irregularities, misuse of assets and procedural violations.

7. Supplies Division

The Supplies Division is responsible for the timely, transparent and cost-effective procurement of goods, works and services required by NLDB. Its principal functions are:

- Preparing the Annual Procurement Plan and Master Procurement Plan.
- Consolidating procurement requirements from farms and Head Office divisions.
- Planning and conducting procurements in accordance with government procurement guidelines.
- Preparing bidding documents and coordinating procurement and evaluation committees.
- Registering suppliers, contractors and service providers and regularly updating the register.
- Monitoring procurement timelines, contract awards, deliveries and supplier performance.
- Coordinating the inspection and acceptance of goods, works and services.
- Maintaining complete procurement and contract records.
- Preparing procurement-progress reports and identifying delays.
- Ensuring value for money, transparency, competition and timely completion of procurement activities.

Objectives of Livestock and poultry projects

1. **Cattle:** The Board maintains all types of cattle breeds a breeding stock in order to multiply and supply surplus animals to the farmers. European breeds namely Friesian and Jersey, Indian breeds such as Sahiwal and Khillari are popular breeds among farmers. NLDB maintains purebred and cross breeding projects in different agroclimatic zones
2. **Buffalo:** Three types of Indian buffalo breeds namely Nili Ravi, Murrah, and Surthi and their crosses are maintained in buffalo projects of selected farms to multiply and supply surplus animals to the farmers. This is to popularize buffalo farming among people because there is a very high demand for buffalo curd.
3. **Goats:** Goats are considered to be the poor man's cow. As such, it has a very important role to play in the rural economy. Board has identified selected Farms to improve Goat Farming and to achieve this objective large number of Goats will be imported or purchased locally and the existing stock upgraded, to offer farmers quality breeding material. Import of semen and embryos will be explored.
4. **Pigs**: NLDB will continue to develop the pig industry by producing piglets both for breeding and for fattening purposes. Three-way crosses will be issued as fatteners and periodically new blood should be infused to the parent stock, to maintain genotypic standards.
5. **Sheep:** Sheep herds are very limited in the country therefore; Board also aims to popularize sheep breeding. To achieve these objectives females will be issued to interested farmers by multiplying and available breeding stocks in NLDB farms. Indian and European breeds are reared.
6. **Broiler Chicks:** NLDB maintains three broiler breeder farms namely Karandagolla, Miriswatta and Mawatta. Broiler breeder farms play a crucial role in the poultry production chain by focusing on the breeding and reproduction of broiler chickens. The Board contributes about 5% of the national requirement of the broiler chicks.
7. **Layer Chicks:** NLDB maintains one poultry layer breeder farm namely Marawila located at Chilaw. This farm focuses on the production of day-old layer chicks. Layer chicks are raised for egg production, and layer breeder farm play a crucial role in the poultry industry by ensuring the supply of healthy and high-quality parent stock. The Board contributes about 15% of the national requirement of layer chicks.
8. **Non-Traditional Livestock:** As a national institute to supply all types of animal species the Board has taken a policy decision that the Board should maintain all types of poultry species in our farms. There are several other non-traditional types of poultry namely Quail, Turkey, Village Chicken… etc reared by farmers in the country therefore the Board also maintained them to supply chicks and eggs.

Objectives of Agricultural and Other Activities



1. Coconuts

To improve the coconut plantations new methods will be utilized. Technology and capital will be infused to obtain optimum productivity. In order to achieve this objective uprooting of old trees and replanting / under planting / new planting are being carried out every year. Further, drip irrigation where necessary will be introduced. Fertilizer application on differential fertilizer recommendations (DFR) approved by the Coconut Research Institute will be implemented.

2. Fruits and Vegetables

Fruit crop namely Rambutan, Jack, Breadfruit, Durian, Cashew, Wood apple, Pineapple, Banana, Papaya, Mangoes, Beli, and vegetables are cultivated in selected farms.

3. Plant Nurseries

Particularly coconut nurseries will establish in NLDB farms to produce planting material for the “Forward Re/New planting Programme”. Any excess coconut seedlings will be sold to outsiders as per the local demand.

4. Training

The training centers will be geared to enhance knowledge of resource personnel and to train village level training personnel and farmers to increase the productivity of their farming units. NLDB maintains two training centers for this purpose there are several popular training programme such as NVQ – Level 4 Livestock Technician course, one month residential practical Dairy Management Course, one week and one day training.

Board has planned to train all management staff and lower ranks on different aspects of livestock/crop farming and farm management in order to inculcate up to date knowledge on subjects related to the above so that the staff will be able to cope up with latest trends and changing technology.

Assets of Board

The Board owns large extent of lands, buildings vehicles, machineries, and other assets. The value of them are not assessed by proper valuation method and only the book values are considered as the value of non-current assets.

Year	Non-Current Assets (Rs. Mn.)	Current Assets (Rs. Mn.)	Equity (Rs. Mn.)
2015	5826.41	619.82	962.47
2016	5708.41	786.88	560.10
2017	5,775.42	697.52	286.0
2018	5,457.98	601.73	(345.0)
2019	5,086.10	737	(2515.15
2020	4,868.6	819.3	4259
2021	4,876.3	995.6	4,480.6
2022	5,000.2	1,066.8	4,801.6
2023	5,089.48	1,097.30	4,848.5
2024	5,072.85	1,147.72	5,142.5
2025 (draft)	5,966.50	1,426.92	5,236.9

- Non-current assets including biological assets

	Biological Assets					
Year	**Neat Cattle**	**Buffalos**	**Goat**	**Sheep**	**Swine**	**Poultry Parent Stock**
2015	10,556	2,408	794	4,626	1,090	36,162
2016	10,597	2,535	842	5,571	2,015	37,123
2017	10,683	2,734	919	6,712	1,549	38,968
2018	10,338	2,725	988	6,968	1,583	37,725
2019	9,639	2,779	886	7,204	905	32,526
2020	9,234	2,688	939	6,486	929	36,029
2021	9,075	2,668	896	6,448	1,600	45,230
2022	8,030	2,418	791	5,084	1,082	30,137
2023	7,315	2,604	766	5,017	1,653	34,286
2024	6,332	2,472	955	4,598	87	43,153
2025	6,399	2,455	894	4,032	43	49,671

Production & Operating Facilities

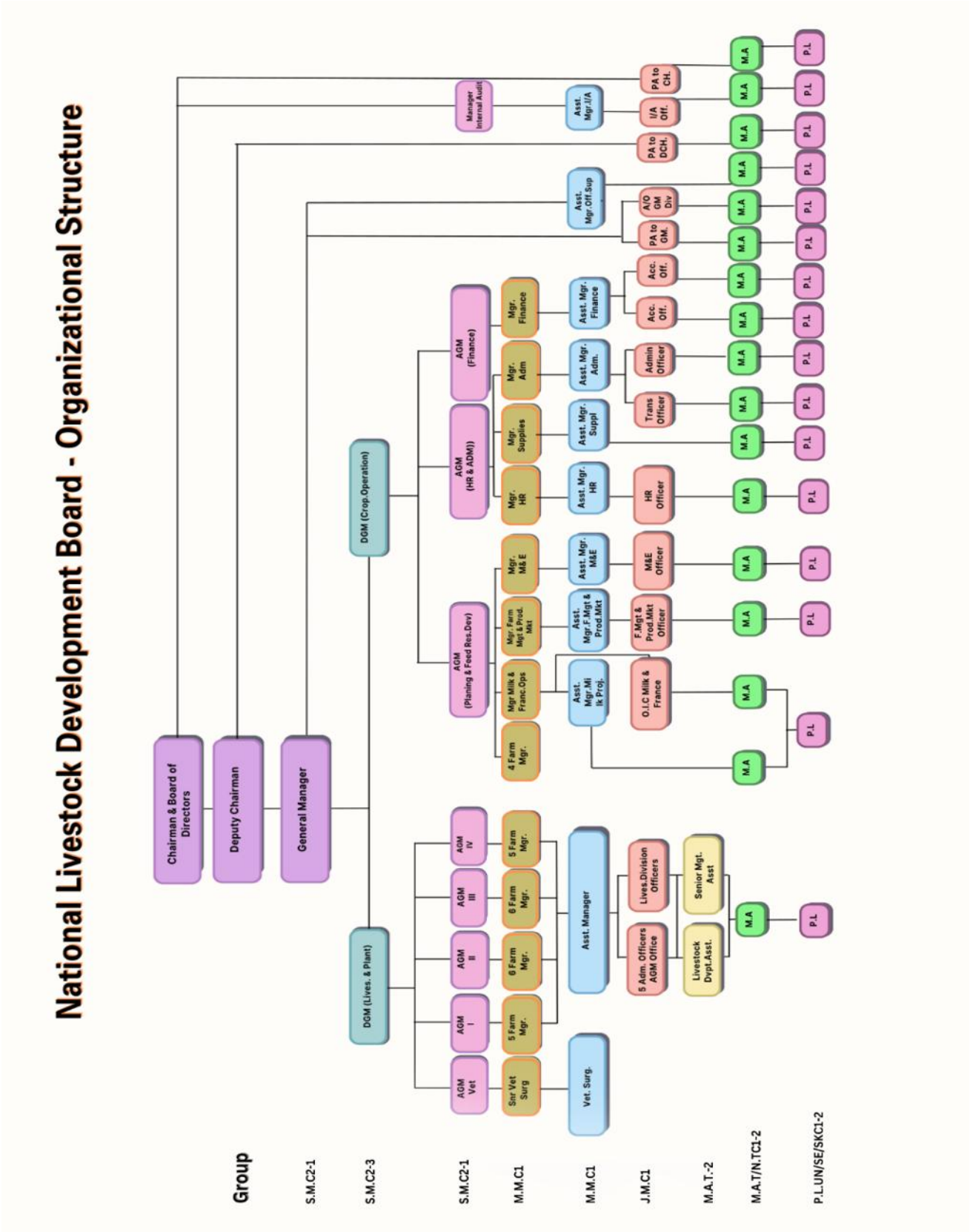
The available land extent, main projects, outputs and value-added products are summarized in the table below.

Capacities and Production of NLDB farms

Region	Farm	Extent (Ha)	Available Projects	Output types	Value added products
Up country	Bopaththalawa	**462.5**	Cattle, Vegetable	Milk, Breeding Materials, Vegetable	
	Menikpalama	**576.5**	Cattle, Vegetable	Milk, Breeding Materials, Vegetable	
	Dayagama	**219.85**	Cattle, Vegetable	Milk, Breeding Materials, Vegetable	
	Rosita	**40.08**	Cattle, Goat, Swine, Rabbit	Milk, Breeding Materials, Vegetable	Milk toffee, curd, yoghurt & Goat Milk
Mid Country	Mahaberiyathenna	**148.99**	Cattle, Swine, Commercial Broiler Coconut	Milk, Breeding Materials, Coconut	Milk toffee, yoghurt, & Broiler Chicken
	Haragama	**91.1**	Commercial Layer, Quails, Coconut, Goat	Poultry eggs, Quail eggs Coconut	Cow curd
	Karandagolla	**20.24**	Broiler Breeding	Day Old Broiler Chicks	
	MLDC	**29.15**	Farmer Training		
Region	**Farm**	**Extent (Ha)**	**Available Projects**	**Output types**	**Value added products**
Coconut Triangle	Andigama	**457.49**	Cattle, Coconut, Rubber,	Milk, Breeding Materials, Coconut	Coconut oil & Rubber Sheet
	Galpokuna	**285.83**	Cattle, Country fowl, Coconut	Milk, Breeding Materials, country fowl eggs & chicks Coconut	Milk toffee
	Siringapatha	**661.27**	Cattle, Commercial Layer, Coconut	Milk, Breeding Materials, Poultry eggs, Coconut	Curd,
	Marandawila	**840.09**	Cattle, Buffalo, Coconut	Milk, Breeding Materials, Coconut	Curd, Coconut oil & trickle
	Melsiripura	552.64	Cattle, Buffalo, Comm. Layer, Coconut	Milk, Breeding Materials, Poultry eggs, Coconut	Curd, Milk toffee, yoghurt
	Beligama	**265.2**	Cattle, Coconut, Rubber	Milk, Breeding Materials, Coconut	Milk toffee, rubber sheet
	Rukkattana	**207.69**	Cattle, Sheep, Coconut	Milk, Breeding Materials, Coconut	
	Narangalla	**210.11**	Cattle, Coconut	Milk, Breeding Materials, Coconut	Curd, Milk toffee, yoghurt
	Koulwewa	**409.3**	Cattle, Goat, Coconut, Rubber	Milk, Breeding Materials, coconut	Milk toffee, curd, yoghurt goat milk & rubber sheet

Region	Farm	Extent (Ha)	Available Projects	Output types	Value added products
	Polonthalawa	**286.23**	Cattle, Coconut, Goat	Breeding Materials, coconut	
	Martin	**202.63**	Swine, Coconut	Breeding Materials, coconut	Pork products, curd & yoghurt
	Horakelly	**349.42**	Swine, Sheep, Coconut	Breeding Materials, coconut	
	Marawila	**60.28**	Layer breeder, Coconut	Day Old layer Chicks & coconut	
	Miriswatta	**16.2**	Broiler breeder, Coconut	Day Old broiler Chicks & coconut	
	Welisara	**4.1**	Processing & Milk Distribution		Ice Cream, Yoghurt, Curd, Drinking yoghurt
	Mawatta	**140.89**	Broiler breeder, Sheep, Coconut	Day Old broiler Chicks, Breeding Materials, & Coconut	
Region	**Farm**	**Extent (Ha)**	**Available Projects**	Output types	Value added products
Dry Zone	Ridiyagama	**1128.75**	Cattle, Coconut	Milk, Breeding Materials, Coconut	
	Weerawila	**158.73**	Buffalo, Commercial Layer	Milk, Breeding Materials & Poultry eggs	Curd, yoghurt
	Polonnaruwa	**1083.2**	Buffalo	Milk, Breeding Materials	Curd, yoghurt
	Oyamaduwa	**870.45**	Cattle, Sheep	Milk, Breeding Materials	
	Parasangahawewa	**632.79**	Cattle & commercial Broiler	Breeding Materials	Broiler chicken
	Welikanda	**188.25**	Cattle	Breeding Materials	
	Nikaweratiya	**592.3**	Cattle, Buffalo & commercial Broiler	Milk, Breeding Materials	Curd, milk, toffee, yoghurt,
	Kottukachchiya	**327.94**	Goat, Sheep	Breeding Materials	Mineral Mixture
Total		**11,520.19**			

Organizational chart



Cadre Strength Approved Cadre & Actual Permanent Cadre as at 30th November 2025			
Salary code	**Designation**	**Approved Cadre**	**Actual Permanent Cadre**
HM 2-1	General Manager	1	1
HM 1-3	Deputy General Manager	2	
HM 1-3	Deputy General Manager (Corporate Operations)		
HM 1-3	Deputy General Manager (Livestock & Plantation Development)		
HM 1-1	Assistant General Manager	10	
HM 1-1	Assistant General Manager (Veterinary)		
HM 1-1	Assistant General Manager (HR & Admin)		1
HM 1-1	Assistant General Manager (Regional)		6
HM 1-1	Assistant General Manager (P & FRD)		
HM 1-1	Assistant General Manager (Finance)		1
MM 1-1	Farm Manager	28	9
MM 1-1	Manager	7	
MM 1-1	Manager (Finance)		
MM 1-1	Manager (Farm Management & Produce Marketing)		1
MM 1-1	Manager (Internal Audit)		
MM 1-1	Manager (Supplies)		
MM 1-1	Manager (Monitoring & Evaluation)		
MM 1-1	Manager (Human Resource/Administration)		
MM 1-1	Manager(Milk Project)		
MM 1-1	Senior Veterinary Surgeon	1	
MM 1-1	Assistant Farm Manager	44	42
MM 1-1	Veterinary Surgeon	7	3
MM 1-1	Assistant Manager- (H/O)	5	4
MM 1-1	Assistant Manager (Finance)		2
MM 1-1	Assistant Manager (Farm Management & Produce Marketing)		-
MM 1-1	Assistant Manager (Internal Audit)		1
MM 1-1	Assistant Manager (Milk Project)		

Cadre Strength Approved Cadre & Actual Permanent Cadre as at 30th November 2025			
MM 1-1	Assistant Manager (Supplies)		
MM 1-1	Assistant Manager (Monitoring & Evaluation)		1
MM 1-1	Assistant Manager (Human Resource)		
MM 1-1	Assistant Manager (Administration)		
MM 1-1	Assistant Manager(Office Support Service)	6	
MM 1-1	Assistant Manager (IT)	1	
JM 1-1	Administrative Officer	5	
JM 1-1	Admin Officer (HR)		1
Salary code	**Designation**	**Approved Cadre**	**Actual Permanent Cadre**
JM 1-1	Administrative Officer (Admin)		3
JM 1-1	Transport Officer	1	1
JM 1-1	Accounts Officer	1	
JM 1-1	Internal Audit Officer	1	1
JM 1-1	Farm Management & Production Marketing Officer	1	
JM 1-1	OIC (Marketing & Franc)	1	
JM 1-1	Monitoring & Evaluation Officer	1	
JM 1-1	Livestock Development Officer(Assi. Superin)	11	6
JM 1-1	Personal Assistant	3	
JM 1-1	PA to Chairman		1
JM 1-1	PA to Deputy Chairman		
JM 1-1	PA to General Manager		
JM 1-1	Information Technology Officer	1	
MA 2-2	Livestock Development Assistant	15	9
MA 2-2	Information Technology Assistant	2	
MA 1-1	Cashier	3	-
MA 1-2	Management Assistant		
MA 1-2	Management Assistant	154	146

Cadre Strength Approved Cadre & Actual Permanent Cadre as at 30th November 2025			
MA 1-2	Field Assistant/Livestock Assistant	161	81
MA 1-2	Field /Livestock Officer		
MA 1-2	Mechanical Supervisor		
PL 3	Driver	80	57
PL 3	Tractor Oper.	51	30
PL 3	Bacheo Oper.	3	-
PL 3	Bull Dozer/Jcb Oper.	1	2
PL 3	Mechanic	5	1
PL 3	Electrician	5	1
PL 3	Technician	1	
PL 2	Artificial Insemination Technician	17	4
PL 2	Semi-Skilled Labour	25	
PL 2	Sales Assistant		7
PL 2	Circuit Bungalow Keeper/Caretaker		4
PL 1	Unskilled Labour	25	
PL 1	Office Aide		11
Salary code	**Designation**	**Approved Cadre**	**Actual Permanent Cadre**
PL 1	Incubator /Hatchery Operator		4
PL 1	Watcher		
PL 1	Lorry Cleaner		1
PL 1	Store Men		
PL 1	Sales Assisitant		51
PL 1	Labour		1
PL 1	Milking Machine Oper.	25	
PL 1	Hardmen	20	2
PL 1	Milk Processing Plant Oper.	1	
		732	**493**

Cadre Strength Approved Cadre & Actual Permanent Cadre as at 30th November 2025		
Service	**Approved Cadre**	**Existing Cadre**
SENIOR	112	68
TERTIARY	26	13
SECONDARY	335	236
PRIMARY	259	176
TOTAL	**732**	**493**

Policy Alignment Framework

Alignment with National Policies and Strategies

This Corporate Plan 2026–2030 has been formulated in alignment with national development policies and sectoral strategies, ensuring that NLDB's activities directly contribute to government priorities.

National Policy / Strategy	Alignment with NLDB Corporate Plan
Pohosath Ratak – Lassana Jeewithayak	Expansion of dairy, poultry, meat, and coconut production; import substitution
National Food Security Policy	Increased availability of milk, meat, eggs, and breeding material
Agricultural Sector Development Strategy	Livestock productivity improvement, value addition, farmer training
Public Enterprise Reform Framework	Financial sustainability, governance strengthening, performance monitoring

2. Vision & Mission

Vision

To be the pioneer of sustainable farm animal production.

Mission

Contributing to the national need for self-sufficiency in animal products

3. SWOT ANALYSIS AND FORMATION OF STRATEGIES

SWOT ANALYSIS

Strength • State-Owned Enterprise (SOE) with strong government backing • Large extent of land and assets (11,520 ha) • Well-educated and trained human resources • Strong and reliable brand reputation • Diversified business portfolio across livestock and related sectors • Over 50 years of experience as pioneers in the industry • Well-organized management structure • Integrated farm management systems • High-quality breeding stock • Presence across all agro-ecological zones • Increasing adoption of digital data handling and monitoring systems	**Weakness** • Limited scale of value-added products • High financial leverage and funding constraints • Insufficient marketing strategies • Limited business-oriented and commercial mindset • Aging farm infrastructure • Underutilized land resources • Lack of an ERP-based enterprise management system • Limited adoption of modern operational and administrative technologies • Need to follow slow and less efficient government systems while competing with private sector • Land ownership complexities
Opportunity • Increasing national demand for livestock products • Strong government focus on agricultural and livestock development • Availability of external and foreign-funded development projects • Potential for value addition and product diversification • Scope for enhanced R&D and adoption of appropriate technologies • Availability of land for future expansion • Growing demand for livestock and farm-based training programs • Opportunities for agro-tourism and eco-tourism development	**Threats** • Adverse environmental impacts and climate change • High employee turnover • Pest & disease outbreak • Unfavorable government fiscal and trade policies • Policy inconsistency in the agricultural sector • Rising costs of inputs and raw materials • Vulnerability of SOEs privatization • Cultural sensitivities related to meat production • Urbanization and industrial expansion threatening agricultural lands • Land encroachment issues • Wildlife conflicts on agricultural lands

4.Goals and Objectives

Goals

1. Increase Availability of Quality Breeding Material

   – Expand production of superior genetic resources.

   Objectives:

a. Maintain and strengthen breeder and nucleus farms

Purebred farms	Multiplier farms
Cattle-05	Cattle-10
Buffalo-02	Buffalo-03
Goat- 03	Goat- 03
Sheep-03	Sheep -5
Swine-01	Swine-03
Poultry-2	Poultry-2

b. Increase breeding stock numbers through planned herd expansion.

- cattle-13,600
- Buffalo-3,850
- Goat- 2,880
- Sheep- 9,150
- Swine- 2,360
- Broiler breeder -41,000
- Layer breeder – 15,000
- Commercial Layers- 31,000

c. Issuance of quality breeding animals to farmers

- Cattle-3,500
- Buffalo-280
- Goat- 3,600
- Sheep-7,675
- Swine-18,400
- Broiler DOC-26.7 Mn
- Layer DOC- 7 Mn

2. Upgrade Breeding Stocks
– Improve productivity through selective breeding and genetic improvement.

Objectives:

a. Import high-quality germplasm (semen, embryos, breeding animals)

Pedigreed semen use

- Cattle- 77,200
- Buffalo-1,500
- Goat- 1,000
- Sheep- 2,000
- Swine - 300

} within 05 Years

Sex-sorted semen – 32,400

Embryo production – 1,000

Live animals

- Cattle- 2000
- Buffalo- 500
- Goat – 500
- Sheep- 2000
- Pig – 120

} within 5 years

3. Advanced Livestock Technologies
– Promote modern technologies in breeding, feeding, health, and management.

Objectives:

a. Establish 20 modern farms with advanced technology applications:

- Improved animal housing systems
- Modern machinery and equipment
- Transport and service vehicles
- Digital farm management systems
- Training and demonstration centers

4. Enhance Skills and Knowledge Transfer
– Strengthen farmer training, extension services, and capacity building.

Objectives:

a. Conduct regular training and awareness programmes.
b. Train 5,000 farmers and technicians within five years.

5. Develop Sustainable Farming Models
   – Promote environmentally friendly and economically viable livestock systems.

Objectives:

a. Implement 20 crop–livestock integration projects.
b. Promote value addition in farm products:

- Dairy: 100%
- Meat: 100%
- Coconut: 50%

c. Integrate farms with non-agricultural activities:

- Renewable energy systems in 10 farms
- Eco-tourism / Agri-tourism in 10 farms

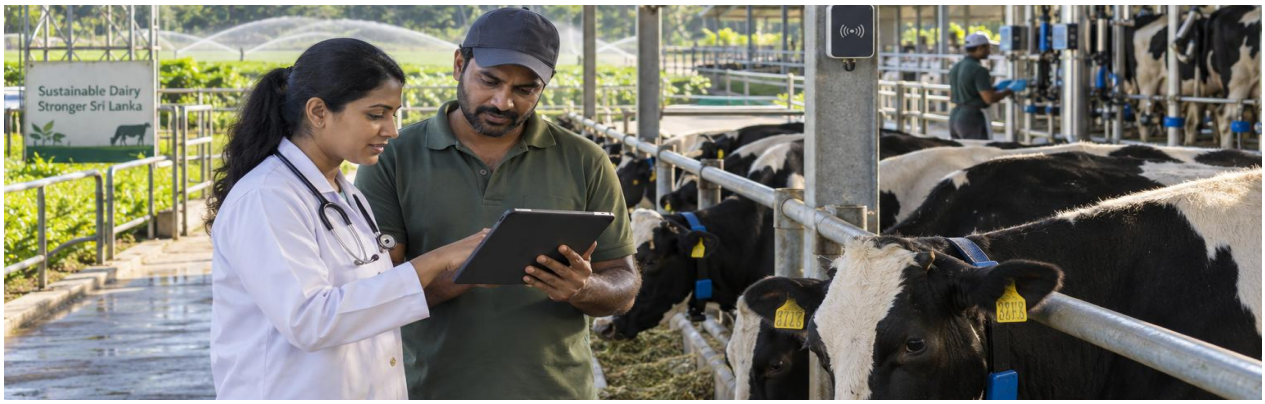
6. Strengthen Feed and Fodder Production
   – Improve availability and quality of animal feed resources

Objectives:

a. Establish and maintain 5,000 acres of fodder cultivation
b. Promote pasture and fodder conservation (silage, hay)
c. Produce 25,000 metric tons of concentrate feed annually



5. Strategic Plan



Goal 1: Increasing Availability of Quality Breeding Material	
Objectives	**Strategies**
a. Maintain and strengthen breeder and nucleus farms	• Position breeder and nucleus farms as National Genetic Excellence Centers with strict performance benchmarks. • Implement data-driven genetic evaluation systems with full digital pedigree recording. • Upgrade farm infrastructure to global biosecurity and welfare standards. • Introduce performance-based management accountability for farm managers. • Develop breeder–multiplier–farmer integration pipelines to ensure efficient genetic flow.
b. Increase breeding stock numbers through planned herd expansion.	• Develop a 5-year species-wise expansion roadmap with measurable annual KPIs. • Utilize AI, embryo transfer, and sexed semen to accelerate multiplication. • Reduce mortality through preventive healthcare and nutrition optimization. • Expand regional multiplication centers to decentralize growth.
c. Issuance of quality breeding animals to farmers	• Implement transparent beneficiary selection criteria prioritizing smallholders and youth. • Distribute performance-tested, health-certified animals. • Provide bundled technical support, insurance, and financing solutions. • Monitor farmer performance post-distribution using digital tracking tools.

Goal : 2. Upgrade Breeding Stocks	
Objectives	**Strategies**
a. Import high-quality germplasm (semen, embryos, breeding animals)	• Establish global partnerships with reputed breeding institutions. • Strengthen quarantine, biosecurity, and compliance systems. • Develop Embryo Production Hub. • Implement structured crossbreeding and breed upgrading programs. • Build local technical expertise in advanced reproductive technologies. • Continuously evaluate genetic gains and economic returns.
Goal 3: Introducing Advanced Livestock Technologies	
a. Establish 20 modern with high technology application	• Develop smart demonstration farms showcasing automation and precision livestock systems. • Integrate digital farm management platforms for real-time monitoring. • Invest in mechanization, climate-controlled housing, and modern equipment. • Establish training hubs within these farms to accelerate technology transfer. • Conduct cost-benefit analyses to ensure financial sustainability.
Goal 4: Enhancing Skills and Knowledge	
a. Conduct regular training and awareness programmes for NLDB staff.	• Develop a comprehensive Human Capital Development Strategy aligned with NLDB's long-term vision. • Introduce structured annual training plans tailored for technical, managerial, and operational staff. • Partner with universities and international breeding institutions for advanced training and exposure visits. • Establish a Leadership Development Program to groom future senior managers. • Conduct competency mapping across all staff categories and identify skill gaps.
b. Train 5,000 farmers and technicians within five years.	• Develop standardized national training curricula for farmers and technicians. • Establish annual training targets to reach 5,000 beneficiaries. • Leverage digital learning platforms and mobile advisory systems. • Introduce certification programs to professionalize livestock farming.
Goal 5: Developing Sustainable Farming Models	
a. Implement 20 crop–livestock integration projects	• Promote integrated crop/plantation–livestock systems to enhance resource efficiency.
b. Promote value addition in farm products: • Dairy: 100% • Meat: 100% • Coconut: 50%	• Establish value addition units for dairy, meat and coconut to maximize income. • Facilitate branding and develop marketing channel
C. Integrate farms with non-agricultural activities: • Renewable energy systems in 10 farms • Eco-tourism / Agri-tourism in 10 farms	• Encourage renewable energy integration (solar, biogas) for cost reduction. • Develop agri-tourism models to diversify revenue streams.

Goal 6: Strengthening Feed and Fodder Production	
a. Establish and maintain 5,000 acres of fodder cultivation	• Establish a fodder expansion programme targeting 5,000 acres. • Promote climate-resilient, high-yield fodder varieties.
b. Promote pasture and fodder conservation (silage, hay)	• Establish silage and hay conservation programs to reduce seasonal shortages.
c. Produce 25,000 metric tons of concentrate feed annually	• Upgrade feed mills and implement strict quality assurance systems. • Develop species-specific scientifically balanced feed formulations. • Improve operational efficiency to reduce production cost per metric ton. • Establish long-term procurement agreements with local and international suppliers for key raw materials (maize, soybean meal, etc.). • Promote local production of feed ingredients through farmer partnerships and contract farming. • Develop modern storage facilities with proper preservation standards.



6. Activity Plan

Goal 1: Increasing Availability of Quality Breeding Material

Objectives:

a. Maintain and strengthen breeder and nucleus farms

Purebred farms:	**Multiplier farms**
Cattle-05	Cattle-10
Buffalo-02	Buffalo-03
Goat- 03	Goat- 03
Sheep-03	Sheep -5
Swine-01	Swine-03
Poultry -02	Poultry - 02

b. Increase breeding stock numbers through planned herd expansion.

cattle-13,600
Buffalo-3,850
Goat- 2,880
Sheep- 9,150
Swine- 2,360
Broiler breeder -41,000
Layer breeder – 15,000
Commercial Layers- 31,000

c. Issuance of quality breeding animals to farmers

Cattle-3,500
Buffalo-280
Goat- 3,600
Sheep-7,675
Swine-18,400
Broiler DOC-26.7 Mn
Layer DOC- 7 Mn

Strategies2

- Position breeder and nucleus farms as National Genetic Excellence Centers with strict performance benchmarks.
- Implement data-driven genetic evaluation systems with full digital pedigree recording.
- Upgrade farm infrastructure to global biosecurity and welfare standards.
- Introduce performance-based management accountability for farm managers.
- Develop breeder–multiplier–farmer integration pipelines to ensure efficient genetic flow.
- Develop a 5-year species-wise expansion roadmap with measurable annual KPIs.
- Utilize AI, embryo transfer, and sexed semen to accelerate multiplication.
- Reduce mortality through preventive healthcare and nutrition optimization
- Expand regional multiplication centers to decentralize growth.
- Implement transparent beneficiary selection criteria prioritizing smallholders and youth.
- Distribute performance-tested, health-certified animals.
- Provide bundled technical support, insurance, and financing solutions.
- Monitor farmer performance post-distribution using digital tracking tools.

Goal 1: Increasing Availability of Quality Breeding Material						
Activity	**Time Schedule**					**Responsibility**
	2026	**2027**	**2028**	**2029**	**2030**	
Upgrade housing, feeding, watering and waste management systems in breeder and multiplier farms.						
Introduce and enforce Standard Operating Procedures (SOPs) for farm operations.						
Improve staffing levels and strengthen technical supervision mechanisms.						
Identify and maintain elite breeding animals within purebred farms.						
Apply systematic selection and culling.						
Promote the use of proven sires in breeding programmes.						
Strengthen Artificial Insemination (AI) services within farms.						
Train and certify AI technicians.						
Improve reproductive efficiency through better breeding management.						
Monitor conception rates, calving rates, and kidding/lambing intervals.						
Maintain accurate pedigree and production records.						
Conduct regular technical training programmes for farm staff.						
Develop digital databases for genetic and production data.						
Analyze herd performance annually to guide breeding decisions.						
Implement vaccination and deworming programs						
Strengthen disease surveillance and reporting systems.						
Train staff in biosecurity protocols.						
Improve farm-level disease prevention practices.						
Monitor animal performance after issuance to farmers.						
Maintain follow-up records on productivity and survival.						
Conduct periodic field visits to assess outcomes of breeding stock distribution.						

Goal 2: Upgrading Breeding Stocks

Objectives:

1. Import high-quality germplasm (semen, embryos, breeding animals)

   b. Importation of genetics
   - Pedigreed semen use
     - Cattle- 77,200
     - Buffalo-1,500
     - Goat- 1,000
     - Sheep- 2,000
     - Swine- 300

     } within 5 years
   - Sex-sorted semen – 32,400
   - Embryo production – 1,000
   - Live animals
     - Cattle- 2000
     - Buffalo- 500
     - Goat – 500
     - Sheep- 2000
     - Pig - 120

     } within 5 years

Strategies:

- Establish global partnerships with reputed breeding institutions.
- Strengthen quarantine, biosecurity, and compliance systems.
- Develop Embryo Production Hub.
- Implement structured crossbreeding and breed upgrading programs.
- Build local technical expertise in advanced reproductive technologies.
- Continuously evaluate genetic gains and economic returns.

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Prepare proposals for the importation.						
Identify accredited international genetic suppliers.						
Identify suitable international breeding institutions and suppliers.						
Conduct genetic evaluation prior to selection.						
Follow the Importation Procedures						
Importation 2000 nos. of cattle						
Importation 500 nos. of Buffalo						
Importation 500 nos of Goats						
Importation 120 nos. of pigs						
Importation 2000 nos. of Sheep						
Importation of embryos						

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Importation of Buffalo semen						
Importation of Goat Semen						
Importation of Swine semen						
Importation of sheep semen						
Establish annual import schedules aligned with breeding targets.						
Import of conventional pedigreed semen (all breeds)						
Maintain detailed records of semen utilization and breeding outcomes.						
Review genetic progress annually.						
Establish an Embryo Production Hub equipped with necessary laboratory facilities.						
Procure specialized equipment for embryo collection, evaluation, freezing, and storage.						
Identify elite donor females and high genetic merit sires for embryo production.						
Implement embryo transfer programmes in selected nucleus farms.						
Develop bio secure embryo handling and storage facilities.						
Train veterinarians and technical staff in embryo collection, handling, freezing, and transfer						
Perform embryo collection (flushing) from donor animals.						
Monitor pregnancy success rates and genetic improvement outcomes.						
Strengthen artificial insemination services.						
Train AI technicians and veterinarians.						
Improve heat detection systems.						
Improve nutrition for breeding animals.						
Conduct specialized training in animal genetics.						
Conduct training programmes on AI, embryo transfer, and semen handling.						
Organize exposure visits to advanced breeding centers.						

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Partner with universities and research institutes.						
Invite national and international experts.						
Establish herd recording and verification systems.						
Regular evaluation of semen and embryo quality.						
Measure improvements in milk yield, growth rates, fertility, and survival rates.						
Establish health screening and disease surveillance mechanisms.						

Goal 3: Introducing Advanced Livestock Technologies

Objectives:

1. Establish 20 modern with high technology application
    - Modern animal houses
    - Machinery and equipment
    - Vehicles
    - Digital Programmes
    - Training centers

Strategies:

- Develop smart demonstration farms showcasing automation and precision livestock systems.
- Integrate digital farm management platforms for real-time monitoring.
- Invest in mechanization, climate-controlled housing, and modern equipment.
- Establish training hubs within these farms to accelerate technology transfer.
- Conduct cost-benefit analyses to ensure financial sustainability.

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Identify national & international funding sources						
Prepare project proposals & business plans						
Identify suitable technology partners						
Conduct joint pilot projects						
Design smart farm layouts						
Construct climate-controlled animal houses						
Improve water and power supply						
Establish biosecurity systems						
Set up CCTV & monitoring systems						

Goal 3: Introducing Advanced Livestock Technologies						
Activity	**Time Schedule**					**Responsibility**
	2026	**2027**	**2028**	**2029**	**2030**	
Introduce ERP system						
Establish centralized cloud-based data system						
Train staff on digital platforms						
Monitor data quality & security						
Purchase modern tractors & implements						
Promote solar-powered machinery						
Train operators & technicians						
Establish machinery service centers						
Introduce GPS vehicle tracking						
Designate 5 farms as regional training centers						
Construct training halls						
Train farm managers on digital systems						
Conduct technical automation training						

Goal 4 : Enhancing Skills and Knowledge

Objectives:

1. Conduct regular training and awareness programmes for NLDB staff.
2. Train 5,000 farmers and technicians within five years

Strategies:

- Develop a comprehensive Human Capital Development Strategy aligned with NLDB's long-term vision.
- Introduce structured annual training plans tailored for technical, managerial, and operational staff.
- Partner with universities and international breeding institutions for advanced training and exposure visits.
- Establish a Leadership Development Program to groom future senior managers.
- Conduct competency mapping across all staff categories and identify skill gaps.
- Develop standardized national training curricula for farmers and technicians.
- Establish annual training targets to reach 5,000 beneficiaries.
- Leverage digital learning platforms and mobile advisory systems.
- Introduce certification programs to professionalize livestock farming.

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Conduct organizational training needs assessment (TNA).						HR Division
Perform competency mapping across all staff categories.						HR Division
Identify technical, managerial, and operational skill gaps.						HR Division
Develop a 5-year Human Capital Development Strategy (2026–2030).						HR Division
Obtain Board approval and allocate annual training budget.						HR Division
Establish annual training performance indicators.						HR Division
Develop annual training calendar						HR Division
Conduct technical training programs						
Conduct managerial & leadership workshops						
Conduct digital & IT training						
Establish internal trainer pool						
Maintain staff training database						
Evaluate training effectiveness						
Establish partnerships with international breeding institutions						
Conduct international exposure visits						

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Establish partnerships with universities and research institutes.						
Organize joint workshops & research programs						
Conduct farmer & technician needs assessment						
Develop standardized national training curricula for farmers and livestock technicians.						
Develop training manuals and handbooks.						
Develop practical demonstration manuals						
Organize national awareness campaigns						
Develop online learning platform						
Launch mobile advisory application						
Launch SMS advisory system						
Conduct webinars & hybrid training						
Develop certification criteria						
Issue certificates to qualified beneficiaries						
Establish national registry of certified professionals						
Upgrade training center infrastructure.						
Procure training equipment and teaching aids.						
Promote youth participation in livestock entrepreneurship programmes						
Develop skill assessment tools						

Goal 5: Developing Sustainable Farming Models

Objectives:

1. Implement 20 crop–livestock integration projects
2. Promote value addition in farm products:
   - Dairy: 100%
   - Meat: 100%
   - Coconut: 50%
3. Integrate farms with non-agricultural activities:
   - Renewable energy systems in **10 farms**
   - Eco-tourism / Agri-tourism in **10 farms**

Strategies:

- Promote integrated crop/plantation–livestock systems to enhance resource efficiency.
- Establish value addition units for dairy, meat and coconut to maximize income.
- Facilitate branding and develop marketing channel
- Encourage renewable energy integration (solar, biogas) for cost reduction.
- Develop agri-tourism models to diversify revenue streams.

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Identify 20 suitable farms for integration						
Conduct feasibility & resource assessment						
Develop standardized integration models						
Prepare farm-specific integration plans						
Secure required funding						
Establish fodder & crop cultivation linked to livestock						
Introduce biogas units for waste-to-energy						
Integrate irrigation using recycled water						
Monitor productivity & cost efficiency						
Assess current milk production & processing gaps						
Establish milk chilling & processing units						
Develop quality assurance systems						Marketing
Develop dairy brand & packaging						Marketing
Upgrade slaughter & hygienic processing facilities						
Develop processed meat products (sausages, frozen cuts)						

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Establish cold chain logistics						
Obtain food safety certifications						
Assess coconut production capacity						
Establish coconut milk processing units						
Introduce coconut-based by-products (feed, oil, charcoal)						
Develop coconut brand & packaging						
Expand distribution channels						
Conduct energy audits in farms						
Design solar & renewable energy system						
Install solar systems (5 farms/year)						
Monitor energy savings & ROI						
Identify 10 potential farms						
Develop agri-tourism master plan						
Construct Visitor Facilities						
Develop farm experience packages						
Train staff in hospitality & safety						HR
Launch promotional campaigns						Marketing
Establish distribution & retail partnerships						Marketing
Introduce digital marketing platform						Marketing

Goal 6: Strengthening Feed and Fodder Production

Objectives:

1. Establish and maintain 5,000 acres of fodder cultivation
2. Promote pasture and fodder conservation (silage, hay)
3. Produce 25,000 metric tons of concentrate feed annually

Strategies:

- Establish a fodder expansion programme targeting 5,000 acres.
- Promote climate-resilient, high-yield fodder varieties.
- Establish silage and hay conservation programs to reduce seasonal shortages.
- Upgrade feed mills and implement strict quality assurance systems.
- Develop species-specific scientifically balanced feed formulations.
- Improve operational efficiency to reduce production cost per metric ton.
- Establish long-term procurement agreements with local and international suppliers for key raw materials (maize, soybean meal, etc.).
- Promote local production of feed ingredients through farmer partnerships and contract farming.
- Develop modern storage facilities with proper preservation standards.

Activity	Time Schedule					Responsibility
	2026	2027	2028	2029	2030	
Identify suitable land for fodder expansion						
Develop annual acreage expansion targets						
Establish new fodder cultivation (1,000 acres/year)						
Introduce irrigation systems for fodder fields						
Monitor yield & productivity per acre						
Identify high-yield & drought-resistant varieties						
Distribute improved planting materials						
Evaluate performance & adaptability						
Develop fodder conservation guidelines						
Procure silage-making machinery						
Establish silage pits/bunkers in farms						
Promote hay baling systems						
Train staff & farmers on silage/hay preparation						
Develop seasonal fodder reserve system						
Construct modern feed mill facilities						

Goal 6: Strengthening Feed and Fodder Production						
Activity	**Time Schedule**					**Responsibility**
	2026	**2027**	**2028**	**2029**	**2030**	
Procure and install feed processing machinery.						
Establish raw material storage warehouses.						
Construct modern grain silos						
Develop species-specific feed formulas						
Recruit and train feed mill operators.						
Establish distribution networks.						
Establish feed testing laboratories.						
Implement strict quality control protocols						
Conduct feed trials in farms						
Revise formulations annually						
Develop contract farming model for maize & soybean						
Promote local feed ingredient production						
Develop risk mitigation strategy for imports						
Implement pest control & fumigation systems						
Develop inventory management system						

7. Action Plan 2026-2030

7.1 Livestock and Agriculture Plan

Strategic Objectives	Key Target	Unit	2026	2027	2028	2029	2030
***Goal 1* Increase Availability of Quality Breeding Materia**							
Objective 1: ***Maintain and strengthen breeder and nucleus farms***							
Purebred farms: Cattle-05 Buffalo-02 Goat- 03 Sheep – 03 Swine-01 Poultry - 02	Cattle	No.	1	1	1	1	1
	Buffalo	No.	1			1	
	Goat	No.	1	1		1	
	Sheep	No.	1			1	1
	Swine	No.	1				
	Poultry	No.	1	1			
Multiplier farms Cattle-10 Buffalo-03 Goat- 03 Sheep – 05 Swine-03 Poultry - 02	Cattle	No.	2	2	2	2	2
	Buffalo	No.		1		1	1
	Goat	No.		1	1	1	
	Sheep	No.		1	1	2	1
	Swine	No.		1	1	1	
	Poultry	No.			1	1	
Objective 2 ***Increase breeding stock numbers through planned herd expansion***							
Cattle-13,600 Buffalo-3,850 Goat- 2,880 Sheep- 9,150 Swine- 2,360 Broiler breeder -41,000 Layer breeder – 15,000 Commercial Layers- 31,000	Cattle	No.	6,815	8,855	11,255	12,975	13,610
	Buffalo	No.	2,402	2,800	2,963	3,475	3,850
	Goat	No.	1,320	1,625	1,855	2,485	2,880
	Sheep	No.	4,755	5,735	6,105	6,315	9,150
	Swine	No.	60	640	1,750	2,120	2,360
	Broiler breeder	No.	25,500	33,000	38,000	41,000	41,000
	Layer breeder	No.	6,782	10,000	15,000	15,000	15,000
	Commercial Layers	No.	16,700	20,000	24,000	27,000	31,000

Strategic Objectives	Key Target	Unit	2026	2027	2028	2029	2030
Objective 3 - Issuance of quality breeding animals to farmers							
Cattle-3,500 Buffalo-280 Goat- 3,600 Sheep-7,675 Swine-18,400 Broiler DOC-26.7 Mn Layer DOC- 7 Mn	Cattle-female	No.	204	468	786	1,082	964
	Buffalo-female	No.	13	66	52	54	96
	Goat	No.	412	591	688	886	1027
	Sheep	No.	1,273	1,333	1,437	1,525	2,110
	Swine	No.	325	2,320	4,640	5,280	5,840
	Broiler breeder	No.Mn	3.79	4.95	5.7	6.2	6.2
	Layer breeder	No.Mn	0.7	1.1	1.7	1.7	1.7
Goal 2 Upgrade Breeding Stocks							
Objective 1 - Import high-quality germplasm (semen, embryos, breeding animals)							
Pedigreed semen Cattle-77,215 Buffalo-1,500 Goat- 1,000 Sheep- 2,000 Swine - 300	Cattle	No.	12,875	11,514	14,955	18,360	19,510
	Buffalo	No.		300	300	400	500
	Goat	No.		400			600
	Sheep	No.					2000
	Swine	No.		300			
Sex-sorted semen-32,400	Cattle	No.	3890	4200	6300	8750	9260
Embryo production – 1,000	Cattle	No.			200	300	500
Importation of Live animals Cattle- 2,200 Buffalo- 500 Goat – 500 Sheep- 2000 Pig - 120	Cattle	No.	200	1,000	1,000		
	Buffalo	No.	200			300	
	Goat	No.	200			300	
	Sheep	No.	200				1,800
	Swine	No.	120				
Goal 3 Advanced Livestock Technologies							
Objectives1-Establish 20 modern farms with high technology application							
20 modern farms with high technology application	No. of farms	No.	2	3	5	5	5
Strategic Objectives	**Key Target**	**Unit**	**2026**	**2027**	**2028**	**2029**	**2030**

Strategic Objectives	Key Target	Unit	2026	2027	2028	2029	2030
***Goal 4** Enhance Skills and Knowledge Transfer*							
***Objective 1:** Conduct regular training and awareness programmes.*							
Training prgrammes for NLDB staff	No. of trainees	No.	1,000	1,000	1,000	1,000	1,000
***Objective 2:** Train 5,000 farmers and technicians within five years.*							
Increase number of training programmes and reaching 5,000 trainees in five years.	Participants	No.	690	830	990	1,150	1,350
***Goal 5** Develop Sustainable Farming Models*							
Objectives 1. Implement 20 crop–livestock integration projects							
Establish 20 crop–livestock integrate farm	crop–livestock integrate farm	No.	4	**4**	4	4	4
Objectives 2. Promote value addition in farm products							
• Dairy: 100% • Meat: 100% • Coconut: 50%	Yoghurt cups	80 ml	1,721,400	2,169,750	3,245,080	5,158,496	8,354,011
	Drinking Yoghurt	Btl	250,000	500,000	1,000,000	2,000,000	3,600,000
	UHT Pkts	1 ltre.	405,000	1,620,000	6,480,000	16,200,000	27,540,000
	Milk Toffee	250g Pkt	620,941	1,095,772	2,151,223	4,241,160	8,482,319
	Cow curd	ltrs	75,401	69,661	68,543	76,521	69,250
	Steri. Milk. Btl	200 ml	2,367,780	2,648,962	2,979,658	3,376,654	3,947,119
	Cheese		18,690	20,559	22,615	24,876	27,364
	Ice Cream	1 itre.	10,140	15,210	22,815	34,223	51,334
	Buffalo Curd	1 itre.	672,038	966,311	1,238,877	1,583,366	2,251,433
	Buffalo Yoghurt	80 ml	873,303	1,053,813	1,200,194	1,473,233	1,817,379
	Goat milk bottle	190 ml	76,840	88,895	109,868	127,513	148,621
	Goat yoghurt	80 ml	25,000	47,495	57,853	65,103	73,223
	Mutton	kg	378	801	882	1666	1917

Strategic Objectives	Key Targets	Unit	2026	2027	2028	2029	2030
	Lamb	kg	2,568	6,152	8,196	9,347	11,409
	Pork	kg			19,600	24,500	29,400
	Chicken	kg	129,600	165,060	165,060	165,060	165,060
	Coconut oil	ltrs	41,900	82,424	180,832	347,052	538,889
	Coconut Milk	ltrs		115,393	253,165	485,873	754,445
	Coconut powder	Kg		30,909	67,812	130,145	202,083

Strategic Objectives	Key Target	Unit	2026	2027	2028	2029	2030
Objectives 3. Integrate farms with non-agricultural activities							
Introduce Renewable energy systems	No. of farms	No	2	2	2	2	2
Introduce Eco-tourism / Agri-tourism	No. of farms	No	2	2	2	2	2
Goal 6: Strengthen Feed and Fodder Production							
Objectives 1. Establish and maintain 5,000 acres of fodder cultivation							
Cultivate 5,000 Ac of fodder lands	Fodder extent	Ac	3,575	4,000	4,500	4,750	5,000
Objectives 2. Promote pasture and fodder conservation (silage, hay)							
Preparation of Hay & silage	Silage	Mt	9,438	10,000	11,000	12,000	13,000
	Hay	Mt	513	600	750	900	1,000
Objectives 3. Produce 25,000 metric tons of concentrate feed annually							
Production of Concentrate feed	Conce. feed				15,000	25,000	25,000

7.2 Annual Plan – 2026

1. Annual Targets

A. Purebred Farm Development (02 Farms)

- Melsiripura – 200 Murrah buffaloes
- Nikaweratiya – 200 Sahiwal cattle

B. Distribution of Breeding Material

- Cattle
- Buffalo
- Goat
- Sheep
- Swine
- Poultry

C. Upgrading of Breeding Stock

- Import of sex-sorted semen – 5,000 doses
- Import of Sahiwal cattle – 200 heads
- Import of Murrah buffaloes – 200 heads
- Import of conventional pedigreed semen (all breeds) – 10,000 doses

D. Feed Production

- Maize cultivation – 4,000 acres
- Solar-powered irrigation systems – 1,000 acres

E. Agricultural Integration

- Fertilizer supply for coconut plantations – 150,000 metric tons
- Implementation of digitalization and AI-based monitoring systems
- New plantation development – 50,000 plants (approximately 1,000 acres)

F. Processing and Marketing

- Establishment of processing centers – 3 Nos.
- Development of new sales outlets – 20 Nos.

G. Systems and Management

- Introduction of an Enterprise Resource Planning (ERP) system

7.3 Human Resources Development Plan (Training strategy)

Job level & Expected skill	Present Skill level	Proposed Development strategy	Training plan
Higher Managerial Level Knowledgeable and skilled staff with positive attitudes	• Strong decision-making ability • Planning and implementation skills • Creative and innovative thinking • Leadership and prioritization skills • Sound technical knowledge	• Enhance decision-making capability • Strengthen planning and implementation skills • Foster creative and strategic thinking • Improve leadership and prioritization skills • Upgrade technical competencies	• Advanced training programs with field visits • Encourage higher educational qualifications • Support obtaining professional memberships in relevant fields
Middle Managerial Level Knowledgeable and skilled staff with positive attitudes	• Good human relations skills • Adequate technical knowledge	• Improve interpersonal and people management skills • Enhance technical competencies	• Introduce targeted training programs on relevant subject areas
Junior Managerial Level Knowledgeable and skilled staff with positive attitudes	• Basic human relations skills • Basic technical knowledge	• Develop effective communication and human relations skills • Develop the Technical ability	• Conduct subject-based training programs as required • Encourage obtaining professional memberships in relevant fields
Management Assistant Level Knowledgeable and skilled staff with positive attitudes	• Operational efficiency • Work effectiveness • Basic technical knowledge • Subject-related knowledge	• Improve efficiency and productivity • Enhance effectiveness in task execution • Update technical knowledge • Strengthen subject-related knowledge	• Provide subject-specific training programs • Encourage further educational and professional qualifications
Primary Level Knowledgeable and skilled staff with positive attitudes	• Basic efficiency and effectiveness • Introductory technical knowledge • Subject-related knowledge	• Improve efficiency and effectiveness • Develop technical knowledge • Strengthen subject-related competencies	• Introduce relevant subject-based training programs • Support development of educational and professional qualifications

Implementation Framework

Strategic Area	Responsible Unit	Timeframe
Workforce Planning	HR Division	2026–2030
Training & Development	HR / Line Divisions	Annual
Performance Management	HR / Management	Annual
Leadership Development	HR / Board	2026–2030
Welfare & Engagement	HR	Continuous
HR Systems & Governance	HR / ICT	Phased

Training plan for next 5 years

Training Area	Target Group	2026	2027	2028	2029	2030	Lead Responsibility
Training Needs Assessment (TNA) & Competency Mapping	All Staff	✓		✓		✓	HR Division
Develop Annual Training Calendar	All Staff	✓	✓	✓	✓	✓	HR Division
Technical Farm Operations Training	Junior Managers & Primary Staff	✓	✓	✓	✓	✓	
Feed & Fodder Management Training	Farm Managers & Technical Staff	✓	✓	✓	✓	✓	
Smart Farm & Automation Training	Farm Managers & Technical Officers	✓	✓	✓	✓	✓	
ERP & Digital Literacy Training	All Staff	✓	✓	✓	✓	✓	
Advanced ERP / Data Analytics	Managers & M&E Officers		✓	✓	✓	✓	
Compliance & Procurement Training	Managers & Assistants	✓	✓	✓	✓	✓	
Financial Management & Cost Control	Managers	✓	✓	✓	✓	✓	
Leadership Development Programme	Higher & Middle Managers	✓	✓	✓	✓	✓	
Succession Planning Workshops	Senior Management	✓	✓	✓	✓	✓	
Machinery Operation & Maintenance	Technical & Primary Staff	✓	✓	✓	✓	✓	

Training Area	Target Group	2026	2027	2028	2029	2030	Lead Responsibility
Biosecurity & Animal Health Training	Farm Technical Staff	✓	✓	✓	✓	✓	
Value Addition & Processing Training	Dairy, Meat & Coconut Units	✓	✓	✓	✓	✓	
Renewable Energy Systems Training	Engineering & Farm Managers	✓	✓	✓	✓	✓	
Agri-Tourism & Customer Service	Selected Farm Staff		✓	✓	✓	✓	
Internal Knowledge Sharing Forums	All Divisions	✓	✓	✓	✓	✓	
International Exposure Visits	Selected Managers		✓	✓	✓	✓	
Training Impact Evaluation	All Staff		✓	✓	✓	✓	

7.4 Performance Management & KPI Framework



Performance Management Framework

To ensure effective implementation of this Corporate Plan, NLDB will adopt a results-based performance management system. Each strategic goal will be supported by Key Performance Indicators (KPIs), with clearly defined annual targets.

KPIs will be monitored quarterly and reviewed annually by senior management and the Board. Performance outcomes will be linked to managerial accountability, resource allocation, and corrective actions.

Succession Planning and Leadership Development

NLDB recognizes the importance of leadership continuity and institutional sustainability. Succession planning will be implemented for critical managerial, technical, and professional positions.
High-potential employees will be identified and provided with targeted training, mentoring, and exposure opportunities. Leadership development programs will be introduced to strengthen decision-making, strategic thinking, and managerial capabilities.

Monitoring, Evaluation & Reporting Mechanism

The Monitoring and Evaluation (M&E) framework will ensure systematic tracking of progress against corporate objectives.

Key features include:

- Annual Action Plans derived from the Corporate Plan
- Quarterly progress reviews by Management
- Annual performance evaluation against targets
- Regular reporting to the Board and Line Ministry

The M&E Division will coordinate data collection, analysis, and reporting, enabling evidence-based decision-making and timely corrective measures.

7.5 Financial Forecast

Financial Sustainability and Resource Mobilization Strategy

NLDB aims to achieve long-term financial sustainability by improving operational efficiency, strengthening revenue-generating activities, and reducing dependence on Treasury funding.

Key strategies include:

- Enhancing profitability of core and value-added products
- Strengthening marketing and distribution systems
- Improving cost efficiency and working capital management
- Prioritizing high-return investments

Financial performance will be reviewed regularly to ensure alignment with corporate objectives.

FORECASTED COMPREHENSIVE INCOME STATEMENT FOR THE YEAR 2026-2030

		2026	2027	2028	2029	2030
		Rs.	Rs.	Rs.	Rs.	Rs.
Revenue	Annexure 1	6,740,216,162	8,471,486,499	13,644,772,050	20,827,188,745	30,790,723,671
Gains/(loss) arising from changes in fair value less costs to sell of dairy livestock		323,473,905	783,802,858	947,088,421	720,374,375	701,005,625
Total Revenue		7,063,690,067	9,255,289,357	14,591,860,471	21,547,563,120	31,491,729,296
Cost of Sales	Annexure 2	4,334,481,612	6,954,858,439	11,419,975,926	16,832,208,264	25,119,180,979
Gross Profit		**2,729,208,456**	**2,300,430,918**	**3,171,884,545**	**4,715,354,856**	**6,372,548,317**
Other Income	Annexure 3	90,245,999	58,316,170	76,964,940	104,590,434	138,854,478
		2,819,454,455	**2,358,747,088**	**3,248,849,486**	**4,819,945,290**	**6,511,402,795**
Add- Govt. Grant Amotization	Annexure 4	-	159,193,867	226,234,174	269,922,465	652,852,684
Distribution Cost	Annexure 5	(17,667,871)	(19,434,658)	(26,416,521)	(36,111,930)	(49,598,382)
Administrative Expenses	Annexure 6	(1,765,050,014)	(2,074,737,372)	(2,519,030,374)	(3,060,796,517)	(3,681,233,289)
Other Expenses	Annexure 7	(49,130,428)	(30,858,628)	(36,016,990)	(45,207,689)	(53,548,458)
		987,606,142	**392,910,297**	**893,619,774**	**1,947,751,619**	**3,379,875,349**
Finance Cost	Annexure 8	(8,400,000)	(10,080,000)	(70,000,000)	-	-
Profit Before Tax		**979,206,142**	**382,830,297**	**823,619,774**	**1,947,751,619**	**3,379,875,349**
Less - Tax Expenses		-	-	-	368,213,173	803,660,917
Profit After Tax		**979,206,142**	**382,830,297**	**823,619,774**	**1,579,538,446**	**2,576,214,432**
Less - Treasury Levy		-	-	-	257,749,221	562,562,642
Net Profit For the Year		**979,206,142**	**382,830,297**	**823,619,774**	**1,321,789,225**	**2,013,651,790**
Other Comprehensive Income		-	-	-	-	-
Gains On Revaluation Of Property, Plant & Equipment		-	-	-	-	-
Exchange Differences On Translating Foreign Operations		-	-	-	-	-
Profit On Conversion To Fair Value Of Financial Assets Held Fo		-	-	-	-	-
Actuarial Gains (Losses) On Defined Benefit Pension Plans						
Total Comprehensive Income		**979,206,142**	**382,830,297**	**823,619,774**	**1,321,789,225**	**2,013,651,790**

SCHEDULE TO THE FORECASTED COMPREHENSIVE INCOME STATEMENT FOR THE YEAR 2026-2030

ANNEXURE 1		YEAR ENDED	YEAR ENDED	YEAR ENDED	YEAR ENDED	YEAR ENDED
REVENUE		31.12.2026	31.12.2027	31.12.2028	31.12.2029	31.12.2030
Sales-Major Project		7,885,202,482	7,486,141,498.78	10,392,145,175	12,931,600,405	14,984,131,631
Less Inter-Farm Sales		(1,670,123,115)				
Sales-Miscellaneous Project						
Milk Project		395,736,796	843,005,000	3,096,052,875	7,723,356,940	15,617,137,500
Milk Outlet HO		53,400,000	58,740,000	64,614,000	71,075,400	78,182,940
Sales Center		76,000,000	83,600,000	91,960,000	101,156,000	111,271,600
Revenue		6,740,216,162	8,471,486,499	13,644,772,050	20,827,188,745	30,790,723,671
ANNEXURE 2						
Cost Of Sales						
Cost Of Sales-Major Project		3,923,447,412	6,093,661,139	8,461,819,876	9,479,023,479	10,608,049,991
Cost Of Sales-Miscellaneous Project						
Milk Project		308,659,200	748,584,800	2,834,282,300	7,216,923,660	14,361,243,750
Milk Outlet HO		41,625,000	45,787,500	50,366,250	55,402,875	60,943,163
Sales Center		60,750,000	66,825,000	73,507,500	80,858,250	88,944,075
		4,334,481,612	6,954,858,439	11,419,975,926	16,832,208,264	25,119,180,979
ANNEXURE 3						
OTHER INCOME						
Income on Investment Property		4,080,000	4,488,000	4,936,800	5,430,480	5,973,528
Interest on staff Loans		900,000	990,000	1,089,000	1,197,900	1,317,690
Interest on Fixed Deposits		14,284,700	15,713,170	21,829,140	31,512,054	42,163,260
Other Income		70,981,299	37,125,000	49,110,000	66,450,000	89,400,000
		90,245,999	58,316,170	76,964,940	104,590,434	138,854,478
ANNEXURE 4						
GOVERNMENT GRANT AMOTIZATION			159,193,867	226,234,174	269,922,465	652,852,684
		-	159,193,867	226,234,174	269,922,465	652,852,684
ANNEXURE 5						
DISTRIBUTION COST						
Milk Project		15,267,871	16,794,658	23,512,521	32,917,530	46,084,542
Milk Outlet HO		800,000	880,000	968,000	1,064,800	1,171,280
Sales Center		1,600,000	1,760,000	1,936,000	2,129,600	2,342,560
		17,667,871	19,434,658	26,416,521	36,111,930	49,598,382
ANNEXURE 6						
ADMINISTRATIVE EXPENSES						
Administration & General of Farms		1,384,796,741	1,651,458,772	1,973,564,255	2,354,945,834	2,770,533,730
Head Office		322,721,243	359,993,367	467,991,377	610,888,791	794,155,428
Milk Project		43,600,554	47,960,609.61	57,552,731.53	69,063,277.84	82,875,933.40
Milk Outlet HO		6,856,425	7,542,067.50	9,804,687.75	12,746,094.08	16,569,922.30
Sales Center		7,075,051	7,782,556.10	10,117,322.93	13,152,519.81	17,098,275.75
		1,765,050,014	2,074,737,372	2,519,030,374	3,060,796,517	3,681,233,289
ANNEXURE 7						
OTHER EXPENSES						
Gatabe Farm Expenditure		11,576,025	12,733,627.50	14,006,990.25	15,407,689.28	16,948,458.20
Other Expenses of farms		37,554,403	18,125,000	22,010,000	29,800,000	36,600,000
		49,130,428	30,858,628	36,016,990	45,207,689	53,548,458
ANNEXURE 8						
FINANCE COST						
Finance Cost		8,400,000	10,080,000	70,000,000	-	-
		8,400,000	10,080,000	70,000,000	-	-

PARTUCULARS	2026		2027		2028		2029		2030	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Non- Current Assets										
- Property, Plant & Equipments	4,453,190,886		6,173,190,886		6,581,156,581		7,567,656,581		8,126,656,581	
'-Working Progress										
- Investment in subsidiary Co's	149,123,327		149,123,327		149,123,327		149,123,327		149,123,327	
- Investment in Associate Co's	600,000	4,602,914,213	600,000	6,322,914,213	600,000	6,730,879,908	600,000	7,717,379,908	600,000	8,276,379,908
Biological Assets										
- Plantations	1,439,704,592		1,525,697,207		1,613,839,637		1,704,185,628		1,796,790,269	
- Livestock Capital	2,616,743,721		3,700,546,579		4,647,635,000		5,368,009,375		6,069,015,000	
		4,056,448,313		5,226,243,786		6,261,474,637		7,072,195,003		7,865,805,269
Intangible Assets										
Current Assets										
- Trading & Other Stocks	56,784,971		50,607,450		64,800,000		170,100,000		359,724,971	
- Livestock Trading	180,039,990		121,316,000		149,395,200		167,753,600		167,912,000	
- Trading , Other Receivables & Adv	78,039,744		91,430,707		260,210,726		269,844,696		651,337,704	
- Deposits & Pre-Payments	14,831,817		14,831,817		14,831,817		12,866,788		12,866,788	
- Other Current Assets	78,127,697		52,823,972		48,127,697		35,627,698		25,627,697	
- Term & Call Deposits	232,044,660		239,404,621		300,000,000		400,000,000		500,000,000	
- Cash & Cash Equivalents	27,660,849		712,888		2,902,395		4,861,832		95,222,906	
		667,529,729		571,127,456		840,267,835		1,061,054,615		1,812,692,067
TOTAL ASSETS		9,326,892,255		12,120,285,455		13,832,622,381		15,850,629,530		17,954,877,244
EQUITY & LIABILITIES										
- paid - up - Capital	6,801,995,542		7,478,829,459		7,478,829,459		7,478,829,459		7,478,829,459	
- Other Components of Equity										
- Capital Reserve	1,883,877,341		4,024,683,474		5,298,449,300		6,128,526,835		6,875,674,152	
- Revenue Reserve	44,529,422		44,529,422		44,529,422		44,529,422		44,529,422	
-Revaluation Reserve	110,731,360		110,731,360		110,731,360		110,731,360		110,731,360	
- Revolving Fund	37,500,000		37,500,000		37,500,000		37,500,000		37,500,000	
- Retained earnings	(1,240,293,891)	7,638,339,774	(857,463,594)	10,838,810,121	(33,843,820)	12,936,195,721	1,287,945,404	15,088,062,481	3,301,597,194	17,848,861,587
Non- Current Liabilities										
- Interest payable Short Term Loans	-		-		-		-		-	
- Interest Free Loans	-		-		-		-		-	
- Gratuity on Retirement	226,015,658		196,015,658		166,015,658		136,015,658		106,015,658	
		226,015,658		196,015,658		166,015,658		136,015,658		106,015,658
Current Liabilities										
- Trade and other Payables	785,702,905		635,459,677		590,411,002		163,988,997			
- Tax and Treasury levy Payable	676,833,917						462,562,395			
- Payables on Loans within 12 months		1,462,536,822	450,000,000	1,085,459,677	140,000,000	730,411,002		626,551,391		
TOTAL EQUITY & LIABILITIES		9,326,892,255		12,120,285,455		13,832,622,381		15,850,629,530		17,954,877,244

8. Risk Management & Mitigation



The implementation of the Corporate Plan 2026–2030 is subject to various strategic, operational, financial, and external risks. NLDB adopts a proactive risk management approach to identify potential risks and implement appropriate mitigation measures.

Key Risks and Mitigation Measures

Risk Category	Risk Description	Probability	Impact	Risk Level	Mitigation Strategy
Animal Health Risk	Disease outbreaks (FMD, Avian Influenza, Swine Fever)	Medium	High	High	Strengthen biosecurity protocols; vaccination programs; surveillance system; emergency response plan
Climate Risk	Drought, floods, extreme weather affecting fodder and production	High	High	High	Expand irrigation; climate-resilient fodder; water harvesting; silage reserves
Feed Cost Volatility	Rising maize/soybean import prices	High	High	High	Contract farming; long-term procurement agreements; local feed ingredient promotion
Financial Risk	Cash flow constraints; capital funding delays	Medium	High	High	Strengthen cash flow forecasting; diversify funding sources; phased capital investment
Policy & Regulatory Risk	Changes in tax, VAT, SOE reform policies	Medium	Medium	Medium	Continuous policy engagement; scenario planning; compliance monitoring

Risk Category	Risk Description	Probability	Impact	Risk Level	Mitigation Strategy
Market Risk	Reduced demand or increased competition from private sector	Medium	Medium	Medium	Strengthen branding; product diversification; expand distribution channels
Human Resource Risk	Skilled staff turnover; cadre shortages	Medium	High	High	Succession planning; structured training; recruitment plan; performance incentives
Technology Risk	ERP system failure or cyber security threats	Low	High	Medium	Data backup systems; cyber security protocols; staff IT training
Operational Risk	Aging infrastructure causing inefficiencies	Medium	Medium	Medium	Phased modernization; preventive maintenance program
Land & Asset Risk	Encroachment, legal disputes	Low	Medium	Medium	Legal audits; land documentation review; active monitoring
Energy Risk	Rising electricity/fuel costs	High	Medium	High	Renewable energy integration; solar & biogas installation
Reputational Risk	Public criticism of SOE performance	Medium	High	High	Transparent reporting; performance dashboards; stakeholder engagement

9. Gap Analysis

Strategic Area	Current Status	Desired Position / Objective	Identified Gap	Required Action
Breeding Stock Development	Existing biological assets have declined in key species compared with the required future breeding stock level	Increase breeding stock numbers within five years	Present breeding stock is not sufficient to meet the planned expansion and farmer demand for quality breeding materials.	Implement planned herd expansion, strengthen breeder and nucleus farms, improve reproductive efficiency, reduce mortality, and introduce superior genetics.
Livestock Production	Cattle milk production has reduced significantly over the past decade, while some other products such as eggs and poultry chicks show improvement.	Increase livestock and livestock product production to support food security and import substitution.	Dairy production capacity, herd productivity and feed efficiency are not yet at the required level.	Improve herd productivity, feeding, fodder availability, animal health, milking herd percentage and farm-level performance monitoring.
Modern Livestock Technology	Many farms still operate with aging infrastructure, limited mechanization and limited digital farm management systems.	Establish 20 modern farms with improved housing, machinery, vehicles, digital systems and demonstration/training facilities.	Technology adoption and infrastructure modernization are not adequate to achieve the expected productivity improvement.	Upgrade farm infrastructure, introduce ERP/digital farm systems, CCTV/monitoring systems, modern machinery and climate-resilient housing.
Value Addition and Marketing	Value-added production exists but remains limited in scale and coverage. Marketing channels need further strengthening.	Promote value addition: dairy 100%, meat 100% and coconut 50%, while improving branding and market access.	Limited processing capacity, product diversification and marketing expansion reduce the opportunity to increase revenue.	Establish/upgrade processing units, improve packaging, strengthen sales centres, expand distribution channels and develop product branding.
Feed and Fodder Security	Feed cost remains a major operational challenge, and fodder availability is not yet sufficient for the planned herd expansion.	Establish and maintain 5,000 acres of fodder cultivation and produce 25,000 MT of concentrate feed annually.	Existing fodder and feed production capacity is insufficient to support large-scale herd expansion and cost reduction.	Expand irrigated fodder cultivation, promote silage/hay conservation, upgrade feed mills and develop contract farming for feed ingredients.
Human Resource and Capacity Building	Staff shortages, skill gaps and limited exposure to modern technologies affect operational efficiency.	Train 5,000 farmers and technicians and develop staff capacity through structured training and leadership development.	Existing human resource capacity is not fully aligned with future technology, productivity and business requirements.	Conduct TNA, competency mapping, technical training, digital training, AI training, leadership development and farmer training programmes.
Financial Sustainability	The Board recorded profit in some years, but profitability remains vulnerable due to high input costs, capital needs and operational inefficiencies.	Achieve long-term financial sustainability by improving operational efficiency, strengthening revenue-generating activities and reducing dependence on Treasury funding.	Current cost structure, limited value addition and funding constraints may affect long-term financial resilience.	Improve cost control, working capital management, profitability of core products, high-return investments and regular financial performance review.

10. Stakeholder Engagement and Partnerships



NLDB will strengthen collaboration with key stakeholders to enhance implementation effectiveness and sectoral impact.

Key stakeholders include livestock farmers, consumers, research institutions, private sector partners, development agencies, and government institutions. Engagement will be carried out through training programs, partnerships, consultations, and market linkages.

Environmental Sustainability and Social Responsibility

Environmental and social considerations are integral to NLDB operations. The Corporate Plan promotes:

- Sustainable livestock and crop production practices
- Waste management and pollution control
- Climate-smart agriculture
- Animal welfare standards
- Community development and employment generation

Environmental compliance and sustainability measures will be integrated into all projects.

Digital Transformation and ICT Strategy

NLDB will enhance productivity and transparency through digital transformation, including:

- Implementation of ERP systems for finance, HR, and operations
- Digital data collection and reporting from farms
- Strengthening ICT infrastructure and staff capacity



NLDB®

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தேசிய பண்ணை விலங்கு அபிவிருத்தி சபை

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