



KENYA VETERINARY BOARD

PROPOSED STRATEGIC PLAN (2023-2027)

VISION

Premier agency for regulation and advancement of veterinary standards and practice

MISSION

To promote animal health and welfare for public health and safety by enforcing set standards in veterinary training and practice to enhance growth of the animal resource industry.

CORE VALUES

- Client focus
- Innovation
- Professionalism
- Teamwork
- Integrity

FOREWORD

The Kenyan Vision 2030 and Government's Bottom-Up Economic Transformation Agenda (BETA) recognize livestock development as one of the key value chains integrating the leather, dairy and Pastoralism Economy. These value chains have a major impact on the economy in terms of job creation, food safety and security and support for the manufacturing pillar to enhance trade. The Board plays a critical role in this chain by ensuring delivery of quality veterinary services to guarantee public health and animal welfare.

The Kenyan blue print recognizes various livestock initiatives to be undertaken in order to turn around the sector and with it the overall national economy as envisioned in the Vision 2030 Strategy. This includes among others, improving access to veterinary drugs and artificial insemination services, livestock marketing and value addition. This plan therefore embrace the spirit of partnerships and collaboration with the private sector and other stakeholders in order to have a vibrant and self-sustaining Livestock Sector that is competitive regionally as well as in the global markets.

Over the years, pastoralists have lost animals of high value due to malpractices by unscrupulous traders and service providers hence depriving them of their livelihoods. 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.

In order to realize the government's vision, this Plan will therefore address the above challenges 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.

The Kenya National Bureau of Statistics (KNBS) projections indicate that the country's population growth is on the upward trajectory hence anticipated to drive demand for animal source foods in Kenya. In recent years the Livestock sector has remained a major driver of the Kenyan economy. The strategies outlined in this plan are envisaged to contribute to growth for livestock sector to 7.1 per cent from a base 4.4 per cent between 2023 and 2027 which will significantly contribute in expanding the tax base, eradicating hunger and improving the foreign exchange balance.

Dr. Joan Magero
Board Chairman

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 fifth generation strategic plans (2023 - 2027) issued by the National Treasury and Economic Planning. The Plan is aligned to key national and international policy and legal frameworks such as the Kenya Vision 2030 and its Fourth Medium Term Plan (MTP IV) 2023-2027, The Bottom-Up Economic Transformation Agenda, 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 strategic plan was developed in a consultative manner with involvement of staff and key stakeholders. Write-shops were held to consolidate inputs from staff and key stakeholders. TWC undertook robust analysis on the strategic direction for the plan period and operating environment factoring in the Board's mandate and functions. It took into consideration proven best practices, and builds on the successes and lessons learnt during the implementation of the strategic plans (2018 -2022). The draft strategic plan was circulated to other staff for internal review and inputs. It was then presented to the Board of Directors for more policy insight. Thereafter, it was validated by external stakeholders and their inputs incorporated before submitting to The National Treasury and Planning, State Department for Economic Planning for review and advice. The process was concluded by publication and dissemination to stakeholders for implementation.

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. As the CEO, I commit to serve as the leading voice and with imagination and credibility ensure the mission and vision guides the organizational momentum. It is my conviction that with dedication and team work we will remain committed to its implementation for the benefit of the practitioner, animal welfare, the public and the animal resources industry.

Dr. Mary T. Agutu
Chief Executive Officer

ACKNOWLEDGEMENT

The development of this Strategic Plan was a collective effort by the Board, a multi-disciplinary technical team, KVB staff and stakeholders. We wish to thank the Board Directors for their valuable inputs and for approving the required financial resources for successful production of this plan. Special thanks go to the Chief Executive Officer, Dr. Mary T. Agutu for providing leadership throughout the process.

In a special way, the Board appreciates contribution of the following individuals who formed the Technical Working Committee: Dr. Naphtal Mwanziki, Dr. Winfred Kidada, CPA. Simon Wainaina, CS. Herman Kengere, CPSP Ireen Wanja, Mr. Dedan Munyao, CHRP. Veronicah Koigi, Ms. Emily Mumbua and all employees of the Kenya Veterinary Board. The contributions of Mr. Ronald Mairura, Mr. James Maganda and Ms. Rhoda Boit who provided transport services to the technical team is also appreciated.

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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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ACRONYMS AND ABBREVIATIONS

AiA- Appropriation in Aid

AHTTAK – Animal Health Technicians and Technologists Association of Kenya

BETA - Bottom-Up Economic Transformation Agenda

Bsc – Bachelor of Science

BVM – Bachelor of Veterinary Medicine

CHRP - Certified Human Resource Professional

CPA- Certified Public Account

CPD – Continuous Professional Development

CPSP - Certified Procurement and Supply Professional

CRMS - Customer Relation Management System

CS – Certified Secretary

CSR - Corporate Social Responsibility

EAC - East African Community

EDMS - Electronic Document Management System

ERP - Enterprise Resource Planning

FAO - Food and Agricultural Organization

FRS - Financial Reporting System

FSAC – Finance Strategy and Administration Committee

GDP - Gross Domestic Product

HRMIS - Human Resources Management Information System

ICT - Information Communication Technology

IDC - Inquiries and Disciplinary

IRMP - Institutional Risk Management Policy

KAPSA- Kenya Animal Scientist Practitioners Association

KNBS - Kenya National Bureau of Statistics

KRA – Key Result Areas

KVA – Kenya Veterinary Association

KVB - Kenya Veterinary Board

KVPA – Kenya Veterinary Paraprofessional Association

MTEF- Medium Term Expenditure Framework

MTP - Medium Term Plan

MTR - Mid-Term Review

NGAO - Sensitize National Government Administration Officers

PC - Performance Contract

PESTELE - Political, Economic, Social, Technological, Environmental, Legal and Ethics

SDG - Sustainable Development Goals

SWOT - Strengths, Weaknesses, Opportunities and Threats

TeCEQA - Technical Committee on Education and Quality Assurance

TWC - Technical Working Committee

UN – United Nations

VSVP – Veterinary Surgeons and Veterinary Paraprofessionals

WOAH – World Organization for Animal Health

EXECUTIVE SUMMARY

This is the third Strategic Plan for the Kenya Veterinary Board (KVB). It outlines the priorities that the Board will pursue in 2023-2027 plan period. Its development was informed by the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 and its attendant Regulation, experiences of implementation of the first Strategic Plan that covered the period 2018-2022. The Plan is aligned to key policy documents such as the Constitution, the Kenya Vision 2030 and its Fourth Medium Term Plan (MTP IV), the Bottom-up Economic Transformation Agenda and other Government policies and international protocols.

The Board has identified four fundamental challenges that is inadequate enforcement and compliance to set veterinary standards, inadequate access to quality veterinary services, weak monitoring, evaluation, learning and knowledge management framework and weak institutional capacity. In order to effectively deliver on its mandate, the Board has recognized four strategic objectives, namely to: improve enforcement and compliance to the set veterinary standards; enhance access to quality veterinary services; strengthen monitoring, evaluation, learning and knowledge management framework and strengthen institutional capacity. Eleven strategies have been adopted and will be tracked through four Key Result Areas namely: veterinary standards compliance and enforcement; educational and professional competence; evidence-based advisories and strengthening institutional capacity.

The total cost of implementing this Strategic Plan is Kenya Shillings **1,749.55 million** spread over the five-year period. Of this, Kenya Shillings **115.70 Million** is earmarked for improving enforcement and compliance to the set veterinary standards; Kenya Shillings **75.50 Million** for enhancing access to quality veterinary services; Kenya Shillings **17.79 Million** for strengthening monitoring, evaluation, learning and knowledge management framework and strengthen institutional capacity; Kenya Shillings **727.7 Million** for strengthening institutional capacity; Kenya Shillings **812.86 Million** for improving the management and coordination of KVB functions. 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 describes the alignment of this strategic plan with national and international frameworks, such as the UN's 2030 Agenda for Sustainable Development, the African Union Agenda 2063, and the East African Community Vision 2050. It complements Kenya's Vision 2030, the Bottom-up Economic Transformation Agenda, and the Fourth Medium Term Plan IV. It further provides history of the Board and conclude with strategic plan development process.

1.1 Strategy as an imperative for organizational success

The Kenya Veterinary Board plays a pivotal role in safeguarding the health and well-being of animal's resources as well as for the communities it serves. As the regulator for veterinary practices, the board's effectiveness directly impacts animal health and welfare, public safety, and the integrity of the veterinary profession. The animal resource industry also contributes significantly to the country's economic growth and wellbeing. In this regard, the sector requires quality and well-regulated veterinary services.

In the 2018 – 2022 strategic plan, KVB achieved significant milestones in carrying out its mandate. These include establishing the Kenya Veterinary Board Resource Center and Headquarters; acquisition of 5 office sites for establishing regional offices; registered 3,574 new veterinary practitioners; inspected and licensed 944 veterinary service delivery facilities; reviewed four animal health training curriculum and registered 5,542 interns for deployment across the country.

To ensure continued organizational success and fulfillment of its mandate, the Kenya Veterinary Board has developed this strategic plan as an important tool for steering the Board towards excellence, innovation, and sustainable growth. The plan contains well thought out strategies which emanated from a consultative process involving internal and external stakeholders. Successful implementation of these strategies is expected to lead towards realization of the identified goals and strategic objectives. This will result in realization of the desired transformation and sustainability of the Board.

By nurturing collaboration, embracing technology, upholding ethical standards and prioritizing stakeholder engagement, this strategic plan will empower the Board to address emerging challenges, seize new opportunities, and advance the veterinary sector in Kenya to even greater heights. Together, with unwavering dedication and a clear sense of purpose, the Kenya Veterinary Board embarks on this transformative journey to safeguard the health of animals, protect the welfare of its citizens and shape a prosperous future for the nation. The management is committed to the implementation of all interventions in this strategic plan.

1.2 The Context of Strategic Planning

This strategic plan is aligned to the international and national development frameworks, such as the UN's 2030 Agenda for Sustainable Development, the African Union Agenda 2063, the East African Community Vision 2050, the Kenya's Vision 2030, Fourth Medium Term Plan and the

Bottom-up Economic Transformation Agenda (BETA). It is also in line with other agricultural sector policies.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Board contributes significantly to the achievement of multiple SDGs that promote sustainable national economic development and improve the overall well-being of livestock and livestock dependent communities. The Kenya Veterinary Board (KVB) contributes to the following Sustainable Development Goals (SDGs).

- i. **SDG 2, Zero hunger: achieve food security and improved nutrition and promote sustainable agriculture:** The Board enforces standards for animal health, food safety, and biosecurity in livestock production. By promoting healthy and disease-free livestock, KVB contributes to increasing food production and reducing foodborne illnesses.
- ii. **SDG 3, Ensure healthy lives and promote well-being for all at all ages:** By contributing in the regulation of veterinary medicines and vaccines (together with Veterinary Medicines Directorate), KVB helps control and prevent the spread of zoonotic diseases through certifying animal health service providers. This is critical for public health and well-being.
- iii. **SDG 4, Quality Education:** KVB improves veterinary education and training standards by ensuring that veterinary professionals and para-professionals are equipped with the necessary skills and knowledge to provide quality animal health services.
- iv. **SDG 5, Gender Equality:** Both genders play a significant role in livestock farming and animal husbandry. KVB promotes gender equality by ensuring equal access to veterinary services and education for women involved in veterinary practices.
- v. **SDG 8, Decent Work and Economic Growth:** KVB promotes sustainable animal husbandry for socio-economic growth by ensuring responsible livestock management, promoting animal welfare, and mitigating the negative environmental impacts of livestock production.
- vi. **SDG 15, Life on Land:** Zoonotic diseases pose a significant public health threat. To mitigate the threat, KVB collaborate with other public institutions to monitor, detect, and control zoonotic diseases through surveillance programs and coordinated responses.
In regard to protecting Biodiversity, KVB participates in conservation efforts, in collaboration with the Kenya Wildlife Services, by monitoring and preventing the transmission of diseases from domestic animals to wildlife, thereby protecting biodiversity.
- vii. **SDG 9, Industry, Innovation and Infrastructure:** KVB supports research and innovation in animal health and welfare, leading to the development of new technologies and practices that contribute to sustainable development of agro-industries.
- viii. **SDG 17, Partnerships for the Goals:** KVB collaborates with other government agencies, international organizations, NGOs, and private stakeholders to foster partnerships that address complex challenges related to animal health, food security, and livestock production practices.

1.2.2 African Union Agenda 2063

The African Union Agenda 2063 is a strategic framework for the socio-economic transformation of Africa over the next five decades. The Board contributes in the execution of this framework particularly on aspects related to agriculture, health, and sustainable development. The Board contributes by:

- i. **Enhance Food Security and Nutrition:** The Board promotes health and productivity of livestock, which is critical for food security. KVB implements regulations that promote animal health and disease control, thereby supporting increased livestock productivity and food availability in the country, region and in the continent.
- ii. **Strengthen Public Health:** In collaboration with other institutions, the Board enforces standards for animal health, food safety, and biosecurity in livestock production, to safeguarding public health.
- iii. **Foster Sustainable livestock production:** KVB advocates for sustainable livestock production by promoting responsible use of veterinary medicines, encouraging eco-friendly livestock management, and supporting the adoption of climate-smart agricultural techniques.
- iv. **Improve Animal Welfare:** As a guardian of veterinary ethics and standards, KVB promotes and enforces animal welfare principles, ensuring that animals are treated humanely and with respect throughout the livestock value chain.
- v. **Support Livelihoods and Economic Growth:** By ensuring the health and productivity of livestock, KVB indirectly contributes to the livelihoods of millions of smallholder farmers and pastoralists, which, in turn, drives economic growth and poverty reduction.
- vi. **Strengthen Research and Innovation:** KVB collaborate with research institutions to facilitate the development and adoption of innovative technologies and practices in animal health, which can enhance overall productivity and sustainability.
- vii. **Promote Regional Cooperation:** KVB participates in regional and continental initiatives and collaborations to harmonize standards, share best practices, and address common challenges related to animal health and trade within the African Union member states.
- viii. **Capacity Building and Education:** By setting and upholding high standards for veterinary education and training, KVB ensures a well-equipped and skilled workforce that effectively contributes to livestock development and health.
- ix. **Support resilience and adaptation to climate change:** KVB encourages and regulates practices that promote climate resilience in livestock production, such as disease surveillance, early warning systems, and sustainable rangeland management.
- x. **Participate in Policy Formulation:** KVB actively engages with policymakers and contributes expertise to the development of policies and strategies related to veterinary practices and public health within the African Union.

The East African Community (EAC) Vision 2050, is a long-term development framework that seeks to transform the region into a prosperous, competitive, and unified community by the year 2050. The Kenya Veterinary Board aligns with various aspects of the vision, particularly those

related to agriculture, health, and regional integration. The Board shall contribute to the attainment of this vision by:

- i. **Enhance Food Security and Nutrition:** The Board promotes health and productivity of livestock in the region, which is crucial for food security. By implementing regulations that promote animal health and disease control, the Board supports improved livestock productivity and food availability in the EAC.
- ii. **Facilitate Trade and Regional Integration:** The Board shall participate in the harmonization of standards and regulations related to animal health across EAC member states. This is aimed to promote trade and regional integration within the region.
- iii. **Supporting Livelihoods and Economic Growth:** The health and productivity of livestock directly impact the livelihoods of millions of people in the EAC. KVB contribute to poverty reduction and economic growth by ensuring the well-being of livestock and supporting sustainable livestock production.
- iv. **Promoting Animal Welfare:** As a guardian of veterinary ethics and standards, KVB advocates for and enforcement of animal welfare principles, ensuring that animals are treated humanely and with respect throughout the country and region.
- v. **Strengthening Veterinary Education and Training:** KVB collaborate with training institutions to ensure the quality and relevance of veterinary education in the country and region, producing a skilled and knowledgeable workforce that can effectively contribute to livestock development and health.
- vi. **Enhancing Research and Innovation:** KVB supports research and innovation in the fields of animal health and production, encourage development and adoption of cutting-edge technologies and practices.
- vii. **Participate in Policy Formulation:** By engaging with policymakers and providing expert advice, KVB contribute to the development of policies and strategies that support livestock development and health in the EAC.
- viii. **Facilitate Cross-Border Cooperation:** KVB encourages and supports cross-border cooperation and information sharing among EAC member states to address common challenges related to animal health and trade.

1.2.3 Constitution of Kenya

The Kenya Veterinary Board can contribute significantly to the realization of the ideals enshrined in the Kenyan Constitution of 2010 in various ways. The Constitution outlines key principles and objectives, and the Board's role in promoting animal health and welfare, public health, and sustainable livestock production aligns with these ideals. The Kenya Veterinary Board can contribute to the ideals of the Kenyan constitution by undertaking the following:

- i. **Protecting Public Health (Article 43):** The Board plays a critical role in safeguarding public health by ensuring the control and prevention of zoonotic diseases (diseases that can be transmitted from animals to humans). By implementing regulations and standards that promote

animal health and disease control, the Board helps prevent outbreaks that can impact human health.

- ii. Promoting Food Security (Article 43): The Board's efforts to maintain the health and productivity of livestock directly contributes to food security. By enforcing standards for animal health and disease control, the Board supports increased livestock productivity and food availability in Kenya.
- iii. Animal Welfare (Article 42): The Board's mandate includes promoting and enforcing animal welfare principles. By ensuring that animals are treated humanely and with respect throughout the livestock value chain, the Board contributes to the well-being of animals as enshrined in the Constitution.
- iv. Economic Growth and Employment (Article 43): The Board's role in maintaining healthy livestock and supporting sustainable production practices contributes to economic growth, as livestock rearing is a significant sector of the Kenyan economy. By promoting livestock development, the Board helps create employment opportunities in rural areas.
- v. Sustainable Use of Natural Resources (Article 69): The Board contributes to the sustainable use of natural resources by encouraging responsible production practices, promoting eco-friendly livestock management, and addressing the environmental impacts of livestock production.
- vi. Health and Environmental Rights (Article 42 and 70): By addressing zoonotic diseases and promoting sustainable livestock production, the Board protects the health and environmental rights of Kenyan citizens, as enshrined in the Constitution.
- vii. Public Participation (Article 10): The Board enhances public participation by engaging stakeholders, such as farmers, veterinarians, and animal welfare organizations, in the development of policies and regulations related to animal health and agriculture.
- viii. Devolution (Chapter Eleven): Kenya's Constitution embraces devolution, and the Board work closely with county governments to ensure the implementation of animal health programs and standards at the County level, promoting decentralized decision-making.
- ix. Right to a Clean and Healthy Environment (Article 42 and 70): The Board's efforts in regulating veterinary practices and promoting sustainable husbandry practices contribute to a clean and healthy environment.
- x. Gender Equality (Article 27): The Board promotes gender equality by ensuring equal access to veterinary services and educational opportunities for women involved in veterinary services.

1.2.4 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan

The Board plays a crucial role in contributing to the realization of Kenya Vision 2030, Bottom-Up Economic Transformation Agenda, and the Fourth Medium Term Plan by aligning its strategies and activities with the broader national development goals. Specific ways the Board contributes includes:

- i. **Enhance Food Security and Nutrition:** The Board support Kenya's vision of achieving food security by ensuring the health and productivity of livestock. This is by way of implementing regulations and standards that promote animal health and welfare, public health as well as safe nutrition. In addition, the Board does contribute to increased livestock productivity and food availability.
- ii. **Support Agricultural Transformation:** As part of the Bottom-Up Economic Transformation Agenda, the Board plays a significant role in transforming the agricultural sector. By providing guidance on best practices in livestock production, animal health and welfare, as well as disease prevention, the Board can help improve the productivity and marketing of livestock value chain.
- iii. **Promote Value Addition in the livestock value chain:** The Fourth Medium Term Plan emphasizes value addition in the agricultural sector. The Board supports by advising on animal health and food safety standards, enabling the development of safe and high-quality animal products that meet market requirements.
- iv. **Facilitate Trade and Market Access:** The Board contributes to enhancing market access for Kenyan livestock and livestock products by ensuring compliance with regional and international standards and harmonizing regulations to facilitate cross-border trade.
- v. **Support Climate Resilience:** The Fourth Medium Term Plan highlights the need for climate change adaptation and mitigation strategies. The Board promotes and regulates climate-resilient livestock production practices that help the sector adapt to the challenges posed by climate change.
- vi. **Foster Public-Private Partnerships:** The Board engages in partnerships with the private sector, farmers' organizations, professional associations and other stakeholders to jointly address challenges and promote sustainable livestock development.
- vii. **Strengthen Veterinary Education and Training:** The Board contribute to human resource development by ensuring the quality and relevance of veterinary education and training programs, producing a skilled workforce capable of supporting the livestock sector's growth.
- viii. **Enhance Livelihoods and Employment Opportunities:** The Board facilitates in maintaining livestock health and supporting sustainable veterinary practices create employment opportunities in the rural areas, contributing to poverty reduction and economic growth.

1.2.5 Sector Policies and Laws

The activities outlined for implementation in this strategic plan are geared towards implementation of the mandate and functions of KVB as outlined in Section 6 of the VSVP Act, 2011

Sessional Paper No 2 of 2020 on the Veterinary Policy

The Kenya Veterinary Board plays a critical role in the realization of the aspirations outlined in Sessional Paper No. 2 of 2020 on the Veterinary Policy. This policy document sets out the strategic direction for the veterinary sector in Kenya and aims to address various challenges while

harnessing opportunities for the growth and development of the industry. The key roles the Kenya Veterinary Board play include:

- i. **Policy Implementation:** As the regulatory body responsible for overseeing the veterinary profession, the Board plays a pivotal role in implementing the policy's provisions. It can work closely with relevant stakeholders to ensure that the policy's objectives are translated into actionable strategies and programs.
- ii. **Quality Assurance and Standards:** The Board can set and uphold high standards for veterinary education, professional conduct, and practice. By ensuring the quality and competence of veterinarians, veterinary para-professionals, and veterinary institutions, the Board can contribute to improved service delivery.
- iii. **Capacity Building:** The Board can support continuous professional development for veterinarians and para-professionals, fostering a well-equipped and skilled workforce that can address emerging challenges and technological advancements in the sector.
- iv. **Promoting Animal Welfare:** The Board can advocate for and enforce animal welfare principles to ensure that animals are treated humanely and with respect, in line with global animal welfare standards.
- v. **Research and Innovation:** By encouraging research and innovation in the veterinary field, the Board can contribute to the development and adoption of new technologies and practices that improve animal health, agriculture, and public health outcomes.
- vi. **Market Access and Trade:** The Board can facilitate market access for Kenyan livestock and livestock products by ensuring compliance with international standards and promoting harmonization of regulations with trading partners.
- vii. **Cross-Sector Collaboration:** The Board can foster collaboration between the veterinary sector and other sectors such as agriculture, public health, and environmental conservation to address complex challenges and pursue shared objectives.
- viii. **Climate Resilience and Environmental Sustainability:** The Board promotes sustainable agricultural practices and disease control measures that contribute to climate resilience and environmental conservation.
- ix. **Public Awareness and Education:** The Board can engage in public awareness campaigns to educate the public on the importance of veterinary services, animal health, and responsible pet ownership.

Sessional Paper No 3 of 2020 on the Livestock Policy

As the regulatory body responsible for overseeing the veterinary profession and livestock-related activities in Kenya, the Kenya Veterinary Board can play a significant role in the realization of the aspirations outlined in Sessional Paper No. 3 of 2020 on the Livestock Policy. This policy document sets out the strategic direction for the livestock sector in Kenya and aims to address various challenges while harnessing opportunities for sustainable and inclusive growth. The key roles the Kenya Veterinary Board can play include:

- i. **Policy Implementation:** The Board actively participates in the implementation of the Livestock Policy by working closely with relevant government agencies, stakeholders, and partners. It contributes its expertise to the design and execution of initiatives that align with the policy's objectives.
- ii. **Regulation and Quality Assurance:** The Board enforces regulations and standards that ensure the quality and safety of livestock products, animal health services, and veterinary practices. By maintaining high-quality standards, it contributes to consumer confidence and promotes sustainable livestock production.
- iii. **Capacity Building:** The Board supports the continuous professional development of veterinarians and veterinary para-professionals to equip them with the knowledge and skills needed to address emerging challenges in the livestock sector.
- iv. **Disease Control and Surveillance:** The Board collaborates with relevant authorities in implementing disease control and surveillance programs to protect animal health and prevent the spread of zoonotic diseases, which have implications for public health.
- v. **Market Access and Trade:** The Board facilitates market access for Kenyan livestock and livestock products by ensuring compliance with international standards and promoting harmonization of regulations with trading partners.
- vi. **Sustainable Agriculture and Environmental Conservation:** The Board promotes sustainable agricultural practices and advocates for environmental conservation measures that support the long-term viability of the livestock sector and mitigate its environmental impact.
- vii. **Research and Innovation:** The Board encourages research and innovation in the veterinary field, supporting the development and adoption of new technologies and practices that improve animal health and livestock productivity.
- viii. **Cross-Sector Collaboration:** The Board fosters collaboration between the livestock sector and other relevant sectors, such as agriculture, public health, and environmental conservation, to address complex challenges and pursue shared objectives.
- ix. **Public Awareness and Education:** The Board engages in public awareness campaigns to educate the public, livestock keepers, and stakeholders on best practices in livestock management, disease prevention, and responsible animal ownership.
- x. **Monitoring and Evaluation:** The Board regularly assesses the impact of its initiatives and policies on the livestock sector's development and makes necessary adjustments to achieve the desired outcomes.

1.3 History of the Kenya Veterinary Board

The provision of Veterinary Services was started in Kenya way back in 1890 when the Department of Veterinary Services (DVS) was established to cater for the needs of white settler farmers. Subsequently, and to regulate the veterinary profession and education, the British colonial government legislated the Veterinary Surgeons Ordinance in 1953, thereby engendering the Kenya Veterinary Board (KVB) under Section 5 of the Ordinance. By then, the law only recognized veterinary qualifications acceptable for registration in the United Kingdom. Several amendments and rules were made after independence, in 1964, 1967, 1980, 1993 and 1996, respectively.

The Ordinance was eventually overhauled, giving way to the Veterinary Surgeons Act (CAP 366). CAP 366 was later repealed, making way to the enactment of the Veterinary Surgeons and Veterinary Paraprofessionals (VSVP) Act, CAP 366 of 2011 which gave the Board an expanded mandate. The VSVP, 2011 Act makes provision for the training, registration and licensing of veterinary surgeons and veterinary para-professionals. It obliges the KVB to advise Government on all aspects thereof.

1.4 Methodology of Developing the Strategic Plan

The development of 2023-2027 Kenya Veterinary Board strategic plan was initiated after receiving strategic plan development guidelines from the State Department for Economic Planning. The top leadership of the Board appointed a Technical Working Committee (TWC) to develop the strategic plan comprising heads of departments. To ensure consistency with government policy, the Board sought technical support from Director of Economic Planning in the State Department for Livestock Development. The terms of reference and roadmap for strategic plan preparation was discussed and agreed upon and thereafter, TWC embarked on the preparation of the strategic plan.

The strategic plan was developed in a consultative manner with involvement of staff and key stakeholders. Write-shops were held to consolidate inputs from staff and key stakeholders. TWC undertook robust analysis on the strategic direction for the plan period and operating environment factoring in the Board's mandate and functions. It took into consideration proven best practices, and builds on the successes and lessons learnt during the implementation of the strategic plans (2018 -2022). The preparation of the strategic plan was also anchored on the Constitution of Kenya, Vision 2030 and its MTP IV, BETA, the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 as well as regional and international commitments.

The draft strategic plan was circulated to other staff for internal review and inputs. It was then presented to the Board of Directors for more policy insight. Thereafter, it was validated by external stakeholders and their inputs incorporated before submitting to The National Treasury and Planning, State Department for Economic Planning for review and advice. The process was concluded by publication and dissemination to stakeholders for implementation.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

The chapter expounds on the strategic direction of the Board, its mandate, vision, mission, strategic goals and core values. It also states the Board commitment to Quality Statement for optimal service delivery.

2.1 Mandate

The mandate of the Board as provided for in the VSVP Act 2011, is to exercise general supervision and control over veterinary training, business, practices and employment of veterinary surgeons and veterinary paraprofessionals in Kenya and advice the government in relation to all aspects thereof.

2.2 Vision Statement

Premier agency for regulation and advancement of veterinary standards and practice

2.3 Mission Statement

To promote animal health and welfare for public health and safety by enforcing set standards in veterinary training and practice to enhance growth of the animal resource industry.

2.4 Strategic Goals

The Board strategic goals for the plan period are to:

- i. Optimize enforcement and compliance to the set veterinary standards;
- ii. Facilitate access to quality veterinary services countrywide;
- iii. Make evidence-based decisions and advisories; and
- iv. Strengthen institutional capacity.

2.5 Core Values

The core values of the Board are: -

- i **Client focus:** Put citizens needs at the center of all our actions
- ii **Innovation:** harness creativity, continuous improvement and development of new ideas in service delivery
- iii **Professionalism:** Apply the highest standards of service delivery
- iv **Teamwork:** Cultivate the spirit of working and learning within teams
- v **Integrity:** Uphold honesty, uprightness and reliability at all times

2.6 Quality Policy Statement

Kenya Veterinary Board is committed to continuously provide quality services through registration, licensing and upholding veterinary standards at all times. In pursuit to this, the Board shall uphold the set veterinary standards as stipulated in the VSVP Act, 2011 through inspections of veterinary service providers, ensuring full compliance with legal and regulatory requirements and observing strict adherence to the professional code of conduct. In addition, the Board shall adopt ethical and good governance to improve and re-engineer its business processes, operations

and systems by adopting quality management standards based on best practices and governance standards.

To achieve the commitment, the Board shall develop adequate capacity in human capital, staff productivity and a culture that supports its objectives to deliver services faster, efficiently and in a friendly manner to its customers at all times. It shall also undertake corporate social responsibility activities that positively impact on the society, environment and the economy as well as develop collaboration with strategic stakeholders and partners to improve its corporate image.

By abiding by this quality statement, the Board shall enhance its regulatory mandate and functions at all times promoting the animal resource industry.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter delves into an extensive analysis of its current situation and the stakeholders. It commences with a situational analysis, macro-environment analysis, which identifies and explores the various factors that can impact the organization, and suggests measures to mitigate these effects. The chapter also presents a summary of the opportunities and threats faced by the Board. Further, the chapter highlights the Board's previous performance and stakeholder analysis.

3.1 Situational Analysis

This section is illustrated fully in 3.1.1.1.

3.1.1 External Environment

This section describes the macro and micro-operating environment of the Board

3.1.1.1 Macro-environment

Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) Analysis.

PESTELE may be summarized in the format provided below:

Table 3. 1.1: PESTELE Analysis

Category	Factors/ issues	Description (Impact on the Organization)	Mitigation measures
Political	• Devolved Governance	• Bureaucratic engagement processes with County Government	• Develop engagement framework with the County Government.
	• Evolving Government policies and directives	• Policies may affect planned operations. • Conflict with the Boards' operation norms	• Development of contingency plan • Enhance stakeholder engagement
	• Regional, Economic integration	• May compromise delivery of quality veterinary services	• Board to engage and lobby for harmonization of veterinary standards.
Economic	• Bottom-up Economic Transformation Agenda using value chain approach	• Expansion of opportunities for animal health service providers in the livestock value chain	• Recruitment of appropriate staff
	• Depressed Economy	• Decreased funding from the exchequer	• Resource mobilization
		• Reduced compliance by practitioners	
	• Increasing demand for livestock and livestock products	• Demand for inspections to ensure compliance of set veterinary standards	• Decentralization of services by establishing regional offices.

Category	Factors/ issues	Description (Impact on the Organization)	Mitigation measures
			<ul style="list-style-type: none"> • Develop appropriate standards and enforce compliance
Social	<ul style="list-style-type: none"> • Existence of illegal operators. 	<ul style="list-style-type: none"> • Substandard service provision leading to negative reputation of the Board. • Promotes apathy among practitioners who are willing to comply. 	<ul style="list-style-type: none"> • Strengthening inspectorate services. • Awareness creation.
	<ul style="list-style-type: none"> • Widespread poverty 	<ul style="list-style-type: none"> • Preference of cheap and substandard services and products from non-registered persons. 	<ul style="list-style-type: none"> • Awareness creation on effects of substandard services and products from non-registered practitioners/ quacks.
	<ul style="list-style-type: none"> • Cultural practices that violate Animal welfare. 	<ul style="list-style-type: none"> • Non-conventional management of diseases and animal welfare. 	<ul style="list-style-type: none"> • Awareness creation on good Animal Welfare Practices.
	<ul style="list-style-type: none"> • Diseases 	<ul style="list-style-type: none"> • Low human resource productivity. 	<ul style="list-style-type: none"> • Sustain medical cover for staff and Board of Directors.
	<ul style="list-style-type: none"> • Food safety 	<ul style="list-style-type: none"> • Consumption of uninspected foods of animal origin 	<ul style="list-style-type: none"> • Awareness creation on zoonotic diseases • Certify personnel providing inspectorate services on foods of animal origin
Technological	<ul style="list-style-type: none"> • Artificial intelligence • Cyber security • Telemedicine • Online training of animal health courses • Rapid development and change in technologies. 	<ul style="list-style-type: none"> • Lack of guidelines on the use of artificial intelligence in the provision of veterinary services. • Cyber-attack may compromise security and data loss. • Lack of guidelines on telemedicine. • Compromise the quality of the graduates in animal health. • Need for adoption of modern technology by the Board. • High cost of adoption of modern technology. 	<ul style="list-style-type: none"> • Develop and enforce guidelines on artificial intelligence. • Network protection and capacity building. • Development of guidelines and regulations. • Subject online trained graduates to pre-registration examination • Increase ICT capacity. • Automate KVB services. • Increase use of social media for communication and publicity.

Category	Factors/ issues	Description (Impact on the Organization)	Mitigation measures
Environmental	<ul style="list-style-type: none"> • Climate change and environment degradation. • Diminishing land for rearing animals. 	<ul style="list-style-type: none"> • Increase in animal diseases and pests. • Diminishing animal productivity. 	<ul style="list-style-type: none"> • Create awareness on the effects of climate change on animal productivity, nutrition and health • Develop and enforce appropriate standards on sustainable disposal of veterinary waste.
Legal	<ul style="list-style-type: none"> • Enactment of VSVP Act 2011. • Conflict of the Act with other legislations. • Constitution 	<ul style="list-style-type: none"> • Gaps in the VSVP Act. • Overlapping mandates • Increasing litigation against KVB • Devolution of veterinary services leading to complexity in enforcing veterinary standards 	<ul style="list-style-type: none"> • Initiate and participate in the review of VSVP Act. • Joint review of conflicting provisions. • Participate in development/review of policy and legal frameworks. • Recruit a legal officer. • Increase engagement with County Governments
Ethical	<ul style="list-style-type: none"> • Non-adherence to veterinary Code of Ethics 	<ul style="list-style-type: none"> • Compromises the standards of veterinary services offered. 	<ul style="list-style-type: none"> • Sensitize practitioners on Code of Ethics • Strict enforcement of the code of ethics

3.1.1.2 Micro-environment

The Board's mandate is to regulate the veterinary profession and advice government on all veterinary matters. In relation to this, the Board registers and licenses animal health service providers and veterinary service delivery facilities and accredits animal health training programs. In return the constituents pay fees and licenses that forms the Board AiA. The Ministry of Agriculture and Livestock Development facilitates necessary approvals and formulation of relevant policies and regulations for effective delivery of the Board's mandate. In addition, the National Treasury and Planning supports the Board with recurrent and development grant to facilitate the carryout out of these regulatory functions. The Board prequalifies potential suppliers in various categories to ensure timely supply of essential goods, services and works.

3.1.2 Summary of Opportunities and Threats

Table 3. 2 Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	a) Existence of collaborative institutions and organizations b) Policy on digitalization of government services	a) Unharmonized veterinary standards in the East African common market b) Conflicting interests from stakeholders c) Inconsistences and conflict in various legislations

Environmental Factor	Opportunities	Threats
Economic	a) Existence of training institutions producing qualified and competent animal health graduates	a) National and Global economic shocks
Social	a) Increased public demand for quality veterinary services b) Increased advocacy for animal welfare	a) Cultural practices that violate Animal welfare
Technological	a) Emerging technologies and social media platforms b) Existence of mechanisms to provide services through mobile technologies c)	a) Cyber security risks b) Rapid technological advancements rendering the existing technology obsolete
Legal	d) Unregistered and unlicensed animal health practitioners	a) Unqualified and unregistered animal health practitioners b) Lack of a title deed for the KVB Resource Centre
Ecological	a) Existence of environmentally friendly technologies for adoption	a) lack of proper eco-waste management system
Micro factors	a) Availability of a pool of human resource from the labor market b) Availability of a pool of suppliers facilitating the acquisition of goods and services	a) Industrial action

3.1.3 Internal Environment

Within the value chain nodes of production, value addition and marketing (farm to table) the veterinary professionals licensed by the Board play critical roles in provision of extension services, food & feed safety, certification of animal and animal products for local and international trade purposes.

3.1.3.1. Governance and Administrative Structure

KVB has a functional Board consisting of 17 members drawn from various constituencies as provided in the VSVP Act No. 29 of 2011 (7 elected, 2 alternate members to PS Livestock and PS the National Treasury, 2 representatives from animal resource industry, one representative from veterinary association and 5 representative of statutory bodies). The Board provides policy direction and oversight to facilitate the smooth execution of the mandate.

For day-to-day management and carrying out of its functions, the Board has a management structure consisting of two technical departments (Quality Assurance and Compliance and Enforcement) and various support departments (Finance, Human Resource and Administration; Policy Research and Strategy; Corporate Secretary and Legal Services; Supply Chain Management and Internal Audit). The Board has 13 in-post staff against an authorized establishment of 202. This has greatly affected effective implementation of the Board's mandate. The in-post staff are adequately skilled and competent.

The Board has developed Human Resource Policies and Staff Performance Appraisal system to cater for the welfare of staff and ensure effective performance management respectively. In addition, Road Safety Mainstreaming Policy, Alcohol and Drug Abuse, HIV aids policy, Enterprise Risk Management, Complaints Handling Policy and Mechanism have been developed to address the various cross cutting issues.

3.1.3.2. Internal Business Processes

In its fiduciary oversight, the Board has 4 committees namely; Technical Committee on Education and Quality Assurance (TeCEQA), Inquiries and Disciplinary (IDC), Finance, Strategy and Administration (FSAC) and Audit, Risk and Compliance (ARC) that addresses relevant issues and make recommendations to the entire Board for determination. Since all Board of Directors are appointed at the same time, their term expires at the same time leaving a vacuum for the smooth operation of the Board. This is occasioned by the weaknesses in the VSVP Act, 2011. Further, the Board operations are majorly paper based hence the need to leverage on ICT solutions.

The organizational structure of the Board has not been fully operationalized due to delayed recruitment process. This has led to challenges especially in the Internal Audit and the Legal Units. Further, the Standard Operating Procedures have not been developed and the existing Enterprise Resource Planning system is inadequate to accommodate integration of digitalization of services as envisioned by the Government.

3.1.3.3. Resources and Capabilities

The resource and capabilities of KVB are analyzed in Table 3.2

Table 3. 3: Resources and Capabilities

Criteria	Valuable	Rare/scarce	Inimitable	Durable	Un-substitutable
VSVP Act 2011	Yes	No	Yes	Yes	No
Tangible Asset e.g. Resource Centre	Yes	No	Yes	Yes	No
Staff skills & competences	Yes	No	No	No	No
Customer base (vet practitioners)	Yes	No	Yes	Yes	Yes
Data & knowledge	Yes	Yes	Yes	Yes	Yes

3.1.4 Summary of Strengths and Weaknesses

Table 3. 4 Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> i Establishment under an Act of Parliament (VSVP Act 2011). ii Conducive work environment. iii Existence of human resource policies and other governance tools. iv Strong collaboration with stakeholders. 	<ul style="list-style-type: none"> i Gaps in the legal framework ii Inadequate publicity of KVB and its mandate. iii Inadequate enforcement of existing laws on animal welfare.
Internal Business Processes	<ul style="list-style-type: none"> i Existence of a functional website. ii Existence of ICT infrastructure/systems to support automation 	<ul style="list-style-type: none"> i Inadequate inspection coverage. ii Lack of a Quality Management System (ISO certification).
Resources and Capabilities	<ul style="list-style-type: none"> i Skilled and qualified manpower. ii Permanent Head Quarters Complex 	<ul style="list-style-type: none"> i Inadequate resources mobilization. ii Inadequate staff. iii Inadequate knowledge management systems.

3.1.5 Analysis of Past Performance

3.1.5.1. Key Achievements

The following were the key achievements of the Board during 2018 – 2022 strategic plan implementation period.

- i. The Kenya Veterinary Board Resource Centre and Head Quarters established, hosting the administration block and proposed business and learning centers.
- ii. Six office sites acquired in West Pokot, Kakamega, Nyeri, Wajir, Taita Taveta and Mombasa for establishment of regional offices.
- iii. Sensitized 645 law enforcement officers countrywide.
- iv. Inspected and licensed 944 veterinary practices (850 ambulatory facilities, 70 clinics, 18 NGOs 3 laboratories and 3 hospitals)
- v. Registered 3,574 practitioners (430 veterinary surgeons, 490 veterinary technologists' degree, veterinary technologists' diploma and 1,669 veterinary technicians)
- vi. Indexed 5,542 animal health students (709 BVM students, 536 BSc Degree, 1,487 Diploma and 2,810 certificate)
- vii. Supervised 508 Continuous Professional Development activities.
- viii. Reviewed curriculum food safety (meat inspection training) and animal health courses (diploma, certificate, and upgrading courses for both certificate and diploma)
- ix. Collaborated with law enforcement, arrested and cause prosecution of 900 offenders of the VSVP Act, 2011,

- x. Engaged in corporate and social responsibility. 4,000 trees planted/ distributed and sponsored 5 KVA activities.
- xi. Registered 5,542 interns for deployment across the country.
- xii. Accredited 7 animal health courses.
- xiii. Internship guidelines developed for animal health graduates.
- xiv. Accredited 45 internship centers for quality control.

3.1.5.2. Challenges

The key challenges that hindered the achievement of the Board set targets during the implementation of the strategic plan 2018 – 2022 were:

- i. Inadequate resources (financial and human) to implement the strategic plan
- ii. Lack of a framework for monitoring and evaluation (M&E)
- iii. Change of government policies, guidelines, regulations
- iv. Covid 19 Pandemic
- v. Technological risks- failure of the enterprise resource planning
- vi. Absence of Board of Directors for a period of two years
- vii. Delayed review of legal instruments
- viii. Delayed implementation of Human Resource Instruments.
- ix. Protracted court cases involving the Board

Emerging Issues

- i. Covid 19 pandemic affected the Board operations due to imposition of countrywide quarantine that restricted movement. This resulted to curtailed enforcement of veterinary standards and affected collection of internally generated funds.
- ii. Amendment of Commission of University Education Act which barred the Board from inspecting and regulating animal health training in the universities affecting A.i.A. collection.

3.1.5.3. Lessons Learnt

- i. The appointment of the Board of Directors needs to be staggered for proper succession. This is in reference to paralyzation of the Board activities for a period of two years due to absence of the Board of Directors.
- ii. Lack of business continuity plan could result to a risk of complete breakdown of the Board operations. During the implementation of the Strategic Plan the Board encountered the pandemic and breakdown of the server.
- iii. Timely completion of the planned projects paves way for design and implementation of other projects. Completion of KVB resource Centre within the MTEF period has enabled subsequent approval of a new project on establishment of KVB regional offices by the National Treasury.

3.2 Stakeholder Analysis

Table 3. 5: Stakeholder Analysis

	Stakeholder	Role	Expectation of the Stakeholder	Boards' Expectation of the stakeholder
1	Ministry of Agriculture and Livestock Development	<ul style="list-style-type: none"> • Creation of enabling environment for sustainable livestock industry development 	<ul style="list-style-type: none"> • Effectively perform the delegated regulatory function 	<ul style="list-style-type: none"> • Resource mobilization • Appointment of the Board of Directors • Processing of policy and legal frameworks • Deployment of animal health interns
2	Animal Health training Institutions	<ul style="list-style-type: none"> • Train and produce competent veterinary personnel 	<ul style="list-style-type: none"> • Provide guidelines and standards for training in Animal Health 	<ul style="list-style-type: none"> • Production of animal health graduates
3	Parliament	<ul style="list-style-type: none"> • Legislation and budget appropriation 	<ul style="list-style-type: none"> • Implementation of the enacted law and prudent resource utilization 	<ul style="list-style-type: none"> • Enactment of laws • Appropriation of budget
4	Animal Health Practitioners	<ul style="list-style-type: none"> • Provision quality veterinary services. 	<ul style="list-style-type: none"> • Registration and licensing 	<ul style="list-style-type: none"> • Provide quality veterinary services • Comply with set laws and regulations.
5	Pharmaceutical Companies	<ul style="list-style-type: none"> • Manufacture of quality veterinary pharmaceutical and vaccines. 	<ul style="list-style-type: none"> • Certified veterinary personnel 	<ul style="list-style-type: none"> • Provide quality veterinary inputs • Engaged registered veterinary personnel
6	County Governments	<ul style="list-style-type: none"> • Delivery and quality assurance of animal health and welfare programs 	<ul style="list-style-type: none"> • Advisories/ collaboration on provision of quality veterinary services. 	<ul style="list-style-type: none"> • Provision of quality veterinary services • Employ registered veterinary service providers
7	Law enforcement agencies	<ul style="list-style-type: none"> • Law enforcement 	<ul style="list-style-type: none"> • Collaborate in enforcement of the enacted law 	<ul style="list-style-type: none"> • Collaboration with the Board to enforce compliance
8	Media	<ul style="list-style-type: none"> • Publicity and awareness creation 	<ul style="list-style-type: none"> • Partner on awareness creation on the mandate of the Board 	<ul style="list-style-type: none"> • Seek and disseminate accurate information to the public.
9	Judiciary	<ul style="list-style-type: none"> • Adjudicate court cases on non-compliance. 	<ul style="list-style-type: none"> • Comprehensive evidence and facts about cases to the Director of Public Prosecution. 	<ul style="list-style-type: none"> • Adjudication of litigations
10	Non-State Actors/ NGOs	<ul style="list-style-type: none"> • Enhance effectiveness of animal welfare. 	<ul style="list-style-type: none"> • License to offer animal health and welfare services. 	<ul style="list-style-type: none"> • Collaborate in advocacy. • Adhere to the provisions of the enacted Act.

	Stakeholder	Role	Expectation of the Stakeholder	Boards' Expectation of the stakeholder
11	Animal keepers	<ul style="list-style-type: none"> • Ensure sustainable animal husbandry. 	<ul style="list-style-type: none"> • Enforcement of the veterinary standards. 	<ul style="list-style-type: none"> • Acquire quality veterinary services • Take care of animal welfare
12	International organizations/ development partners	<ul style="list-style-type: none"> • Provision technical and financial support. 	<ul style="list-style-type: none"> • Collaboration in upholding high veterinary standard • Prudent utilization of resources 	<ul style="list-style-type: none"> • Technical and financial support
13	World Organization for Animal Health (WOAH)	<ul style="list-style-type: none"> • Sets standards on animal health 	<ul style="list-style-type: none"> • Provide periodic technical evaluations and support. 	<ul style="list-style-type: none"> • Enforce standards on matters animal health
14	Veterinary Welfare Associations (KVA, KVPA, KAPSA, ATTAK,)	<ul style="list-style-type: none"> • Advocate welfare issues of their members 	<ul style="list-style-type: none"> • Facilitate linkages to their membership 	<ul style="list-style-type: none"> • Advocacy • Welfare of veterinary practitioners
15	Research Institutions	<ul style="list-style-type: none"> • Undertake research and capacity building. 	<ul style="list-style-type: none"> • Collaborate in research agenda and settings curriculum development 	<ul style="list-style-type: none"> • Collaborative research. • Engage registered veterinary professionals.
16	Kenya Wildlife Services	<ul style="list-style-type: none"> • Conservancy and health of wildlife. 	<ul style="list-style-type: none"> • Uphold veterinary standards in wildlife. 	<ul style="list-style-type: none"> • Employ registered practitioners
17	Veterinary Medicines Directorate	<ul style="list-style-type: none"> • Enforcement of quality assurance standards in the manufacture, distribution and use of veterinary medicine 	<ul style="list-style-type: none"> • Certifying competence of practitioners handling veterinary medicines and vaccines. 	<ul style="list-style-type: none"> • Regulates the use of veterinary medicines
18	ICT Authority	<ul style="list-style-type: none"> • Enforcing ICT standards in Government and enhancing the supervision of its electronic communication 	<ul style="list-style-type: none"> • Digitalization of KVB services (E-citizen). • Adherence to ICT standards 	<ul style="list-style-type: none"> • Facilitating seamless service delivery on the E-citizen platform.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

The Board identified strategic issues and a comprehensive set of strategic goals and key result areas linked to fulfilling its mission and realizing its vision. In aligning these strategic issues with targeted strategic goals, the Board is poised to create a positive impact on the animal resource industry and contribute to the broader public health and well-being of the nation.

4.1 Strategic Issues

4.1.1. Inadequate enforcement and compliance

Inadequate enforcement and compliance to the set veterinary standards has adverse effects on the quality of veterinary services delivered in the country. This may be in form of uncontrollable outbreak of diseases that impact on the health and welfare of animals. As a consequence, the productivity of livestock is compromised and there is a concomitant rise in zoonotic diseases that pose a threat to public health. Furthermore, the safety of foods of animal origin cannot be guaranteed, threatening public health and safety even more. Overall, the economic gains that should be realized from a thriving animal resource industry are lost.

In this strategic cycle, the Board has purposed to tackle this strategic issue by striving to optimize enforcement and compliance to the set veterinary standards. This will entail enhancing inspection and licensing of animal health service providers, training institutions and businesses. The Board shall also closely work with other government agencies, veterinary associations, and industry stakeholders to promote a unified approach to enforcement and compliance. By actively addressing these aspects, the Board will contribute significantly to improving the quality of veterinary services in the country, ensuring the health and welfare of animals, protect public health, and foster public trust in the veterinary profession.

4.1.2. Inadequate access to quality veterinary services

Inadequate access to quality veterinary services has several negative impacts on the delivery of veterinary services and overall animal health, welfare and productivity. The Board seeks to mitigate these impacts by facilitating access to quality veterinary services in the next five years by among other measures, enhancing capacity development of service providers, sensitizing the public and creating awareness on the role and functions of the Board, establishing a certification program to recognize veterinary practices that consistently adhere to and exceed standards amongst others. Again, addressing inadequate access to quality veterinary services in the country will require a multifaceted approach involving collaboration between the national and county governments, private sector, educational institutions, and animal resource industry stakeholders. Continuous monitoring and evaluation of implemented strategies will be crucial to ensure their effectiveness in improving veterinary services across the country. By implementing these strategic measures, the Board will increase proficiency in veterinary practice, create public awareness and strengthen its role as a regulatory body as well as foster a culture of compliance within the

veterinary sector thereby contributing to the overall improvement of veterinary services in Kenya, and economic development in general.

4.1.3. Weak monitoring, evaluation, learning and knowledge management framework

A weak monitoring, evaluation, learning, and knowledge management framework in the delivery of veterinary services in Kenya has severely impacted the quality of veterinary services. The Board recognized this as an important strategic issue and seeks to mitigate against this in this strategic cycle. The Board will seek to make evidence-based decisions that will inform its advisories to government and other stakeholders. This will be undertaken by developing a robust monitoring and evaluation framework for Board programs and activities, capturing, organizing, processing and sharing relevant data and information as well as institutionalizing knowledge management at the Board. This will improve data management, evidence generation and the advisories given thereby enhancing the effectiveness and quality of veterinary services, ultimately improving animal health outcomes and benefiting the overall agricultural sector in the country.

4.1.4 Weak institutional capacity

Weak institutional capacity has significantly hampered the Board's mandate of ensuring the delivery of quality veterinary services in the county. This weakness has been identified as a strategic issue which is manifest by inadequate financial and human resources, a centralized model of delivery of services, lack of quality management services, an absent internal audit system and risk management policy, amongst others. The Board therefore seeks to strengthen its institutional capacity over the next five years by upgrading its human resource capacity, improving resource mobilization and management practices digitizing its operations and decentralizing its services, amongst other interventions.

By addressing these institutional challenges, the Board will strengthen its capacity and productivity to enable it fulfill its mandate, ultimately improving the quality of veterinary services and promoting animal health and welfare in the country, thus playing its rightful role in the socioeconomic development of our country.

4.2 Strategic Goals

The Board's strategic goals for the plan period are to:

- i Optimize enforcement and compliance to the set veterinary standards;
- ii Facilitate access to quality veterinary services countrywide;
- iii Make evidence-based decisions and advisories; and
- iv Strengthen institutional capacity.

4.3 Key Result Areas

The Board expected key result areas for the plan period are: -

- i Veterinary Standards Compliance and Enforcement;
- ii Educational and professional competence;
- iii Evidence-based advisories; and
- iv Strengthening institutional capacity.

Table 4. 1: Strategic Issues, Goals and KRA

	Strategic Issue	Goal	KRAs
a.	Inadequate enforcement and compliance to set veterinary standards	To optimize enforcement and compliance to the set veterinary standards	Veterinary Standards Compliance and Enforcement
b.	Inadequate access to quality veterinary services	To facilitate access to quality veterinary services countrywide	Educational and professional competence
c.	Weak monitoring, evaluation, learning and knowledge management framework	To make evidence-based decisions and advisories	Evidence-based advisories
d.	Weak institutional capacity	To strengthen institutional capacity	Strengthening Institutional capacity

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines the identified strategic objectives and corresponding strategic choices.

5.1 Strategic Objectives

Implementation of the strategic plan will be guided by four (4) strategic objectives:

- i. To improve enforcement and compliance to the set veterinary standards;
- ii. To enhance access to quality veterinary services;
- iii. To strengthen monitoring, evaluation, learning and knowledge management framework; and
- iv. To strengthen institutional capacity.

Effective implementation of the strategic plan will contribute to the achievement of the outcomes presented in Table 5.1

Table 5. 1: Outcomes Annual Projections

KRA 1: Veterinary Standards Compliance and Enforcement							
			Projections				
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO1.1: To improve enforcement and compliance to the set veterinary standards	Enhanced quality assurance in veterinary service delivery	Proportion of compliant facilities (%)	17.8	71.1	78.6	85.7	85.7
		Proportion of compliant practitioners (%)	17.8	66.7	80	80	93.3
		Number of cases prosecuted	360	515	480	400	300
KRA 2: Educational and professional competence							
SO2.1: To enhance access to quality veterinary services	Increased proficiency in Veterinary Practice and public awareness	Average CPD points per practitioner	12.6	12.8	13.0	13.2	13.4
		Proportion of uptake of veterinary services from compliant practitioners (%)	Factor* x 100				

		Customer satisfaction index (%)	50	55	60	65	70
KRA 3: Evidence-based advisories							
SO3.1: To strengthen monitoring, evaluation, learning and knowledge management framework	Improved data management, evidence generation and advisories	Proportion of uptake of advisories (%)	70	74	78	82	86
KRA 4: Strengthening Institutional capacity							
SO4.1: To strengthen institutional capacity	Improved institutional capacity and productivity	Growth in revenue (%)	36	41	53	-18	21
		Employee satisfaction index (%)	33	58	66	74	80
		Budget absorption rate (%)	100	100	100	100	100
		Employee retention rate (%)	95	97	97	98	98
		Proportion of processes digitalized (%)	100	100	100	100	100
		Productivity index (%)	75	78	83	88	93
		Reduction in time taken during service delivery (%)	20	20	20	20	20
		Compliance to Quality Management System (%)	80	90	100	100	100

5.2 Strategic Choices

KVB reviewed a number of options and identified 11 strategies that would contribute to achievement of the strategic objectives. The strategies are presented in the Table 5.2

Table 5. 2: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
KRA 1: Veterinary Standards Compliance and Enforcement	SO1: To improve enforcement and compliance to the set veterinary standards	S1: Enforcement of set veterinary standards
		S2: Strengthening Policy, legal and institutional frameworks
KRA 2: Educational and professional competence	SO2: To enhance access to quality veterinary services	S1: Capacity Development
		S2: Public Sensitization and awareness
KRA 3: Evidence-based advisories	SO3: To strengthen monitoring, evaluation, learning and knowledge management framework	S1: Assessments and surveys
		S2: Evidence-based advisories
KRA 4: Strengthening Institutional capacity	SO4: To strengthen institutional capacity	S1: Strengthening Human Resource capacity
		S2: Resource mobilization and management
		S3: Digitalization
		S4: Decentralization of services
		S5: Operational excellence and continuity

* To be determined through baseline survey

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter highlights the details of the implementation and coordination of the strategic plan. These include the implementation plan, action plan, annual work plan and budget, performance contracting, coordination framework, institutional framework, staff establishment, skills set and competence development, leadership, systems and procedures and risk management framework.

6.1 Implementation Plan

To effectively implement this strategic plan, the Board has developed an action plan for the five-year period (2023 - 2027) which constitutes annual targets, annual budgets and responsibility of execution of its activities. In addition, the annual performance contracts will be aligned to the strategic goals of the Board.

6.1.1 Action Plan

The implementation matrix presented in Table 6.1 presents a detailed action plan which constitutes the Strategic Issues, Goals, Key Result Areas, Outcomes, Strategic Objectives, Strategies, Activities, expected Outputs, Output Indicators, Annual Targets and the Estimated Budgets in the respective years, as well as the lead responsible for implementation of the activities.

Table 6. 1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Inadequate enforcement and compliance to set veterinary standards																
Strategic Goal: To optimize enforcement and compliance to the set veterinary standards																
KRA: Veterinary Standards Compliance and Enforcement																
Outcome: Enhanced quality assurance in veterinary service delivery																
Strategic Objective: To improve enforcement and compliance to the set veterinary standards																
Enforcement of set veterinary standards	Inspection & licensing of animal health training institutions	Animal Health training institutions inspected and licensed	No. of institutions	15	3	3	3	3	3	1.1	1.1	1.3	1.4	1.8	Director Compliance and Market Surveillance	Director Standards, Registration & Licensing
	Inspection & licensing of veterinary service delivery facilities (laboratories, clinics, hospitals, animal welfare service providers, breeding services, ambulatory services	Veterinary service delivery facilities inspected and licensed	Number of facilities inspected annually	12,000	2500	10000	11000	12000	12000	4	15	18.5	19	19	Director Compliance and Market Surveillance	Director Standards, Registration & Licensing
	Inspection and licensing of veterinary practitioners	Veterinary service providers inspected and licensed	Number of practitioners inspected annually	14,000	3000	10000	12000	12000	14000	-	-	-	-	-	Director Compliance and Market Surveillance	Director Standards, Registration & Licensing
	Indexing of animal health students	Animal health students indexed	No. of students indexed	5,200	900	1000	1000	1100	1200	-	-	-	-	-	Director Standards, Registration & Licensing	Director Education Training & Veterinary Technologies
	Registration of animal health	Animal health interns registered	No. of interns	7,300	1400	1450	1450	1500	1500	-	-	-	-	-	Director Standards,	Director Education

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	graduates for internship														Registration & Licensing	Training & Veterinary Technologies
	Registration of veterinary practitioners	Veterinary practitioners registered	No. of practitioners	7,300	1400	1450	1450	1500	1500	-	-	-	-	-	Director Standards, Registration & Licensing	Director Education Training & Veterinary Technologies Director Compliance and Market Surveillance
	Retention of veterinary practitioners in the Board registers	Veterinary Practitioners retained in the registers	No. of practitioners retained annually	12300	6057	7760	9210	11100	12300	-	-	-	-	-	Director Standards, Registration & Licensing	Director Compliance and Market Surveillance Director Education Training & Veterinary Technologies
	Maintenance of Board registers	Board registers maintained	No. of registers annually	16	16	16	16	16	16	-	-	-	-	-	Director Standards, Registration & Licensing	Director Compliance and Market Surveillance Director Education Training &

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
																Veterinary Technologies
	Registration of Veterinary Service Delivery Facilities	Veterinary Service Delivery Facilities registered	No. of facilities	12,000	2000	2090	3010	2900	2000	-	-	-	-	-	Director Standards, Registration & Licensing	Director Compliance and Market Surveillance Director Education Training & Veterinary Technologies
	Recognize outstanding compliant practitioners (i.e. letter of good standing)	Compliant Practitioners recognized	No. of practitioners	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	Director Standards, Registration & Licensing	Director Compliance and Market Surveillance Director Education Training & Veterinary Technologies
Strengthening Policy, legal and institutional frameworks	Support in review of VSVP Act and Regulation	VSVP Act and Regulations reviewed	No. of legal frameworks supported.	3	1	2	-	-	-	2	4	-	-	-	Director Standards, Registration & Licensing	Director Compliance and Market Surveillance Director Corporation Secretary & Legal Services

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Review of telemedicine guidelines	Telemedicine guidelines reviewed	Telemedicine guidelines	1	-	1	-	-	-	-	2	-	-	-	Director Standards, Registration & Licensing	Director Education Training & Veterinary Technologies
	Review of online animal health training guidelines	Guidelines for online training in animal health reviewed	Guidelines for online training in animal health	1	1	-	-	-	-	1	-	-	-	-	Director Standards, Registration & Licensing	Director Education Training & Veterinary Technologies
	Support the implementation of the WOAHA veterinary legislative investigative mission report	Mission report recommendations implemented	Status report on implementation of mission report recommendations	2	-	1	-	-	1	-	-	-	-	-	Director Standards, Registration & Licensing	Director Compliance and Market Surveillance Director Corporation Secretary & Legal Services
	Sensitize practitioners on standards of safety of food of animal origin	Practitioners sensitized	Number of sensitization fora	13	-	6	7	-	-	-	5	6	-	-	Director Compliance and Market Surveillance	Director Education Training & Veterinary Technologies
	Develop/ Review curriculum standards for animal health training institutions	Curricula developed/ reviewed	No. of curricula developed/ reviewed	5	1	2	1	1	-	2	4	2	2	-	Director Education Training & Veterinary Technologies	Director Standards, Registration & Licensing

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop Collaboration framework	Collaboration strategy developed	Collaboration strategy	1	-	1	-	-	-	-	1	-	-	-	Director Corporate Strategy & Planning	Director Compliance and Market Surveillance Director Corporation Secretary & Legal Services
KRA 1 TOTAL										10.6	32.6	28.3	22.9	21.3		
Strategic Issue: Inadequate access to quality veterinary services																
Strategic Goal: To facilitate access to quality veterinary services countrywide																
KRA: Educational and professional competence																
Outcome: Increased proficiency in Veterinary Practice and public awareness																
Strategic Objective: To enhance access to quality veterinary services																
Capacity Development	Register Continuous Professional Development (CPD) providers	CPD providers registered	No. of CPD providers	28	5	5	6	6	6	-	-	-	-	-	Director Education Training & Veterinary Technologies	Director Standards, Registration & Licensing
	Sensitize CPD providers on identified competency gaps to be addressed by CPD activities	CPD providers sensitized on competency gaps.	No. of sensitization fora	2	-	1	-	-	1	-	0.5	-	-	0.5	Director Education Training & Veterinary Technologies	Director Standards, Registration & Licensing
	Review animal health courses in training institutions	Animal Health courses reviewed	No. of courses reviewed	45	6	9	10	10	10	1.5	1.5	2	2	2	Director Standards,	Director Education Training &

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
															Registration & Licensing	Veterinary Technologies
	Supervision of CPD activities	CPD Activities supervised	No. of activities	565	105	110	110	120	120	2.5	2.7	2.7	2.9	2.9	Director Education Training & Veterinary Technologies	
	Build capacity for self-regulation through the veterinary association	Veterinary associations engaged	No. of associations	4	-	4	-	-	-	-	1.7	-	2	-	Director Standards, Registration & Licensing	Director Education Training & Veterinary Technologies Director Compliance and Market Surveillance
	Sensitization of animal health service providers on the veterinary standards	Practitioners sensitized	Number of sensitization fora	13	-	6	7	-	-	-	-	-	-	-	Director Compliance and Market Surveillance	Director Education Training & Veterinary Technologies
	Sensitize animal health student and interns on practice opportunities, professional ethics and values	Animal health students and interns sensitized	No. of students and interns.	4,650	900	900	950	950	950	0.7	0.7	0.7	0.7	0.7	Director Education Training & Veterinary Technologies	Director Compliance and Market Surveillance
	Train Board inspectors on	Board inspectors trained	No. of Board inspectors	11	1	2	4	2	2	0.4	0.8	1.6	0.9	0.9	Director Compliance	Director Corporation Secretary &

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	prosecution procedures														and Market Surveillance	Legal Services
Public Sensitization and awareness	Sensitize National Government Administration Officers (NGAO) and County Government officers on veterinary standards	NGAO and County Government officers sensitized	No. of officers	94	10	30	30	20	4	-	3	3	0.4	0.8	Director Compliance and Market Surveillance	Deputy Director Regional Offices
	Conduct Knowledge Attitude and Practices (KAP) survey	KAP survey conducted	KAP survey report	1	1	-	-	-	-	3	-	-	-	-	Director Corporate Strategy & Planning	
	Develop communication strategy	Communication strategy developed	Communication strategy	1	-	1	-	-	-	-	3	-	-	-	Director Corporate Services	Director Corporate Strategy & Planning
	Undertake periodic customer satisfaction survey	Customer satisfaction survey undertaken	No. of surveys	5	1	1	1	1	1	1	1	1	1	1	Director Corporate Services	
	Exhibit KVB services in designated veterinary days, conferences, field days, Agricultural Shows	KVB Services exhibited	Number of events	22	3	4	5	5	5	1.5	2.0	2.0	2.0	2.0	Director Compliance and Market Surveillance	
	Manage Board's online presence (Facebook, Twitter,	Board's social media online platforms updated	No. of Board's platforms updated	6	6	6	6	6	6	-	-	-	-	-	Director Corporate Services	

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	YouTube Instagram, Telegram, Tiktok)															
	Publicize Board activities in the print (newsletters, newspaper, year book magazines, banners etc.), electronic media and infomercial	Board activities publicized	No. of publications	20	4	4	4	4	4	0.5	1.5	1.5	2	2	Director Corporate Services	
	Engage in corporate social responsibility	corporate social responsibility undertaken	No. of CSR activities	5	1	1	1	1	1	0.8	0.8	1	1	1.2	Director Corporate Services	
KRA 2 TOTAL										11.9	19.2	15.5	14.9	14		
Strategic Issue: Weak monitoring, evaluation, learning and knowledge management framework																
Strategic Goal: To make evidence-based decisions and advisories																
KRA: Evidence-based advisories																
Outcome: Improved data management, evidence generation and advisories																
Strategic Objective: To strengthen monitoring, evaluation, learning and knowledge management framework																
Assessments and surveys	Geo-mapping of veterinary practices	Veterinary practices Geo-mapped	No. of veterinary practices	12,000	2500	10000	11000	12000	12000	-	1.5	-	-	-	Director Compliance and Market Surveillance	Director Corporate Strategy & Planning
	Develop Monitoring and evaluation framework for Board programs and activities	M&E framework developed	Quarterly and annual strategic plan implementation reports	25	5	5	5	5	5	1	0.5	0.7	0.7	0.9	Director Corporate Strategy & Planning	

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Procure and maintain relevant M & E softwares	M&E software deployed	No. of software developed	2	-	1	1	-	-	-	0.2	0.2	-	-	Director Corporate Services	Deputy Director Supply Chain Management
	Capture, organize, process and share data and information	Database updated	Up-to-date database	1	1	1	1	1	1	0.2	0.2	0.3	0.34	0.5	Director Corporate Strategy & Planning	
	Institutionalize knowledge management	Knowledge management system procured and installed	Knowledge management system	1	-	1	-	-	-	-	0.5	-	-	-	Director Corporate Strategy & Planning	
		Knowledge base updated	Up-to-date knowledge base	1	1	1	1	1	1	-	-	-	-	-	Director Corporate Strategy & Planning	
	Develop and disseminate an annual publication of KVB	Annual KVB publication developed	No. of publications	5	1	1	1	1	1	0.7	0.75	0.8	0.9	0.9	Director Corporate Strategy & Planning	Director Corporate Services
Evidence-based advisories	Assess performance of Veterinary services to determine the optimal staffing level of veterinary personnel	Performance of veterinary services assessed	No. of advisories	48	-	20	11	10	7	-	2	1.5	1.5	1	Director Standards, Registration & Licensing	Director Corporate Strategy & Planning
KRA 3 TOTAL										1.9	5.65	3.5	3.44	3.3		
Strategic Issue: Weak institutional capacity																

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Goal: To strengthen institutional capacity																
KRA: Strengthening Institutional capacity																
Outcome: Improved institutional capacity and productivity																
Strategic Objective: To strengthen institutional capacity																
Strengthening Human Resource capacity	Review human resource policies and plans	HR instruments reviewed	No. of instruments reviewed	3	3	-	-	-	-	2.5	-	-	-	-	Director Corporate Services	
	Conduct skills gap analysis	Skills gap analysis conducted	No. of skill gap analysis	1	1	-	-	-	-	1	-	-	-	-	Director Corporate Services	
	Recruit staff	Recruited staff	No. of staff	85	26	23	12	10	14	10.5	54.6	16.7	19.1	34	Director Corporate Services	
	Conduct Training Needs Assessment (TNA)	Training needs assessment conducted	No. of training needs assessment	2	1	-	1	-	-	0.5	-	0.5	-	-	Director Corporate Services	
	Train staff	Staff trained	No. of staff	85	14	40	63	75	85	2	10	20	20	22	Director Corporate Services	
	Develop productivity index	Productivity index developed	Annual Productivity Index	5	1	1	1	1	1	1.5	1.5	1.5	2	2	Director Corporate Services	
	Reconstitute the Board	Board reconstituted	Board members	17	-	-	17	-	-	-	-	5	-	-	Director Corporation Secretary & Legal Services	
Resource mobilization and management	Engage strategic partners	Strategic partners engaged	No. of partnerships	7	1	1	2	1	2	1	0.2	0.5	0.4	0.6	Director Corporate Strategy & Planning	Director Education Training & Veterinary Technologies

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
																Director Compliance and Market Surveillance
	Develop resource mobilization concept notes	Concept notes developed	No. of Concept notes	7	1	1	2	1	2	1	1	1.8	1.2	2.3	Director Corporate Strategy & Planning	Director Corporate Services
	Generate revenue	Internal funds generated	Amount (Kshs)	566	50	102.1	119.8	139.9	154.2	-	-	-	-	-	Director Corporate Services	Director Corporate Strategy & Planning
		external funds generated (partners)	Amount (Kshs)	600.15	0	163.15	170.27	191.27	75.46	-	-	-	-	-	Director Corporate Services	Director Corporate Strategy & Planning
	Participate in national budget process	MTEF Budget report developed	MTEF Budget reports	20	4	4	4	4	4	1.2	1.2	1.3	1.5	1.6	Director Corporate Services	Director Corporate Strategy & Planning
	Acquire title deed	Title Deed issued	No. of Title deeds	3	1	-	-	2	-	0.5	-	-	1.5	-	Director Corporate Services	
	Maintain and repair assets	Assets repaired/maintained	Proportion of Assets repaired/Maintained (%)	100	100	100	100	100	100	5	12	15	20	20	Deputy Director Supply Chain Management	Director Corporate Services
	Dispose obsolete assets	Obsolete assets disposed	Proportion of obsolete assets Disposed (%)	100	100	100	100	100	100	0.3	0.3	0.3	0.5	0.5	Deputy Director Supply	Director Corporate Services

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
															Chain Management	
Digitalization	Upgrade ERP system	ERP system upgraded	Upgraded ERP System	1	-	1	-	-	-	-	8	-	-	-	Director Corporate Services	Deputy Director Supply Chain Management
	Install, operationalize and integrate institutional systems into ERP system.	Human Recourses Management Information System (HRMIS) installed	HRMIS	1	1	-	-	-	-	0.5	-	-	-	-	Director Corporate Services	Deputy Director Supply Chain Management
		Electronic Document Management System (EDMS) upgraded	EDMS	1	-	-	1	-	-	2	-	0.5	0.7	0.7		
		Customer Relation Management System (CRMS) installed	CRMS	1	-	1	-	-	-	-	0.5	-	-	-		
		Financial Reporting System (FRS) installed	FRS	1	-	1	-	-	-	-	2.0	-	-	-		
	Procure and install ICT equipment	ICT assorted equipment procured and installed	No. of computers	72	14	12	26	10	10	2	2.1	4.6	1.8	1.8	Director Corporate Services	Deputy Director Supply Chain Management
			No. of printers	11	-	5	5	-	1	-	0.4	0.4	-	0.1		
			No. of projectors	2	-	1	1	-	-	-	0.2	0.2	-	-		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			No. of scanners	4	1	2	-	-	1	0.2	0.4	-	-	0.2		
			No. of cameras	14	1	2	5	3	3	0.1	0.2	0.5	0.3	0.3		
			No. of photocopiers	2	-	1	-	1	-	-	0.7	-	0.7	-		
	Institute security measures	Security measures instituted	Firewall system	1	1	-	-	-	-	2.7	0.5	0.5	0.7	1	Director Corporate Services	Deputy Director Supply Chain Management
			Backup systems	1	1	1	1	1	1	0.1	0.1	0.2	0.2	0.2		
			Separation of KVB network	1	1	-	-	-	-	0.1	-	-	-	-		
	Upgrade internet bandwidth	Internet bandwidth upgraded	bandwidth speeds (mbps)	80	20	40	40	80	80	0.8	1.7	1.7	3.2	3.2	Director Corporate Services	Deputy Director Supply Chain Management
	Acquire and maintain a back-up Internet Service Provider (ISP)	Back-up internet services acquired	Internet service provider	1	1	1	1	1	1	2	1.4	1.4	1.4	1.4	Director Corporate Services	Deputy Director Supply Chain Management
	Procure and maintain operational software	Operational software procured and maintained	E-Board solution	1	1	-	-	-	-	3.5	0.5	0.6	0.8	1	Director Corporate Services	Deputy Director Supply Chain Management
			Office Packages	123	63	20	20	10	10	0.5	0.2	0.2	0.2	0.2		
			GIS Software	1	1	-	-	-	-	1	0.1	0.1	0.2	0.2		
	Digitalize and host KVB services on E-government platform	KVB Services digitalized	Digitalized services hosted	43	43	-	-	-	-	1	-	-	-	-	Director Corporate Services	Deputy Director Supply Chain Management

Strategy	Key Activities	Expected Output	Output Indicators	Targ et For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Upgrade the institutional website and web portals	Web Portals developed	No. of web portals	5	-	5	-	-	-	-	2	-	-	-	Director Corporate Services	Deputy Director Supply Chain Management
Decentralizatio n of services	Establish regional offices	Regional offices constructed & equipped	No. of regional offices	13	-	3	5	5	-	-	60	170	93	-	Director Corporate Services	Deputy Director Supply Chain Management
		Staff deployed	No. of staff	117	-	27	45	45	-	-	-	-	-	-		
		Vehicles purchased	No. of vehicles	13	-	4	5	4	-	-	-	-	-	-		
Operational excellence and continuity	Develop and implement business continuity plan	Business continuity plan developed	Business continuity plan	1	1	-	-	-	-	1.8	-	-	-	-	Director Corporate Strategy & Planning	
	Develop Quality management System (QMS) manual	QMS manual developed	QMS manual	1	-	1	-	-	-	-	3.5	0.5	0.5	0.5	Director Corporate Strategy & Planning	
	Acquire ISO Certification	ISO certification acquired	ISO Certification	1	-	-	-	1	-	-	-	3.5	1.5	1.5	Director Corporate Strategy & Planning	
	Develop and implement an Institutional Risk Management Policy (IRMP)	IRMP developed and implemented	IRMP	1	1	-	-	-	-	1.5	-	-	-	-	Director Corporate Strategy & Planning	
			M&E reports	17	1	4	4	4	4	0.2	0.2	0.3	0.3	0.4		
KRA 4 TOTAL										47	165.5	247.8	171.7	95.7		
GRAND TOTAL										71.4	222.95	295.1	212.94	134.3		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Ksh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support

6.1.2 Annual Workplan and Budget

The Board's annual workplan and Budget will be informed by the action plan implementation matrix of this strategic plan. The annual workplan will be developed in time to pave way for the budgetary process. This will be initiated by departmental heads which in turn will be compiled to the organization's annual budget. Moreover, Activity-Based Costing (ABC) approach shall be maintained to overcome the problems of under-costing and over-costing and to produce more accurate projection during the medium-Term Expenditure Framework.

6.1.3 Performance Contracting

The annual Performance Contract (PC) will be used as a tool to implement the strategic plan, it will be developed in line with the identified targets and resources available. In addition, the PC will be guided by the annual PC guidelines issued by the State Department for Performance and Delivery Management.

6.2 Coordination Framework

To effectively and efficiently carry out the Board's mandate, the management structure will comprise of the Chief Executive Officer who will be assisted by Directors as heads of Departments and Deputy Directors as heads of Divisions and will be responsible for the day to day running of Board.

The proposed staff establishment comprises of 202 staffing levels. Currently the Board has a total of 19 staff out of which 6 are on deployment from the Ministry of agriculture and livestock development and 13 are employed by the Board. Various strategies will be devised to address the challenges of human resource capacity.

6.3.1 Institutional Framework

The proposed organization structure of the Board will be organized into seven (7) directorates and (1) division namely

- (i) Corporation Secretary & Legal Services Directorate
- (ii) Standards, Registration & Licensing Directorate
- (iii) Education Training & Technology Directorate
- (iv) Compliance & Market Surveillance Directorate
- (v) Corporate Strategy and Planning Directorate
- (vi) Corporate Services Directorate
- (vii) Internal Audit & Risk Assurance Directorate
- (viii) Supply Chain Management Division

Organizational Structure

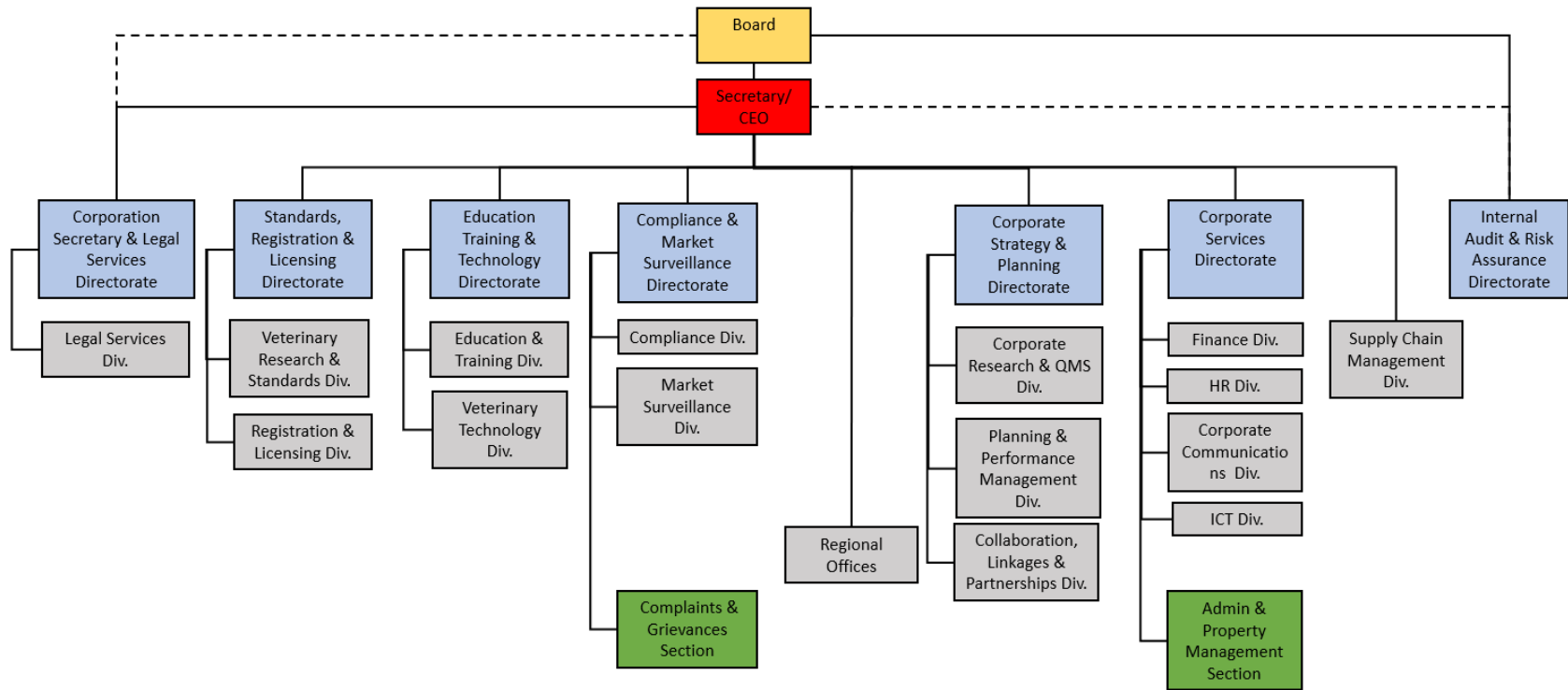


Figure 6. 1 Organizational Structure

6.3.2 Staff Establishment, Skill Set and Competence Development

Table 6. 2: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
Chief Executive Officer/ Registrar	1	1	1	0
Technical Assistant	1	*	*	*
Office Administrator/Senior	1	1	1	0
Driver/Senior	1	1	1	0
Office Assistant/Senior	1	1	1	0
Total	4	4	4	0
Standards, Registration & Licensing Directorate				
Director, Standards, Registration & Licensing	1	1	0	-1
Total	1	1	0	-1
Veterinary Research & Standards Division				
Deputy Director, Veterinary Research & Standards	1	1	0	-1
Principal Veterinary Officer	1	1	0	-1
Veterinary Officer/Senior	1	1	0	-1
Total	3	3	0	-3
Registration and Licensing Division				
Deputy Director, Registration and Licensing	1	1	0	-1
Principal Veterinary Officer -	1	1	0	-1
Veterinary Officer/Senior	1	1	0	-1
Animal Health Technologist/Senior	1	1	0	-1
Assistant Animal Health Technologist/Senior	1	1	0	-1
Animal Health Technician/Senior				
Total	5	5	0	-5
Education Training & Technology Directorate				
Director, Education Training & Technology	1	1	0	-1
Total	1	1	0	-1
Education and Training Division				
Deputy Director – Education and Training	1	1	0	-1
Principal Veterinary Officer	1	1	0	-1

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
Veterinary Officer /Senior	1	1	0	-1
Animal Health Technologists/Senior	1	1	0	-1
Assistant Animal Health Technologist/Senior	1	1	0	-1
Animal Health Technician/Senior			0	
Total	5	5	0	-5
Animal Breeding and Veterinary Technologies Division				
Deputy Director – Animal Breeding and Veterinary Technologies	1	1	0	-1
Principal Veterinary Officer -	1	1	0	-1
Veterinary Officer /Senior	1	1	0	-1
Animal Health Technologist /Senior	1	1	0	-1
Assistant Animal Health Technologist /Senior				
Total	4	4	0	-4
Compliance & Market Surveillance Directorate				
Director, Compliance & Market Surveillance (Chief Inspector)	1	1	0	-1
Total	1	1	0	-1
Compliance Division				
Deputy Director – Compliance	1	1	0	-1
Principal Veterinary Officer	1	1	0	-1
Veterinary Officer /Senior	1	1	0	-1
Total	3	3	0	-3
Market Surveillance Division				
Deputy Director Market Surveillance	1	1	0	-1
Principal Veterinary Officer	1	1	0	-1
Veterinary Officer /Senior	1	1	0	-1
Total	3	3	0	-3
Regional Offices				
Deputy Director, Regional Office	9	9	0	-9
Principal Veterinary officer				
Veterinary Officer/Senior	9	9	0	-9
Animal Health Technologists/Senior				
Assistant Animal Health Technologists/Senior	9	9	0	-9
Animal Health Technicians/Senior				
Driver/Senior	9	9	0	-9
Total	36	36	0	-36
Corporate Strategy & Planning Directorate				
Director Corporate Strategy & Planning	1	1	0	-1

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
Total	1	1	0	-1
Corporate Research and Quality Management System Division				
Deputy Director – Corporate Research and Quality Management System	1	1	0	0
Principal Corporate Research and Quality Management System Officer				
Total	1	1	0	-1
Planning and Performance Management Division				
Deputy Director – Planning and Performance Management	1	1	0	-1
Principal Planning Officer				
Planning Officer/Senior	1	1	1	0
Total	2	2	1	-1
Collaborations, Linkages and Partnership Division				
Deputy Director, Collaborations, Linkages and Partnership	1	1	0	-1
Principal Planning Officer				
Planning Officer/Senior				
Total	1	1	0	-1
Corporate Services Directorate				
Director, Corporate Services	1	1	0	-1
Total	1	1	0	-1
Finance and Accounts Division				
Deputy Director, Finance & Accounts	1	1	1	0
Principal Accountant				
Accountant/Senior	1	1	0	-1
Account Assistant/Senior	1	1	0	-1
Clerical officer	1	1	1	
Total	4	4	2	-2
Human Resource Division				
Deputy Director, Human Resource	1	1	0	-1
Principal Human Resource Officer				
Human Resource officer/senior	1	1	1	0
Assistant Human Resource/Senior				
Assistant Office Administrators/Senior	1	1	0	-1
Clerical Officer	2	2	2	0
Office Assistants/senior	1	1	0	0
Total	6	6	5	-2
Principal Admin & Property Management	1	1	0	-1

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
Admin & Property Management Officer/Senior				
Records Management Officer/Senior	1	1	0	-1
Assistant Records Management Officer/Senior	2	1	0	-1
Driver/Senior	1	1	0	-1
Artisan/Senior	1	1	0	-1
Total	5	5	0	-5
Information and Communication Technology Division				
Deputy Director, Information and Communication Technology	1	1	0	-1
Principal Information and Communication Technology Officer				
Information and Communication Technology Officer/Senior	1	1	1	0
Assistant ICT Officer/Senior	1	1	1	0
Total	3	3	2	-1
Corporate Communication Division				
Deputy Director, Corporate Communication	1	1	0	-1
Principal Corporate Communication Officer				
Corporate Communication Officer/Senior	1	1	0	0
Assistant Corporate Communication Officer/ Senior				
Total	2	2	0	-1
Corporation Secretary & Legal Services Directorate				
Director, Corporation Secretary & Legal Services	1	1	0	-1
Deputy Director, Corporation Secretary & Legal Services				
Principal Legal Officer				
Legal Officer/Senior	1	1	0	-1
Para Legal/Senior				
Total	2	2	0	-2
Supply Chain Management Division				
Deputy Director, Supply Chain Management	1	1	0	-1
Principal Supply Chain Management Officer				

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
Supply Chain Management Officer /Senior	1	1	1	0
Assistant Supply Chain Management Officer/Senior	1	1	0	-1
Total	3	3	1	-2
Internal Audit & Risk Assurance Directorate				
Director, Internal Audit & Risk Assurance	1	1	0	1
Deputy Director, Internal Audit & Risk Assurance				
Principal Internal Audit Officer	1	1	0	-1
Internal Auditor/ Senior				
Total	2	2	0	-2
GRAND TOTAL	99	99	14	-85

KVB will undertake skill gap analysis as envisioned in the strategic plan strategic objective three and tabulate as indicated in Table 6.3

Table 6. 3:Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development
Chief Executive Officer/ Registrar			
Directors			
Deputy directors			
Principal officer			
Officer/senior			
Assistant officer/senior			
Office assistants and artisan			

6.3.3 Leadership

For successful strategy execution, strategic themes will be designed to enable cross-departmental collaboration. The themes will be headed by head of directorates to drive end to end processes. The Theme team leaders will be supported by a team of deputy directors, who will be responsible for the specific objectives within the theme. The themes will be organized as outlined below.

6.3.4 Systems and Procedures

To ensure efficient and effective implementation of strategic plan, The Board will establish quality management system. Further, through established value chain execution framework and

digitalization the Board will redefine its processes and offer personalized value propositions to its customers and realize new sources of competitive advantage.

6.4 Risk Management Framework

A risk management framework is crucial for Kenya Veterinary Board (KVB), to identify, assess, analyze, mitigate, monitor, report and manage risks effectively. Such a framework ensures that the Board can proactively handle potential challenges and threats while making informed decisions. Here's a general outline of a risk management framework for the KVB:

Table 6. 4:Risk Management Framework

S/No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Illegal and unqualified veterinary practitioners	H	H	H	Strengthen monitoring and enforcement mechanisms to ensure compliance with veterinary standards
2.	Lack of Public awareness and compliance	H	H	H	Increase public awareness about the board's role, functions, and importance in safeguarding animal health and welfare.
3.	Inadequate human and financial resources	H	H	H	Mobilize funds from internal and government sources. Increase staff capacity
4.	Professional Misconduct and unethical behavior by veterinarians	M	M	M	Invest in training and capacity building and continuous professional development programs to offer quality veterinary services
5.	Technological advancement	M	M	M	Adopt modern technologies and digital solutions to improve efficiency, data management and Implement cybersecurity measures to safeguard sensitive information
6.	Inadequate collaboration with other government agencies	M	M	M	Foster coordination with relevant stakeholders for information sharing to stay updated on best veterinary practices and emerging risks
7.	Changes in laws, regulations and government policies	L	L	L	Enhance the legal and regulatory framework to adapt to changing industry dynamics

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter summarizes the financial resources requirements to implement the identified strategies for the Kenya Veterinary Board over the period of five years. It also provides resource mobilization strategies the Board will pursue to cover the resource gaps arising from estimated allocated resources and estimated financial requirement to ensure successful implementation of the Strategic Plan.

7.1 Financial Requirements

The cost of implementing the strategic plan is Ksh **1,749.55 M** for the financial year period 2023/2024 – 2027/2028 as shown in the table below.

Table 7. 1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Millions)					
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
KRA1: Veterinary Standards Compliance and Enforcement	10.60	32.60	28.30	22.90	21.30	115.70
KRA2: Educational and professional competence	11.90	19.20	15.50	14.90	14.00	75.50
KRA3: Evidence-based advisories	1.90	5.65	3.50	3.44	3.30	17.79
KRA4: Strengthening Institutional capacity	47	165.5	247.8	171.7	95.7	727.7
Administrative Cost	92.6	144.80	164.87	186.43	224.16	812.86
Total	164.00	367.75	459.97	399.37	358.46	1749.55

Resource Gaps

The financial resource gap required to supplement the implementation of this strategic plan is Ksh **360.55 million**, as shown in the table below:

Table 7. 2: Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
2023/2024	164.00	164.00	-
2024/2025	367.75	231.00	(136.75)
2025/2026	459.97	354.00	(105.97)
2026/2027	399.37	290.00	(109.37)
2027/2028	358.46	350.00	(8.46)
Total	1749.55	1,389.00	(360.55)

7.2 Resource Mobilization Strategies

The Board's main sources of funding is from Government through MTEF budgetary process and internally generated revenues from applicable fees; registration/retention fees from veterinary surgeons, veterinary consultants, foreign veterinary surgeons and veterinary paraprofessionals; inspection and license fees from training institutions, veterinary laboratories, NGOs, private veterinary facilities and practitioners. During this strategic plan implementation period, the Board will deploy the following resource mobilization strategies:

7.2.1 Resource Mobilization from Government Funding

The Board as a veterinary regulator in Kenya will continue lobbying for resources from the government for both recurrent and development funding. The resources will be utilized to strengthen institutional capacity through establishment of regional offices and optimal staffing.

7.2.2 Resource Mobilization from internally Generated Revenue

The Board endeavors to increase internal generated revenue by undertaking the following:

- a) Establishing 13 regional offices to enhance compliance
- b) Standardizing payment of practice fee
- c) Enforcing pre-registration exams
- d) Continuous sensitization of veterinary practitioners to enhance registration and licensing
- e) Public awareness on the Boards mandate and activities to increase uptake of quality veterinary services
- f) Sensitizing of institutions employing animal health professionals to enforce payment of retention and practice fees

7.2.3 Resource Mobilization from Strategic Partnerships

The Board will identify and collaborate with stakeholders and partners to support strategies and activities such as capacity building of practitioners and other stakeholders, reviewing animal health training guidelines and curricula, mapping of veterinary practice facilities and practitioners, undertaking surveys and digitalization of services. The potential partners include: Government Ministries, Departments and Agencies (MDAs), County Governments, law enforcement agencies, research and animal health training institutions, professional and paraprofessional associations, NGOs in animal health and welfare industry, farmers' associations, World Animal Health Organization (WOAH) and other development partners. The Board will develop appropriate concept notes and proposals addressing specific areas and targeting relevant strategic partners.

7.3 Resource Management

To successfully implement this strategic plan, optimal human resource capacity and financial resources planning are required. In regard to human resource capacity, the Board will employ optimal staff in accordance with the approved organizational structure to implement the strategic plan. Therefore, the Board will attract and retain adequate staff who will perform various strategic activities and roles to realize success of this envisioned strategic plan. Further the Board will ensure prudent utilization of financial resources in an efficient and cost-effective way.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING

FRAMEWORK

8.0 Overview

This chapter describes the framework for Monitoring, Evaluation and Reporting; Performance Standards and feedback mechanisms that will assist in tracking and understanding progress in the implementation of the strategic plan.

8.1 Monitoring Framework

The monitoring framework will follow up on implementation, track progress as outlined in the action plan implementation matrix and identify learnings. Results to be achieved will be identified and the accompanying activities, outputs and outcomes. The framework will entail a monitoring and evaluation committee which will ensure prevention and response interventions have clearly defined objectives, outputs and indicators; establish coordinated and common reporting tools; establish baseline data on indicators to be monitored, determine methods for obtaining information on indicators; and through the Corporate Strategy and Planning Directorate undertake M&E activities and reporting to Board on implementation status of the strategic plan.

8.2 Performance Standards

The monitoring and evaluation framework outlined in Section 8.1 will be based on internationally accepted norms and standards which will include relevance, efficiency, effectiveness, success and sustainability. The strategic themes teams through the coordination of the Director Corporate Strategy and Planning will be responsible for determining time frame and frequency of data collection for respective KRAs and corporate knowledge management.

8.3 Evaluation Framework

Table 8.1 describes key result area, outcome and outcome indicators to be evaluated during midterm and end term of this strategic plan.

Table 8. 1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline Value	Baseline Year	Mid-Term Target	End-Term Target
KRA 1: Veterinary Standards Compliance and Enforcement	Enhanced quality assurance in veterinary service delivery	Proportion of compliant facilities (%)	17	2022/23	78.6	85.7
		Proportion of compliant practitioners (%)	17	2022/23	80	93.3
		Number of cases prosecuted	270	2022/23	995	700

Key Result Area	Outcome	Outcome Indicator	Baseline Value	Baseline Year	Mid-Term Target	End-Term Target
KRA 2: Educational and professional competence	Increased proficiency in Veterinary Practice and public awareness	Average CPD points per practitioner	12.4	2022/23	13.0	13.4
		Proportion of uptake of veterinary services from compliant practitioners (%)	-	-	$\text{Factor} * \frac{X}{100}$	$\text{Factor} * \frac{X}{100}$
		Customer satisfaction index (%)	-	-	60	70
KRA 3: Evidence-based advisories	Improved data management, evidence generation and advisories	Proportion of uptake of advisories (%)	70	2022/23	78	86
KRA 4: Strengthening Institutional capacity	Improved institutional capacity and productivity	Growth in revenue (%)	-31	2022/23	53	21
		Employee satisfaction index (%)	33		66	80
		Budget absorption rate (%)	93	2022/23	100	100
		Employee retention rate (%)	95	2022/23	97	98
		Proportion of processes digitalized (%)	-	-	100	100
		Productivity index (%)	-	-	83	93
		Reduction in time taken during service delivery (%)	10	2018/19	20	20
		Compliance to Quality Management System (%)	-	-	100	100

***To be determined through a survey**

8.3.1 Mid-Term Evaluation

The Board will undertake a three-phase evaluation process covering pre-evaluation, evaluation implementation and post evaluation in line with Kenya Evaluation Guidelines 2020 and Kenya Norms and Standards for M&E.

8.3.2 End-Term Evaluation

The Board commits to undertake summative evaluation at the end of the strategic plan period in line with Kenya Evaluation Guidelines 2020 and Kenya Norms and Standards for M&E to determine whether it is moving towards realizing its vision. The review will identify key achievements during the implementation period, challenges and lessons learnt.

8.4 Reporting Framework and Feedback Mechanism

Measurement of actual performance will be compared with performance standards. Lessons learnt will be captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. The reporting framework will follow the prescribed reporting formats.

Table 8. 2:Reporting Framework

S/No.	Type of Report	Reported By	Reported To	Frequency
1.	Quarterly Reports on KRAs	Monitoring and Evaluation Committee	CEO	Quarterly
2.	Quarterly Reports on implementation of Strategic Plan	CEO	Board	Quarterly
3.	Annual Report on KRAs	Monitoring and Evaluation Committee	CEO	Annually
4.	Annual Report on implementation of strategic plan	CEO	Board	Annually
5.	Mid-Term Review Report	Monitoring and Evaluation Committee	CEO & Board	Mid-Strategic Plan Period
6.	End-Term Review Report	Monitoring and Evaluation Committee	CEO & Board	End of Strategic Plan Period

Appendix 1: Strategic Theme Teams

KRA	Strategic Theme Team
KRA 1: Veterinary Standards Compliance and Enforcement	<ol style="list-style-type: none"> 1. Director Compliance and Market Surveillance 2. Director Standards, Registration & Licensing 3. Director Education Training & Veterinary Technologies 4. Director Corporation Secretary & Legal Services
KRA 2: Educational and professional competence	<ol style="list-style-type: none"> 1. Director Education Training & Veterinary Technologies 2. Director Standards, Registration & Licensing 3. Director Compliance and Market Surveillance 4. Deputy Director Regional Offices
KRA 3: Evidence-based advisories	<ol style="list-style-type: none"> 1. Director Corporate Strategy & Planning 2. Director Compliance and Market Surveillance 3. Director Corporate Services
KRA 4: Strengthening Institutional capacity	<ol style="list-style-type: none"> 1. Director Corporate Services 2. Director Corporation Secretary & Legal Services 3. Director Corporate Strategy & Planning 4. Director Compliance and Market Surveillance 5. Deputy Director Supply Chain Management

Appendix 2: Reporting Templates

Quarterly Progress Reporting Template

Quarter Ending

Expected Output	Output indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Corrective Intervention
			Target (A)	Actual (B)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Annual Progress Reporting Template

Year Ending

Expected Output		Output indicator	Achievement for Year			Cumulative to Date (Years)			Remarks	Corrective Intervention
			Target (B)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										