

**REPUBLIC OF KENYA**



**KENYA VETERINARY BOARD**



**STRATEGIC PLAN**

**2018-2022**

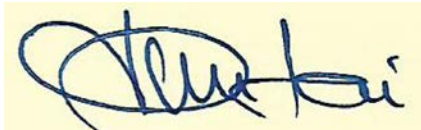
## FOREWORD

Kenya's economic blue print, *the Kenya Vision 2030* and the recently launched Government 'Agenda on the Big Four' recognize livestock development as a key player in national development. The Vision recognizes the need to address the legal and policy barriers to livestock trade, in addition to ensuring delivery of quality veterinary services. Over the years, farmers and especially pastoralists have lost animals of high value due to malpractices by unscrupulous traders and service providers. The malpractices also result in exposure of the public to drugs, chemical residues and antimicrobial resistance that affect human health. The residues further affect access of animal and animal products to local, regional and international markets.

This five year Strategic Plan of the Kenya Veterinary Board (KVB) was prepared with this in mind. The Plan will therefore address the above challenges among others while embracing the spirit of partnerships and collaboration with the private sector and other stakeholders. The ultimate goal is to have a vibrant and self-sustaining Livestock Sector that is competitive regionally as well as in the global markets. During the 2018-2022 plan period, the government has prioritized implementation of the "Big Four Agenda" covering: food and nutrition security; universal health care; industrialization, agro-processing and manufacturing; and affordable housing. The Kenya Veterinary Board is instrumental in the first three agenda by ensuring that appropriate standards are upheld in the veterinary practice and training; certifying personnel providing inspectorate services on foods of animal origin; embracing one health concept on animal, human and environment health thereby reducing the incidence of zoonotic diseases and antimicrobial resistance; and quality assurance for raw hides and skins. It also ensures that training institutions produce qualified and competent personnel to support increased production of safe and nutritious food of animal origin through inspection and accreditation.

It is through such efforts that the Livestock sector has remained a major driver of the Kenyan economy contributing about 12% of Kenya's Gross Domestic Product (GDP), 50% of the agricultural sector's GDP, 90% employment and more than 95% of family incomes in the Arid and Semi Arid Land (ASAL) areas and supplying domestic requirements of meat, milk and dairy products. This is in addition to earning the country substantial foreign exchange through export of live animals, meat, germplasm, hides and skins, dairy products and processed pork products among others. The focus of this Strategic Plan is to sustain the above positive attributes while at the same time improving the current level of performance. Achieving this objective will not be an easy task

particularly in view of the many challenges facing the sector. Such challenges include: livestock diseases, inadequate extension services, drought, insecurity especially in livestock producing areas, high cost of inputs and inadequate livestock feed and water. These challenges must be collectively overcome in order to realize the desired growth. I therefore urge all staff and stakeholders to work together and support KVB to play its part and realize its objectives and transform the lives of pastoralists and livestock farmers in Kenya.

A handwritten signature in blue ink on a yellow rectangular background. The signature is stylized and appears to read 'Harry K. Kintai'.

**Harry K. Kintai**  
**Principal Secretary,**  
**State Department of Livestock**

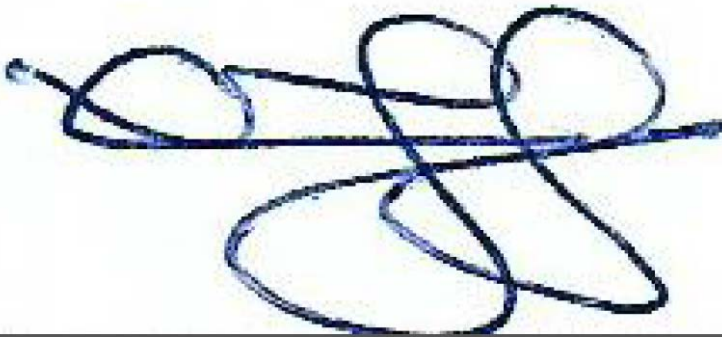
## **PREFACE**

This Strategic Plan is the road map that will guide the Kenya Veterinary Board in implementing its mandate in the next five years. It has been prepared in line with the guidelines for preparation of the fourth generation strategic plans (2018 - 2022) circulated by the National Treasury and Planning. The Plan is aligned to key national and international policy and legal frameworks such as the Kenya Vision 2030 and its Third Medium Term Plan (MTP III) 2018-2022, Government Agenda on the ‘Big Four’, Sustainable Development Goals (SDGs), the Kenya Constitution, the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 and Agenda 2063 strategic framework of 2013 on socio-economic transformation of the African continent in the next 50 years through initiative for growth and sustainable development.

The process of preparing this Strategic Plan was highly consultative and participatory. It involved intensive desk review of key policy documents, analysis of lessons learnt from the previous plan, strategic planning retreats, presentation to the Board members and wider stakeholder involvement through sharing in emails and uploading the document in the KVB website for feedback. The Plan has set out the vision, mission, strategic objectives, strategies and specific activities that will be pursued in order to achieve the desired results. The priorities have been identified while keeping in mind the key role of KVB of facilitating development of animal resource industry in Kenya through setting standards for veterinary training and practices; registration; licensing and quality assurance of veterinary practitioners, businesses and institutions.

The Strategic Plan will form the basis of all the Board’s operations including formulation of annual performance contracts, annual workplans and resource mobilization from partners including government resources. It will also be used as

a shopping document for support from development partners and collaborators. I urge all employees of the Board, Directors and customers to remain committed to its implementation for the benefit of the practitioner, animal welfare, the public and the animal resources industry. It is my conviction that with dedication and team work we will be able to effectively implement this Strategic Plan, and in so doing, make our contribution towards Kenya's economic development.

A handwritten signature in blue ink, consisting of several overlapping loops and a horizontal line, positioned above a solid horizontal line.

**Dr. Christopher Wanga, (PhD) EBS**  
**Board Chairman**

## **ACKNOWLEDGMENT**

The development of this Strategic Plan was a collective effort by the Board of Management, a multi-disciplinary technical team, KVB staff and stakeholders. We wish to thank the Board Chairman, Dr. Christopher Wanga and the Board members for their valuable inputs and for approving the required financial resources for successful production of this document. Special thanks go to the Chief Executive Officer, Dr. Indraph Ragwa for providing leadership throughout the process.

In a special way, the Board appreciates contribution of the following individuals who formed the technical team/Strategic Planning Secretariat: Dr. Paul Marigi, Dr. Mary T. Agutu, Mr. Simon G. Wainana and Mr. Jonathan Aluoch, all employees of the Kenya Veterinary Board; and the chairmen of the various Board committees comprising of Prof Ndichu Maingi, Chairman Finance & Administration Committee, Dr Jafred Kitaa, Chairman, Technical Committee on Education and Quality Assurance , Dr. Francis Gakuya Chairman, Inquiries and Disciplinary Committee,

Dr Nicholas Muyale Chairman, Communication Partnerships and Resource Mobilization,

Mr. Benson Ameda , Chairman, Audit Committee . We also recognize all the Board members for their immense contributions especially members of the Finance and Administration Committee and Dr Joseph A. Omega, former Chairman KVB who worked closely with the technical team to prepare and finalize the Strategic Plan document. The contributions of Mr. James Maganda and Mr. Ronald Mairura who provided transport services to the technical team is also appreciated.

We would also like to recognize the important role and support provided by Mr. Moses Mburu, Deputy Chief Economist and Mr. Maurice Mungai, Principal Economist in the State Department for Livestock for their guidance and participation in the preparation of the Strategic Plan.

As it may not be possible to include everyone in this space, the Board wishes to recognize contribution of any other persons, either as an individual or as

representative of an organization who in one way or the other contributed to the successful development of this Strategic Plan.

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## **ABBREVIATIONS AND ACRONYMS**

AfDB	African Development Bank
A-i-A	Appropriations in Aid
AMSC	Assistant Manager Supply Chain
ASK	Agricultural Society of Kenya
BCP	Business Continuity Plan
CCTV	Closed Circuit Television
CEO	Chief Executive Officer
CPC	Corruption Prevention Committee
CPD	Continuous Professional Development
CRA	Corruption Risk Assessment
CRMS	Customer Relationship Management Software
CSR	Corporate Social Responsibility
DRP	Disaster Recovery Plan
DVS	Department of Veterinary Services
EDMS	Electronic Document Management System
ERP	Enterprise Resource Planning
EU	European Union
FAO	Food and Agricultural Organization
F&AO	Finance and Administration Officer
FHR&A	Finance Human Resource & Administration Department
FM	Frequency Modulation
FY	Financial Year
GALVmed	Global Alliance for Livestock Veterinary Medicines
GIS	Geographical Information System
GoK	Government of Kenya
GPA	Group Personal Accident
GPS	Geographical Position System
HIV/AIDS	Human Immune Virus/ Acquired Immune Deficiency Syndrome
HoDs	Heads of Department
HR	Human Resource
I & C	Inspection and Compliance Department
ICD	Investigation and Disciplinary Committee
ICT	Information Communication Technology
IEC	Information Education and communication

IFAD	International Fund for Agricultural Development
IGAD	Inter-governmental Authority on Development
KAP	Knowledge, Attitude and Practices
KASPA	Kenya Animal Scientists Paraprofessional Association
KVA	Kenya Veterinary Association
KVB	Kenya Veterinary Board
KVPA	Kenya Veterinary Paraprofessionals Association
LAN	Local Area Network
MESPT	Micro Enterprise Support Programme Trust
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACC	National Aids Control Council
NGO	Non-Governmental Organization
OIE	World Animal Health Organization
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PR&S	Policy, Research and Strategy
PVS	Performance of Veterinary Services
PWD	Person with Disability
QA	Quality Assurance Department
SCAC	State Corporation Advisory Committee
SDGs	Sustainable Development Goals
SMS	Short Messaging System
SOPS	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
TV	Television
USAID	United States Agency for International Development
USSD	Unstructured Supplementary Service Data
VSVP	Veterinary Surgeons and the Veterinary Paraprofessionals Act 2011
WAN	Wide Area Network
WB	World Bank

## **EXECUTIVE SUMMARY**

This is the second Strategic Plan for the Kenya Veterinary Board (KVB). It outlines the priorities that the Board will pursue in 2018-2022 plan period. Its development was informed by the experiences of implementation of the first Strategic Plan that covered the period 2013-2017. The Plan is aligned to key policy documents such as the Constitution, the Kenya Vision 2030 and its Third Medium Term Plan (MTP III) 2018-2022, Government Agenda on the ‘Big Four’, the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 and other Government policies and international protocols.

The Strategic Plan is organized into six chapters; Chapter one provides the background information in the context of its mandate and the development role it plays. Chapter two contains a detailed situation analysis highlighting key milestones and challenges in the implementation of the 2013-17 Strategic Plan; an analysis of the environment in which the Board operates and its current structure and staffing levels. Chapter three gives the strategic model of the Board clearly stating its vision, mission, core functions and core values. It further outlines the strategic issues, strategic objectives and the strategic interventions that the Board will pursue during 2018-2022 plan period. A number of cross cutting issues such as corruption prevention; promotion of national cohesion and values; and empowerment of youth, women and persons with disabilities have also been identified and will be mainstreamed during implementation. Chapter four provides the implementation matrix of the identified activities clearly stating the timeframes and resources required to implement each activity. Chapter five summarizes the resource mobilization strategies that the Board will adopt to raise the required resources while Chapter six provides a monitoring and evaluation framework that will track implementation of the identified priorities.

In order to effectively deliver on its mandate, the Board has identified six strategic objectives, namely to: strengthen human and financial institutional capacity; enhance enforcement and compliance with set standards; enhance visibility and corporate image of KVB; influence accessibility, availability and affordability of veterinary services to all Kenyans; and improve the management and coordination of KVB functions. To achieve the stated objectives, clear strategies and activities have been identified for implementation under each strategic objective.

The total cost of implementing this Strategic Plan is Kenya Shillings 1.0184 Billion spread over the five year period. Of this, Kenya Shillings 325.8 Million is earmarked for strengthening human, financial and institutional capacity; Kenya Shillings 392.6 Million for improving institutional infrastructure; Kenya Shillings 158.8 Million for enhancing enforcement and compliance with set standards; Kenya Shillings 54.6 Million for enhancing visibility and corporate image of the Board; Kenya Shillings 15.5 Million for influencing accessibility, availability, quality and affordability of veterinary services to all Kenyans, Kenya Shillings 48.8 Million for improving the management and coordination of KVB functions and Kenya Shillings 22.3 Million for cross cutting issues. Its successful implementation will depend on availability of human and financial resources, support by the Government, Board members, stakeholders and all employees and a sound coordination framework.

# **CHAPTER ONE: INTRODUCTION**

## **1.0 Overview**

This chapter provides a brief background of the Kenya Veterinary Board (KVB) since its inception in 1953 with the role of regulating the veterinary profession and education under the British colony. It also articulates its mandate as stipulated in the Veterinary Surgeons and the Veterinary Paraprofessionals (VSVP) Act 2011. The global, regional and national development challenges which are relevant to the Board are also articulated in addition to its development role in the context of the Constitution of Kenya 2010, Session Paper No. 10 of 2012 on Kenya Vision 2030, the Third Medium Term Plan (MTP 2018 – 2022), “Big Four Agenda”, World Animal Health Organization (OIE) provisions, Sustainable Development Goals (SDGs), Agenda 2063, among other national and international obligations.

## **1.1 Background**

The Veterinary profession in Kenya can be traced back to 1890 when the Department of Veterinary Services (DVS) was established to cater for the white settler farmers during pre-independence era when services were mainly provided by British veterinarians. To regulate the veterinary profession and education, the British colonial government legislated the Veterinary Surgeons Ordinance in 1953. Section 5 of the Ordinance established the Kenya Veterinary Board on 13th October 1953. This law only recognized veterinary qualifications, acceptable for registration in the United Kingdom.

After independence, provision of veterinary services became public good and the Ordinance became the Veterinary Surgeons Act Cap 366 of the Laws of Kenya. Several amendments to the Act and rules were made in 1964, 1967, 1980, 1993 and 1996, respectively. By the late 1990s there was need to overhaul the Veterinary Surgeons Act Cap 366 that led to the repealing of the same and its replacement by the VSVP Act 2011. The Act was accented to on 16th September 2011 and became effective on 2nd December 2011. This Act gives the Kenya Veterinary Board enhanced functions as listed under Section 6.

Some of aspects of the increased functions include: regulation of veterinary paraprofessionals; structured regulation of training; locating, inspecting and closing down illegal practices and taking legal action against the offenders; investigating and conducting inquiries on professionals’ unethical and malpractices, regulating training institutions offering animal health & food safety of animal origin and advising government on matters relating to veterinary profession. This strategic plan has considered the elements of the enhanced functions.

## **1.2 Mandate of the Kenya Veterinary Board**

The Executive Order No. 1 of June 2018 (Revised) on Organization of the Government of the Republic of Kenya places the KVB under the purview of the State Department for Livestock. The Board derives its mandate from the VSVP Act, 2011. Its mandate is to exercise general supervision and control over veterinary training, business, practices and employment of veterinary surgeons and veterinary paraprofessionals in Kenya and advise the government in relation to all aspects thereof.

## **1.3 Global, Regional and National Development Challenges**

Prior to the structural adjustments in late 1980s most veterinary surgeons and veterinary paraprofessionals were able to secure employment in the public sector. However, after privatization of the veterinary clinical services in 1989, many veterinary surgeons and veterinary paraprofessionals joined the private sector with a subsequent emergence of several unqualified practitioners. This affected the performance of the animal resource industry due to delivery of substandard veterinary services and malpractices, resulting in loss of high value animals by farmers and pastoralists. The malpractices also resulted in exposure of the public to drugs, chemical residues and antimicrobial resistance that affect human health. The residues also affect the access of animal and animal products to local, regional and international markets.

Devolved governance has brought in new challenges where Counties established structures for delivery of veterinary services that are no longer under the central command of the Director of Veterinary Services making coordination of service delivery difficult. In most cases the structures are not consistent with the requirements by the World Organization for Animal Health (OIE). There is also mushrooming of institutions offering training in animal health in total disregard of the required standards. In addition, there are a number of laws with conflicting standards for training in terms of proficiency required for admission, content and duration of training which interfere with the Board's mandate.

At the regional level, the Mutual Recognition Agreement allows for free movement of professionals across borders. There is a risk of engaging professionals who do not meet minimum qualification for registration for a recipient country. For instance, Kenya requires fresh graduates to undergo one year veterinary internship program before registration for veterinary practice which is not practiced by other member states in the region. The Board therefore needs to put in place strategies to mitigate the migration of professionals without equivalent training in order to safeguard animal health, promoting human health and supporting development of animal resource industry.

## **1.4 Development Role of the Kenya Veterinary Board**

Kenya's development agenda is defined in the Session Paper No. 10 of 2012 on Kenya Vision 2030, the Third Medium Term Plan (2018-2022), the "Big Four Agenda", Sustainable Development Goals (SDGs) and Africa Union Agenda 2063, among other national and



international policies and obligations. During the current plan period the government has prioritized implementation of the “Big Four” agenda namely: food and nutrition security; universal health care; industrialization, agro-processing & manufacturing; and affordable housing. The Kenya Veterinary Board contributes to the first three through regulating service providers to ensure that : the veterinary standards are upheld in veterinary practices and training; certifying personnel providing inspectorate services on foods of animal origin are competent; one health concept on animal, human and environment health is embraced thereby reducing the incidence of zoonotic diseases and antimicrobial resistance; and competent professionals oversee quality assurance for raw hides and skins. It also ensures that training institutions produce qualified and competent personnel to support increased production of safe and nutritious foods of animal origin through inspection and accreditation.

The Board also contributes to SDGs No. 2 on ending hunger, achieving food security and improved nutrition and promoting sustainable agriculture and goal No. 4 on ensuring inclusive and quality education for all and promoting lifelong learning. In addition, it contributes to implementation of Agenda 2063 strategic framework of 2013 on socio-economic transformation of the African continent in the next 50 years through initiative for growth and sustainable development. The internship program also provides an opportunity for youths to be prepared to serve the animal resources industry by imparting practical skills.

## **CHAPTER TWO: SITUATIONAL ANALYSIS**

### **2.0 Overview**

This chapter provides key achievements of the Board during the 2013-2017 plan period. It also articulates the key challenges and lessons learnt during the implementation of 2013-2017 Strategic Plan. A detailed analysis of the scenarios under which the Board operates has been provided by undertaking Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis. Stakeholder analysis has been done to identify their roles in the implementation of this Strategic Plan. The chapter further provides information on the organizational structure and staffing levels of the Board and concludes by listing the challenges currently faced by the Board.

### **2.1 Review of the 2013-2017 Strategic Plan Implementation**

#### **2.1.1 Milestones/key achievements**

The core achievement of the Board during the 2013 - 2017 plan period was implementation of the VSVP Act 2011. This was achieved through:-

- a) Establishment of Investigation and Disciplinary Committee.
- b) Establishment of Kenya Veterinary Board Inspectorate Unit.
- c) Review and publication of the Code of Ethics for veterinary surgeons and veterinary paraprofessionals.
- d) Implementation of the veterinary internship program and registration of 1,439 veterinary interns.
- e) Inspection and approval of 18 animal health training institutions.
- f) Continuous registration of an average of 700 animal health practitioners annually.
- g) Indexing of 900 animal health students annually.
- h) Establishment, Gazettment and operationalization of the Veterinary Medicines Directorate.
- i) Accreditation of 50 Continuous Professional Development (CPD) providers; registration and supervision of 300 CPD activities.
- j) Development of a Strategic Plan which put in place structures to operationalize the VSVP Act.
- k) Adoption of the Corporate Governance principles e.g. recruitment of the first Chief Executive Officer and establishment of the second Board with its Committees.

Other achievements include:-

- a) Annual inspection and licensing of about 1,000 veterinary practices, 13 animal welfare service providers and development of inspection tool for veterinary laboratories.

- b) Development of Human Resource (HR) Policies comprising of Career Progression Guidelines, HR Manuals, the Organizational Structure and the Salary Structure.
- c) Establishment of Enterprise Resource Planning software System.

### **2.1.2 Challenges faced during the implementation of 2013-2017 Strategic Plan**

Some of the major challenges facing the Board include:-

- a) Inadequate human & financial resources.
- b) Poor infrastructure and inappropriate location in a quarantine area.
- c) Inadequate framework on veterinary internship implementation.
- d) Inadequate visibility of the Board.
- e) Poor access to quality veterinary services.
- f) Weak enforcement of the existing laws.
- g) Inadequate decentralization of Board services.
- h) Weak Administrative and Governance structures.

### **2.1.3 Lessons Learnt from the implementation of 2013-2017 Strategic Plan**

The Board learnt a number of lessons during the implementation of the previous plan. These include:-

- a) Internship has improved the quality and availability of animal health services country wide.
- b) Internship has contributed to employment opportunities to the youth.
- c) Illegal practitioners have not been deterred by low fines.
- d) CPD has promoted continuous learning and adoption of modern technology by the professionals.
- e) Increased sensitization has improved compliance.
- f) Standardized curricula have harmonized training in animal health.
- g) Indexing has ensured compliance to admission criteria by training institutions and minimized cases of fraud during registration.
- h) Disciplinary action by the Inquiries and Disciplinary Committee (IDC) has improved standards of practices and services delivered by registered practitioners.

## 2.2 Organizational and Environmental Scan

The SWOT Analysis has considered the organizational capabilities of the Kenya Veterinary Board in managing potential threats and leveraging its strength to exploit available opportunities. The PESTEL Analysis has considered the potential threats and opportunities within the operating environment of the KVB.

### 2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

This is a framework for identifying and analyzing the attributable factors to internal strengths and weaknesses and external opportunities and threats that can have an impact on implementation of the strategic plan. The analysis compares the current situation to future opportunities and risks

The Strengths, Weaknesses, Opportunities and Threats (SWOT) of KVB are presented in Table 1.

**Table 1: SWOT Analysis for KVB**

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>a) Enabling legal framework (VSVP Act 2011) to fulfill mandate.</li> <li>b) Strong governance due to fully constituted Board based on the Act.</li> <li>c) Committed and skilled staff ready to stretch beyond their comfort zones.</li> <li>d) A functional website and portal.</li> <li>e) Availability of basic tools and equipment.</li> <li>f) Presence of an ERP system capable of an upgrade.</li> <li>g) Existence of human resource policies and other governance tools.</li> <li>h) Sole regulator of animal health practice in Kenya.</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>a) Inadequate resources mobilization to enable KVB avail services nationally.</li> <li>b) Inadequate number of staff to effectively discharge the KVB mandate.</li> <li>c) Inadequate inspection coverage of all counties allowing quacks to thrive.</li> <li>d) Inappropriate location in a quarantine area and inadequate office space for staff.</li> <li>e) Inadequate automation of processes to address modern communication needs.</li> <li>f) Inadequate implementation of communication strategy of KVB.</li> <li>g) Lack of interactive website and portal.</li> <li>h) Inadequate knowledge management systems established.</li> <li>i) Lack of a Quality Management System (ISO certification).</li> <li>j) Inadequate coordination of stakeholders due to absence of a suitable platform.</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>a) Existence of training institutions producing animal health graduates.</li> <li>b) Increased public demand for quality veterinary services.</li> <li>c) Increased organizations advocating for</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>a) Illegal practitioners who may be quacks or non-retained operating unlawfully by providing substandard services.</li> <li>b) Substandard services by public sector agencies.</li> </ul>

animal welfare. d) Existence of common market protocols. e) Existence of emerging technologies. f) Existence of collaborative institutions and organizations. g) Digitization of government services.	c) Presence of graduates from non-regulated animal health training institutions. d) Haphazard development of legislations that infringe veterinary practice. e) Animal welfare violations at the expedience of social dynamics. f) Conflicting interests from stakeholders.
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## 2.2.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

The PESTEL analysis has outlined political, economic, social, technological, environmental and legal factors that affect KVB and is presented in Table 2.

**Table 2: PESTEL Analysis for KVB**

<b>Factor</b>	<b>Issues</b>	<b>Impact/Implication on KVB</b>	<b>Strategic issue/mitigation measures</b>
Political	<ul style="list-style-type: none"> <li>• Devolved system of government.</li> <li>• Regional integration (development of mutual recognition agreement on free movement of veterinary professionals).</li> <li>• Prioritization of the animal resources industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Need for resources to open up regional offices.</li> <li>• Need to safeguard national interest in delivery of veterinary services.</li> <li>• Opening opportunities for the veterinary professionals.</li> <li>• Lack of harmonized academic and professional standards in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish regional offices</li> <li>• Develop and enforce compliance with appropriate standards</li> <li>• Implementation of Mutual Recognition Agreement</li> <li>• Need for harmonized academic and professional standards in the region</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Big Four Agenda on food and nutrition security; industrialization, agro-processing and manufacturing &amp; universal health care</li> </ul>	<ul style="list-style-type: none"> <li>• Increased demand for professional services.</li> <li>• Facilitation of certification requirements.</li> <li>• Creation of an enabling environment through registration professionals, licensing of practices and</li> </ul>	<ul style="list-style-type: none"> <li>• Develop appropriate standards and enforce compliance</li> <li>• Registration, retention and licensing of qualified practitioners</li> <li>• Enforcement of Code of Ethics for veterinary</li> </ul>

Factor	Issues	Impact/Implication on KVB	Strategic issue/mitigation measures
	<ul style="list-style-type: none"> <li>• Increased incomes from animal products</li> <li>• Increased local and international trade.</li> <li>• Promotion of private sector participation</li> <li>• Economic recession</li> <li>• Location of KVB headquarters in a quarantine area.</li> </ul>	<ul style="list-style-type: none"> <li>enforcement of standards.</li> <li>• Non-viable veterinary practices.</li> <li>• Operational and physical independence of KVB compromised.</li> </ul>	<ul style="list-style-type: none"> <li>practitioners</li> <li>• Construction of KVB Headquarters and Resource Centre in an appropriate location.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Existence of illegal operators.</li> <li>• Widespread poverty</li> <li>• Culture</li> <li>• Animal welfare violations</li> <li>• Debilitating diseases such as HIV/AIDS</li> <li>• Antimicrobial resistance</li> <li>• Food safety</li> </ul>	<ul style="list-style-type: none"> <li>• Registration of professionals, licensing of practices and enforcement of standards.</li> <li>• Preference of cheap and substandard services and products from non-registered persons.</li> <li>• Poor uptake of veterinary services</li> <li>• Non-conventional management of diseases and animal welfare.</li> <li>• Need for publicity and awareness</li> <li>• Emergence of microbial strains resistant to treatment with existing antimicrobial agents</li> <li>• Consumption of uninspected foods of animal origin</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening inspectorate services</li> <li>• Awareness creation on the need to seek services from registered (certified) practitioners</li> <li>• Awareness creation on zoonotic, emerging and re-emerging diseases</li> <li>• Awareness creation on the provisions of good Animal Welfare Practices.</li> <li>• Awareness creation on debilitating diseases such as HIV/ AIDS and mainstream mitigation measures.</li> <li>• Awareness creation on antimicrobial resistance and its effects</li> <li>• Certify personnel providing inspectorate services on foods of animal</li> </ul>

<b>Factor</b>	<b>Issues</b>	<b>Impact/Implication on KVB</b>	<b>Strategic issue/mitigation measures</b>
			origin
Technological	<ul style="list-style-type: none"> <li>• Internet services.</li> <li>• Mobile phone technologies</li> <li>• Media (TV/FM stations)</li> <li>• Electronic record management</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate communication, online registration and licensing.</li> <li>• Payment for registration and licensing.</li> <li>• Facilitate information sharing.</li> <li>• Ease of management of registration records.</li> <li>• Need for prompt action.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building on new technologies.</li> <li>• Upgrade ERP.</li> <li>• Interactive website.</li> <li>• Embrace media appearances.</li> <li>• Embrace use of social media.</li> <li>• Strengthen information management system.</li> <li>• Establish knowledge management systems.</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Management of laboratory and clinical waste.</li> <li>• Diminishing land for rearing animals .</li> <li>• Climate change.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement of standards.</li> <li>• Diminishing animal production.</li> <li>• Farmer losses depleting practitioners' catchment.</li> <li>• .Cost of service delivery increases.</li> <li>• Siting of clinics.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and enforce appropriate standards.</li> <li>• Create awareness on the effects of climate change on animal production, nutrition and health</li> <li>• Provide a Policy intervention for animal resource industry activities' location.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Un-accredited training institutions.</li> <li>• Enactment of VSVP Act 2011.</li> <li>• Reformed judicial system.</li> <li>• Potential conflict with other legislations.</li> <li>• Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Inspections/approval for accreditation.</li> <li>• Expanded mandate that requires more resources.</li> <li>• Ease of litigation-enforcement redress,</li> <li>• Recognition of the regulation of the veterinary profession as a national function.</li> <li>• Conflict in mandate.</li> <li>• Enforcement of the Bill</li> </ul>	<ul style="list-style-type: none"> <li>• Inspect and approve training institutions</li> <li>• Mobilize more resources (financial and human).</li> <li>• Continue implementation of the VSVP Act and revise to address deficiencies.</li> <li>• Participate in development/review of policy and legal</li> </ul>

<b>Factor</b>	<b>Issues</b>	<b>Impact/Implication on KVB</b>	<b>Strategic issue/mitigation measures</b>
		of rights. <ul style="list-style-type: none"> <li>• Devolution of veterinary services</li> </ul>	frameworks. <ul style="list-style-type: none"> <li>• Recruitment of a legal officer.</li> </ul>

### 2.2.3 Stakeholder Analysis

There are a number of stakeholders who could influence the implementation of this strategic plan. Table 3 identifies some of the stakeholders and their respective roles.

**Table 3: Stakeholder Analysis**

	<b>STAKEHOLDER</b>	<b>ROLES/INFLUENCE AND ENGAGEMENT STRATEGY</b>
1	State Department for Livestock (SDL).	<ul style="list-style-type: none"> <li>• Development of an appropriate policy and legal framework through KVB's participation.</li> <li>• Budgetary support/Resource mobilization through the MTEF Process.</li> <li>• Major employer of public sector veterinary professionals critical in ethical practices by employees.</li> <li>• Collaboration in implementation of identified priorities</li> <li>• Deployment of relevant staff to the KVB.</li> </ul>
2	Other Government Ministries, Departments and Agencies e.g. Ministry of Health, ICT Authority (e-government), KWS, State Department for Fisheries etc.	<ul style="list-style-type: none"> <li>• Employment opportunities for veterinary practitioners and interns who are regulated by the KVB.</li> <li>• Collaboration in implementation of One Health Concept.</li> </ul>
3	Parliament	<ul style="list-style-type: none"> <li>• Approval of policies/ enactment of legal frameworks engaged through advocacy.</li> <li>• Approval and allocation of budgetary resources engaged through the SDL.</li> </ul>
4	Media	<ul style="list-style-type: none"> <li>• Publicity and awareness creation in line with the KVB Communication Strategy.</li> </ul>
5	County Governments	<ul style="list-style-type: none"> <li>• Collaboration and partnership in implementation of identified priorities e.g. veterinary internship program.</li> <li>• Implementation of advisories from the Board.</li> <li>• Major employer of public sector veterinary professionals critical in ethical practices by employees.</li> </ul>
6	Development partners	<ul style="list-style-type: none"> <li>• Financial and technical support engaged through</li> </ul>



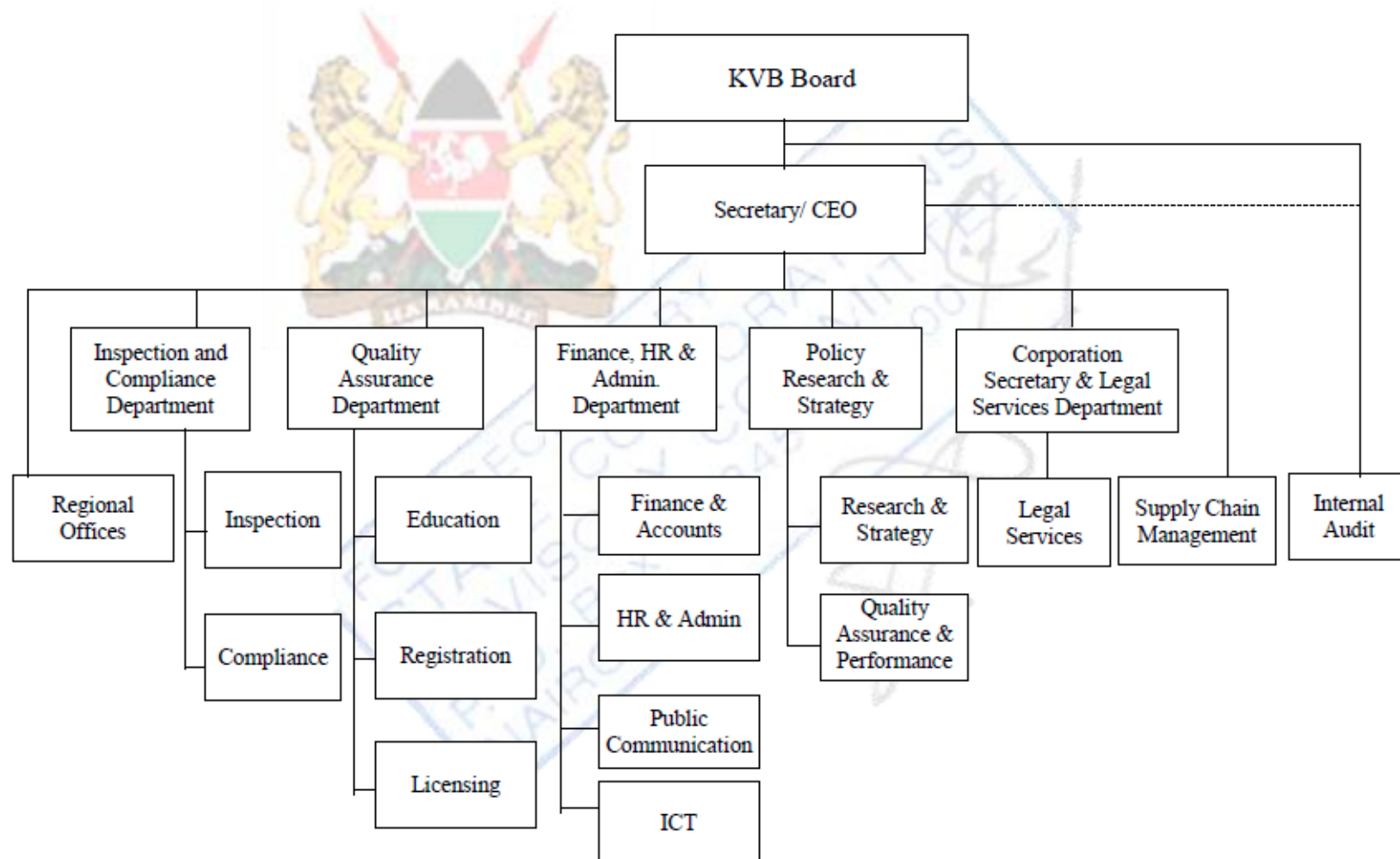
	<b>STAKEHOLDER</b>	<b>ROLES/INFLUENCE AND ENGAGEMENT STRATEGY</b>
		concepts, Memorandum of Understanding and other partnership strategies.
7	Research and animal health training institutions	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Collaborative research</li> <li>• Quality assurance</li> <li>• Provide training and mentorship opportunities for interns</li> <li>• Provide employment opportunities for registered practitioners</li> <li>• Curriculum development</li> </ul>
8	Veterinary Professional and Paraprofessional Associations	<ul style="list-style-type: none"> <li>• Dissemination of information.</li> <li>• Advocacy</li> <li>• Provide employment opportunities for registered practitioners</li> <li>• Collaboration</li> </ul>
9	Private practitioners	<ul style="list-style-type: none"> <li>• Veterinary service delivery</li> <li>• Provide training and mentorship opportunities for interns</li> <li>• Provide employment opportunities for registered practitioners</li> <li>• Source of AiA</li> </ul>
10	Regional and International Veterinary Boards	<ul style="list-style-type: none"> <li>• Collaboration and sharing expertise and information</li> <li>• Benchmarking and networking</li> </ul>
11	NGOs in animal health and welfare industry	<ul style="list-style-type: none"> <li>• Provide training and mentorship opportunities for interns.</li> <li>• Provide employment opportunities for registered practitioners</li> <li>• Source of Appropriation in Aid</li> <li>• Registered animal welfare services providers.</li> </ul>
12	The National Treasury	<ul style="list-style-type: none"> <li>• Policy direction and advisory of financial matters</li> </ul>
13	Attorney General	<ul style="list-style-type: none"> <li>• Providing legal advice</li> </ul>
14	Farmers association	<ul style="list-style-type: none"> <li>• Employment opportunities and feedback on quality of veterinary services.</li> </ul>
15	Law enforcement agencies	<ul style="list-style-type: none"> <li>• Enforcement and prosecution of cases</li> </ul>
16	World Animal Health Organization (OIE)	<ul style="list-style-type: none"> <li>• Setting world animal health standards and engagement with Veterinary Statutory Bodies.</li> </ul>
17	Judiciary	<ul style="list-style-type: none"> <li>• Adjudication in cases of violation of the law</li> </ul>

## **2.3 Current Organizational Structure and Staffing Levels**

### **2.3.1 Current organizational structure**

The current organizational structure which was approved by State Corporations Advisory Committee (SCAC) is as shown in the figure 1.

Figure 1: Current organizational structure



### 2.3.2 Staffing levels

Table 4 presents the approved staffing levels of the Board. Out of the approved staff establishment of 202, the Board has only 20 staff, of which 7 are on deployment by State Department of Livestock. Several strategies will be employed to address human capacity challenges in line with the HR manuals of the Board.

**Table 4: Situation of staffing levels for KVB**

	<b>Designation</b>	<b>Approved optimal Staffing Levels</b>	<b>In post officer</b>	<b>Variance</b>
1	Secretary/ Chief Executive Officer/Registrar	1	1	0
2	Manager, Quality Assurance	1	0	-1
3	Manager, Compliance and enforcement Officer	1	0	-1
4	Manager, Finance, Human Resource and Administration	1	0	-1
5	Assistant Manager Registration	1	0	-1
6	Principal Veterinary Registration Officers	2	1	-1
7	Senior Veterinary Registration Officers	2	0	-2
8	Veterinary Registration officers	2	0	-2
9	Assistant Manager Education	1	0	-1
10	Principal Veterinary Education Officers	2	1	-1
11	Senior Veterinary Education Officers	2	0	-2
12	Veterinary Education Officers	2	0	-2
13	Animal Health-Technologists	3	0	-3
14	Assistant Manager Licensing	1	0	-1
15	Principal Veterinary Licensing Officer	1	0	-1
16	Senior Veterinary Licensing Officer	1	0	-1
17	Veterinary Licensing Officer	1	0	-1
18	Animal Health Technicians	5	0	-5
19	Assistance Manager, veterinary Compliance Officer	1	0	-1
20	Principal Veterinary Compliance Officers	14	0	-14
21	Senior Veterinary Compliance Officer	1	0	-1
22	Veterinary Compliance Officer	1	0	-1
23	Assistance Manager, Veterinary Inspection (Chief Inspector)	1	1	0
24	Principal Veterinary Inspector	1	0	-1
25	Senior Veterinary Inspectors	14	1	-13
26	Veterinary Inspectors	27	0	-27
27	Animal Health Inspectors- Technologists	13	0	-13

	<b>Designation</b>	<b>Approved optimal Staffing Levels</b>	<b>In post officer</b>	<b>Variance</b>
28	Assistance Manager, Finance and Accounts	1	1	0
29	Principal Accountant	1	0	-1
30	Senior Accountant	1	0	-1
31	Accountants	2	2	0
32	Assistant Manager, Human Resource and Administration	1	0	-1
33	Principal Human Resource and Administration Officer	1	0	-1
34	Senior Human Resource and Administration Officer	1	0	-1
35	Human Resource and Administration Officers	2	0	-2
36	Assistant Human Resource and Administration Officer	1	0	-1
37	Clerical Officers	7	4	-3
38	Assistant Records Management Officers	3	0	-3
39	Senior Assistant Office Administrators	2	0	-2
40	Office administrators	6	1	-5
41	Assistant office administrators	2	0	-2
42	Drivers	22	3	-19
43	Office Assistants	21	2	-19
44	Receptionist/Telephone Operators	2	1	-1
45	Principal Information and Communication Technology Officer	1	0	-1
46	Senior Information and communication Technology Officer	1	0	-1
47	Information and Communication Technology Officer	1	0	-1
48	Assistant Information and Communication Technology Officer	1	0	-1
49	Principal Public Communication Officer	1	0	-1
50	Senior Public Communication Officer	1	0	-1
51	Public Communication Officer	1	0	-1
52	Corporation Secretary and Legal Services	1	0	-1
53	Assistant Corporation Secretary and Legal Services	1	0	-1
54	Principal Legal Officer	1	0	-1
55	Assistant Manager, Supply Chain Management	1	0	-1
56	Principal Supply Chain Management Officer	1	0	-1
57	Supply Chain Management Officer	1	1	0

	<b>Designation</b>	<b>Approved optimal Staffing Levels</b>	<b>In post officer</b>	<b>Variance</b>
58	Assistant Manager , Internal Audit	1	0	-1
59	Principal Auditor	1	0	-1
60	Auditor	1	0	-1
61	Manager, Policy, Research and Strategy	1	0	-1
62	Assistant Manager, Research and Strategy	1	0	-1
63	Assistant Manager, Quality Assurance & Performance Management	1	0	-1
64	Principal Planning Officers	2	0	-2
65	Planning Officers	2	0	-2
	<b>TOTAL</b>	<b>202</b>	<b>20</b>	<b>-182</b>

## CHAPTER THREE: STRATEGIC MODEL

### 3.0 Overview

This chapter provides the Vision and Mission of the Kenya Veterinary Board. It states the core values that are expected to guide the conduct of the Board of Directors and employees in the course of service delivery to the public. The chapter also contains the core functions and the strategic objectives that the Board will pursue during the 2018-2022 Plan period. Clear activities that the Board will implement under each strategic objective have also been provided.

### 3.1 Vision

A premier agency for regulating and advancing quality veterinary services and practice in Kenya.

### 3.2 Mission

To protect and promote animal health & welfare and public health through enforcement of the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 to promote access to quality veterinary services for the growth of the animal resource industry

### 3.3 Core Values

The Core Values of KVB are:-

- a) **Professionalism:** Apply the highest standards of service delivery
- b) **Integrity:** Uphold honesty, uprightness and reliability at all times
- c) **Transparency and accountability:** Be open and answerable to the various stakeholders.
- d) **Effectiveness:** To be responsive and exceed customer expectations in provision of services
- e) **Commitment:** Management shall demonstrate dedication to results, customers, employees and organization by living by the set of values outlined here
- f) **Teamwork:** Efforts shall be made to cultivate learning within teams
- g) **Meritocracy:** To comply with all existing guidelines and regulations in human resource selection, recruitment, placement, development and promotion
- h) **Inclusivity:** The Board shall ensure impartial and equitable representation of all forms of diversity in its operations

### 3.4 Core Functions

The Core functions of the Board as prescribed in the VSVP Act 2011 are:-

- a) Advise the Government on matters relating to veterinary training, research, practice and employment; use of veterinary medicines, poisons and pesticides; and other issues relating to animal welfare;
- b) Prescribe courses of training for veterinary surgeons and veterinary paraprofessionals;
- c) Approve institutions for training of veterinary surgeons and various categories of veterinary paraprofessionals;

- d) Consider and approve the qualifications of various categories of veterinary para-professionals for the purposes of registration;
- e) Register, license, control and regulate veterinary practice, veterinary laboratories, clinics; animal hospitals and animal welfare institutions;
- f) Formulate and publish a code of ethics for all registered persons;
- g) Ensure maintenance and improvement of standards of practice by the registered persons;
- h) Assess human resource and necessary training programs to guarantee sound and efficient veterinary service delivery and advise the relevant Ministries accordingly;
- i) Create an inspectorate to work in collaboration with law enforcement agencies to locate, inspect, and close down premises or ambulatory clinics operated contrary to the practices prescribed in the Act, and take legal action against the offenders; and
- j) Regulate the use of technology for purposes of animal breeding.

### **3.5 Strategic Issues and Objectives**

#### **3.5.1 Strategic issue 1: Inadequate human, financial and institutional resources**

The Kenya Veterinary Board suffers from an acute shortage of staff with only 20 in-post out of an approved establishment of 202. To address the gap the Board initiated development of the Human Resource policies which have been approved by SCAC but have not been fully implemented due to resource challenges.

With regard to financial resources the Board has mainly relied on internally generated revenue and grants from the exchequer which are inadequate for effective implementation of the Board's mandate. Despite internally generated revenue being the main source of funding it is constrained by late/ non-payment of retention fees and licenses. A review of past funding from exchequer indicates that the funding provided has been inadequate compared to the projected requirements in the annual budgets. Partnerships have been recognized to be critical in the achievement of some activities. However, the Board has not fully exploited its potential for developing linkages with relevant partners and there is need to explore possibilities for enhancing linkages. This will expand networking and opportunities for resource mobilization by the Board.

#### **Strategic objective 1: To strengthen human, financial and institutional capacity**

##### ***Strategy 1: Improve human resource capacity for KVB***

##### **Activities**

- a) Undertake institutional gap analysis.
- b) Recruit and maintain relevant staff.
- c) Undertake Training Needs Assessment (TNA)
- d) Train existing staff in line with TNA.
- e) Outsource noncore services.



### ***Strategy 2: Resource Mobilization***

#### **Activities**

- a) Enhance internal revenue generation avenues
- b) Collaboration with stakeholders with convergent interests to fund activities so long as there is no conflict of interest.
- c) Lobby for funding from government to support the public good role played by the KVB.
- d) Mobilize resources from development partners whose mandate involves livestock based livelihoods, food safety of animal origin and development of the animal resources industry.

### ***Strategy 3: Enhance coordination, collaboration and partnerships with stakeholders***

#### **Activities**

- a) Develop a framework for engaging, maintaining and strengthening partnership with stakeholders.
- b) Develop MoUs with relevant partners
- c) Participate in relevant conferences
- d) Undertake scheduled consultative forums with stakeholders
- e) Undertake joint planning with stakeholders
- f) Sensitize stakeholders on KVB activities

### ***Strategy 4: Improve work environment***

#### **Activities**

- a) Undertake and implement work place environment survey
- b) Develop and implement institutional occupational health and safety policy
- c) Contract security services
- d) Install and maintain safety equipment in strategic areas (fire extinguishers and CCTV system)
- e) Procure insurance cover for the Board members, staff, equipment and other facilities

### **3.5.2 Strategic Issue 2: Poor infrastructure and inappropriate location**

The Board has only one office that serves the whole country denying access to the majority animal owners and the practitioners. The KVB's only office is inappropriately located in a quarantine area at the Directorate of Veterinary Services (DVS) in Kabete. This has compromised operational and physical independence of the Board creating the need for the Board to relocate and leave premises of the DVS who is regulated by the Board. Decentralization of its services to other parts of the country for effective veterinary service delivery is important. The Board lacks adequate office space, vehicles, tools and equipment such as computers, printers, scanners to facilitate smooth operations.

There is low adoption of ICT as evidenced by lack of interactive website and web portal among other technologies therefore there is a need to enhance automation of service delivery for the Board.

## **Strategic objective 2: Improve institutional infrastructure**

### ***Strategy 1: Improve physical infrastructure for KVB***

#### **Activities**

- a) Acquire land in an appropriate location
- b) Construct KVB Headquarters and Resource Centre comprising an administrative block, conference facilities, and library and provide for a forensic facility.

### ***Strategy 2: Decentralization of KVB services***

#### **Activities**

- a) Establish 13 regional offices situated in Nairobi, Nyeri, Kakamega, Kisumu, Wajir, Machakos, Isiolo, Embu, Mombasa, Voi, Eldoret, Lodwar and Nakuru.
- b) Procure furniture, vehicles and equipment.

### ***Strategy 3: Improve automation of KVB operations***

#### **Activities**

- a) Upgrade institutional website.
- b) Develop an institutional web portal.
- c) Upgrade Enterprise Resource Planning (ERP) software and integrate with other systems.
- d) Procure and install ICT Equipment (computers, printers, projectors, scanners, photocopiers, IPABX).
- e) Setup, install, configure and maintain Local Area Network (LAN) and Wide Area Network (WAN) connectivity.
- f) Install and configure firewall system.
- g) Implement Electronic Document Management System (EDMS).
- h) Install Customer Relationship Management Software (CRMS).
- i) Install short messaging system (SMS) /Unstructured Supplementary Service Data (USSD) to identify registered/certified practitioners.
- j) Implement unified communication system (voice data video).
- k) Develop and implement Business Continuity Plan (BCP) (virtualization and cloud backup of KVB data).
- l) Develop and implement Disaster Recovery Plan (DRP) for recovery of KVB data.
- m) Procure and install antivirus software.
- n) Host KVB services on e-government portal.

### **3.5.3 Strategic issue 3: Inadequate enforcement of the VSVP Act 2011 and non-compliance with set standards**

The delivery of quality veterinary services requires competent personnel and adherence to the set standards. A number of practitioners have been operating without fully complying with the set standards. Some veterinary drug outlets, for instance, sell drugs to non-registered persons who consequently offer services illegally to the public. There have also been cases of non-compliance by some County governments in employment of animal health practitioners. This results in delivery of sub-standard services to the consumers. It also affects trade in animal and animal products at local, regional and international level. In situations where offenders are taken to court for non-compliance, the court processes are usually lengthy and several successful convictions are punished with low fines which are not deterrent to potential offenders. Failure to report malpractices by members of the public and the professionals due to the fear of victimization and the lengthy litigation processes are a hindrance to enforcement of the Act.

Regional integration has allowed free movement of labour within the partner states. However, there are challenges associated with the quality of veterinary graduates from different countries occasioned by unharmonized curriculum and training in Animal Health. There is therefore need for harmonized animal health regional training requirements for practitioners. There is also a need the partner states address inadequacies in curriculum and training prior to harmonization. Other challenges emanate from conflicting legal frameworks and deficiencies in the VSVP Act 2011 that require to be reviewed.

#### **Strategic objective 3: To enhance enforcement and compliance with set standards**

##### ***Strategy 1: Strengthen enforcement***

###### **Activities**

- a) Create awareness on set standards for law enforcement agencies and judicial officers.
- b) Develop innovative means of reporting malpractices..
- c) Recruitment of inspectors.

##### ***Strategy 2: Improve compliance***

###### **Activities**

- a) Carry out inspections and accreditation of animal health training institutions
- b) Inspect and licence veterinary practices, veterinary laboratories and animal welfare service providers
- c) Deploy Geographical information System /Geographical Positioning System to map practice locations.
- d) Conduct examination for registration of practitioners in line with the VSVP Act 2011.
- e) Carry out continuous registration for animal health practitioners.
- f) Carry out indexing of animal health students.
- g) Supervise Continuous Professional Development (CPD) activities.

- h) Undertake sensitization for County staff on the required standards for provision of veterinary services.
- i) Review animal health training curricula requirements.
- j) Lobby for harmonized animal health regional requirements for practitioners.
- k) Sensitize the public on the need to seek veterinary services from competent and certified practitioners.
- l) Use of USSD and Government portal to identify qualified practitioners by clients.
- m) Provide codes to certify veterinary practices, veterinary laboratories and animal health & welfare service providers and a hotline for reporting malpractices.
- n) Develop and implement regulations to ensure compliance by practitioners to standards of safety of food of animal origin.
- o) Create a database for graduates and identify their locations.
- p) Provide an online link to KVB members' database to other systems for status verification of registered veterinary practitioners.

***Strategy 3: collaboration with law enforcement agencies***

**Activities**

- a) Provide information to aid arrest, drafting charges and prosecution.
- b) Provide expert evidence/opinion in court.
- c) Facilitate training of inspectors on prosecution.
- d) Regular joint meetings to monitor the prosecutions of offenders under this Act.

***Strategy 4: Strengthen policy and legal framework***

**Activities**

- a) Participate, articulate and contribute in fora on development/review of relevant policies/legal frameworks.
- b) Undertake review of the VSVP Act 2011 and regulations.
- c) Develop regulations on use of technology for purposes of animal breeding .
- d) Participate in implementation of the OIE veterinary legislative investigative mission report.

**3.5.4 Strategic Issue 4: Inadequate Visibility of KVB**

Although KVB has been in existence since 1953, there is limited awareness by the public on her existence and role. The enactment of the VSVP Act, 2011 has expanded the functions of the Board which are hardly known to the general public. The Board has previously not been able to engage in extensive publicity, advocacy, branding and Corporate Social Responsibility (CSR) activities that would enhance its corporate image. This has partly been due to inadequate funding. Inadequate publicity has led to non-compliance with law requirements. There is therefore need for heightened publicity in order to attract more support by the, professionals,

public, Government and stakeholders. Visibility is costly calling for phasing of visibility activities and targeting certain stakeholders at different levels.

#### **Strategic Objective 4: To enhance visibility and corporate image of KVB**

##### ***Strategy 1: Upscale Visibility***

###### **Activities**

- a) Review communication strategy
- b) Erect signage in appropriate locations
- c) Produce and air documentaries on KVB mandate and activities
- d) Conduct periodic Knowledge Attitude and Practices (KAP) Survey
- e) Undertake periodic customer satisfaction survey
- f) Participate in designated veterinary days, annual devolution conference, exhibitions, field days, other conferences and ASK shows
- g) Develop and disseminate Information Education and Communication (IEC) materials (brochures, banners etc.)
- h) Publicize board activities in the print, electronic media and other fora e.g. road shows and inspection sessions
- i) Short advertisement and infomercials in mainstream media
- j) Adopt use of social media
- k) Establish a KVB desk in Huduma centres

##### ***Strategy 2: Build up Corporate Image***

###### **Activities**

- a) Train staff on customer care including handling Persons With Disabilities (PWD)
- b) Brand applicable Board assets with corporate colours (documents, vehicles, equipment, materials, stationeries, diaries etc.)
- c) Procure branded institutional clothing (t-shirts, shirts, caps, blouses)
- d) Engage in Corporate Social Responsibility (CSR)

#### **3.5.5 Strategic Issue 5: Poor access to quality veterinary services.**

The detrimental effects that animal diseases have on the production and food security in the country and ultimately the economy has a negative impact on the level of trust in Kenya as a reliable exporter of disease-free animals and animal products. Although 70% of Kenya livestock is in the rural areas, accessibility, availability and affordability of veterinary services is skewed towards urban dwellers and commercial farmers.

FAO recommends a ratio of one (1) field veterinarian per 100,000 livestock units and 1 veterinary paraprofessional per 5,000 livestock units. The livestock census of 2009 did not capture the key data that define a livestock unit. However, using the OIE Performance of

Veterinary Services (PVS) tool it is possible for KVB to adequately execute her advisory mandate to the national and county governments on the optimum staffing capacity.

**Strategic Objective 5: To influence accessibility, availability, quality and affordability of veterinary services to all Kenyans.**

***Strategy 1: Improve availability of quality veterinary services in areas where private veterinary practice is not viable***

**Activities**

- a) Map staffing levels for veterinary personnel in different Counties.
- b) Determine using OIE Performance of veterinary services (PVS) tool, document and recommend optimal staffing levels and standards to be adhered to in the veterinary service delivery.
- c) Advise the National, County governments and private sector on investment and provision of quality veterinary services
- d) Influence strategic deployment of interns to under-served areas.
- e) Advise County governments to identify and sponsor potential students from the under-served areas for animal health training.

***Strategy 2: Strengthen competencies of veterinary service providers for quality veterinary services***

**Activities**

- a) Guide CPD providers on identified competencies gaps to be addressed by CPD activities.
- b) Guiding training institutions in developing curricula for training in identified competencies.
- c) Accredite institutions offering courses in specific competencies.
- d) Support exchange programs between professionals.
- e) Sensitize veterinary students on practice opportunities, industry requirements, professional ethics and values.
- f) Support the development and continuously review policies for the specialized veterinary services.

**3.5.6 Strategic issue 6: Weak Administration and Governance structures**

Kenya Veterinary Board lacks a Monitoring and Evaluation (M&E) framework and has inadequate capacity to undertake effective M&E of its programmes and activities. This affects effective planning and informed decision making based on reliable data. In addition, there is no clear mechanism for management of knowledge that is generated over time. There is therefore need for a mechanism for collection, analysis, storage and retrieval of relevant data for use by the Board and stakeholders.

The VSVP Act 2011 provides for internship for veterinary graduates as one of the requirements for registration. The Board in collaboration with the DVS commenced the internship programme in 2017/18 FY. The programme is intended to impart skills on the interns and complement service delivery in areas where they are deployed. However, there is no framework to monitor the implementation and the impact of the programme.

To achieve Board mandate there is the need for a quality management systems to be in place. In this regard, the Board has initiated implementation of the Quality Management System (ISO 9001:2015 certification) which is long overdue. There is a need for the Board to finalize the process to support efficient and effective service delivery.

### **Strategic objective 6: Improve the management and coordination of KVB functions**

#### ***Strategy 1: Strengthen monitoring, evaluation and reporting***

##### **Activities**

- a) Develop M&E Framework for Board programmes and activities including veterinary internship, curriculum implementation, strategic planning, work planning and performance contracting.
- b) Train staff on M&E
- c) Undertake quarterly M&E assessments
- d) Procure relevant M&E tools (software, GPS, cameras,)

#### ***Strategy 2: Data and knowledge management***

##### **Activities**

- a) Identify and document data needs and gaps
- b) Capture, organize and process data and information
- c) Preserve and share knowledge on lessons learnt with relevant partners
- d) Develop and disseminate an annual publication of KVB achievements and performance

#### ***Strategy 3: Strengthening internal audit system***

##### **Activities**

- a) Establish an internal audit unit
- b) Map risk areas
- c) Establish whistleblowing mechanisms

#### ***Strategy 4: Improve management of internship program***

##### **Activities**

- a) Review, gazette and implement the veterinary internship guidelines.
- b) Monitor and evaluate implementation of veterinary internship program.
- c) Quality control by accrediting internship centers and certifying supervisors.

## ***Strategy 5: Implement Quality Management System (ISO 9001:2015) Certification***

### ***Activities***

- a) Recruit ISO certification expert
- b) Train staff (top management and middle management)
- c) Conduct awareness training for all employees
- d) Document Standard Operating Procedures (SOPs)
- e) Recruit and train internal auditors
- f) Identify and engage an ISO certifying institution for certification

### **3.6 Cross Cutting Issues**

The Kenya Veterinary Board recognizes existence of a number of cross cutting issues enshrined in various National Policies, which will be mainstreamed during implementation of this Strategic Plan. These include:-

#### **3.6.1 Debilitating diseases including HIV/AIDS prevention and control**

The Board will create awareness on debilitating diseases including HIV/AIDS among staff and stakeholders in line with the relevant disease control strategies including the National AIDS Control Council (NACC) guidelines through the following activities:

- a) Continuous sensitization of staff on debilitating diseases including HIV/AIDS
- b) Integration of information on debilitating diseases including HIV/AIDS sensitization in Board activities.

#### **3.6.2 Corruption prevention**

KVB is committed to the implementation of the Public Service Integrity Programme which seeks to establish and sustain transparency, accountability and integrity in the public service through zero tolerance to corruption. To combat and prevent corruption, unethical practices and promote standards and best practices, the Board will mainstream corruption prevention strategies in its operations.

Activities:

- a) Establish Corruption Prevention Committee (CPC)
- b) Undertake anti-corruption sensitization programmes for all employees
- c) Facilitate the placement of corruption prevention boxes in strategic locations within the Board premises at the Headquarters and in the regional offices
- d) Undertake corruption perception survey
- e) Carry out Corruption Risk Assessment (CRA), mitigation and implement the recommendations
- f) Develop and implement internal mechanisms that will encourage and protect whistle blowers
- g) Build capacity on corruption prevention, ethics and integrity



### **3.6.3 Empowerment of youth, women and persons with disabilities**

#### ***Activities***

- a) Sensitize youth, women and persons with disabilities on opportunities within the Board.
- b) Affirmative action in allocation of procurement budget to youth, women and persons with disabilities.
- c) Ensure ease of access by person with disability through provision of user friendly washrooms, lifts, ramps and non-slippery floor and parking.

### **3.6.4 Environmental conservation**

#### ***Activities***

- a) Undertake CSR activities in tree planting in identified institutions such as schools.
- b) Undertake annual environmental audit of KVB premises.
- c) Undertake environmental and social impact assessment of all projects implemented by the Board.
- d) Share information on climate change effects to their clients and the public relevant to the animal resources industry.

### **3.6.5 Alcohol and Drug abuse**

#### ***Activities***

- a) Undertake sensitization and awareness creation for all employees of the Board and other stakeholders.
- b) Train staff on basic counseling skills.
- c) Institute counseling programs for staff affected by alcohol and drug abuse.

### **3.6.6 Promote national cohesion and values**

#### ***Activities***

- a) Constitute and train national cohesion and value committee
- b) Sensitize KVB employees on national values and principles of governance
- c) Streamline the core mandate to the presidential commitment and national values
- d) Develop access to information policy and complaints handling infrastructure.

## CHAPTER FOUR: IMPLEMENTATION MATRIX

The Board of Directors of the Kenya Veterinary Board is responsible for the implementation of this Strategic Plan directly, by the Committees or the Secretariat. The implementation of this Strategy involves availing the human, financial, and infrastructural resources to the strategic interventions proposed in chapter 3 as shown in Table 5 below.

**Table 5: Implementation Matrix**

### Strategic Issue 1: Inadequate human, financial and institutional resources

#### Strategic Objective 1: To strengthen human, financial and institutional capacity

Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
<b>Key result area 1: Improved human, financial and institutional capacity for KVB</b>									
<b>Improve Human Resource Capacity for KVB</b>	Undertake institutional gap analysis	2 Institutional Skills Gap Analysis undertaken	No. of institutional skills gap analysis undertaken	FHR&A	2.5	-	-	-	3.0
	Recruit and maintain relevant staff	115 staff recruited	No. of staff recruited	CEO/FHR&A	9.6	19.5	63.3	67.2	61.4
	Undertake Training Needs Assessment (TNA)	Training needs assessment undertaken annually	No. of training needs assessments undertaken	FHR&A	0.8	1.0	1.0	1.2	1.2
	Train existing staff in line with the TNA	100 staff trained as per identified needs	Number of staff trained	FHR&A	1.5	2.5	3.0	3.7	4.5
	Outsource noncore	Enhanced	No. of services	CEO/ SCM	1.0	1.0	1.0	1.0	1.0

Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
	services	service delivery	outsourced						
<b>Resource Mobilization</b>	Enhance internal revenue generation avenues	Internal revenue increased	% increase in revenue	CEO	-	2	2	4	5
	Collaboration with stakeholders with convergent interest to fund activities as long as there is no conflict of interest	Collaboration undertaken	No. of collaboration initiatives undertaken	CEO	0.2	0.2	0.3	0.3	0.3
	Lobby for funding from Government and participate in all MTEF budgetary processes	Participation in MTEF budgetary process	No. of MTEF fora participated	CEO/FHR&A	0.7	0.7	0.8	0.9	1.0
	Mobilize resources from development partners whose mandate involves livestock based livelihood, food safety of animal origin and development of animal resources industry	Mobilized resources from development partners	Percentage of mobilized funds	CEO/FHR&A	0	1.0	1.2	1.5	1.5
<b>Enhance</b>	Develop a	Framework for	Framework for	CEO/TECH	-	1.0	-	-	-

Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
<b>coordination , collaboration and partnerships with stakeholders</b>	framework for engaging, maintaining and strengthening partnership with stakeholders	strengthen partnership with stakeholders developed	strengthen partnership with stakeholders in place	Heads					
	Develop MoUs with relevant partners	MoUs signed with relevant partners developed	No. of MoU signed with relevant stakeholders	CEO/TECH Heads	-	0.2	0.2	0.2	0.2
	Participate in relevant conferences	Participated in relevant conference	No. of conference participated	CEO/TECH Heads	1.0	1.0	1.0	1.0	1.0
	Undertake scheduled consultative fora with stakeholders	Scheduled consultative fora with stakeholders undertaken	No. of consultative fora undertaken	CEO/TECH Heads	1.0	1.0	1.0	1.0	1.0
	Undertake joint planning with stakeholders	Joint stakeholder planning undertaken	No. of joint stakeholder planning undertaken	CEO/TECH Heads	-	1.0	1.0	1.0	1.0
	Sensitize stakeholders on KVB activities	Stakeholder sensitized on KVB activities	No. of stakeholders sensitized	CEO/TECH Heads	0.5	1.0	1.5	1.5	2.0
<b>Improve work environment</b>	Undertake and implement work place environment survey	Work and environment survey undertaken	Work environment survey report	FHR&A	-	0.5	1.5	0.5	0.5

Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
	Develop and implement institutional Occupational Health and Safety (OHS) policy	Institutional OHS policy development and implemented	Level of OHS policy and implementation	FHR&A	1.0	0.5	0.5	0.5	0.5
	Contract security services	Security service contracted	Contract document in place	FHR&A / SCM	0.6	0.6	0.6	0.7	0.8
	Install and maintain safety equipment in strategic areas (fire extinguishers and CCTV system)	Safety equipment installed and maintained in strategic areas within the institution	No. of safety equipment installed and maintained.	FHR&A / SCM	0.2	2.0	0.5	0.5	0.5
	Procure insurance cover for the Board members, staff, equipment and facilities	Board members, staff and institutional assets/equipment insured	No. of Board members, staff and assets insured	FHR&A / SCM	3.0	3.0	3.0	3.0	3.0
<b>Sub-Total for Strategic Issue 1</b>					23.6	39.7	83.4	89.7	89.4

**Strategic Issue 2: Poor infrastructure and inappropriate location**  
**Strategic Objective 2: To improve institutional and infrastructure**

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
<b>Key: result area 2: Improved institutional and infrastructure</b>									
<i>Improve Physical Infrastructure for KVB</i>	Acquire and secure land in an appropriate location	Land acquired in appropriate location	Land acquired and secured	CEO	-	2.0	-	-	-
	Construct KVB Resource Centre (Administrative Block, conference facilities, library)	KVB Resource Centre constructed	KVB resource Centre operationalized	CEO/SCM	95	80	30	20	-
<i>Decentralization of KVB Services</i>	Establish 13 regional offices (Nairobi, Nyeri, Kakamega, Kisumu, Wajir, Machakos, Isiolo, Embu, Mombasa, Voi, Eldoret, Lodwar and Kericho)	13 regional offices established	No. of regional offices established	CEO/M I&C	0.4	0.6	0.4	0.6	0.6
	Procure Furniture, vehicles and equipment	Relevant equipment and tools procured	No. of vehicles procured	SCM	8.0	24.0	16.0	27.0	27.0
			No. of furniture procured	SCM	0.3	0.5	0.3	0.5	0.5
			Stand by generator	SCM	-	1.5	-	-	-

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
			procured						
<b>Improve automation of KVB Operations</b>	Upgrade institutional website	Institutional website upgraded	Functional website	FHR&A / ICT	0.1	0.5	0.1	0.1	0.1
	Develop institutional web portal	Institutional web portal developed	Functional institutional web portal	FHR&A / ICT	0.3	0.5	0.1	0.1	0.1
	Upgrade Enterprise Resource Planning (ERP) software and integrate with other systems	ERP upgraded and implemented	Operational ERP	FHR&A / ICT	6.0	1.0	1.0	0.5	0.5
	Procure ICT Equipment (computers, printers, projectors, scanners, photocopiers, IPABX)	ICT equipment procured	No. of computers procured	FHR&A / ICT/SCM	0.3	0.6	0.4	0.4	0.5
			No. of printers/ photocopier/ scanners procured	ICT/SCM	0.5	2.0	1.2	1.2	1.2
			No. of LCD projectors procured	ICT/SCM	0.2	0.8	0.6	0.8	0.6
			No. of IPABX procured (switch board)	ICT/SCM	-	0.5	-	-	-
	Setup, install, configure and maintain Local Area Network	LAN and WAN connectivity maintained	No. of offices connectivity maintained	ICT/SCM	1.0	2.6	3.5	4.8	6.1

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	(LAN) and Wide Area Network (WAN) connectivity								
	Install and configure firewall system	Firewall system installed and configured	Firewall operational	ICT/SCM	0.2	0.1	0.1	0.1	0.1
	Implement Electronic Document Management System (EDMS)	EDMS implemented	EDMS software in place	ICT/SCM	-	1.0	0.1	0.1	0.1
	Install Customer Relationship Management Software (CRMS)	CRMS installed	CRMS in place	FHR&A	-	0.8	0.2	0.2	0.2
	Install short messaging system (SMS) /Unstructured Supplementary Service Data (USSD)	Short messaging system/ unstructured supplementary service data system installed	SMS/USSD in place	FHR&A	-	0.6	0.1	0.1	0.1
	Implement unified communication system (voice data video)	Unified communication system implemented	Unified communication system in place	FHR&A	-	-	-	5.0	0.1
	Develop and implement	Virtualization and cloud	Virtualization and cloud backup plan	FHR&A	0.4	0.4	0.5	0.5	0.5



Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Business Continuity Plan (BCP) (virtualization and cloud backup of KVB data)	backup plan developed and implemented	operationalized						
	Develop and implement Disaster Recovery Plan (DRP) ( For recovery of KVB data)	DRP developed and implemented	DRP in place	FHR&A	-	1.0	2.3	0.3	0.3
	Procure and install antivirus software	Antivirus software procured and installed	No. of antivirus procured and installed	SCM/ICT	0.1	0.1	0.1	0.2	0.2
	Host KVB services on E-government portal	KVB services posted on e-government platform	Number of KVB services offered on e-government platform	FHR&A	-	-	-	0.2	0.2
<b>Sub-Total for Strategic Issue 2</b>					112.8	121.1	57	62.7	39

**Strategic Issue 3: Inadequate enforcement of the VSVP Act 2011 and non-compliance with set standards**

**Strategic Objective 3: To enhance enforcement and compliance to set standards**

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
<b>Key: result area 3: Enhanced enforcement and compliance with set standards</b>									
<b>Strengthen enforcement</b>	Create awareness for law enforcement agencies and judicial officers	450 law enforcement officers sensitized and	No. of law enforcement officers sensitized	I & CI & C	0.5	0.5	0.5	0.5	0.5
		34 court users meeting attended	No. of court users meeting attended	I & C	0.5	0.5	0.5	0.5	0.5
	Develop innovative means of reporting malpractices.	Platforms for reporting malpractice s provided	Number of functional platforms	I & C	0.1	0.1	0.1	0.1	0.1
	Recruitment of inspectors	Inspectors recruited	Number of inspectors recruited	FHR&A	0	5.4	5.4	6	6
<b>Improve Compliance</b>	Carry out inspections and accreditation of animal health training institutions	44 training institutions inspected/re -inspected	No. of institution inspected/ Re-inspected	I & C	2.0	2.0	2.0	2.0	2.0
	Inspect and licence veterinary practices,	6,950 veterinary practices	No. of practices inspected	I & C/ QA	5	8	9	10	10

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	Veterinary laboratories and animal welfare service providers	inspected							
	Deploy GIS/GPS system to map practice location	GIS/GPS system deployed	GIS/GPS software in place	I & C	0	2	0	0	0
	Conduct examination for registration of practitioners in line with the VSVP Act.	125 practitioners examined	No. of practitioners examined	QA	0.5	0.5	0.5	0.5	0.5
	Carry out continuous registration for animal health practitioners.	4300 practitioners registered	No of practitioners registered	QA	0.5	0.5	0.5	0.5	0.5
	Carry out indexing of animal health students.	5,300 students indexed	No. of students indexed	QA	0.5	0.5	0.5	0.5	0.5
	Supervise Continuous Professional Development (CPD) activities.	600 CPD activities supervised	No. of CPD activity Supervised	QA	1.0	1.0	1.0	1.0	1.0

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	Undertake sensitization for County staff on the required standards for provision of veterinary services.	42 sensitization workshops held	No. of sensitization meetings held	I & C	1.0	1.0	1.0	1.0	1.0
	Review animal health training curricula requirements	6 curricula revised	No. of Curricula revised	QA	0	1	2	2	1
	Lobby for harmonized animal health regional requirements for practitioners	Animal health regional requirements for practitioners harmonized	Harmonized standards documents	CEO/ I & C	0.5	1.0	1.0	1.0	1.0
	Sensitize public on the need to seek veterinary services from competent and certified practitioners	Increased public awareness	No. of adverts in print and electronic media	QA	3	5	5	5	5
	Use of USSD and government portal to identify qualified practitioners by clients	Improved service delivery	Short message platform in place	ICT	-	1	0.1	0.2	0.2

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	Provide codes to certify veterinary practices, veterinary laboratories and animal health & welfare service providers and a hotline for reporting malpractices.	Quality service delivery	Platform for codes in place	I & C	-	0.2	0.2	0.2	0.2
	Develop and implement regulations to ensure compliance by practitioners to standards of safety of food of animal origin	Regulation on food of animal origin developed and implemented	Number of regulations developed and implemented	CEO		1.0	1.0	1.0	1.0
	Create a database for graduates and identifying their locations	Improved information management	An updated database	-	-	-	-	-	-
	Provide an online link to KVB members database to other systems for verification of registered	Improved service delivery	Number of online links established	ICT	-	0.1	0.1	0.1	0.1

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	veterinary practitioners status								
<b><i>Collaboration with law enforcement agencies</i></b>	Provide information to aid arrest, Work with the police in drafting charges and prosecution	Cases prosecuted successfully	Number of offenders arrested and prosecuted	I & C	0.2	0.2	0.2	0.2	0.2
	Provide expert evidence/opinion in court	Expert court opinion provided	No. of expert opinion provided	I & C	0.2	0.2	0.2	0.2	0.2
	Facilitate training of inspectors on prosecution	Inspectors trained on prosecution	No. of inspectors trained	I & C	0.2	0.2	0.2	0.2	0.2
	Regular joint meetings to monitor the prosecutions of offenders under this Act.	Monitor ongoing cases	No. of court users' forums attended	I & C	0.5	0.5	0.5	0.5	0.5
<b><i>Strengthen policy and legal framework</i></b>	Participate, articulate and contribute in fora on development/review of relevant policies/legal frameworks	Participated fora on policy and legal framework review	No. of fora participated -	PR&S	0.5	0.5	0.5	0.5	0.5

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	Undertake review of the VSVP Act and regulations	VSVP Act and Regulations reviewed	Reviewed VSVP Act and Regulations in place	PR&S	3.0	2.0	-	-	-
	Develop regulations on use of technology for purposes of animal breeding	Enhance safe use of technology	Regulation in place	PR&S	-	2.0	1.0	-	-
	Participate in implementation of the OIE veterinary legislative investigative mission report	Improved veterinary legislative agenda	number of legislative framework reviewed	CEO	0.5	0.5	0.5	0.5	0.8
					20.2	37.4	33.5	34.2	33.5

**Strategic Issue 4: Inadequate Visibility of KVB**

**Strategic Objective 4: To enhance visibility and corporate image of KVB**

Strategies	Activities	Outputs/Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
<b>Key Result Area 4: Enhanced KVB publicity and Corporate Image</b>									
<i>Upscale visibility</i>	Review communication strategy	Communication strategy reviewed	Communication strategy	FHR & A	0	1.0	0	0	0
	Erect signage in appropriate location	12 signage erected in designated location	No. of signage erected	FHR&A	0.1	0.1	0.3	0.3	0.3
	Produce and air documentaries on KVB mandate and activities	2 documentaries produced	No. of documentaries produced and aired	FHR&A	0	5.0	0	5.0	0
	Conduct periodic Knowledge Attitude, and Practices (KAP) Survey	2 KAP surveys conducted	No. of KAP survey reports	FHR&A	0	2	0	0	3
	Undertake Periodic Customer Satisfaction Survey	Customer satisfaction survey undertaken	Customer survey report	FHR&A	0	0.2	0	0.3	0



Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Participate in designated veterinary days, annual devolution conference, exhibitions, field days, other conferences and ASK shows	Increased awareness	No. of events participated	QA	1.0	1.0	1.0	1.0	1.0
	Develop and disseminate Information education and communication (IEC) materials (Brochures, banners etc.)	IEC materials developed and disseminated	No. of IEC materials developed and disseminated	QA	0.2	0.5	0.6	1.0	1.0
	Publicize Board activities in the print, electronic media and other fora e.g. road shows	Increased awareness on Board activities	No. of Print and electronic media publicized and aired	QA	2	2	2	2	2

Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
	and inspections sessions								
	Short advertisement and infomercials in mainstream media	Advertisement and infomercials in media undertaken	No. of advertisements	FHR&A	1	1	1	1	1
	Adopt use of social media	Social media platforms adopted	No. social media platforms adopted	FHR&A	0.1	0.1	0.1	0.1	0.1
	Establish a KVB desks in the Huduma centres	KVB desks established in Huduma Centres	No. of KVB desks established in Huduma Centres	FHR&A	-	-	1	1	1
<b>Build up corporate image</b>	Train staff on customer care including handling PWDs	Staff trained on Customer care	No. of staff trained	FHR&A	0.1	0.2	0.2	0.2	0.2
	Brand applicable board assets with corporate colours (documents,	Enhanced corporate image	No. of Assets branded	FHR&A	0.3	1	1	1	1

Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	vehicles, equipment, materials, stationeries, diaries etc.)								
	Procure branded institutional clothing (t-Shirts, Shirts, Caps, blouses	Enhanced corporate image	No. of branded institutional clothing procured	FHR&A/SCM	0.5	0.5	0.5	0.5	0.5
	Engage in Corporate Social Responsibility (CSR).	Enhanced corporate image	No. of CSR activities undertaken	FHR&A	0.5	0.5	0.5	0.5	0.5
<b>Sub-total for Strategic Objective 4</b>					<b>5.8</b>	<b>15.1</b>	<b>8.2</b>	<b>13.9</b>	<b>11.6</b>

**Strategic Issue 5: Poor access to quality veterinary services.**

**Strategic Objective 5: To influence accessibility, availability and affordability of veterinary services to all Kenyans.**

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
<b>Key result area 5: Improved access to quality Veterinary Services</b>									
<i>Improve availability of quality veterinary services in areas where private veterinary practice is not viable</i>	Map staffing levels for veterinary personnel in different counties	Staffing level on veterinary professional in the counties mapped	Number of counties mapped on veterinary personnel	CEO		0.5	-	-	-
	Determine using OIE Performance of veterinary services (PVS) tool, document and recommend optimal staffing levels and standards to be adhered to in the veterinary service delivery	Documented recommendation and standards on counties staffing levels	Number of reports	CEO	-	0.5	-	-	-
	Advise the national and County governments	Improved service delivery	Number of advisories	CEO	0.1	0.1	0.1	0.1	0.1

Strategies	Activities	Outputs/ Targets	Performance Indicators	Responsibility	Budget (KES million)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	and influence quality of veterinary services in a given area								
	Influence strategic deployment of interns to under-served areas	Improved serviced delivery	Number of veterinary interns deployed	CEO	0.1	0.1	0.1	0.1	0.1
	Advise the National, County governments and private sector on investment and provision of quality veterinary services	Improved access to animal health training	Number of advisories	CEO	0.1	0.1	0.1	0.1	0.1
<b><i>Strengthen competencies of veterinary service</i></b>	Guide CPD providers on identified competencies gaps to be	Competence gaps identified	Number of competence gaps analysis undertaken	QA	-	1.0	-	-	1.0

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
<i>providers for quality veterinary services</i>	addressed by CPD activities								
	Guide training institutions in developing curricula for training in identified competencies	Curricula developed/ reviewed	Number of curricula developed/ reviewed	QA	-	1.0	1.0	1.0	1.0
	Accredit institutions offering courses in specific competencies .	Institution offering courses in specific courses accredited	Number of institutions accredited	CEO/QA			1.0	1.0	1.0
	Support exchange programs between professionals	Supporting mutual recognition agreement	Number of programs	CEO	-	0.5	0.5	0.5	0.5
	Sensitize veterinary students on practice opportunities, industry	Enhanced compliance to VSVP Act	Percentage increase in compliance	QAD	-	0.5	0.5	0.5	0.5

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibilit y	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	requirements, professional ethics and values								
	Support the development and continuously review policies for the specialized veterinary services	Establishment of consultant veterinary colleges	Number of consultant colleges established	CEO	-	-	-	-	-
<b>Sub-Total for Strategic Objective 5</b>					0.3	4.3	3.3	3.3	4.3

**Strategic Issue 6: Weak administrative and governance structures**

**Strategic Objective6: Improve the management and coordination of KVB functions**

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibility	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
<b>Key result area 6: Improved Institutional Management And Coordination</b>									
<i>Strengthen monitoring, evaluation and reporting.</i>	Develop a Monitoring & Evaluation (M&E) Framework for	M& E framework	M&E Framework in place	QAD	0	1.0	0	0	0

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibility	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	Board programmes and activities (Veterinary internship, Curriculum implementation , strategic plan, workplan performance contract etc.)								
	Train Staff on M&E	7 staff trained in M&E	No. of staff trained on M&E	FHR&A	0	0.3	0.3	0.3	0.3
	Undertake quarterly M&E assessments	M&E mission undertaken	No. of M&E missions	FHR&A	0.2	1	1	1	1
	Procure relevant M&E tools (Software, GPS, Cameras)	M&E Software procured and installed	M&E Software in place	SCM	0	0	2	0	0
<b><i>Data and Knowledge management</i></b>	Identify and document data needs and gaps	Data needs and gaps identified and documented	No. of needs and gaps identified	Public Communication & Tech. Heads	0	0.2	0	0	0
	Capture, organize and process data	Database in place	Database in place	Public Communication & Tech.	0	0.1	0.1	0.1	0.1



Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibility	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	and information			Heads					
	Preserve and share knowledge on lessons learnt to relevant partners	Lessons learnt documented	Documents on lessons learnt	Public Communication & Tech. Heads	0	0.5	0.5	0.5	0.5
	Develop and disseminate an annual publication of KVB achievements and performance	500 copies of publication developed and disseminated	No. of publication in place	Public Communication & Tech. Heads	2.0	3.0	3.0	3.0	3.0
<b>Strengthening Internal Audit system</b>	Establish an internal audit unit	Internal Auditor recruited	No. of internal auditor recruited	FHR&A	-	-	-	-	-
	Map risk areas	Risky areas mapped	Risk areas map in place	FHR&A	-	0.5	0.5	0.5	0.5
	Establish whistle blowing mechanism	Whistle blowing mechanism established	Mechanism in place	FHR&A	-	-	-	-	-
Improve management of internship program	Review, gazette and implement the veterinary internship	Veterinary internship guidelines developed	Veterinary internship guidelines in place	CEO	0.1	2.0	2.0	-	

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibility	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	guidelines								
	Monitor and evaluate implementation of veterinary internship program	Quarterly M&E missions	No. of internship monitoring reports	Assistant Manager Education	0.5	2	2	2	
	Quality control by accrediting internship centers and certifying supervisors	Accredited internship centres and certified supervisors	No. of Accredited internship centres and certified supervisors	Assistant Manager Education	0.5	0.5	0.5	0.5	
<b>Implement quality management system (ISO 9001:2015) Certification</b>	Recruit ISO certification expert	ISO certification expert recruited	ISO expert in place	FHR&A/PR&S	0.5	-	-	-	-
	Train staff (top management and middle management)	10 top and middle level management staff trained	No. of top and middle management staff trained	FHR&A/PR&S	1.0	-	-	-	-
	Conduct awareness training for all employees	Awareness training for 104 employees conducted	No. of employees trained	FHR&A/PR&S	-	0.5	0.5	1.0	1.0
	Document Standard Operating	SOPs documented	Quality management system	FHR&A/PR&S	-	1.5	1.0	0.5	0.5

Strategies	Activities	Outputs/ Targets	Performanc e Indicators	Responsibility	Budget (KES million)				
					2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	Procedures (SOPs)		manual in place						
	Recruit and train internal auditors	ISO internal auditors recruited and trained	No. of ISO internal auditors trained	FHR&A/PR& S	-	1.2	-	-	-
<b>Sub-Total for Strategic Objective 6</b>					<b>4.8</b>	<b>14.3</b>	<b>13.4</b>	<b>9.4</b>	<b>6.9</b>

## Cross Cutting Issues

Strategies	Activities	Outputs	Performance Indicators	Responsibility	Budget (KES Millions)				
					2018/19	2019/20	2020/21	2021/22	2022/23
<i>Debilitating diseases including HIV/AIDS prevention and control</i>	Continuous sensitization of staff on debilitating diseases including HIV/AIDS	Staff sensitized	Number of staff sensitized	FHR&A	0.1	0.1	0.1	0.1	0.1
	Integration of information on debilitating diseases including HIV/AIDS sensitization in Board activities	Increased awareness on HIV/AIDS	Number of activities where HIV/AIDS is integrated	FHR&A	0.1	0.1	0.1	0.1	0.1
<i>Corruption Prevention</i>	Establish/ Strengthen the Corruption Prevention Committee (CPC)	Corruption Prevention Committee (CPC) strengthened	Number of meetings of CPC and reports	FHR&A	0.1	0.1	0.1	0.1	0.1
	Undertake anti-corruption sensitization programmes to all employees	Reduced incidences of corruption	Number of employees sensitized	FHR&A	0.1	0.1	0.1	0.1	0.1

Strategies	Activities	Outputs	Performance Indicators	Responsibility	Budget (KES Millions)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Facilitate the placement of corruption prevention boxes in strategic locations within the within the Board premises at the Headquarters and in the regional offices	Corruption prevention boxes placed in strategic locations	Number of corruption prevention boxes placed in strategic locations	FHR&A	0.1	0.1	0.1	0.1	0.1
	Undertake corruption perception survey	Corruption Perception Survey undertaken	Corruption Perception Survey report	FHR&A	-	0.5	-	-	0.5
	Carry out Corruption Risk Assessment (CRA) mitigation and implement the recommendations	Corruption Risk Assessment (CRA) undertaken	Corruption Risk Assessment (CRA) Report	FHR&A	0.5	0.1	0.1	0.1	0.1
	Develop and implement internal mechanisms that will encourage and protect whistle blowers	Mechanisms for protection of whistle blowers developed	No. of corruption cases reported through whistle bowers	FHR&A	0.1	0.1	0.1	0.1	0.1
	Build capacity on	Integrity	Number of	FHR&A	0.2	0.2	0	0	0

Strategies	Activities	Outputs	Performance Indicators	Responsibility	Budget (KES Millions)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	corruption prevention, ethics and integrity	officers trained	integrity officers trained						
<b><i>Empowerment of youth, women and Persons with Disabilities (PWDs)</i></b>	Sensitize youth, women and persons with disabilities on opportunities within the Board	Youth, women and persons with disabilities sensitized	No of youth women and persons with disabilities sensitized on opportunities within the Board	FHR&A	0.1	0.1	0.1	0.1	0.1
	Affirmative action in allocation of procurement budget to youth, women and persons with disabilities	Youth, women and persons allocated 30% procurement budget	No of youth women and persons with disabilities allocated 30% procurement budget	FHR&A/SCM	0	0	0	0	0
	Ensure ease of access by person with disability through provision of user friendly washrooms, lifts, ramps and non-slippery floor and	Improved environment for PWD	No. and types of infrastructure improved	FHR&A	-	1	1	1	1

Strategies	Activities	Outputs	Performance Indicators	Responsibility	Budget (KES Millions)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	parking								
<b><i>Environmental conservation</i></b>	Undertake CSR activities in tree planting in identified institutions such as schools	Trees planted	No. of trees planted	FHR&A	0.3	0.3	0.3	0.3	0.3
	Undertake annual environmental audit	Annual environmental audit undertaken	Annual environmental audit Report	FHR&A	0.1	0.1	0.1	0.1	0.1
	Undertake environmental and social impact assessment of projects implemented by the Board	Environmental and social impact assessment undertaken	Environmental and social impact assessment Report	FHR&A	0.5	0.5	0	0	0
	Share information on climate change effects to their clients and the public relevant to the animal resources industry.								
<b><i>Alcohol and Drug abuse</i></b>	Undertake sensitization and awareness	Increased awareness on alcohol and	No of employees sensitized on	FHR&A	0.1	0.1	0.1	0.1	0.1

Strategies	Activities	Outputs	Performance Indicators	Responsibility	Budget (KES Millions)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	creation for all employees of the Board and other stakeholders.	drug abuse among employees	alcohol and drug abuse						
	Train staff on basic counseling skills	Increased counseling skills among staff	No of staff trained on basic counseling skills	FHR&A	0.1	0.1	0.1	0.1	0.1
	Institute counseling programs for staff affected by alcohol and drug abuse	Reduction in number of staff affected by alcohol and drug abuse	No. of staff enrolled in a rehabilitation programme	FHR&A	0.1	0.1	0.1	0.1	0.1
<b>Promote National Cohesion and Values</b>	Constitute and train national cohesion and value committee	Capacity Building	No. of committee members trained	FHR&A	-	0.4	0.1	0.1	0.1
	Sensitize KVB employees on national values and principles of governance	Adherence to the national values and principles of governance	No employees sensitized on national values and principles of governance	FHR&A	0.2	0.2	0.2	0.2	0.2
	Streamline the core mandate to the presidential commitment and national values	adherence to the annual presidential commitments	Annual presidents report	FHR&A	0.2	0.2	0.2	0.2	0.2



Strategies	Activities	Outputs	Performance Indicators	Responsibility	Budget (KES Millions)				
					2018/19	2019/20	2020/21	2021/22	2022/23
	Develop access to information policy and complaints handling infrastructure	transparency and accountability	Reports to CAJ and Directorate of National Cohesion and values	FHR &A	0.5	1.2	1.2	1.2	1.2
	<b>Sub-total for cross cutting Issues</b>				3.5	5.7	4.2	4.2	4.7
	<b>GRAND TOTAL RESOURCE REQUIREMENT FOR KVB</b>								
	<b>OVERALL TOTAL FOR THE FIVE YEARS = KES 1018.4</b>				171	237.6	203	217.4	189.4

## CHAPTER FIVE: RESOURCE MOBILIZATION

### 5.0 Overview

This chapter summarizes the resource requirements to implement the identified priorities in this strategic plan. It also provides an analysis of resource availability to the Board over the last five years. Arising from the gap between the financing trend and the resource requirements, the chapter provides the resource mobilization strategies that the Board will pursue to bridge the funding gap and ensure successful implementation of the Strategic Plan.

### 5.1 Summary of Resource Requirements for implementation of the Strategic Plan

The total cost of implementing this Strategic Plan over the five years is **KES 1018.4 million** as shown in Table 6.

**Table 6: Cost of implementing the Strategic Plan**

Strategic Objective	Resource Requirements (KES million)					Total
	2018/19	2019/20	2020/21	2021/22	2022/23	
To strengthen human, financial & institutional capacity	23.6	39.7	83.4	89.7	89.4	325.8
To improve institutional infrastructure	112.8	121.1	57	62.7	39	392.6
To enhance enforcement and compliance with set standards	20.2	37.4	33.5	34.2	33.5	158.8
To enhance visibility and corporate image of KVB	5.8	15.1	8.2	13.9	11.6	54.6
To influence accessibility, availability, quality and affordability of veterinary services to all Kenyans	0.3	4.3	3.3	3.3	4.3	15.5
To improve the management and coordination of KVB functions	4.8	14.3	13.4	9.4	6.9	48.8
Cross cutting Issues	3.5	5.7	4.2	4.2	4.7	22.3
<b>Total</b>	<b>171</b>	<b>237.6</b>	<b>203</b>	<b>217.4</b>	<b>189.4</b>	<b>1018.4</b>

## 5.2 Budget Allocation to KVB in the Last Five Years

Table 7 shows the Recurrent and Development budget allocation to KVB in the last five years from 2013/14 to 2017/18 and provisional figure for 2018/19FY.

**Table 7: Resource allocation to KVB from 2013/14 FY to 2018/19 FY in KES**

<b>Financial year</b>	<b>Recurrent Budget</b>	<b>Development Budget</b>	<b>AiA</b>	<b>Total</b>
2013/14	12,306,399	19,593,750	22,794,761	<b>54,694,910.00</b>
2014/15	11,620,118	12,750,000	28,312,915	<b>52,683,033.00</b>
2015/16	5,420,900	11,475,000	29,013,614	<b>45,909,514.00</b>
2016/17	25,500,000	0	27,047,566	<b>52,547,566.00</b>
2017/18	29,600,000	15,000,000	27,029,333	<b>71,629,333.00</b>
2018/19	24,000,000	80,000,000	26,548,902	<b>130,548,902.00</b>
<b>Total</b>	<b>108,447,417.00</b>	<b>138,818,750.00</b>	<b>160,747,091.00</b>	<b>408,013,258.00</b>

*Source: Printed Estimates*

It is evident that resource requirements to implement this Strategic Plan as summarized in Table 6 are much higher than what is contained in the funding trends shown on Table 7. With the recent expansion of the Board's mandate and the need to establish regional offices across the country more human and financial resources will be required. A review of KVB's past funding also reveals that financial resources provided under the Medium Term Expenditure Framework (MTEF) budgetary process have been inadequate. As such, funding activities outlined in this Strategic Plan will require additional financial resources from the exchequer and other sources outside the MTEF budgetary process. This calls for the Board to adopt more diversified resource mobilization strategies in order to ensure availability of adequate resources for implementation of the activities.

## 5.3 Resource Mobilization Strategies

The Board has mainly relied on internally generated revenues and Government funding through the MTEF budgetary process. The resources have not been adequate to fund the Board's priorities and the envisaged expansion. There is therefore need to mobilize resources from a variety of other sources. During the 2018-2022 plan period, the Board will apply strategies outlined below to mobilize the required resources.

### 5.3.1 Enhance internal revenue generation

The Kenya Veterinary Board generates revenue from application fees for applicable Board services; registration/retention fees from veterinary surgeons, veterinary consultants, foreign veterinary surgeons and veterinary paraprofessionals; inspection and licence fees from training institutions, veterinary laboratories, NGOs, private veterinary facilities and practitioners. Table 8 shows the trend of revenue collection from 2013/14-2017/18 FY.

**Table 8: AiA collection in the last five financial years in KES**

<b>Financial Year</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b>AiA Collections</b>	22,794,761	28,312,915	29,013,614	27,047,566	27,029,333	<b>134,198,189</b>

The Board will endeavor to increase the internally generated revenues through:-

- a) Enhanced inspection and issuance of licenses
- b) Enhanced collection of registration fees through increased sensitization
- c) Collection of pre-registration examination fees where applicable
- d) Enhance collection of application fees
- e) Increase public awareness on the need to seek services from qualified veterinary personnel
- f) Adopt technology on automatic short messaging system (SMS)/email reminders on remittance
- g) Revision of fees schedule and include breeders
- h) Establishment of veterinary specialist colleges
- i) Engaging institutions employing animal health professionals to enforce payment of retention and practice fees
- j) Decentralize KVB services to regions to enhance collection of funds

### 5.3.2 National Government funding.

KVB receives grants from the Government to supplement its Recurrent and Development budget. Table 9 shows the trend of funding from the Government in the last five financial years.

**Table 9: GoK grants to KVB**

	<b>Amount in KES</b>					
<b>FY</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
Recurrent	11,620,118	5,420,900	25,500,000	29,600,000	24,000,000	<b>96,141,018</b>
Development	12,750,000	11,475,000	-	15,000,000	80,000,000	<b>119,225,000</b>
<b>Total</b>	<b>24,370,118</b>	<b>16,895,900</b>	<b>25,500,000</b>	<b>44,600,000</b>	<b>104,000,000</b>	<b>215,366,018</b>

The Board will lobby for funding from the Government due to its strategic role in contributing to food and nutrition security through ensuring qualified veterinary personnel for

provision of quality veterinary services. The CEO will ensure participation of the Board in all the MTEF budgetary processes to justify the budget requirements for identified priorities.

### **5.3.3 Collaboration with stakeholders**

The Board collaborates with a number of stakeholders such as Brook East Africa, World Animal Protection and GALVmed on various issues. The Board will continue to engage stakeholders in order to achieve some of the prioritized activities. Some of the potential collaborative partners that the Board will engage include: research and animal health training institutions, professional and paraprofessional associations, NGOs in animal health and welfare industry, law enforcement agencies, farmers associations, Government Ministries, Departments and Agencies (MDAs), World Animal Health Organization (OIE) and County governments.

### **5.3.4 Funding from development partners**

The Board recognizes the important role that development partners, both international and local NGOs play in providing financial and technical support. Among the partners is Micro Enterprise Support Programme Trust (MESPT). In order to enhance the partnership, the Board will develop proposals targeting different donors and involve the Ministry for their further processing. Where proposals require a GoK component or matching funds, the Board, through the State Department for Livestock, will lobby The National Treasury to allocate such funds. Some of the development partners that will be targeted include the World Bank (WB), International Fund for Agricultural Development (IFAD), African Union (AU), IGAD, African Development Bank (AfDB), European Union (EU), United States Agency for International Development (USAID) and Food and Agriculture Organization (FAO).

## **5.4 Human Resource**

The successful implementation of this Strategic Plan will require a combination of financial & human resources and proper management of the same. In regard to human resources, the Board will implement the Human Resource Policy and ensure recruitment of adequate staff in accordance with the approved structure. The policy documents include: Career Progression Guidelines, Organizational Structure, Human Resource Manual and Salaries and Remuneration Guidelines. This will ensure availability of adequate and motivated staff to deliver on the mandate of the Board. Staff training and improvement of work environment at the headquarters and in the regions will also be pursued.

## **CHAPTER SIX: MONITORING AND EVALUATION**

### **6.0 Overview**

The successful implementation of this Strategic Plan will depend significantly on how effectively the planned activities and the intended outputs are monitored and evaluated. Effective monitoring and evaluation (M&E) will provide feedback on the progress made and enable the management to make evidence-based decision making. It will also help the management to determine if the intended objectives are being met. This will ensure that any factors that could undermine the achievement of the identified objectives are addressed in time. This Chapter therefore presents the monitoring and evaluation framework for the Board activities and clearly identifies the key result areas and the key indicators that will be monitored.

### **6.1 Monitoring Methodologies**

The Finance and Administration Department will coordinate all M&E activities and will be supported by ICT Unit and other Heads of Departments to provide the information on implementation of their respective activities. The Unit will be facilitated with appropriate tools and equipment such as vehicles, computers and M&E system capable of data capture; data storage; data processing and retrieval; and generation of required reports. Specifically, the Finance and Administration Department will: -

- a) Develop and maintain M&E system in liaison with the ICT Unit
- b) Develop annual work plans based on the Strategic Plan
- c) Derive performance contract targets from the Strategic Plan
- d) Carry out quarterly M&E assessments and develop reports

### **6.2 Monitoring and Evaluation Framework**

The framework for monitoring the progress made by the Board is provided in Table 9. The framework contains expected outputs, indicators and annual targets for gauging performance under each strategic objective. Each performance indicator has a specific time frame by which it should be achieved. One of the critical issue has been lack of budget allocated specifically to carry out M&E especially on the veterinary internship programme. In order to address this, a strategic objective, specifically on strengthening M&E has been included and appropriate funding for carrying out M&E and building capacity in M&E has been provided.

**Table 10: Monitoring and Evaluation Framework**

**Strategic Objective 1: To strengthen human, financial and Institutional Capacity**

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
<b>Key Result area 1: To improve human and financial institutional capacity for KVB</b>									
1.1	<b>Improve Human resource capacity for KVB</b>	Undertake institutional gap analysis	Identified skills gaps	Institutional gap analysis document	1	-	-	-	Review the gap analysis document
		Recruit relevant staff	Improved service delivery	No. of staff recruited	5	10	33	35	32
		Undertake Training Needs Assessment (TNA)	Training needs identified	No. of training needs assessment undertaken	1	1	1	1	1
		Train existing staff in line with the TNA	Skilled staff	Number of staff trained as per identified needs	10	15	20	25	30
		Outsource noncore services	Improved service delivery	Number of services outsourced	2	2	2	2	2
1.2	<b>Resource mobilization</b>	Enhance internal revenue generation avenues	Improved revenue collection	Percentage increase in revenue collection	-	Hold workshop with stakeholder to review fees schedule	Hold workshop to engage institutions employing animal health	Enhance inspections and issuance of licenses	Fully decentralize KVB services

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
							professionals to enforce payment of retention and practice fees		
		Collaboration with stakeholders with convergent interest to fund activities so long as there is no conflict of interest	Improved operations/ service delivery	No. of MoUs	-	2	2	3	3
		Lobby for funding from Government and participate in all the MTEF budgetary processes	Improved funding from exchequer	Increase in grant from exchequer	Participate in 5 MTEF meetings	Participate in 5 MTEF meetings	Participate in 5 MTEF meetings	Participate in 5 MTEF meetings	Participate in 5 MTEF meetings
		Mobilize resources from developme	Improved donor funding	No. of proposals developed	-	1	1	1	2



	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		nt partners whose mandate involves livestock based livelihood, food safety of animal origin and development of the animal resources industry							
1.3	<b>Enhance coordination, collaboration and partnership with stakeholders</b>	Develop a framework for engaging, maintain and strengthening partnership with stakeholders	Enhanced partnership linkage	Partnership framework in place	-	Develop a partnership framework	Implement partnership framework	Implement partnership framework	Implement partnership framework
		Develop MoUs with relevant partners	Improved collaboration	No. of MoU signed with	-	1 MoU;	1 MoU	1 MoU	1 MoU

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
				relevant partners					
		Participate in relevant conferences	Enhanced information sharing	No. of conferences attended	3	3	3	3	3
		Undertake scheduled consultative fora with stakeholders	Enhanced information sharing	No. of consultative fora undertaken	1	1	1	1	1
		Undertake joint planning with stakeholders	Increased collaboration	No. of joint stakeholder planning undertaken	-	1	1	1	1
		Sensitize stakeholders on KVB activities	Awareness created	No. of sensitization workshops	1	1	1	1	1
	<b>Improve work environment</b>	Undertake work place environment survey	Improved employee satisfaction	Work environment survey undertaken		Undertake work environment survey	Implementation of survey recommendations	Undertake work environment survey	Implementation of survey recommendations
		Develop and implement institutional	Secured work place	OHS policy document		Develop OHS policy	Implementation of the OHS policy	Implementation of the OHS policy	Implementation of the OHS policy
1.4									

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		occupational health and safety (OHS) policy							
		Contract security services	Secured work place	Contract document	Contract security firm	Contract implementation	Contract implementation	Contract implementation	Contract implementation
		Install and maintain safety equipment in strategic areas (fire extinguishers and CCTV system)	Secured work place	Number of safety equipment installed and maintained	4 fire extinguisher maintained	Procure and install 4 fire extinguishers in the regional offices			
		Procure insurance cover for the Board members, staff, equipment and facilities	Secured institutional workforce and assets	Number of Board members, staff and asset insured	Procure insurance for 17 Board members and 26 staff and 4 vehicles	Procure insurance for 17 Board members and 36 staff and 7 vehicles	Procure insurance for 17 Board members and 69 staff and 9 vehicles	Procure insurance for KVB Resource Centre, 17 Board members and 104 staff and 12 vehicles	Procure insurance for KVB Resource Centre, 17 Board members and 136 staff and 15 vehicles

**Strategic Objective 2: Improved institutional infrastructure**

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
<b>Key Result area 2: To Improved infrastructure</b>									
2.1	<b>Improve Physical Infrastructure for KVB</b>	Acquire and secure land in an appropriate location	Improved work environment	Land acquired	Land acquired and secured	Securing the land	-	-	-
		Construct KVB Resource Centre (Administrative Block, conference facilities, library)	Improved work environment	KVB Resource Center	Review design and BQs. Identify the contractor and Commence project phase 1	Complete project phase 1 (Adm. block); Identify the contractor for phase 2 and commence construction	Complete project phase 2:- KVB conference facility and library	Furnishing and equipping	-
2.2	<b>Decentralization of KVB services</b>	Establish 13 regional offices (Nairobi, Nyeri, Kakamega, Kisumu, Wajir, Machakos, Isiolo, Embu, Mombasa, Voi,	Improve service delivery	Number of regional offices established	2 regional offices – Kakamega and Nyeri	3 regional offices – Mombasa, Kericho and Lodwar	2 regional offices – Eldoret and Machakos	3 regional offices – Kisumu, Isiolo and Wajir	3 regional offices – Voi, Embu and Nairobi

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		Eldoret, Lodwar and Kericho)							
		Procure Furniture, vehicles and equipment	Improved work environment	Number & type of equipment/tools procured	1 vehicle and furniture for regional offices and standby generator for HQs procured	3 vehicles and furniture for 3 regional offices and HQs procured	2 vehicles and furniture for 2 regional offices procured	3 vehicles and furniture for 3 regional offices procured	3 vehicles and furniture for 3 regional offices procured
2.3	<b>Improve automation of KVB operations</b>	Upgrade institutional website	Improved institutional visibility and usability	Functional website	Periodic website update on Board activities	Inclusion of interactive modules	Periodic website updates	Periodic website updates	Periodic website updates
		Develop institutional web portal	Improved service delivery	Operational web portal	Contract institutional web portal development	Stakeholders sensitization on online billing and cashless payment	Maintenance on Online billing and cashless payment and Web portal	Maintenance on Online billing and cashless payment and Web portal	Maintenance on Online billing and cashless payment and Web portal
		Implementation of Enterprise Resource Planning (ERP) software and integrate with other	Improved service delivery	Upgraded ERP	Integrate internal processes: indexing internship, billing, registration, inspection & licensing, Continuous	Sensitization, training, support and maintenance	Sensitization, training, support and maintenance	Support and maintenance	Support and maintenance

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		systems			Professional Development (CPD), Finance, HR, supply chain management)				
		Procure ICT Equipment (computers , printers, projectors, scanners, photocopiers, IPABX)	Improved institutional automation	Number and type of equipment procured	Procure 2 computers, 1 card printer and 1 projector	5 computers , 5 printers/ photocopier/scanners incl. 4 projectors and IPABX equipment	Procure: 3 computers, 3 printers/ photocopier/scanners incl. and 3 projectors	Procure: 3 computers, 3 printers/ photocopier/scanners incl. and 4 projectors	Procure:3 computers , 3 printers/ photocopier/scanners incl. and 3 projectors
		Setup, install, configure and maintain Local Area Network (LAN) and Wide Area Network (WAN) connectivity	Improved connectivity & technology infrastructure	Number of regional offices inter and intra connected	Install LAN & WAN in 2 regional offices Increase bandwidth to cover HQs and 2 regional office	Install LAN & WAN in 3 regional offices, Increased bandwidth to cover HQs and 3 regional office	Install LAN & WAN in 2 regional offices Increase bandwidth to cover HQs & 2 regional office	Install LAN & WAN in 3 regional offices Increase bandwidth to cover HQs & 3 regional office	Install LAN & WAN in 3 regional offices Increase bandwidth to cover HQs & 3 regional office
		Install and configure firewall	Improved data and information	Installed firewall	Contract firm to configure the server	Server configuration and installation	Server maintenance	Server maintenance	Server maintenance

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		system	n safety			of firewall			
		Implement Electronic Document Management System (EDMS)	Improved information management	EDMS software in place Number digitized modules	Develop ToRs/ Specifications for EDMS	Procure and install EDMS software	Data entry and system maintenance	Data entry and system maintenance	Data entry and system maintenance
		Install Customer Relationship Management Software (CRMS)	Improve customer satisfaction	Customer relation management software in place	Develop ToRs/ Specifications for CRMS	Procure and install CRMS	CRMS system maintenance	CRMS system maintenance	CRMS system maintenance
		Install short messaging system (SMS) /Unstructured Supplementary Service Data (USSD)	Enhanced communication	USSD service in place	Develop ToRs/ Specifications for USSD service and identify a service provider	Procure and install USSD service	USSD service implementation and maintenance	USSD service implementation and maintenance	USSD service implementation and maintenance
		Implement unified communication system (voice data	Enhanced ICT Connectivity	Unified communication system in place	-	-	Develop specification for unified communication system	Procure and install unified communication system	Maintenance on unified communication system

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		video)							
		Develop and implement Business Continuity Plan (BCP) (virtualization and cloud backup of data)	Improved data management and safety	Operational Business continuity plan	Procurement and install cloud backup platform and virtualization	Operationalize cloud backup	Maintain service	Maintain service	Maintain service
		Develop and implement Disaster Recovery Plan (DRP) ( For recovery of KVB data)	Improved data management	DRP in place	Develop specification for DRP Establishment	Consultancy services on DRP development.	Staff training on DRP implementation	DRP implementation	DRP implementation
		Procure and install antivirus software	Improved safety on technological hazards	Number of anti-virus procured and installed	3 anti-virus procured and installed	6 anti-virus procured and installed	8 anti-virus procured and installed	11 anti-virus procured and installed	14 anti-virus procured and installed
		Host KVB services on e-	Improved access to KVB	Numbers of KVB services	-	-	Establish requirement for e	Develop manual on hosting KVB	Hosting KVB services one government



	<b>Strategy</b>	<b>Activities</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Target for 2018/19</b>	<b>Target for 2019/20</b>	<b>Target for 2020/21</b>	<b>Target for 2021/22</b>	<b>Target for 2022/23</b>
		government portal	services	hosted on e-government			government hosting from the relevant authority	services one government portal	portal

**Strategic Objective 3: To enhance enforcement and compliance with set standards**

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
<b>Key Result Area 3: Enforcement and compliance to set standards enhanced</b>									
3.1	<b>Strengthen enforcement</b>	Create awareness for law enforcement agencies and judicial officers	Successful prosecutions	No. of law enforcement officers sensitized in counties	50	100	100	100	100
			Increased awareness by the judicial officers	No. of committee meetings attended	2	8	8	8	8
		Develop innovative means of reporting malpractices	Improved quality service delivery	Number of platforms established	1	1	1	1	1
		Recruitment of inspectors	Improved compliance	No. of inspectors recruited	2	3	3	3	3
3.2	<b>Improve Compliance</b>	Carry out inspections and accreditation of animal health training institutions	Quality training in animal health	No. of institution inspected/ Re-inspected and licensed	Inspect and licence 18 training institutions	Monitor status of 6 training institutions	Monitor status of 6 training institutions	Monitor status of 6 training institutions	Monitor status of 6 training institutions
		Inspect and licence veterinary practices ( Clinics, laboratories and animal welfare service providers)	Veterinary Standards upheld	No. of practices inspected	Inspect and licence 700 veterinary practices	Inspect and licence 1,200 veterinary practices	Inspect and licence 1,500 veterinary practices	Inspect and licence 1,700 veterinary practices	Inspect and licence 1,850 veterinary practices

	<b>Strategy</b>	<b>Activities</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Target for 2018/19</b>	<b>Target for 2019/20</b>	<b>Target for 2020/21</b>	<b>Target for 2021/22</b>	<b>Target for 2022/23</b>
		Deploy GIS/GPS system to map practice location	Mapping of practices	No. of practices mapped	Develop specifications and terms of reference for GIS/GPS system	Procure and install GIS/GPS Software	1,500 practices mapped	200 practices mapped	150 practices mapped
		Conduct examination for registration of practitioners in line with the VSVP Act.	Competency of practitioners established	No. of examination series conducted	2	2	2	2	2
		Carry out continuous registration of animal health practitioners.	Competence to practice Ascertained	No of practitioners registered	700	800	800	1,000	1,000
		Carry out indexing of animal health students.	Compliance with admission criteria	No. of students indexed	900	900	900	900	900
		Supervise Continuous Professional Development (CPD) activities.	Maintained and improved profession standards	No. of CPD activity Supervised	80	100	120	150	150
		Undertake sensitization of County veterinary staff on the required standards for provision of	Improved compliance to the VSVP Act and regulations	No. of sensitization meetings held	2	4	4	4	4

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		veterinary services.							
		Review animal health training curricula requirements	Revised curriculum	Revised curriculum	-	Hold two technical review workshops	One stakeholder workshop	-	-
		Lobby for harmonized animal health regional requirements for practitioners	Harmonized regional veterinary standards	No. Regional meetings attended	1	1	1	1	1
		Sensitize public on the need to seek veterinary services from competent and certified practitioners	Informed public on quality veterinary services	No. of advert in print/electronic media	2	2	2	2	2
		Use of USSD and government portal to identify qualified practitioners by clients	Improved service delivery	Short message platform in place	-	Procure and install short messaging platform	Maintenance of short messaging platform	Maintenance of short messaging platform	Maintenance of short messaging platform
		Provide codes to certify veterinary practices, veterinary laboratories and animal health & welfare service providers and a	Quality service delivery	Platform for codes in place	Number of practices inspected and certified	Number of practices inspected and certified	Number of practices inspected and certified	Number of practices inspected and certified	Number of practices inspected and certified

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		hotline for reporting malpractices.							
		Develop and implement regulations to ensure compliance by practitioners to standards of safety of food of animal origin	Safety of food of animal origin enhanced	Number of regulations developed and implemented	-	2 workshops to develop regulations	2 workshops to develop regulations	2 workshops to develop regulations	2 workshops to develop regulations
		Create a database for graduates and identifying their locations	Improved information management	An updated database	Data capture	Data capture	Data capture	Data capture	Data capture
		Provide an online link to KVB members database to other systems for verification of registered veterinary practitioners status	Improved service delivery	Number of online links established	-	1	1	1	1
3.3	<b>Collaboration with law enforcement agencies</b>	Provide information to aid arrest, drafting charges and prosecution	Successful prosecution	Number of arrested and prosecutions	Facilitation of the inspector	Facilitation of the inspector	Facilitation of the inspector	Facilitation of the inspector	Facilitation of the inspector
		Provide expert	Successful	Number of	Facilitation	Facilitation	Facilitation	Facilitation	Facilitation

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		evidence/opinion in court	prosecution	prosecutions	of the inspector	of the inspector	of the inspector	of the inspector	of the inspector
		Facilitate training of inspectors on prosecution	Successful prosecution	Number of trainings	1	2	3	3	3
		Regular joint meetings to monitor the prosecutions of offenders under this Act	Successful prosecution	No. of court users' forums attended	8	8	8	8	8
3.4	<b>Strengthen policy and legal framework</b>	Participate, articulate and contribute in fora on development/review of relevant policies/legal frameworks	Enabling policy and legal environment created	policy/legal frameworks developed/reviews	Participate in policy/legal review meetings	Participate in policy/legal review meetings	Participate in policy/legal review meetings	Participate in policy/legal review meetings	Participate in policy/legal review meetings
		Undertake review of the VSVP Act and regulations	Conducive legal framework created	Reviewed VSVP Act and Regulations	Technical review of the VSVP Act & Regulations; and hold one national stakeholders workshop	Finalize and publish VSVP Act and Regulations Submit the revised VSVP Act to AG and revised Regulations to Cabinet Secretary			

	<b>Strategy</b>	<b>Activities</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Target for 2018/19</b>	<b>Target for 2019/20</b>	<b>Target for 2020/21</b>	<b>Target for 2021/22</b>	<b>Target for 2022/23</b>
						for Gazettement			
		Develop regulations on use of technology for purposes of animal breeding	Published regulations on breeding technology	Regulation Document	-	-	One technical workshop and one stakeholders workshop	Finalize and gazette the regulations	
		Participate in implementation of the OIE veterinary legislative investigative mission report	Improved veterinary legislative	number of legislative framework reviewed	Participate in workshops	Participate in workshops	Participate in workshops	Participate in workshops	Participate in workshops

**Strategic Objective 4: Visibility and corporate image of KVB enhanced**

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
<b>Key Result Area 4: Visibility and Corporate image of KVB enhanced</b>									
4.1	<i>Upscale Visibility</i>	Review communication strategy	Internal and external communication improved	Communication strategy	-	Engage a consultant	-	-	-
		Erect signage in appropriate location	Easy access to KVB offices	No. of signage erected	Erect 1 signage at the HQs	Erect 2 signage for the regional offices	Erect 3 signage for opened regional offices	Erect 3 signage for opened regional offices	Erect 3 signage for opened regional offices
		Develop and air documentaries on KVB mandate and activities	Increased awareness of KVB services	No. of documentaries developed and aired	-	1	-	1	-
		Conduct periodic Knowledge Attitude, and Practices (KAP) Survey	Improved service delivery	KAP survey report	-	1	Implement survey findings	Implement survey findings	1
		Undertake Period Customer Satisfaction Survey	Improved service delivery	Customer survey report	-	1	Implement survey findings	1	Implement survey findings
		Participate in designated veterinary days, annual devolution conferences, exhibitions, field	Increased awareness of KVB services	No. of events participated	Participate in 7 events across the country	Participate in 10 events across the country	Participate in 12 events across the country	Participate in 12 events across the country	Participate in 15 events across the country



	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		days, other conferences and ASK shows							
		Develop and disseminate Information education and communication (IEC) materials (Brochures, banners, , fliers etc.)	Increased awareness of KVB services	No. of IEC materials developed and disseminated	Develop and distribute 10,000 brochures, fliers and teardrops	Develop and distribute 10,000 brochures, Develop 5 banners, fliers and teardrops for headquarters and regional offices	Develop and distribute 10,000 brochures, fliers and teardrops	Develop and distribute 10,000 brochures, fliers and teardrops	Develop and distribute 10,000 brochures, fliers and teardrops Develop 5 banners for headquarters and regional offices
		Publicize Board activities in the print, electronic media and other fora e.g. road shows and inspections sessions	Increased awareness of KVB services	No. of Adverts/ appearances in Print and electronic media	2 print adverts in local daily newspapers, appearances in radio FM Stations and TVs	2 print adverts in local daily newspapers, appearances in radio FM Stations and TVs	2 print adverts in local daily newspapers, appearances in radio FM Stations and TVs	2 print adverts in local daily newspapers, appearances in radio FM Stations and TVs	2 print adverts in local daily newspapers, appearances in radio FM Stations and TVs
		Short advertisement and infomercials in mainstream media	Improved publicity	No. of advertisements	1	1	1	1	1
		Adopt use of social media	Improved publicity	No. social media platforms adopted	-	2	2	2	2

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		Establish a KVB desk in Huduma Centres	Improved service delivery	No. of KVB desks established in Huduma Centres	-	1	2	2	2
4.2	<b>Build up Corporate Image</b>	Train staff on customer care	Improved customer service delivery	No. of staff trained	1	10	10	10	15
		Brand applicable Board assets with corporate colours (documents, vehicles, equipment, materials, stationeries, diaries etc.)	Improved visibility	No. of Assets branded	Assorted assets branded	Assorted assets branded	Assorted assets branded	Assorted assets branded	Assorted assets branded
		Procure branded institutional clothing (t-Shirts, Shirts, Caps, blouses)	Improved visibility	No. of branded institutional clothing procured	Procure branded 100 T-shirts, 100 Shirts and 100 Blouses	Procure branded 30 laptop bags and 200 caps	Procure branded 100 T-shirts, 100 Shirts and 100 Blouses	Procure 200 branded caps	Procure branded 100 T-shirts, 100 Shirts and 100 Blouses
		Engage in Corporate Social Responsibility (CSR).	Improved visibility	No. of CSR activities undertaken	Visit a children's home	Sponsor a KVB rabies vaccination day	Plant 1,000 trees at selected public Schools	Visit an elderly home	Engage in one "Okao dada" (donate sanitary towels to orphanage)

**Strategic Objective 5: To influence accessibility, availability and affordability of veterinary services to all Kenyans**

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
<b>Key Result Area5: Access to quality veterinary services improved</b>									
5.1	<i>Improve access to quality veterinary services in areas where private veterinary practice is not viable</i>	Map staffing levels for veterinary practitioners in different counties	Improved access to veterinary services	Number of counties mapped on veterinary personnel	-	47	-	-	-
		Determine using OIE Performance of veterinary services (PVS) tool, document and recommend optimal staffing levels and standards to be adhered to in the veterinary service delivery	Improved access to veterinary services	Counties recommendation report on staffing levels and standards	-	1	-	-	-
		Advise the National, County governments and private sector on investment and provision of quality	Equitable distributions of veterinary services	Number of advisories	Number of advisories on need basis	Number of advisories on need basis	Number of advisories on need basis	Number of advisories on need basis	Number of advisories on need basis

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		veterinary services							
		Influence strategic deployment of interns to underserved areas	Improved access to veterinary service delivery	Number of interns deployed in underserved areas	Number of veterinary interns deployed	Number of veterinary interns deployed	Number of veterinary interns deployed	Number of veterinary interns deployed	Number of veterinary interns deployed
		Advise County governments to identify and sponsor potential students from the underserved areas for animal health training.	Enhance veterinary services in underserved areas	Number of advisories	Number of advisories	Number of advisories	Number of advisories	Number of advisories	Number of advisories
5.2	<b>Strengthen competencies of veterinary service providers</b>	Guide CPD providers on identified competencies gaps to be addressed by CPD activities.	Improved service delivery	Number of competence gaps analysis undertaken	-	1	-	-	1
		Guide training institutions in developing curricula for training in identified competencies	Improved curriculum	Number of new curricula developed/reviewed	-	As need arises	As need arises	As need arises	As need arises

	<b>Strategy</b>	<b>Activities</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Target for 2018/19</b>	<b>Target for 2019/20</b>	<b>Target for 2020/21</b>	<b>Target for 2021/22</b>	<b>Target for 2022/23</b>
		Accredit institutions offering courses in specific competencies.	Competence improved	Number of institutions accredited	-	-	Inspection of training institutions	Inspection of training institutions	Inspection of training institutions
		Support exchange programs between professionals	Enhance professional knowledge in delivery of veterinary services	Number of programs	-	1	1	1	1
		Sensitize veterinary students on practice opportunities, industry requirements, professional ethics and values	Improved compliance	Number of institutions training animal health visited	-	10	10	10	10
		Support the development and continuously review policies for the specialized veterinary services	Establishment of consultant veterinary colleges	Number of consultant colleges established	-	1	1	1	1

**Strategic objective 6: To improve the management and coordination of KVB functions**

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
<b>Key Result Area 6: Improved management and coordination of KVB functions</b>									
6.1	<b>Strengthen Monitoring, evaluation and reporting</b>	Develop a Monitoring & Evaluation (M&E) Framework for Board programmes and activities (Veterinary internship, Curriculum implementation, strategic plan, workplan performance contract etc)	Improved coordination for M&E Activities	M&E Framework in place	-	Work shop to develop M&E Framework	Implementation of M&E Framework	Implementation of M&E Framework	Implementation of M&E Framework
		Train Staff on M&E	Improved capacity in M&E	No. of staff trained on M&E		Train 1 staff on M&E	Train 3 staff on M&E	Train 3 staff on M&E	Train 3 staff on M&E
		Undertake quarterly M&E Assessments	Improved implementation of identified activities	No. of M&E reports	-	Undertake 1 M&E missions	Undertake quarterly M&E missions	Undertake quarterly M&E missions	Undertake quarterly M&E missions
		Procure relevant M&E tools (Software,	Improved data and information management	M&E Software in place	-	Develop requirements and terms of reference for	Procure and install M&E Software	Maintain M&E	Maintain M&E

	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		GPS, Cameras)				M&E Software			
6.2	<i>Data and Knowledge management</i>	Identify and document data needs and gaps	Data gap analysis report	Data gap analysis report	Continuously identify and report data needs and gaps in the operations	Continuously identify and report data needs and gaps in the operations	Continuously identify and report data needs and gaps in the operations	Continuously identify and report data needs and gaps in the operations	Continuously identify and report data needs and gaps in the operations
		Capture, organize and process data and information	KVB database	Database in place	continuously capture, organize and process data and information	continuously capture, organize and process data and information	continuously capture, organize and process data and information	continuously capture, organize and process data and information	continuously capture, organize and process data and information
		Preserve and share knowledge on lessons learnt to relevant partners	Institutional knowledge preserved	No. of knowledge sharing fora	1	1	1	1	1
		Develop an annual publication of KVB achievements and performance	Preservation of KVB data and information	No. of publications	-	Carry out annual publication and print 500 copies	Carry out annual publication and print 500 copies	Carry out annual publication and print 500 copies	Carry out annual publication and print 500 copies

	<b>Strategy</b>	<b>Activities</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Target for 2018/19</b>	<b>Target for 2019/20</b>	<b>Target for 2020/21</b>	<b>Target for 2021/22</b>	<b>Target for 2022/23</b>
6.3	<b><i>Strengthening internal audit system</i></b>	Establish an internal audit unit	Enhanced efficiency	No. of internal auditor recruited	-	1	-	-	-
		Map risk areas	Improved institutional risk management	Risk map in place	-	Mapping & recommend mitigation for risk areas	Implement the recommendations	Implement the recommendations	Implement the recommendations
		Establish whistle blowing mechanism	Improved institutional integrity	Whistle blowing framework in place	Development of the whistle blowing framework	Implementation of the framework	Implementation of the framework	Implementation of the framework	Implementation of the framework
6.4	<b><i>Improved management of internship program</i></b>	Review, gazette and implement the veterinary internship guidelines.	Improved veterinary internship programme	Veterinary internship policy	Initiate development of the policy through relevant offices	Hold one stakeholder forum and finalize policy	Publication and launch		
		Monitor and evaluate implementation of veterinary internship program	Quality Assurance	No. of internship monitoring reports	Bi-annual M&E mission	Bi-annual M&E mission	Bi-annual M&E mission	Bi-annual M&E mission	Bi-annual M&E mission
		Quality control by accrediting internship centers and	Quality Assurance	No. of Accredited internship centres and certified	Inspection of internship centres	Inspection of internship centres	Inspection of internship centres	Inspection of internship centres	Inspection of internship centres



	Strategy	Activities	Outcome	Output Indicators	Target for 2018/19	Target for 2019/20	Target for 2020/21	Target for 2021/22	Target for 2022/23
		certifying supervisors		supervisors					
6.5	<b>Implement quality management system (ISO 9001:2015) Certification</b>	Recruit ISO certification expert	Improved institution quality management	ISO Certification expert recruited	Engage ISO expert	-	-	-	-
		Train staff (top management and middle management)	Skilled staff on ISO 900:2015	Number of top and middle level managers trained on ISO	10 trained on ISO		-	-	-
		Conduct awareness training for all employees	ISO awareness created	Number of staff sensitized on ISO	-	Sensitize 20 staff on ISO	Sensitize 36 staff on ISO	Sensitize 33 staff on ISO	Sensitize 35 staff on ISO
		Document Standard Operating Procedures (SOPs)	Efficient management process	Quality Management System (QMS) manual operationalized	-	Documentation of QMS	Implementation of QMS	Implementation of QMS	Implementation of QMS
		Recruit and train ISO internal auditors	Improved QMS implementation	Number of internal auditors recruited and trained		10 internal auditors trained	Conduct bi-annual audits of QMS	Conduct bi-annual audits of QMS	Conduct bi-annual audits of QMS

	<b>Strategy</b>	<b>Activities</b>	<b>Outcome</b>	<b>Output Indicators</b>	<b>Target for 2018/19</b>	<b>Target for 2019/20</b>	<b>Target for 2020/21</b>	<b>Target for 2021/22</b>	<b>Target for 2022/23</b>
		Identify and engage an ISO certifying Body for certification	Efficient management process	ISO certification Body in place	-	-	Contract ISO certification body for certification		