



# KENYA VETERINARY BOARD Strategic Plan 2013 - 2017

# FOREWORD

The Kenya Government has identified livestock as one of the priority subsectors that will play a significant role towards the attainment of national GDP growth rate of 10% as envisaged in the Kenya Vision 2030 economic blue print. The rural based nature of livestock enterprises presents a great opportunity to improve livelihoods for many people particularly in the ASALs through beef production and in the high potential areas through dairy production. The challenge of youth unemployment could also be addressed through tapping the opportunities that exist in production, value addition and marketing of livestock and livestock products.

Over the years, farmers and pastoralists have lost animals of high value due to malpractices by unscrupulous traders and service providers. The structural adjustments of the 1980s and the resultant privatization of the veterinary clinical services in early 1990s led to entry of many private veterinary surgeons and veterinary Para- professionals that required enhanced regulation of their services in order to protect the livestock industry. Besides, the public has remained exposed to drugs and chemical residues that affect human health and access of Kenyan livestock and livestock products to local and international markets.

The Kenya Veterinary Board (KVB) has remained instrumental in supporting the Government through regulation of the veterinary surgeons, veterinary paraprofessionals, animal health training institutions, veterinary laboratories, animal welfare and breeding services as provided for in the Veterinary Surgeons and Veterinary Paraprofessionals Act 2011. It has continued to ensure enhanced compliance with set standards while embracing partnerships with the private sector and development partners among other stakeholders.

The spirit of this Strategic Plan is to ensure enhanced compliance with set standards by all players in the livestock industry and improve service delivery to Kenyans. Achieving this objective will not be an easy task particularly in view of the many challenges facing the sector today that include drought, livestock disease outbreaks, insecurity in livestock producing areas, high cost of inputs and inadequate livestock feed and water. I therefore urge all the Kenya Veterinary Board staff and all stakeholders who share our goals to work together to realize the set objectives and play a role in transforming the lives of Kenyan pastoralists and livestock farmers.



PROF. FRED. H.K. SEGOR PRINCIPAL SECRETARY STATE DEPARTMENT OF LIVESTOCK

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# PREFACE

This Strategic Plan offers a coherent, ambitious but realizable road map that will guide the Kenya Veterinary Board (KVB) in performing its functions in the next five years. The Plan has been prepared in line with the Kenya Constitution, Kenya Vision 2030, its second Medium-Term Plan and the Jubilee Manifesto and has been aligned to the existing policies in the livestock sector. The process of preparing the Plan was participatory involving consultations with various stakeholders and KVB staff.

The Strategic Plan articulates the shared vision, mission, core functions and values that will guide the daily behavior of all staff within the Board. It further sets out the strategic objectives, strategies and activities that we intend to pursue in order to achieve tangible and measurable results. In this regard, KVB has identified four strategic objectives to be pursued over the plan period. These are to enhance compliance with set standards according to the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011; strengthen institutional capacity for KVB; enhance publicity and improve information management; besides expanding linkages with relevant partners. The Plan has provided the total resource requirements and resource mobilization strategies in addition to a monitoring and evaluation framework that will be used to inform the Board in its decision making and in determining if the desired objectives are being met.

This Strategic plan will form the basis on which Performance Contracts and work plans will be formulated. It is my conviction that with dedication and team work we will be able to effectively implement this Plan, and in so doing, improve the delivery of veterinary services in the Country and contribute effectively to the desired economic growth and overall development of Kenya.

In conclusion, the Board welcomes views from stakeholders and any form of support that will facilitate smooth implementation of the identified activities. On our part, we shall ensure efficiency and accountability in all our operations.

DR. JÖSEPH AMESA OMEGA BOARD CHAIRMAN

# ACKNOWLEDGMENTS

The revision of this Strategic Plan was realized through the support and tireless effort of several stakeholders. Special recognition goes to the Kenya Veterinary Board, the Ministry of Agriculture, Livestock and Fisheries, the Director of Veterinary Services, the University of Nairobi, the Kenya Veterinary Association, Kenya Association of Livestock Technicians, Kenya Veterinary Paraprofessionals Association, Kenya Animal Scientists Practitioners Association, Association of Kenya Feeds Manufacturers, Kenya Livestock Finance Trust, Kenya Veterinary Vaccine Production Institute and Private Veterinary Practitioners.

The contribution of the following individuals who formed the secretariat is highly appreciated:-

Dr. Mwikali Mugachia, Mr. Abraham Koech, Mr. Harrison Mathenge and Dr. Victor Yamo of the Kenya Veterinary Board, Mr. Moses Mburu of the Central Planning and Project Monitoring Unit in the Ministry of Agriculture, Livestock and Fisheries, Dr. Zachary Mwaura of the Project Monitoring and Evaluation Unit in the State Department of Veterinary Services, Dr. William Akwimbi of Finance and Administration Committee of the Kenya Veterinary Board, Dr. B. O. Godia Ag. CEO of Kenya Veterinary Board, Mr. Simon G. Wainaina and Emily M. Raphael of Kenya Veterinary Board.

The Board finally wishes to recognize all those who may have participated in one way or the other in the process of developing this document.

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# ABBREVIATIONS AND ACRONYMS

ASDS-Agricultural Sector Development StrategyASK-Agricultural Society of KenyaCAADP-Comprehensive Africa Agricultural Development ProgrammeCEO-Chief Executive OfficerCPD-Continuous Professional DevelopmentDVS-Director of Veterinary ServicesHR-Human ResourceICT-Information Communication TechnologyKAP-Kenya Veterinary AssociationKVB-Kenya Veterinary Board
CAADP-Comprehensive Africa Agricultural Development ProgrammeCEO-Chief Executive OfficerCPD-Continuous Professional DevelopmentDVS-Director of Veterinary ServicesHR-Human ResourceICT-Information Communication TechnologyKAP-Knowledge, Attitude and PracticesKVA-Kenya Veterinary Association
CEO-DevelopmentProgrammeCEO-Chief Executive OfficerCPD-Continuous Professional DevelopmentDVS-Director of Veterinary ServicesHR-Human ResourceICT-Information Communication TechnologyKAP-Knowledge, Attitude and PracticesKVA-Kenya Veterinary Association
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CPD-Continuous Professional DevelopmentDVS-Director of Veterinary ServicesHR-Human ResourceICT-Information Communication TechnologyKAP-Knowledge, Attitude and PracticesKVA-Kenya Veterinary Association
DVS-Director of Veterinary ServicesHR-Human ResourceICT-Information Communication TechnologyKAP-Knowledge, Attitude and PracticesKVA-Kenya Veterinary Association
HR-Human ResourceICT-Information Communication TechnologyKAP-Knowledge, Attitude and PracticesKVA-Kenya Veterinary Association
ICT-Information Communication TechnologyKAP-Knowledge, Attitude and PracticesKVA-Kenya Veterinary Association
KAP-Knowledge, Attitude and PracticesKVA-Kenya Veterinary Association
KVA - Kenya Veterinary Association
KVB - Kenya Veterinary Board
MESPT - Micro Enterprises Support Program Trust
M&E - Monitoring and Evaluation
MDG - Millennium Development Goals
MOU - Memorandum of Understanding
MTP - Medium Term Plan
MTEF - Mid-term Expenditure Framework
NEPAD - New Partnership for Africa's Development
NGO - Non-Governmental Organization
PS - Principal Secretary
VSVP Act 2011 - Veterinary Surgeons and the Veterinary
Para - Professionals Act 2011
WTO - World Trade Organization

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# **EXECUTIVE SUMMARY**

This revised Strategic Plan for the Kenya Veterinary Board (KVB) covers the period 2013 to 2017. It has been harmonized with key documents such as the Constitution of Kenya 2010, the Second Medium Term Plan of Kenya Vision 2030, the Agricultural Sector Development Strategy (ASDS), the Jubilee Manifesto, the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 (VSVP Act, 2011) and other policies in the agricultural sector. It takes cognizance of the need to have competent veterinary services to enable Kenyan farmers and pastoralists access domestic and international markets for their products.

Competent, efficient and effective veterinary services will contribute to the country's economic growth and improvement of the livelihood of Kenyans. This Strategic Plan has five strategic objectives, namely to:

- i. Enhance compliance with set standards according to the VSVP Act, 2011.
- ii. Strengthen institutional capacity for the Board.
- iii. Enhance publicity and improve information management.
- iv. Expand linkages with relevant partners.

In order to achieve the above objectives, a number of activities have been identified for implementation. The total cost of implementing this strategic plan is **Kshs. 644.4 Million** spread over the five year period. This amount will be allocated to facilitate the achievement of the identified objectives as follows:- Kshs.130 million to enhance compliance with set standards according to the Act, Kshs 390.5 million to strengthen institutional capacity for KVB, Kshs. 105.3 million to enhance publicity and improve information management and Kshs. 11.5 million to expand linkages with relevant partners. Cross cutting issues related to environment, HIV/AIDs and gender will be mainstreamed and integrated in all the Board's activities throughout the strategic period at a cost of Kshs 7.1 million.

The Board is committed to ensure that the implementation of this Strategic Plan is undertaken in order to attain the desired objectives. It will further embrace partnership with the private sector and development partners among other stakeholders. In addition, an effective monitoring and evaluation system will be established to track implementation for the purposes of informing the Management of any corrective measures that may be required.

# **CHAPTER ONE: INTRODUCTION**

### 1.0 Background

Veterinary profession in Kenya can be traced back to 1890 when the Department of Veterinary Services (DVS) was established to cater for the white settler farmers during the colonial era. During the pre-independence era, veterinary services were mainly provided by the private sector which was mainly composed of British veterinarians. To regulate the veterinary profession and education, the British colonial government legislated the Veterinary Surgeons Ordinance in 1953. Section 5 of the Ordinance established the Kenya Veterinary Board (KVB) on 13th October 1953. By then, the law only recognized veterinary qualifications acceptable for registration in the United Kingdom. After independence provision of veterinary services became public good and the Ordinance became the Veterinary Surgeons Act Cap 366. Several amendments and rules were made in 1964, 1967, 1980, 1993 and 1996, respectively. Prior to the structural adjustments in late 1980s all veterinary surgeons and veterinary paraprofessionals were employed in the public sector. However, after the privatization of the veterinary clinical services in early 1990s and the embargo on recruitment of the veterinary professionals in the public sector many veterinary surgeons and veterinary para- professionals joined the private sector; and hence the need to enhance regulation of their services in order to protect the livestock industry.

By late 1990s, there was a felt need to overhaul the Veterinary Surgeons Act Cap 366 of the Laws of Kenya that led to the repealing of the same and its replacement by the Veterinary Surgeons and the Veterinary Para-Professionals (VSVP) Act 2011. The Act was accented to on 16th September 2011 and given the effective date of 2nd December 2011. The Act gives the Kenya Veterinary Board an expanded mandate as listed under Section 6 that includes regulating animal health training institutions. Following these changes the Board decided to review the first Strategic Plan (2010 – 2015) to ensure harmony with the Act, the Constitution of Kenya and the Kenya Vision 2030.

The performance of the livestock sector has been affected by unethical practice by unqualified persons who offer substandard services. Farmers

and pastoralists have lost animals of high value due to malpractices. Besides, the public is exposed to drugs and chemical residues that affect human health. In addition the same residues affect the access of Kenyan livestock and livestock products to international market. It is against this background that the Board needs to put strategies, including efficient inspectorate unit and veterinary quality assurance systems in place, in order to curb such malpractices.

### 1.1 Rationale for the review of the Strategic Plan

This revised Strategic Plan has been necessitated by the need to ensure alignment with the Constitution of Kenya 2010, the enactment of the Veterinary Surgeons and Veterinary Paraprofessionals Act 2011, Second Medium Term Plan (MTP) of the Kenya Vision 2030 and the Jubilee Manifesto. The Constitution in the Fourth Schedule recognizes veterinary policy and regulation of veterinary services as national functions.

# 1.2 Methodology

The review of this Strategic Plan has been done through a consultative process involving various stakeholders. This entailed review of key relevant documents in a retreat held in Agricultural Training Centre Embu between 9th and 11th July, 2014. The draft from the retreat was then circulated to stakeholders for comments and feedback. The comments from the stakeholders were later incorporated in the document.

# 1.3 Legal, Policy and Institutional Framework

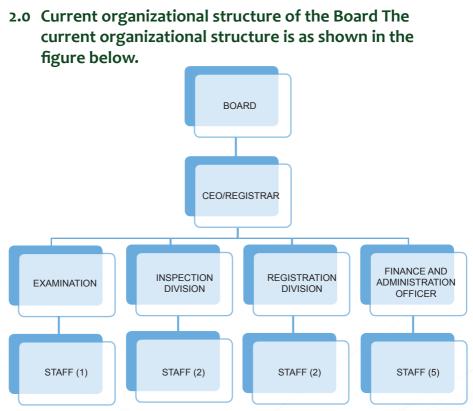
The implementation of this strategic plan takes cognizance of the Constitution of Kenya 2010, the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 and other International protocols such as the WTO and East African Common Market. It will also be guided by the Second Medium Term Plan of the Kenya Vision 2030, the Jubilee Manifesto, the Veterinary Policy, Agriculture Sector Development Strategy (ASDS), the National Livestock Policy, and the Ministry of Agriculture, Livestock and Fisheries Strategic Plan for 2013-2017.

In order to meet the Sanitary and Phyto-sanitary requirements in matters of trade in animal and animal products, standards for veterinary

competencies must be maintained. The quality of Kenya's veterinary profession and veterinary education must meet international standards in order to access international trade. The Board operates within the premise of international guidelines on regulation of veterinary profession and veterinary education. Regionally, the regulation on mutual recognition of the professional qualifications and services in the East African States as contained in the East African Common Market Protocols, gives further mandates to the Board.

### 1.4 Role of Kenya Veterinary Board

Kenya Veterinary Board is a statutory body which is mandated to regulate veterinary surgeons, veterinary paraprofessionals, training institutions, veterinary laboratories, veterinary inputs, animal welfare and breeding services. The Board is required to implement internship programme for animal health graduates and provide advice to Government on provision of veterinary services. Its objective is to ensure delivery of quality veterinary services to the stakeholders and animal welfare services. This is achieved through registration of veterinary surgeons and veterinary paraprofessionals, licensing of private veterinary practices; formulation and enforcement of professional code of ethics; inspection and certification of veterinary training institutions; laboratories and practices; and promotion of Continued Professional Development.



According to Section 4 of the Veterinary Surgeons and Veterinary Paraprofessional Act, 2011 the Board is composed as follows;

- i. The Principal Secretary in the Ministry responsible for matters relating to livestock;
- ii. The Principal Secretary in the Ministry responsible for finance;
- iii. The Director of Veterinary Services.
- iv. A Dean of the Faculty of Veterinary Medicine of a public university in Kenya;
- v. One veterinary surgeon who is a principal of a veterinary para-professional training institute appointed by the Cabinet Secretary;
- vi. Four registered veterinary surgeons elected by registered veterinary surgeons and appointed by the Cabinet Secretary;
- vii. Three veterinary para-professionals appointed by the

Cabinet Secretary after being elected by registered veterinary para-professionals;

- viii. The chairperson of the Kenya Veterinary Association;
- ix. One person appointed by the Cabinet Secretary to represent veterinary research institutions;
- x. One veterinary surgeon or veterinary paraprofessional nominated by the Director of the Kenya Wildlife Service and appointed by the Cabinet Secretary to represent the Wildlife sector;
- xi. Two persons, not being veterinary surgeons or veterinary para-professionals, appointed by the Cabinet Secretary from the animal resource industry.

The Chairman is elected during the first meeting of the Board which is convened by the Cabinet Secretary. The Registrar of the Board is the Chief Executive Officer and is also the Secretary to the Board.

# 2.1 Current Staff Establishment

The staff establishment includes 6 staff directly engaged by the Board on contract and 6 staff deployed by the Ministry.

# 2.2 **PESTEL Analysis** Table 1: Political, Economic, Social, Technological, Environmental and Legal factors

Factor	Issues	Impact / Implication on KVB	Strategic issue/mitigation measures
Political	<ul> <li>Devolved system of government.</li> <li>Regional integration.</li> </ul>	<ul> <li>Resources to open up regional offices.</li> <li>Need for clear academic and professional standards.</li> </ul>	<ul> <li>Establish regional offices</li> <li>Develop appropriate standards</li> </ul>
Economic	<ul> <li>Improved incomes from livestock products e.g. milk.</li> <li>Increased local &amp; international trade.</li> <li>Promotion of private sector participation.</li> </ul>	<ul> <li>Increased demand for professional services.</li> <li>Facilitation of certification requirements.</li> <li>Creating an enabling environment through registration of professionals, licensing of practices and enforcement of standards</li> </ul>	Develop appropriate standards Licensing of qualified practitioners Enforcement of Code of Ethics

Factor	Issues	Impact / Implication on KVB	Strategic issue/mitigation measures
Social	<ul> <li>Existence of illegal operators.</li> <li>Poverty.</li> <li>Cultural practices/ pastoralism</li> <li>HIV/AIDS</li> </ul>	<ul> <li>Registration of professionals, licensing of practices and enforcement of standards.</li> <li>Preference of cheap and substandard services and products from non-registered persons.</li> <li>Non-conventional management of diseases and animal welfare.</li> <li>Publicity/ awareness</li> </ul>	<ul> <li>Strengthening inspectorate services</li> <li>Awareness creation</li> </ul>
Technological	<ul> <li>Internet services.</li> <li>Mobile phone technologies (Mpesa etc.)</li> <li>Media (TV/FM stations)</li> <li>Electronic record management</li> </ul>	<ul> <li>Facilitate communication, online registration and licencing.</li> <li>Payment for registration and licencing.</li> <li>Facilitate information sharing.</li> <li>Ease of management of registration records</li> </ul>	• Capacity building on new technologies

Factor	Issues	Impact / Implication on KVB	Strategic issue/mitigation measures
Environmental	<ul> <li>Management of laboratory and clinical waste.</li> <li>Climate change.</li> </ul>	<ul> <li>Enforcement of standards.</li> <li>Publicity/ awareness.</li> </ul>	<ul> <li>Develop and enforce appropriate standards</li> <li>Create awareness on climate change</li> </ul>
Legal	<ul> <li>Unaccredited training institutions.</li> <li>Enactment of VSVP Act 2011.</li> <li>Reformed judicial system.</li> <li>Constitution of Kenya 2010.</li> <li>Potential conflict with other legislations (Universities Act).</li> </ul>	<ul> <li>Inspections/ approval for accreditation.</li> <li>Expanded mandate that requires more resources.</li> <li>Ease of litigation- enforcement redress,</li> <li>Recognition of the regulation of the veterinary profession as a national function.</li> <li>Conflict in mandate.</li> </ul>	Participate in development/ review of policy and legal frameworks

# 2.3 SWOT Analysis

<ul> <li>Strengths</li> <li>Enabling legal framework (VSVP Act 2011).</li> <li>A properly constituted Board according to the Act.</li> <li>Committed and skilled staff.</li> <li>Good relationship with stakeholders.</li> <li>A functional and interactive website.Appropriate tools and equipment for smooth functioning.</li> </ul>	<ul> <li>Weaknesses</li> <li>Limited sources of funding.</li> <li>Inadequate staffing and schemes of service</li> <li>Weak organizational structure .</li> <li>In-appropriate location and inadequate office space.</li> <li>Inadequate automation of processes.</li> <li>Inadequate publicity on the role of the Board to the general public</li> </ul>
<ul> <li><b>Opportunities</b></li> <li>Increased number of training institutions producing more graduates who will require registration.</li> <li>Enhanced public demand for quality veterinary services and increased awareness on animal welfare.</li> <li>Existence of common market protocols.</li> <li>Existence of emerging technologies.</li> <li>Existence of collaborative institutions and organizations.</li> </ul>	<ul> <li>Threats</li> <li>Poverty encourages demand for substandard services.</li> <li>Unaccredited professional institutions</li> <li>Existence of illegal academic certificates.</li> <li>Illegal practitioners.</li> <li>Socio-cultural obstacles e.g. doping of animals.</li> </ul>

**2.4 Stakeholder Analysis** There are a number of stakeholders who have interest in the functions of KVB and who may also have an influence in the implementation of this Strategic Plan. The table below identifies some of the stakeholders.

Stakeholder	Function/role/ responsibility	Competitive advantage	Target	Assistance to KVB
Ministry of Agriculture, Livestock and Fisheries	Policy development and implementation	Competent staff and finances	Provide appropriate policy direction for the livestock sector.	Development and review of policies and legal frameworks. Legislation of Rules and Regulations. Provision of grants and staff
Kenya Veterinary Association	Advocacy	Professional Associa- tion with country wide members welfare network	Improvement of members welfare	Mobilization of veterinary professionals and financial resources
Kenya Veterinary Paraprofessionals Association	Advocacy	Professional Association with country wide network	Improvement of members welfare	Mobilization of veterinary paraprofessionals

StakeholderFunction/role/ responsibilityCompetitive advantageTargetKenya Association of LivestockAdvocacyProfessional Association with acountry wide networkImprovemer bers welfareKenya Animal TechniciansAdvocacyProfessional Association members we with country wideImprovemer bers welfareKenya Animal TechniciansAdvocacyProfessional Association members we members welfareProfessional AssociationImprovemer bers welfareKenya Animal ScientistsAdvocacyProfessional AssociationImprovemer advantedProfessional AssociationImprovemer bers welfareAssociationTraining InstitutionsTraining facilities and skilled personnelProduce qua graduatesPrivateComplement the government in service delivery.Readily available for service delivery.Profit maxin through serviceRegional Veterinary service deliveryCollaboration in border standards and trade.HarmonizeRegional Veterinary setting regionalCollaboration in trade.Facilitate regional / crossHarmonize					
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AdvocacyProfessional AssociationAdvocacyProfessional AssociationItainingwith country wideItainingnetwork.Trainingraining facilities andveterinaryskilled personnelprofessionalsskilled personnelComplement theReadily available forgovernment inservice delivery.service deliveryservice delivery.inaryCollaboration insetting regionalcrossand internationaltrade.	Kenya Association of Livestock Technicians	Advocacy	Professional Association with country wide network	Improvement of mem- bers welfare	Mobilize livestock technicians
TrainingTraining facilities and skilled personnelutionsveterinaryprofessionalsskilled personnelprofessionalsReadily available for service delivery.complement the government in service delivery.Readily available for service activery.inaryCollaboration in border standards and industry standards	Kenya Animal Scientists Practitioners Association	Advocacy	iation	Improvement of members welfare	Mobilize livestock technicians
Complement the government in service delivery.Readily available for service delivery.Service delivery service deliveryService delivery.Service delivery service deliveryFacilitate regional / cross border standards and industry standards	Animal Health Training Institutions	Training veterinary professionals	Training facilities and skilled personnel	Produce qualified graduates	Curriculum development
Collaboration in setting regionalFacilitate regional / crosssetting regional and international industry standardsborder standards and trade.	Private practitioners	Complement the government in service delivery	Readily available for service delivery.	Profit maximization through service	Source of revenue in licensing fees
	Regional Veterinary Boards	Collaboration in setting regional and international industry standards	Facilitate regional / cross border standards and trade.	Harmonize regulatory functions	Sharing expertise regionally

Stakeholder	Function/role/ responsibility	Competitive advantage	Target	Assistance to KVB
Print and electronic Dissemination of Wide coverage. media information	Dissemination of information	Wide coverage.	Inform the public.	Publicity and awareness creation
NGOs in animal health and welfare industry	Provision of animal health and welfare services.	Financial resources and good network.	Improvement of animal health and welfare.	Source of revenue in licensing fees
Kenya Livestock Breeders Organization	Management of livestock breeds.	Management of Good network of ivestock breeds.	Improvement of livestock breeds.	Regulation of breeding.
Development partners	Support projects and programmes.	Financial resources.	Provision of complementary resources.	Funding.

# 2.5 Challenges facing KVB

#### 2.5.1 Internal Challenges

- i) Inadequate staffing.
- ii) Inadequate financial resources.
- iii) Inadequate transport and equipment.
- iv) Inappropriate location and inadequate office space.
- v) Inadequate automation and information management.

#### 2.5.2 External Challenges

- i) Late payment of retention fees.
- ii) Failure by some registered practitioners to apply for licences.
- iii) Veterinary graduates from un-accredited institutions.
- iv) Existence of unqualified practicing personnel.
- v) Employment of un-registered veterinary personnel.

#### 2.6 Achievements of the Board

Despite the above challenges, the Board has made the following achievements within the last one year:-

- Gazettement of rules and regulations to operationalize the VSVP Act, 2011.
- Developed draft Veterinary Medicines Regulations and reviewed Code of Ethics.
- Registered veterinary graduates and veterinary paraprofessionals.
- Held one media appearance with Kenya Broadcasting Corporation (KBC).
- Participated in various public fora e.g. World Veterinary Day, Rabies Day, KVA Scientific Conference etc.
- Procured ICT related equipment.
- Developed Scheme of Service and Career Progression Guidelines for Technical and Corporate Service cadres.
- Obtained approval of the Salary Structure from the Salaries and Remuneration Commission.
- Reviewed CPD guidelines and curricula for training of veterinary courses.
- Carried out inspection of animal health training institutions, agrovets, laboratories, clinics etc.

- Launch of AI training curricular and refresher training modules. Supervision of CPD activities.
- Improved workplace environment through refurbishment of offices.

# CHAPTER THREE: STRATEGIC MODEL

#### 3.1 Mandate

The mandate of KVB is to exercise general supervision and control over the training, business, practice and employment of veterinary surgeons and veterinary paraprofessionals in Kenya.

### 3.2 Vision

To be a regional model regulating agency for veterinary training, business and practice.

# 3.3 Mission

To facilitate development of animal resource industry in Kenya through setting standards for veterinary training institutions; registration and licencing of veterinary professionals, businesses and institutions.

# 3.4 Core Values

### The Core Values of KVB are:-

- i. Professionalism: Apply the highest standards of service delivery.
- ii. Integrity: Uphold honesty, uprightness and reliability at all times.
- iii. Transparency and accountability: Be open and answerable to the various stakeholders.
- iv. Effectiveness: To be responsive and exceed customer expectations in provision of services.
- v. Commitment:Management shall demonstrate dedication to results, customers, employees and organization by living by the set of values outlined here.
- vi. Teamwork: Efforts shall be made to cultivate learning within teams.
- vii. Meritocracy: To comply with all existing guidelines and regulations in human resource selection, recruitment, placement, development and promotion
- viii. Inclusiveness: The Board shall ensure impartial and equitable representation of all forms of diversity in business processes.

# 3.5 Core Functions The Core functions of the Board are:-

- Advise the Government on matters relating to veterinary training, research, practice and employment; use of veterinary medicines, poisons and pesticides; and other issues relating to animal welfare;
- ii. Prescribe courses of training for veterinary surgeons and veterinary para-professionals;
- iii. Approve institutions for training of veterinary surgeons and various categories of veterinary para-professionals;
- iv. Consider and approve the qualifications of various categories of veterinary para-professionals for the purposes of registration.
- v. Register, license, control and regulate veterinary practice, veterinary laboratories, clinics; animal hospitals and animal welfare institutions.
- vi. Formulate and publish a code of ethics for all registered persons;
- vii. Ensure maintenance and improvement of standards of practice by the registered persons;
- viii. Assess human resource and necessary training programs to guarantee sound and efficient veterinary service delivery and advise the relevant Ministries accordingly.
- ix. Create an inspectorate to work in collaboration with law enforcement agencies to locate, inspect, and close down premises or ambulatory clinics operated contrary to the practices prescribed in the Act, and take legal action against the offenders;
- x. Regulate the use of technology for purposes of animal breeding.

### 3.6 Strategic Issues and Objectives

#### 3.6.1 Strategic Issue 1: Inadequate enforcement of standards.

A number of practitioners have been operating without adhering to the set standards. This results to delivery of sub-standard services to the consumers of the service. It also affects trade in livestock and livestock products at local, regional and international level. With the expanded mandate of the Board, it is necessary to ensure that proper standards are developed and implemented

Strategic Objective 1: To enhance	compliance with set standards.
Activities	Outputs
<ul> <li>i. Carry out inspections and licensing of animal health training institutions</li> <li>ii. Inspect and licence veterinary practices, veterinary laboratories and animal welfare service providers.</li> <li>iii. Conduct examination for registration of animal health graduates.</li> <li>iv. Carry out continuous registration for animal health graduates.</li> <li>v. Carry out indexing of animal health students.</li> <li>vi. Develop regulations for Veterinary Medicines and Poisons.</li> <li>vii Beview Code of Ethics for</li> </ul>	<ul> <li>i. Annual inspections and licencing done.</li> <li>ii. Examinations conducted and students indexed.</li> <li>iii. Animal health graduates registered.</li> <li>iv. Regulations in place.</li> <li>v. Code of Ethics in place.</li> <li>vi. Enhanced compliance.</li> </ul>
vii. Review Code of Ethics for veterinary surgeons and veterinary paraprofessionals. viii. Supervision of Continuous	
Professional Development (CPD) activities.	

#### 3.6.2: Strategic Issue 2: Weak institutional capacity.

The current structure is unsuitable to facilitate efficient and effective delivery of the functions of the Board. The Board has only one office that serves the whole country housed at the Director of Veterinary Services at Kabete which is a quarantine station. It is therefore necessary for the Board to relocate and decentralize its services to other parts of the country. There is inadequate staff and some schemes of service have not been developed.

Strategic Objective 2: To strength	en institutional capacity for KVB
Activities	Outputs
<ul> <li>i. Finalize organizational and staffing structure.</li> <li>ii. Develop appropriate schemes of service.</li> <li>iii. Develop Board, Policy and Procedure Manuals.</li> <li>iv. Hire/construct office accommodation.</li> <li>v. Establishment of regional offices in Nyeri, Eldoret, Wajir and Mombasa</li> <li>vi. Recruit the relevant staff</li> <li>vii. Train staff.</li> <li>viii. Undertake M&amp;E for identified activities.</li> <li>ix. Procure relevant equipment (computers, printers, photocopiers, scanners etc.).</li> <li>x. Procure vehicles.</li> </ul>	<ul> <li>i. Approved organizational structure.</li> <li>ii. Approved schemes of service in place.</li> <li>iii. Board, Policy and Procedure Manuals in place.</li> <li>iv. Appropriate office accommodation obtained.</li> <li>v. Functional regional offices established.</li> <li>vi. Competent staff in place.</li> <li>vii. Appropriate vehicles and equipment in place.</li> <li>viii. M&amp;E reports.</li> </ul>

# 3.6.3: Strategic Issue 3: Inadequate publicity and information management.

The enactment of the VSVP Act, 2011 has expanded the functions of the Board which are not yet known to the general public. This could lead to non-compliance of the requirements of the law. In addition, there is weak information management system.

Strategic Objective 3: To enhance publicity and improve information	
management.	

Activities	Outputs
i. Hold stakeholders sensitization forums.	i. Communication Strategy in place.
	ii. KAP Survey report.
ii. Review Knowledge, Attitude	iii. Information management system
and Practices (KAP) Survey	in place.
report.	iv. Upgraded website in place.
iii. Finalize Communication	v. Enhanced publicity.
Strategy.	
iv. Hold media appearances	
annually.	
v. Erect signage in appropriate	
locations.	
vi. Upgrade and maintain the	
website.	
vii. Establish information	
management system.	
viii. Develop and disseminate	
publicity materials e.g.	
brochures, calendars etc.	
ix. Branding of the	
organization.	
x. Participate in ASK shows,	
World Veterinary Day, Rabies	
Day, Scientific forums	

# 3.6.4 Strategic Issue 4: Limited linkages with relevant partners

KVB has not fully exploited its potential for developing linkages with relevant partners. Last year, the Board entered into one partnership and there is need to explore possibilities for enhancing linkages. This will expand networking and opportunities for resource mobilization for the Board.

Strategic Objective 4: To expand	linkages with relevant partners.
Activities	Outputs
i. Identify potential areas of partnerships. ii. Develop MoUs with relevant partners. iii. Implement an internship programme	i. MoUs developed and signed. ii. Internship programme in place.

### 3.7 Cross Cutting Issues

In implementing this Strategic Plan, the Board recognizes that a number of cross cutting issues may influence its implementation. This section identifies some issues and the relevant activities to address them. They include:-

#### i) Environment; Activities

- Promote safe use and disposal of veterinary drugs and chemicals
- Support tree planting in various institutions e.g. schools

### ii) HIV/AIDS Activity

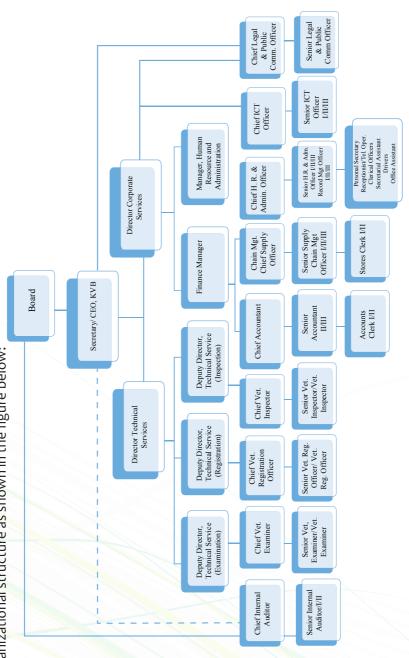
- Activity
- Domesticate HIV/AIDS policy at workplace
- Promote HIV/AIDS awareness among stakeholders, Board members and staff.

### iii) Gender Activity

• Develop and implement gender mainstreaming policy.

3.8 Proposed Organizational Structure for KVB

For effective implementation of identified activities, it was necessary for the Board to review the existing organizational structure as shown in the figure below:



# 3.9 Proposed staff establishment

In order for the Board to execute its expanded mandate and successfully implement this strategic plan, it is proposed that the following number of staff be recruited as employees of the Board. This proposal is based on the functional analysis that has already been carried out.

	Section/Cadre	Number of staff required
1	CEO/Registrar/Secretary	1
2	Directors	2
3	Deputy Directors	3
4	Chief Veterinary Examiners	2
5	Veterinary Examiners	2
6	Chief Veterinary Registration Officer	1
7	Veterinary Registration Officer	1
8	Chief Veterinary Inspectors	14
9	Veterinary Inspectors	14
10	Finance Manager	1
11	Chief Accountant	1
12	Senior Executive Secretary	1
13	Chief Supply Chain Management Officer	1
14	Supply Chain Management Officer	2
15	Manager, HR and Administration	1
16	Chief HR and Administration Officer	1
17	Human Resource and Administration Officer	1
18	Chief Information and Communication Technology Officer	1
19	Information and Communication Technology Officer	1
20	Chief internal Auditor	1
21	Internal Auditor	1

	Section/Cadre	Number of staff required
22	Chief Legal and Public Communication Officer	1
23	Legal and Public Communication Officer	1
24	Office assistants	3
25	Secretarial Assistants	13
26	Senior Personal Secretaries	2
27	Personal Secretaries	2
28	Accountant	2
29	Accounts Clerks	2
30	Stores Clerks	2
31	Records management Officers	2
32	Receptionists/Telephone Operators	2
33	Clerical Officers	2
34	Drivers	17
	Total	104

CHAPTER FOUR: IMPLEMENTATION MATRIX

Strategies	Activities	Outputs/Targets Performance Indicators	Performance Indicators	Actor(s)	Budge	Budget (2013-2018) [Kshs., 000,000]	.2018) 001		
					13/14	14/15	13/14 14/15 15/16 16/17	16/17	17/18
Enhance	Carryout inspections and	Annual	No. of	CEO	5	5	5	3	Э
compliance with	licensing of animal health	inspections and	institutions						
set standards	training institutions	licencing done.	inspected and						
			licenced						
	Inspect and licence	Annual	No. of facilities	CEO	3	9	12	12	15
	veterinary practices,	inspections and	inspected and						
	veterinary laboratories and	licencing done.	licenced						
	animal welfare service								
	providers								
	Conduct examination for	Examination	No. of	CEO	0	0	10	10	10
	registration of animal health	conducted	graduates						
	graduates		examined						
	Carry out continuous	Registered	No. of	CEO	1	1	1	1	1
	registration for animal health	graduates	graduates						
	graduates		registered						
	Carryout indexing of animal	Students indexed No. of students	No. of students	CEO	1	1	1	1	1
	health students		indexed						
	<b>Develop</b> regulations for	Regulations in	Gazetted	CEO	2	1	0	0	0
	veterinary medicines and	place	regulations						
	poisons								
	Review Code of Ethics for	Code of Ethics	Code of Ethics	CEO	2	2	0	0	3
	veterinary surgeons and								
	veterinary paraprofessionals								

Strategies	Activities	Outputs/Targets Performance Indicators	Performance Indicators	Actor(s)	Budge [Kshs	Budget (2013-2018) [Kshs., 000,000]	.2018) 00]		
				_	13/14	14/15	13/14 14/15 15/16	16/17	17/18
	Supervision of continuous professional development (CPD) activities	Competent professionals	No. of supervisions		1	1	1	1	1
				Sub total	18	20	30	28	34
Strengthen institutional capacity for KVB	Finalize/review organizational and staffing structure	Approved organizational structure.	Structure in place	CEO/ BOARD	1	0	0	e,	0
	Develop appropriate schemes of service	Approved schemes of service in place.	Schemes of service	CEO	1.5	7	0	0	0
	Develop a Board Manual, Policy Manual and Procedure Manual	Manuals in place	No. of manuals developed	CEO	0	3	0	0	0
	Hire/construct office accommodation.	Appropriate office accommodation obtained.	Office accommodation	CEO/ BOARD	0.5	1	30	50	50
	Establishment of regional offices	4 functional regional offices established	No. of regional offices	CEO/ BOARD	0	9	9	12	12
	Staff salaries	Motivated staff	Payroll	CEO	4.5	10	10	12	15
	Recruit the relevant staff	Competent staff in place	Number of staff CEO/ recruited BOA	CEO/ BOARD	0	10	10	10	10

			•		•		10100		
Strategies	Activities	Outputs/1 argets Performance	Pertormance Indicators	Actor(s)	Budge	Budget (2013-2018) TVebe 000 0001	101		
1					13/14	13/14 14/15 15/16 16/17 17/18	15/16	16/17	17/18
	Train staff	Skilled staff	No. of staff trained	CEO	1	2	3	5	5
	Undertake M&E	M&E reports	No. of M&E reports	CEO	-	1	1	1	1
	Procure relevant equipment (computers, printers,	Equipment	No. and type of equipment/soft	CEO	-	5	2	2	2
	photocopiers, scanners, software's, etc.)		ware's procured						
	Procurement and	Vehicles	No. of vehicles	CEO	Э	15	20	25	25
	maintenance of vehicles.	procured.	procured and maintained						
				Sub total	13.5	55	82	120	120
Enhance	Hold stakeholders	Stakeholders	No. of	CEO/	4	4	4	3	3
publicity and	sensitization forums	sensitized.	stakeholders	BOARD					
improve			TOTA						
information	Undertake/review of	KAP Survey	KAP Survey	CEO	æ	0	0	4	0
management.	Knowledge, Attitude and Practices (KAP) Survey	report.	report						
	Finalize/review of	Communication	Communication	CEO	0.5	0	0	2	0
	Communication Strategy	Strategy in place	Strategy						
	Hold media appearances	Increased	No. of	CEO/	1	1	1	1	1
	annually	awareness	appearances	BOARD					
	Develop documentaries and	Increased	No. of	CEO/	0	5	5	5	5
	TV advertisement clips	awareness	documentaries	BOARD					
	Branding	Increased	No. of branded	CEO	0.1	1	1	1	1
		awareness	items						

Strategies	Activities	<b>Outputs/Targets</b> Performance	Performance	Actor(s)	Budge	Budget (2013-2018)	2018)		
		•	Indicators	~	Kshs	[Kshs., 000,000]	0		
					13/14	<b>1</b> 3/14 <b>1</b> 4/15 <b>1</b> 5/16 <b>1</b> 6/17 <b>1</b> 7/18	15/16	16/17	17/18
	Erect signage in appropriate locations.	Enhanced awareness	No. of signage posts	CEO	0.3	0.5	0	0.5	0
	Upgrade and maintain the website.	Upgraded website in place.	KVB Website	CEO	1	0.1	0.1	0.1	0.1
	Establish and maintain information management system	An established information management	Information management system in place	CEO	0.5	5	3	3	3
		system.							
	Develop and disseminate publicity materials e.g.	Publicity Number of materials in place	Number of publicity	CEO	2	4	4	5	5
	brochures, calendars, supplements etc.		packages						
	Participate in ASK shows , world veterinary day, Rabies	Enhanced publicity	No. of events	CEO/ BOARD	0.5	e	2	ŝ	ю
	uay, ocienturic torunts			Sub total	12.9	23.6	20	27.6	21.1
Expand linkages with relevant partners	Identify and develop MoUs with relevant partners	Enhanced collaboration	No. of MoUs developed	CEO/ BOARD	0.5	1	1	1	1
	Implement an Internship programme	Enhanced collaboration	No. of internships	CEO/ BOARD	0	1	2	2	2
				Sub total	0.5	2	3	3	3

/		)	Indicators		[Kshs	[Kshs., 000,000]	[Kshs. 000,000]		
					13/14	13/14 14/15 15/16	15/16	16/17	17/18
Cross-cutting issues									
HIV/AIDS	Domesticate HIV/AIDS policy at workplace	Enhanced awareness on	Domesticated HIV/AIDS	CEO	0	0.5	0	0	0
	Promote HIV/AIDS	Enhanced	policy No. of	CEO	0	0.5	0.5	0.5	0.5
	awareness among	awareness on	awareness						
	stakeholders, Board	HIV/AIDS	creation fora						
	members and staff.								
Environment	Promote safe use and	Enhanced	No. of	CEO	0	0.5	0.5	0.5	0.5
	disposal of veterinary	compliance with	sensitization						
	drugs and chemicals	Code of Ethics	meetings						
	Support tree planting	Improved	No. of trees	CEO	0.1	0.5	0.5	0.5	0.5
	in various institutions	environment	planted						
	e.g. schools								
Gender	Develop and implement	Gender balance	Gender policy	CEO	0	0	0.5	0	0
	gender mainstreaming								
	policy.								
				Sub total	0.1	2	2	1.5	1.5
				Grand Total	45	103	137	180	180
				Grand Total for the 5 years Kshs. 644.4	l for th	e 5 yea	ars Ksl	hs. 644.	4

# **CHAPTER FIVE: RESOURCE MOBILIZATION**

## 5.1 Financial Resources

### 5.1.1 Resource mobilization for the strategic plan

The recent expansion of KVB mandate and the need to establish new offices in various regions across the country will require additional financial and human resources. A review of KVB's past funding reveals that financial resources provided under the MTEF budgetary process have been inadequate. As such, funding activities outlined in this Strategic Plan will require additional financial resources from the exchequer and other sources outside the MTEF budgetary process. This chapter highlights the past financial trend of KVB and the financial requirement to implement each Strategic objective. It further provides proposed mechanisms for mobilizing extra funding.

#### 5.1.2 Financial trend in the last three years

The Board receives funds from the Government and generates internal revenue from issuance of licenses, collection of registration and retention fees. The table below outlines the resources available to the Board.

FINANCIAL YEAR	FY 2010/11	FY 2011/12	FY 2012/13
Recurrent (Kshs)	7,117,467	3,750,000	3,360,000
Development		18,750,000	18,000,000
AIA	2,147,061	2,559,155	4,351,125
TOTAL	9,264,528	25,059,155	25,711,125

#### Table 1. Financial trend in the last three years

Source: Printed Estimates

### 5.1.3 Cost of implementing the strategic plan

The total cost of implementing this Strategic Plan is Ksh. 644.4 million as summarised in the table below.

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Table 2: Cost of implementing the strategic plan (FY 2013/14 - 2017/18) by objective

130 390.5 105.3 11.5 7:1 644.4 Total 34 120 21.1 ÷ Ū 180 m 2017/18 F 120 180 28 27.6 <del>ر</del>، m 2016/17 F 20.1 30 82  $\sim$ 2 137 2015/16 F Cost in Kshs. (000,000) 23.6 103 20 55 2 2 2014/15 F 13.5 12.9 <del>15</del> 6 .05 0.1 2013/14 F Total To strengthen institutional To enhance publicity and To expand linkages with To enhance compliance improve information Cross-cutting issues with set standards Strategic objectives elevant partners capacity for KVB management m Ś 2 4 <u>\_</u>

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## 5.1.4 Proposed mechanisms to mobilize funding

In order to mobilize resources required to implement the planned activities in this Strategic Plan, the Board will use the following fund raising strategies.

- i) Resource mobilization from government
- ii) Enhance inspection and issuance of licenses.
- iii) Enhance collection of registration and retention fees.
- iv) Enhance collection of Board examination and CPD activity fees.
- v) Mobilizing funding from development partners.
- vi) Collaboration with stakeholders.

#### 5.2 Human Resource

The human resource capacity for KVB will be addressed as per section 3.9 of this document. Training will be given priority to ensure that the staff is equipped with the necessary skills to implement the strategy.

# **CHAPTER SIX: MONITORING AND EVALUATION**

## 6.0 Introduction

Monitoring and Evaluation (M&E) will be a central feature of this Strategic Plan. It will involve routine data collection and analysis. The results from the analysis will be used to inform the Board in its decision making and in determining if the planned objectives are being met. This will ensure that any factors that could undermine the achievement of the desired goals are addressed in time.

## 6.1 Current Situation

The monitoring and evaluation of KVB's activities is currently done without a proper M&E framework which is not in line with modern M&E practice. In implementing this strategic plan, it is necessary to develop M&E system that will track implementation progress of the identified activities.

## 6.2 Monitoring and Evaluation issues in the Board

A critical issue is that there has been no budget allocated specifically to carry out M&E. In order to address this, funds have been budgeted for in this Strategic Plan to carryout and build capacity for M&E.

## 6.3 Monitoring Methodologies

In monitoring the implementation of this Strategic Plan, the CEO will coordinate all M&E activities. The M&E team will be composed of trained personnel, and will be facilitated with equipment such as vehicles, computers and an M&E system capable of storing and processing information. Specifically, the following methodologies will be adopted: -

- Carry out M&E missions in all regions on quarterly basis and generate reports.
- Develop a work plan based on the Strategic Plan and use the work plan to assess the pace of implementation of identified activities. The work plan will be appraised twice a year.
- Mid-term reviews will be done for all projects/ programmes being implemented by the Board to

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assess the achievements and inform on the need to re-plan where necessary.

# 6.4 Monitoring and Evaluation Framework

The log frame below details the parameters that the Board will use to monitor and evaluate the implementation of the activities for each strategic objective within the planned period:

Goal/ Objective	Activities	Inputs	Outputs	Objectively Verifiable Indicators	Means of Verification	Assumptions
Goal: To be a regional model regulating agency for veterinary training, business and practice.						
Objective 1: To enhance compliance with set standards.	<ul> <li>Carryout inspections and Incensing of animal health training institutions</li> <li>Inspect and licence veterinary practices, veterinary aboratories and animal welfare service providers.</li> <li>Conduct examination for registration of animal health graduates.</li> <li>Controut examination for registrations for health students.</li> <li>Develop regulations for veterinary medicines and poisons</li> <li>Carry out continuous</li> <li>Carry out continuous</li> <li>Carry out continuous</li> <li>Review Code of Ethics for Veterinary Surgeons and Veterinary Paraprofessionals</li> <li>Supervision of Continuous</li> <li>Professional Development (CPD) activities</li> </ul>	□ Financial resources resources	Annual inspections and licencing done. Examination conducted and students indexed.	<ul> <li>20 animal health training institutions inspected and licenced by June 2018.</li> <li>500 veterinary practices inspected and licenced by June 2018.</li> <li>10 veterinary plaoratories inspected and licenced by June 2018.</li> <li>20 animal welfare service providers registration for registration of animal health graduates conducted annually.</li> <li>Examination for registration of animal health graduates conducted annually.</li> <li>Regulations for veterinary medicines and poisons annually.</li> <li>Regulations for veterinary medicines and poisons mutally.</li> <li>Code of Ethics for annually.</li> <li>Regulations for veterinary annually.</li> <li>Code of Ethics for veterinary faraprofessionals reviewed by Dec 2014.</li> </ul>	M&E reports Inspection reports. Examination results Registers. Gazette Notice	□ Frunds will be available

Goal/ Objective	Activities	Inputs	Outputs	Objectively Verifiable Indicators	Means of Verification	Assumptions
				activities supervised annualy.		
Objective 2: To strengthen institutional capacity for KVB	<ul> <li>Finalize organizational and staffing structure.</li> <li>Develop appropriate schemes of service.</li> <li>Hire/construct office accommodation.</li> <li>Establishment of regional offices.</li> <li>Recruit the relevant staff</li> <li>Undertake M&amp;E for identified activities.</li> <li>Procure relevant equipment (computers, printers, photocopiers, scanners etc.).</li> </ul>	Financial resources resources resources	Approved schemes of schemes of schemes of Approved organizational structure. Appropriate office office office stablished. Eventional regional offices established. Competent staff in place. Appropriate vehicles and equipment in equipment in	<ul> <li>Organizational and staffing structure finalized by becember 2013.</li> <li>December 2013.</li> <li>Schemes of service</li> <li>developed by December 2015.</li> <li>Headquarter office block constructed by June 2018.</li> <li>A regional offices</li> <li>established by June 2018.</li> <li>Recruit 30 staff by June 2018.</li> <li>Recruit 30 staff by June 2018.</li> <li>Carian all staff on various courses per year.</li> <li>Curderake quarterly M&amp;E missions.</li> <li>Procure 25 computers, 25 printers, 15 photocopiers and</li> </ul>	<ul> <li>Schemes of service and approved attructures.</li> <li>Hired offices</li> <li>Building plans and plans and plans and cuantities</li> <li>Payroll.</li> <li>Payroll.</li> <li>Payroll.</li> <li>Payroll.</li> <li>Payroll.</li> <li>Post and reports.</li> <li>UPOs and log books.</li> </ul>	Adequate resources will be availed available available
			Diace. □M&E reports.	15 scanners by June 2018. 6 vehicles procured by June 2018.		
<b>Objective 3:</b> To enhance publicity and improve data management system.	<ul> <li>Hold stakeholders sensitization forums.</li> <li>Review Knowledge, Attitude and Practices (KAP) Survey report.</li> <li>Finalize Communication Stratey.</li> <li>Hold media appearances annually.</li> <li>Erect signage in appropriate locations.</li> <li>Upgrade and maintain the website.</li> </ul>	Human Resources Financial Resources Vehicles and equipment (e.g. Computers	Communication Strategy in place. KAP Survey report. Information management system in place. Upgraded website in place. Enhanced publicity.	<ul> <li>40 stakeholders fora held by 2018.</li> <li>2018.</li> <li>KAP Survey conducted by December 2013.</li> <li>Communication Strategy finalized by December 2013.</li> <li>finalized by December 2013.</li> <li>finalized by December 2013.</li> <li>Lune 2018.</li> <li>Upgrade the website by June 2018.</li> <li>Upgrade the website by December 2014.</li> <li>December 2014.</li> </ul>	□KVB newsletter. □Workshop reports. reports.	□ Financial Resources will be available

Goal/ Objective	Activities	Inputs	Outputs	Objectively Verifiable Indicators	Means of Verification	Assumptions
	<ul> <li>management system.</li> <li>Develop and disseminate publicity materials e.g. brochures, calendars etc.</li> <li>Participate in ASK shows, World Veterinary Day, Rabies Day, Scientific forums.</li> <li>Develop documentaries and TV advertisement clips</li> <li>Branding</li> </ul>			<ul> <li>system by December 2015.</li> <li>Print and disseminate 6,000 calendars, 10,000 brochures per year and produce 1 newsletter annually.</li> <li>Patricipate in six (7) ASK shows, one (1) world veterinary day, Rabies day and one (1) Scientific forum per year.</li> <li>1 documentary and 2 TV advertisement clips annually advertisement clips annually veheiles, stationery, caps)</li> </ul>		
Objective 4: To expand linkages with relevant partners.	<ul> <li>Identify and develop MoUs with relevant partners.</li> <li>Implement an internship program</li> </ul>	<ul> <li>Financial</li> <li>resources</li> <li>Human</li> <li>resources</li> </ul>	□ MOUs developed and signed.	<ul> <li>□ Three (3) MOUs signed by June 2018.</li> <li>□ Internship programe implemented by January, 2015.</li> </ul>	<ul> <li>☐ Minutes of negotiations.</li> <li>☐ MOU documents.</li> </ul>	□ Political goodwill. □ Cooperation from partners.
To mainstream cross-cutting issues (HIV/AIDS, environment and gender)	<ul> <li>Promote safe use and disposal of veterinary drugs and chemicals</li> <li>Support tree planting in various institutions e.g. schools</li> <li>Domesticate HIV/AIDS policy at workplace</li> <li>Promote HIV/AIDS awareness among stakeholders, Board members and staff.</li> <li>Develop and implement gender mainstreaming policy.</li> </ul>	□ Financial resources □ Human resources	Cross-cutting issues mainstreamed	<ul> <li>Promotion of safe use and disposal of veterinary drugs and chemicals conducted annually.</li> <li>1000 trees planted annually.</li> <li>HIV/AIDS policy developed by June, 2015.</li> <li>HIV/AIDS awareness meeting annually.</li> <li>Gender mainstreaming policy developed by June, 2015.</li> </ul>	□ Reports and attendance lists □ Domesticate d HIV/AIDS policy document	□ Resources will be available