VETERINARY MEDICINES DIRECTORATE

BUSINESS CONTINUITY PLAN

VETERINARY MEDICINES DIRECTORATE

BUSINESS CONTINUITY PLAN

Vision

To be the a leading and globally recognized regulatory agency for veterinary medicines, vaccines, and animal health technologies

Mission

To safeguard animal health, human health, and the environment and promote animal welfare by assuring the quality, safety, and effectiveness of veterinary medicines, vaccines, and other animal health technologies.

Core Values

- Professionalism
- Integrity
- Transparency and accountability
- Innovativeness
- Teamwork
- Inclusivity

Table of Content

Acronyms & Abbreviations

A.I.A: Appropriation in Aid
BCSC: Business Continuity Steering Committee
BCP: Business Continuity Plan
CEO: Chief Executive Officer
ERP: Enterprise Resource Planning
GMP: Good Manufacturing Practice
ICS: Incident Command System
ICT: Information, Communication and Technology
IT: Information and Technology
KENTRADE: Kenya Trade Network Agency
KEBS: Kenya Bureau of Standards
LIMS: Laboratory Information Management System
RTOs: Recovery Time Objectives
VDI: Virtual desktop infrastructure
VMD: Veterinary Medicine Directorate
TFP: Trade Facilitation Platform

5.0 Governance and Responsibilities

VMD adopts the Incident Command System tailored to its regulatory setting. Roles include:

5.1 Incident Commander (Chief Executive Officer) – Declares BCP activation, sets priorities, liaises with parent ministry and National Emergency Operations Centre.

5.2 Business Continuity Steering Committee– Directorate Heads providing strategic guidance and resource allocation.

5.3 Business Continuity Coordinator– Corporate Services Director; maintains plan currency, leads training, documents lessons learned.

5.4 Operations Section – Directorate Leads executing continuity strategies for Licensing, Inspection, Laboratory, ICT and Finance.

5.5 Planning Section – Monitoring & Evaluation unit collecting situational data and projecting resource needs.

5.6 Logistics Section – Procurement and Administration unit managing alternate sites, fleet, supplies and vendor liaison.

5.7 Finance & Administration Section – Finance Manager tracking incident costs, emergency procurement and donor reporting. Delegations of authority ensure leadership succession down to third tier to mitigate high vacancy scenarios.

6.0 Business Impact Analysis (BIA) Summary

A detailed BIA (Appendix A) ranks 23 business processes. The top-five critical functions and their recovery targets are:

Process	MTD	RTO	RPO
Import/Export Permits (TFP/e-Citizen)	12 hrs	4 hrs	15 min
Licensing & Registration System	24 hrs	6 hrs	30 min
Pharmacovigilance Reporting	48 hrs	8 hrs	2 hrs
Quality-Control Laboratory Testing	72 hrs	24 hrs	4 hrs
ERP & Financial Transactions (AIA)	24 hrs	6 hrs	2 hrs

7.0 Risk Assessment Methodology

7.1 Risks are assessed semi-annually using ISO 31000 criteria: Likelihood (1–5) × Consequence (1–5).

7.2 Risks scoring ≥15 are treated as 'High' and must have mitigation and continuity measures.

7.3 The Risk Register (Appendix B) includes cyber ransomware, reagent stock-outs, border-point unrest, pandemic absenteeism and national power grid failure.

7.4 Key preventive controls: multi-factor authentication, fuel contracts for generators, mutual-aid memoranda with regional labs, and cross-training of inspectors.

8.0 Continuity Strategies

8.1 ICT & Data

8.1.1 Active-active replication between Government Cloud (Nairobi) and secondary data centre (Mombasa) for ERP, licensing portal and email.

8.1.2 Offline 'cold' backups encrypted and stored in a bank vault weekly.

8.1.3 VDI enables staff to work remotely via secure VPN in lockdown scenarios.

8.2 Human Resources

8.2.1 Cross-training matrix ensures each critical role has at least two trained alternates.

8.2.2 Pandemic annex with split-team and telework roster reduces infection risk.

8.2.3 Employee Assistance Programme offers counselling to mitigate stress and burnout.

8.3 Supply Chain

8.3.1 Framework contracts with two reagent suppliers and three UPS vendors ensure redundancy.

8.3.2 Minimum buffer stock: 60-day essential reagents, 30-day PPE, 14-day fuel.

8.3.3 Pre-authorized emergency procurement thresholds activated upon BCP declaration.

9. Response and Recovery Phases

9.1 Phase 1 – Alert & Activation (0–2 hrs): Detect incident, notify Incident Commander, convene BCSC, communicate initial advisory to staff and stakeholders.

9.2 Phase 2 – Containment & Stabilisation (2–12 hrs): Deploy response teams, switch to alternate infrastructure, activate manual permit logs, ensure staff safety.

9.3 Phase 3 – Continuity Operations (12 hrs–7 days): Maintain critical services from alternate sites, conduct daily situation briefs, coordinate with national agencies.

9.4 Phase 4 – Restoration & Return (Within 30 days): Reconstitute facilities, validate data integrity, conduct after-action review, update BCP.

10. Communication Plan

A Crisis Communications Protocol (Appendix C) defines internal and external channels:

10.1 Staff: SMS blast, WhatsApp BC group, Intranet ticker.

10.2 Media/Public: Press statement by CEO, website banner, Twitter/X updates every 4 hrs.

10.3 Regulators/Partners: Formal email within 2 hrs.

11. Training, Testing and Awareness

11.1 Orientation: All new staff complete BCP e-learning within 30 days of hire.

11.2 Quarterly tabletop drills focusing on one directorate at a time.

11.3 Semi-annual full failover ICT exercise during off-peak weekend.

11.4 Annual integrated field simulation including evacuation and alternate lab activation.

11.5 Awareness week each March aligned with National Disaster Preparedness Month.

12. Plan Maintenance and Continuous Improvement

12.1 The BCC will update contact lists quarterly and review the entire BCP bi-annually.

12.2 Post-incident and post-exercise reports will be logged in the Corrective Action Register and tracked to closure.

12.3 Changes in systems, organisational structure or regulations trigger an interim review.

13. Appendices

Appendix A – Detailed Business Impact Analysis Tables

Appendix B – Risk Register and Mitigation Matrix

Appendix C – Crisis Communications Protocol & Templates

Appendix D – Checklists (Activation, Damage Assessment, System Restoration, Alternate Site Setup)

Appendix E – Forms (Manual Import Permit, Incident Log, Expense Tracking)

Version Control

APPROVED BY THE BOARD ON THIS DATE.....25th.....of.....July..... 2025

SIGNED BY	SIGNATURE
CHIEF EXECUTIVE OFFICER	.....
BOARD CHAIRPERSON	.....

Appendix B – Risk Register and Mitigation Matrix

ID	Risk Description	Lik.	Imp.	Score	Existing Controls	Residual	Mitigation / Action	Owner
R1	Ransomware attack on ERP	4	5	20-High	MFA, daily backups	12-Medium	Quarterly penetration tests, user training	ICT Mgr
R2	Flooding of HQ server room	2	5	10-Med	Raised floor, leak sensors	6-Low	Move servers to Tier III DC	Facilities Mgr
R3	Nationwide reagent stock-out	3	4	12-High	Buffer stock 60 days	9-Med	Dual-vendor contracts	Lab Dir
R4	Border unrest disrupts inspections	3	3	9-Med	Mobile units, police liaison	6-Low	Alternate routing via other PoEs	Field Ops Dir
R5	Pandemic reduces staff availability	4	3	12-High	Split teams, PPE	8-Med	Remote work enablement	HR Dir

Appendix C – Crisis Communications Protocol & Templates

Objective: Provide timely, accurate and consistent information to all stakeholders during a disruption.

C.1 Communication Matrix

Audience	Information Needed	Channel	Initial Timeframe	Responsible
All Staff	Incident status, safety instructions	SMS blast, WhatsApp, Email	Within 30 min	Comms Officer
Regulators (PPB, KEBS, NEMA)	Scope & impact on compliance	Official email, phone	Within 2 hrs	CEO
Importers/Licensees	Interim permit process, expected delays	Website, Email	Within 2 hrs	Licensing Dir
Media/Public	Assurance of continuity, key facts	Press release, Twitter/X	Within 4 hrs	PR Officer
Donors/Partners	Operational capacity & support needed	SitRep PDF	Within 24 hrs	CEO

C.2 Message Templates

Internal SMS Example:
"[VMD ALERT] Disruption at HQ. Staff safe. Licensing portal on backup. Check email for details."

Press Release Snippet:
"The Veterinary Medicines Directorate confirms a temporary outage affecting licensing services. Contingency systems are operational. No compromise of data has occurred. Services will resume within [xx] hours."

Appendix D – Operational Checklists

E.1 BCP Activation Checklist

☐ Confirm incident severity and potential MTD.

☐ DG declares BCP activation level (Partial/Full).

☐ Notify Business Continuity Steering Committee.

☐ Activate alternate site arrangements.

☐ Issue initial staff alert and stakeholder notice.

E.2 Damage Assessment Checklist

☐ Secure affected area; ensure safety.

☐ Assess extent of damage to facilities and ICT.

☐ Document with photos and logs.

☐ Prioritize restoration tasks per BIA.

☐ Report assessment to Incident Commander.

E.3 System Restoration Checklist

☐ Verify integrity of backups.

☐ Restore virtual machines & databases.

☐ Conduct functional tests before go-live.

☐ Notify users of system availability.

☐ Update incident log with restoration time.

E.4 Alternate Site Setup Checklist

☐ Activate power and internet links.

☐ Deploy essential furniture & equipment.

☐ Restore core applications on local network.

☐ Set up call-centre hotline reroute.

☐ Display health & safety signage.

Appendix E – Standard Forms

E.1 Manual Import Permit Form

Date: _____ Permit No: _____
Consignee: _____
Exporter: _____
Product Description: _____
Quantity: _____ Unit: _____
Country of Origin: _____
Intended Port of Entry: _____
Inspector Name & Signature: _____

E.2 Incident Log Sheet

Date/Time	Reported by	Description	Immediate Actions	Status	Responsible

E.3 Emergency Expense Tracking Form

Date: _____ Voucher No: _____
Description of Expense: _____
Supplier: _____ Amount (KES): _____
Charge Code: _____ Approved by: _____
Signature Finance Officer: _____