



REPUBLIC OF KENYA



VETERINARY MEDICINES
DIRECTORATE (VMD-KENYA)

STRATEGIC PLAN 2023 – 2027





Vision

To be the 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



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Foreword

The development of the Veterinary Medicines Directorate Strategic Plan 2023-2027 is an important milestone to the Directorate. This Strategic Plan articulates the strategic issues, objectives and strategies that the Council will employ to address the development priorities in the animal resource industry in the next five years. This will be implemented in line with; UN 2030 Agenda for Sustainable Development, African Union's Agenda 2063, East Africa Community's Vision 2050, the Constitution of Kenya 2010, Kenya Vision 2030, Fourth Medium Term Plan (MTP, 2023-2027), and the Bottom-up Economic Transformation Agenda (BETA).

The animal resource industry in the agricultural sector plays a fundamental role in the country's economic development particularly in the areas of food and nutrition security, employment creation, foreign exchange earnings, industrialization and facilitating development of other economic sectors through the relevant linkages. The industry contributes 21.8 per cent of the National Gross Domestic Product GDP (IGAD, 2011) with livestock production contributing about 4.4 per cent of the National GDP (KNBS, 2023). The sub-sector employs 50 per cent of the agricultural labor force. More than 10 million Kenyans living in the Arid and Semi-Arid Lands (ASALs) derive their livelihood from livestock.

It is important to appreciate that for the sector to create greater benefits to the economy, more thrust is needed towards transformation of the animal resource industry in the country, especially in the area of veterinary medicines regulation. As a result, therefore, the Council has the confidence that when the strategic objectives spelt out in this Strategic Plan are fully implemented, the animal resource industry, the national economy and the livelihoods of all Kenyans will be propelled to higher levels and set on a sustainable path as envisioned in the Kenya Vision 2030 and the Governments BETA. This will not only ensure food and nutrition security for the country but also safety of foods of animal origin, employment creation, increased incomes from local and international trade resulting from safe usage of veterinary medicines and improved livelihoods for all Kenyans.

Despite the efforts undertaken in improving veterinary medicines regulations, the animal resource industry continues to face various challenges that impact its growth. These include illicit trade in veterinary medicines; illegal practitioners in veterinary pharmacies; inadequate financial, human and infrastructural resources and the emerging threat of Antimicrobial Resistance (AMR); This strategy will ensure VMD keeps abreast of and anticipates future developments, advances and approaches in order to be able to address current and future challenges that will arise within the plan period.

Investment in quality veterinary practice is critical for the growth of the animal resource industry. Therefore, collective and concerted efforts by all stakeholders in the animal industry are needed to turn around fortunes so that it can play its pivotal role envisaged in Vision 2030. In the spirit of Vision 2030, the private sector is expected to act as a catalyst for renewed growth while the government will continue to provide the requisite enabling environment. Looking forward to the successful implementation of this Council's Strategic Plan 2023-2027.



Dr. Ningala Kalachu

Chairperson, VMD Council

Preface and Acknowledgement

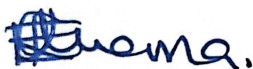
The Veterinary Medicines Directorate Council is mandated to regulate the manufacture, importation, exportation, registration, distribution prescription and dispensing of veterinary medicines and the practice of veterinary pharmacy in Kenya.

In fulfilling this mandate, the Council has developed this Strategic Plan which identifies strategic issues, strategic goals, strategic objectives, and targets. The plan also gives an implementation matrix, risk management framework, resource mobilization strategy as well as a monitoring, evaluation and reporting framework required for its implementation.

The process of developing the Strategic Plan was highly consultative with key stakeholders who provided valuable input. An ad hoc committee of the Council was formed in October 2021 to develop a draft plan. The ad hoc committee was composed of Council members, VMD secretariat, staff from State Department for Livestock Development and Representatives of professional bodies. Technical support on interpretation of guidelines and finalization of the plan was given by resource persons from the State Department for Economic Planning. The validation was done by the key stakeholders. I appreciate the contribution of all those who provided valuable input in development of this plan.

To embrace reforms in the country, this Strategic Plan will strengthen VMD as an institution, enhance implementation of national values and live the principles of the Constitution and good governance. I am optimistic that this strategy, which lays great emphasis on the functions and direction of the Directorate, will add impetus to the response on strengthening regulation of veterinary medicines, as it seeks to harness the synergy presented by different players in actualization of the Vision. I thank all partners who have provided input to this plan geared towards social economic development of our country.

The foundation of any successful Strategic Plan is a commitment to accomplish the goal of the plan from those responsible for its implementation. I, therefore assure the Council and our clients of my commitment to the full implementation of this plan.



Emily Muema, PhD
Ag. Chief Executive Officer

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Definition of Concepts and Terminologies

Antimicrobial resistance:	This is when bacteria, viruses, fungi and parasites no longer respond to antimicrobial medicines.
Pharmacovigilance:	This is the collection, detection, assessment, monitoring, and prevention of adverse effects with pharmaceutical products.
Premix:	This is a complex mixture of feed additives that is added to compounded feed at low levels



Acronyms and Abbreviations

A.I.A:	Appropriation in Aid
AfDB:	African Development Bank
AMR:	Antimicrobial Resistance
AU:	African Union
CAADP:	Comprehensive African Agriculture Development Program
CEO:	Chief Executive Officer
DPM:	Directorate of Personnel Management
DVS:	Directorate of Veterinary Services
EAC:	East African Community
ERP:	Enterprise Resource Planning
EU:	European Union
FAO:	Food and Agriculture Organization
GMP:	Good Manufacturing Practices
ICT:	Information, Communication and Technology
IEC:	Information Education and Communication
IFAD:	International Fund for Agricultural Development
IGAD:	Intergovernmental Authority on Development
IT:	Information and Technology
JKIA:	Jomo Kenyatta International Airport
KAP:	Knowledge, Attitude and Practices
KEBS:	Kenya Bureau of Standards
KENTRADE:	Kenya Trade Network Agency
KRAs:	Key Result Areas
KVA:	Kenya Veterinary Association
KVB:	Kenya Veterinary Board
M&E:	Monitoring and Evaluation
MDAs:	Ministries, Departments and Agencies
MIC:	Middle Income Country
MIS:	Management Information System
MRP:	Mutual Recognition Procedures
MTEF:	Medium Term Expenditure Framework
MTP:	Medium Term Plan
NEMA:	National Environmental Management Authority
NGOs:	Non-Governmental Organizations
PESTEL:	Political, Economic, Social, Technological, Environmental and Legal
PPB:	Pharmacy and Poisons Board
PPRA:	Public Procurement Regulatory Authority
PWDs:	Persons with Disability

SCAC:	State Corporation Advisory Committee
SCM:	Supply Chain Management
SDGs:	Sustainable Development Goals
SMS:	Short Messaging System
SOPs:	Standard Operating Procedures
SWOT:	Strengths, Weaknesses, Opportunities and Threats
TFP:	Trade Facilitation Platform
TNA:	Training Needs Assessment
TWG:	Technical Working Groups
UoN:	University of Nairobi
USAID:	United States Agency for International Development
VMD:	Veterinary Medicine Directorate
VSVP:	Veterinary Surgeons and the Veterinary Para-Professionals Act 2011
WB:	World Bank
WOAH:	World Organization for Animal Health



Executive summary

This Strategic Plan will guide the Council in the implementation of its mandate for five years (2023 -2027). The plan sets out the framework to enable carrying out its functions in line with its vision and mission. The strategic plan demonstrates clear linkages with Kenya's development agenda. The consultative preparation of the Strategic Plan 2023 - 2027, was guided by: UN 2030 Agenda for Sustainable Development, African Union's Agenda 2063, East Africa Community's Vision 2050, the Constitution of Kenya, Kenya Vision 2030, Fourth Medium Term Plan (MTP, 2023-2027), and the Bottom-up Economic Transformation Agenda (BETA), the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011 and the Veterinary Surgeons and Veterinary Paraprofessionals Act (Veterinary Medicines Directorate Regulations, 2015). Its development was guided by the revised guidelines for the preparation of fifth-generation strategic plans, 2023-2027.

To deliver on its mandate, the Council developed a five-year Strategic Plan for the period 2023-2027. The Strategic Plan sets out Council's vision, mission, core values, goals, key issues, key result areas, strategic objectives and strategic interventions. The key identified strategic issues are; low levels of compliance to the Veterinary Medicines Regulations, inadequate infrastructure, human and financial capacity and inadequate legal and regulatory framework. To address issues identified, the Council will focus on seven key strategic objectives namely: maintain high standards of safety, efficacy, and quality of veterinary medicines; improve business processes; resource mobilization; enhance human capacity; infrastructure development; enhance corporate governance and organizational culture and revise VMD regulations. The objectives will be achieved by implementing the following key result areas: Strengthen Regulatory Compliance and Standards; Strengthen Institutional Capacity and Strengthen legal and regulatory framework.

Successful implementation will depend on availability of human and financial resources, support by the Government and adequate collaboration with stakeholders. The estimated total cost of implementation of the identified activities during the five years amounts to Kshs. 1,517.7 million. The funding is expected to come from A.I.A, the Government through the Exchequer, development partners and partnerships with the private sector.



CHAPTER

1

INTRODUCTION

This chapter provides a brief background of the Veterinary Medicines Directorate (VMD) and its mandate. It discusses the role of the Council in global, regional and national development agenda. It also provides the history of the Organization and the Methodology for developing the Strategic Plan.

1.1: Strategy as Imperative for Organizational Success.

Strategic planning in the public sector helps organizations become more proactive, goal-oriented, and responsive to the needs of the communities they serve. It fosters effective decision-making, resource optimization, stakeholder engagement, and organizational performance, leading to improved outcomes and public value.

Being a significant component of the results-based management framework, it will help the Directorate to deliberately and effectively define its strategic direction and make informed and appropriate decisions regarding resource allocation to implement priority policies and programs. This will ensure prudent public finance management, effective performance management, citizen-centric service delivery, and personnel database management.

The Council's Strategic Plan articulates on implementing its core mandate, which is to protect animal and human health, and the environment and promote animal welfare by assuring the safety, quality and effectiveness of veterinary medicines and other animal health inputs.

VMD takes reasonable measures for the public to have access to sufficient and safe food of animal origin to achieve the progressive realization of the right to safe food for each citizen. The strategy builds on Kenya's strategic risk mitigation. For a country's economic development, the animal resource industry in agricultural sector plays a fundamental role, because it contributes to 22 per cent of the National Gross Domestic Product (GDP) with livestock production contributing about 4.4 per cent of GDP. This plan provides elaborate strategies that are in line with VMD functions for it recognizes the significant role of implementing partners, development partners, the private sector, and other stakeholders, thus, successful delivery of plan.

The Strategic Plan will strengthen VMD as an institution, enhance implementation of national values and live the principles of constitution and good governance. This will be achieved through proportionate risk-based regulation, provision of high-quality services to shareholders and forming collaborative partnerships with stakeholders. The VMD envisages regulating the manufacture, importation, exportation, registration, distribution prescription and dispensing of veterinary medicines and the practice of veterinary pharmacy in Kenya.

The VMD is a body Corporate established pursuant to the Veterinary Surgeons and Veterinary Paraprofessional Act, 2011 (article 39 (2)(a)) of the laws of Kenya. The management of the Directorate vests on a Council appointed by the Cabinet Secretary.

1.2: The Context of Strategic Planning

The Strategic Plan was developed in line with national development priorities, regional and international development frameworks.

1.2.1: United Nations 2030 Agenda for Sustainable Development

In purview of the SDGs, the Directorate contributes directly to goal No. 2 on ending hunger, achieving food and nutrition security, and promoting sustainable agriculture. VMD will contribute to the SDGs through secure inputs to ensure safe, efficacious, and quality veterinary medicines in the market.

1.2.2: African Union Agenda 2063

Agenda 2063 Aspiration Number one focuses on prosperous Africa based on inclusive growth and sustainable development. Under this Aspiration Goal Number five on modern agriculture for increased productivity and production seeks to radically transform African agriculture to enable the continent feed itself and be a major player as a net food exporter. The Directorate will contribute to the agenda through ensuring safe, efficacious, and quality veterinary medicines in the market.

The Malabo Declaration of the African Heads of States resolved to several commitments including commitment to ending hunger by 2025 (No 2), commitment to boosting intra-African trade in agricultural commodities & services (No 4), and commitment to mutual accountability to actions and results as prescribed under Comprehensive African Agriculture Development Program (CAADP) (No 5). The Directorate will contribute to these commitments through ensuring safe, efficacious, and quality veterinary medicines in the market.

1.2.3: East Africa Community Vision 2050

In view of the East Africa Community vision 2050 pillar on agriculture, food security and rural development, the Directorate contributes directly to the goal on increased investment and enhanced agricultural productivity for food security and a transformation of the rural economy through ensuring safe, efficacious, and quality veterinary medicines in the market. This is in addition to participating in a Technical Working Group of the East Africa Community (EAC) Mutual Recognition Procedure (MRP), which is working towards harmonization of regulation of veterinary medicines in the region. Procedures

for mutual recognition in the registration of vaccines and veterinary pharmaceuticals are complete. More work is ongoing on the development of procedures for veterinary pesticides, feed additives, biocidal, alternative medicines and veterinary devices.

1.2.4: Constitution of Kenya 2010

The Fourth Schedule of the Constitution of Kenya 2010 provides for a Veterinary Policy. The Kenya Veterinary Policy has been developed and provides for a legal framework for animal health, welfare, production, food safety and trade certification in Kenya. This policy informs three categories of Law: Acts of parliament that are solely implemented in veterinary services, acts of parliaments that cut across several sectors including veterinary services and by-laws developed and applied in county governments in collaboration with national government.

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

The goal for the agriculture and livestock sector in the Kenya Vision 2030 is an innovative, commercially oriented, and modern farming and livestock sector. The VMD, in realization of this goal, will support livestock disease management in the country through improved availability of livestock vaccines, surveillance and control of antimicrobial resistance and regulation of veterinary medicines to enhance safety, efficacy, and quality.

In line with the BETA agenda of eradicating hunger reduction in dependence on imports by supporting local production of quality, safe and efficacious veterinary medicines, feed additives, vaccines and other animal health products.

1.2.6: Sector Policies and Laws

The Veterinary Policy is developed as a requirement of the Fourth Schedule of the Constitution of Kenya 2010. The policy provides for an enabling environment for safeguarding animal life, health and welfare, animal propagation and production for food security and economic development. It seeks to ensure that the people of Kenya benefit from proximate and quality health by guaranteeing animal health, welfare, and production services. The Veterinary Medicines Directorate plays a significant role in animal health and welfare by ensuring the availability of quality, safe and efficacious veterinary medicines. The policy informs the development and review of legislation required for effective regulation of veterinary medicines.

International treaties, agreements and conventions ratified by Kenya become part of our laws and should be considered while developing policies and laws. The overarching treaty is the World Trade Organization agreement particularly the agreement on the

Application of Sanitary and Phytosanitary measures which Kenya ratified on 23rd December 1994 and came into effect on 1st January 1995. Under the treaty, Kenya is a member of the COMESA, the EAC and the IGAD and therefore harmonizes with the relevant provisions of the constitutive treaties for these regional economic communities. Under this framework, the Veterinary Medicines Directorate represents the country in the Technical Working Group for the harmonization of registration of veterinary medicines which facilitates access of veterinary medicines across the region.

Kenya is also a member of the World Organization for Animal Health (WOAH) which is an intergovernmental organization for animal health standards. The Veterinary Medicines Directorate while executing its mandate refers to the standards for regulation of veterinary medicinal products and vaccines given by the WOAH.

1.3: History of the Organization

In Kenya, up to the 1980s, Veterinary Pharmaceutical Products were supplied to end users solely by the government through the Directorate of Veterinary Services (DVS). Liberalization of the agricultural sector in 1980s allowed private sector participation in the management of veterinary clinical services, including the supply of medicines. In the ensuing context, both human and veterinary medicines were regulated by the Pharmacy and Poisons Board (PPB) established under the Pharmacy and Poisons Act 1957 (CAP 244), while the pesticides for use in animals and animals' environment were regulated by Pest Control Products Board. The premixes (nutrients) were regulated by the Kenya Bureau of Standards and the DVS.

However, evidence from a study conducted by the Kenya Veterinary Association in 2007 indicated that the PPB did not apportion the necessary regulatory attention to veterinary medicines leading to massive misuse of veterinary pharmaceutical products, endangering animal health & welfare, human health as well as the environment. The misuse resulted in exposure of the public to drugs, chemical residues, and development of antimicrobial resistance. In addition, weaknesses in the legal and institutional framework for regulation of veterinary medicines were also identified.

The evidence from the study informed a shift in government policy (Sessional Paper no. 2 of 2008) that unequivocally called for a distinct regulatory body for veterinary medicinal products. The sessional paper was in tandem with recommendations of World Organization for Animal Health (WOAH) as captured in chapter 3.4.11 of the Terrestrial Animal Health code to which Kenya is a signatory. This led to the formation of the Veterinary Medicines Directorate (VMD) via legal notice 209 of 2015. The VMD is a body Corporate established pursuant to the Veterinary Surgeons and Veterinary Paraprofessional Act, 2011 section 39(2)(a); and is operationalized by the Veterinary Medicines Directorate Regulations - Legal Notice No. 209 of 2015 as a State Corporation. The Management of the Directorate vests on a Council appointed by the Cabinet Secretary. The State

Department of Livestock Development is drafting the Veterinary Practice and Veterinary Medicines Bill that seeks to anchor the establishment of the Directorate to an Act of Parliament.

1.4: Methodology of Developing the Strategic Plan

The process of developing the Strategic Plan was highly consultative with key stakeholders who provided valuable input. An ad hoc committee of the Council was formed in October 2021 to develop a draft of the plan. The ad hoc committee was comprised of Council members, VMD secretariat, staff from State Department for Livestock Development and Representatives of professional bodies. Technical support on interpretation of guidelines and finalization of the plan was given by resource persons from the State Department for Economic Planning. The validation was done by the key stakeholders.





CHAPTER

2

STRATEGIC DIRECTION

This chapter provides the mandate, vision, mission, strategic goals, core values, and quality policy statement.

2.1: Mandate

To regulate the manufacture, importation, exportation, registration, distribution prescription and dispensing of veterinary medicines and the practice of veterinary pharmacy in Kenya.

2.2: Vision Statement

To be the leading and globally recognised regulatory agency for veterinary medicines, vaccines and other animal health technologies.

2.3: Mission Statement

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 inputs.

2.4: Strategic Goals

The Veterinary Medicines Directorate has identified three goals;

- (i) To achieve increased levels of compliance and enforcement in veterinary medicine regulation.
- (ii) To develop and maintain adequate infrastructure, human, and financial capacity.
- (iii) To establish and uphold a strong legal and regulatory framework.

2.5: Core Values

To deliver on the given mandate and achieve the above vision and mission, the Directorate will be guided by the following core values;

- (i) **Professionalism:** Apply the highest standards of service delivery, be responsive and exceed customer expectation in provision of service, comply with existing policies, guidelines and regulations.
- (ii) **Integrity:** Uphold honesty, uprightness, reliability, transparency and accountability always.
- (iii) **Transparency and Accountability:** Upholding openness, honesty, and responsibility in all operations, ensuring accurate and timely information dissemination, and demonstrating dedication to stakeholders through measurable results.
- (iv) **Innovativeness:** Create network-based decision-making, financing and creativity in service delivery. Ensure that our staff have the skills and knowledge to deal with current and future challenges and innovations.

- (v) **Teamwork:** Efforts shall be made to cultivate learning within teams. Encourage knowledge sharing within our organization, other regulatory bodies, research communities and all other stakeholders.
- (vi) **Inclusivity:** The Council shall ensure impartial and equitable representation of all forms of diversity in its operations.

2.6: Quality Policy Statement

VMD is committed to providing quality services in response to clients' needs and expectations as per the Citizens' Service Delivery Charter. We shall strive to balance the interests of our stakeholders without compromising the quality, safety and effectiveness of veterinary medicines while maintaining a scientific, supportive and flexible regulatory environment by managing the Directorate with utmost professionalism.





CHAPTER

3

SITUATIONAL AND
STAKEHOLDER ANALYSIS

This chapter presents VMD governance and administrative structures, internal business processes, resources and capabilities, key achievements, challenges and lessons learnt since the launch of the Council in October 2017. It also analyses the environment in which it operates through undertaking a summary of strengths and weaknesses, analysis of past performance using Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis and analysis of the various stakeholders and how they would influence the implementation of this Strategic Plan. The chapter also provides strategic issues emanating from the situation analysis that require to be addressed within implementation plan period.

3.1: Situational Analysis

3.1.1: External Environment

The external environment is composed of all the outside factors or influences that impact on the operation of the Directorate; therefore, VMD must act or react to keep up its flow of operations. The external environment can be broken down into two types: the macro environment and the micro environment.

The macro environment consists of general factors that the Directorate typically has no control over. The success of the Directorate depends on its ability to adapt.

The micro environment consists of the factors that directly impact on the operation of the Directorate.

3.1.1.1: Macro Environment

The Veterinary Medicines Directorate macro environment has been described using the PESTEL framework that affects strategic management of the organization. The factors are political, economic, social, technological, environmental and legal.

Political

Conflicting increase in the number of legislations by other MDAs; Development and review of Acts of Parliament and Regulations in the agriculture and human health sectors creating overlaps and conflict with mandate of VMD.

Re-organization of government operations during formation of new governments after elections; High turnover of leadership at the Ministry affects consistency in policy direction and institutional memory.

Risk of politicization of regulatory work by pressure groups and associations; This undermines self-regulation, therefore increasing the levels of non-compliance.

Changes in International Politics/relations that have a bearing on policies of development partners and funding; These affect the continuity of programs/activities implemented in partnerships with multilateral and bilateral agencies.

Economic

High poverty levels of most of the farming population limits access to quality inputs, promotes availability of substandard and counterfeit products. This also leads to preference of non-conventional ways of animal disease management and seeking services from unlicensed dealers.

High inflationary pressure leads to increased cost of raw materials and manufacturing, thus manufacturers of veterinary medicines may face increased production costs. This can lead to higher prices for quality veterinary products. In addition, high product prices, driven by inflation and forex rates, make quality inputs less accessible to the farming population. This further promotes the availability and preference for substandard, counterfeit, or non-conventional (unregulated) animal disease management practices, directly undermining VMD's mandate to assure quality, safety, and effectiveness.

Categorization of Kenya as a Medium Income Country is likely to negatively affect mobilization of resources from multilateral and bilateral organizations.

EAC Mutual Recognition Procedures (MRP) for market authorization of veterinary medicinal products leads to ease of authorization of veterinary medicinal products hence the need to safeguard national interest in regulation of veterinary medicinal products.

Social

Lack of integrity and accountability among traders and users of veterinary medicines enhances trade in illegal, substandard and counterfeit medicines leading to unfair competition with registered products, emergence/spread of AMR, persistence of livestock diseases and loss of revenue for VMD.

Increasing population leads to diminished land for animal production resulting in modernized intensive production systems that rely on commercial animal feeds and medicated feeds.

Technological

Dynamic technologies - The pace at which technology is changing demands continuous investments and adaptation to operations of the organization.

Reliance on mobile phone technologies - Growth in telephony offers an opportunity for VMD to provide services via mobile phones.

Slow adaptation of technological advancement made by VMD by its stakeholders.

Environmental

Improper disposal of veterinary medicinal products waste - This leads to environmental pollution and thus adversely affects human and animal health.

Improper use of veterinary medicines - This increases the emergence and spread of AMR.

Legal

Unlicensed veterinary pharmacies lead to illegal operations, presence of unregistered, expired and counterfeit veterinary products.

Veterinary Surgeons and Veterinary Paraprofessionals (VMD) Regulations, 2015 has gaps and omissions that hinder full execution of the mandate of VMD which can expose the institution to litigations and conflict with other institutions.

Compliance with other legal and statutory requirements e.g. Employment law/Labour, occupational health and safety etc.- Implementation of relevant legal requirements needs substantial resources.

3.1.2: Summary of Opportunities and Threats

Table 3.1: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> Political goodwill. Regional harmonization of veterinary medicines regulation. 	<ul style="list-style-type: none"> Political interference.
Economic	<ul style="list-style-type: none"> Existence of the Trade Facilitation Platform (TFP) of KENTRADE Exit of the UK from EU (Brexit) interfered with the supply chain of veterinary medicines. Establish a VMD quality testing laboratory. Establish a VMD resource center. 	<ul style="list-style-type: none"> Porous borders and other informal sources of illegal and counterfeit veterinary products in the market.
Social	<ul style="list-style-type: none"> Competent members of the Council and secretariat. Promote self-regulation by the veterinary pharmaceutical industry to enhance compliance. Enhanced collaboration with stakeholders in awareness creation. 	<ul style="list-style-type: none"> Lack of adequate Staff. Negative publicity. Terrorism and insecurity. Growing threat of AMR due to non-prudent use of antimicrobials.
Technological	<ul style="list-style-type: none"> Adoption of ICT in provision of services. Use of emerging technologies for publicity, training and communication 	<ul style="list-style-type: none"> Continuous advancements in technology which have simplified registration process. Slow adaptation of VMD's technology by the stakeholders in service application.
Legal	<ul style="list-style-type: none"> Anchoring of VMD mandate in a legal framework (VSVP Act Cap 366 of 2011 and VMD Regulations 2015). 	<ul style="list-style-type: none"> Changes in legal and policy framework that threaten to take over the mandate of VMD. Veterinary Surgeons and Veterinary Paraprofessionals (VMD) Regulations, 2015 has gaps and omissions that hinder full execution of mandate leading to high exposure to litigation and conflict with other institutions. Establishment of VMD under subsidiary legislation instead of an Act of Parliament.
Ecological	<ul style="list-style-type: none"> Proper disposal of veterinary medicines waste. 	<ul style="list-style-type: none"> Development of AMR due to lack of awareness of proper disposal methods of pharmaceutical wastes. Climate change creating new diseases, pests and microorganisms.

3.1.3: Internal Environment

This section looks at the competitiveness of Veterinary Medicines Directorate relative to its mandate. It explores the governance and administrative structures, internal business processes, goodwill, corporate culture, resources (physical, financial, human, information) and capability with a view of determining the strengths and weaknesses. Additionally, the section looks at the stakeholder analysis as well as a review of Veterinary Medicines Directorate past performance.

3.1.3.1: Governance and Administrative Structures

This entailed a review of the decision-making structure at the Veterinary Medicines Directorate and the distribution of the various functions. A functional analysis was undertaken with a view of identifying the key strengths and weaknesses of the various functions. This is summarized in Table 3.2.

The Veterinary Medicines Directorate is governed by a Council appointed in accordance with the Veterinary Medicines Regulations Legal Notice 209 of 2015. The management is responsible for the day-to-day running of the affairs of the organization and is headed by a Chief Executive Officer (CEO). The CEO is supported by five departments, namely Corporation Secretary, Registration, Licensing & Standards, Compliance & Surveillance, Corporate Services and Internal Audit and Risk Assurance.

Table 3.2: Functional Analysis of Veterinary Medicines Directorate

No.	Functional Area	Functions	Areas of Excellence	Weaknesses
1.	Council.	<ul style="list-style-type: none"> Develop Policies and Guidelines. Provide Oversight and Approvals. Recruit the Chief Executive Officer (CEO) and Key Management Staff. 	<ul style="list-style-type: none"> Oversight. Strategy and Policy Formulation. Resource Mobilization. Financial Management. Stakeholder 	<ul style="list-style-type: none"> Delays in appointments of members. Lack of proper succession management.
2	Office of the CEO.	<ul style="list-style-type: none"> The Office of the CEO is established under section 13 of the Veterinary Medicines Regulations L/N 209 of 2015. 	<ul style="list-style-type: none"> Oversight and Operational Excellence. Policy formulation and implementation. Stakeholder Management. Strategic Planning & Implementation. Corporate Governance. 	<ul style="list-style-type: none"> Understaffing.

No.	Functional Area	Functions	Areas of Excellence	Weaknesses
3.	Corporation Secretary/ Legal Services Department	<ul style="list-style-type: none"> The Department is responsible for provision of legal advice and attend to all matters relating to litigations regulatory, compliance, security documentation, contract management and secretarial services to the Board pursuant to the provisions of 'Mwongozo' Code of Governance for State Corporations 2015. 	<ul style="list-style-type: none"> Provision of legal advice. Litigations & Regulatory compliance. Security documentation. Contract management. Secretarial services to the Board. 	<ul style="list-style-type: none"> The area is not operationalized due to lack of staff.
4.	Compliance and Surveillance Department	<ul style="list-style-type: none"> Inspect and monitor veterinary pharmacy premises for compliance with laid down standards. Take measures necessary to ensure identified non-compliances are addressed. Monitor clinical and non-clinical trials of veterinary medicines by individuals and institutions involved in the trials. Ensure adherence to proper disposal practices of unwanted (expired, damaged, unregistered, fake, counterfeit) veterinary medicines. Monitor the market, take samples and institute measures necessary for the elimination of trade in illegal and counterfeit veterinary medicines. 	<ul style="list-style-type: none"> Competent personnel. Automated services. 	<ul style="list-style-type: none"> Understaffing. Inadequate vehicles required for movement. Inadequate operational funds. Poor collaboration with other agencies required for enforcement and prosecution.
5.	Registration, Licensing and Standards	<ul style="list-style-type: none"> Receive and consider applications for registration and market approval of veterinary. Formulate and enforce Good Manufacturing Practice standards in the manufacture of veterinary medicines. Develop annual registers for manufacturers and registered veterinary medicines. 	<ul style="list-style-type: none"> Competent personnel. Automated services. 	<ul style="list-style-type: none"> Understaffing. Inadequate operational funds.
6.	Corporate Services Department	<ul style="list-style-type: none"> Provide leadership and coordination of Finance and Accounts, Human Resource Management and Development, Administration, Information and Communications Technology and Corporate Communications Divisions. 	<ul style="list-style-type: none"> Automation & Deployment of ICT Infrastructure. 	<ul style="list-style-type: none"> Understaffing. Skill gaps.

No.	Functional Area	Functions	Areas of Excellence	Weaknesses
7.	Supply Chain Management	<ul style="list-style-type: none"> Responsible for the procurement of goods, works & services; management of stores and disposal of assets in accordance with the Public Procurement and Asset Disposal Act, 2015. 	<ul style="list-style-type: none"> Automation & Deployment of ICT Infrastructure. 	<ul style="list-style-type: none"> Understaffed. Skills gaps.
8.	Internal Audit	<ul style="list-style-type: none"> The department is responsible for undertaking objective assessment of the adequacy and effectiveness of internal control systems, risk assurance and corporate governance. 	<ul style="list-style-type: none"> Automation & Deployment of ICT Infrastructure. Risk Framework is in place. 	<ul style="list-style-type: none"> Weak Internal Controls. Inadequate Risk Assurance.



3.1.3.2: Internal Business Processes

This involves an assessment of the Key functions and identifying the key processes, systems and operating procedures with a view of identifying the key strengths and weaknesses. Outcomes from this assessment also inform the business process re-engineering. The analysis is summarized in table 3.3.

Table 3.3: Internal Process Analysis of Veterinary Medicines Directorate

No.	Functional Area	Processes	Areas of Excellence	Weaknesses
1.	Council	<ul style="list-style-type: none"> Board Meetings. Committee Meetings. 	<ul style="list-style-type: none"> Functional E-Board System. 	<ul style="list-style-type: none"> Skills gap.
2.	Office of the CEO	<ul style="list-style-type: none"> Organization planning, implementation and monitoring and evaluation of various activities. 	<ul style="list-style-type: none"> Coordination of Institutional Activities. 	<ul style="list-style-type: none"> Understaffing.
3.	Corporation Secretary & legal affairs	<ul style="list-style-type: none"> Litigation Tracking. Contract Management. Legal Advisory (due diligence). 	<ul style="list-style-type: none"> Compliance with board schedule. 	<ul style="list-style-type: none"> The area is not operationalized due to lack of staff.
4.	Compliance & surveillance	<ul style="list-style-type: none"> Develop policies, guidelines, strategies and standard operating procedures for the department. Surveillance activities to ensure safety, quality and efficacy of veterinary medicines. Collaboration with other institutions. Inspection of Veterinary Pharmacies. 	<ul style="list-style-type: none"> Competent personnel. Automated services. 	<ul style="list-style-type: none"> Understaffing. Inadequate operational funds.
5.	Registration Licensing & Standards	<ul style="list-style-type: none"> Develop policies, guidelines, strategies and standard operating procedures (SOPs) for registration and market approval of veterinary medicines. License the manufacture, marketing, importation, exportation, advertisement, and sale of veterinary medicines. 	<ul style="list-style-type: none"> Competent personnel. Automated services. 	<ul style="list-style-type: none"> Understaffing. Inadequate operational funds.
6.	Corporate Services Department	<ul style="list-style-type: none"> Financial Management. Human Resource Management. Management of Administration. Management of Communication. 	<ul style="list-style-type: none"> Compliance with budgets. Robust automated Systems. 	<ul style="list-style-type: none"> Inadequate integration of systems.
7.	Supply Chain Management	<ul style="list-style-type: none"> Procurement planning. Tendering. 	<ul style="list-style-type: none"> Robust automated systems. 	<ul style="list-style-type: none"> Delays in supply of goods and services.
8.	Internal Audit	<ul style="list-style-type: none"> Risk Assurance. 	<ul style="list-style-type: none"> Timely audit activities. 	<ul style="list-style-type: none"> Risk and audit functions not separated.

3.1.3.3: Resources and Capabilities

The Resource-based analysis was used to identify the internal strengths and weaknesses. This involved identifying the key resources at the Veterinary Medicines Directorate and mapping them using an improved Valuable Rare Inimitable and Organized assessment tool (Annexure 1). This analysis is summarized in table 3.4.

3.1.4: Summary of Strengths and Weaknesses

Table 3.4 Summary of Strengths and Weaknesses

Factor	Strengths	Weakness
Governance and administrative structures	<ul style="list-style-type: none"> • Good governance and management structure in place. • Competent and Committed Secretariat. • Digitization of services which has improved service delivery. • Cordial relationship and effective collaboration with stakeholders including parent ministry, other regulatory agencies within the region and internationally leading to improved standards. • Well outlined mandates and objectives. • Oversight and operational excellence. • Legal & regulatory compliance. • Regional & international recognition in veterinary medicines regulation. 	<ul style="list-style-type: none"> • Creation of the institution under a law creating another state corporation makes it subservient to another government agency. • Establishment of the institution under subsidiary legislation instead of a substantive Act of Parliament makes it shaky under the law. • Inadequate staff numbers in key technical functions. • Gaps and omissions in VMD Regulations of 2015 that hinder full execution of mandate leading to exposure to litigations and conflict with other institutions. • Inadequate succession planning. • Inadequate decentralization of VMD Services through the creation of regional offices and enhancement of services at border points.
Internal Business processes	<ul style="list-style-type: none"> • Adoption of ICT in provision of services. • Developed SOPs' and guidelines for various processes. • Functional E-Board in place. 	<ul style="list-style-type: none"> • Inadequate ICT infrastructure. • Inadequate awareness creation of VMD services. • Inadequate sensitization of stakeholders on prudent use of veterinary medicines.
Resources and capabilities	<ul style="list-style-type: none"> • Highly skilled and knowledgeable human resources. • Projected increases of A.I.A with increased coverage of inspectorate activities. • Well-established collaboration and partnerships with development partners. 	<ul style="list-style-type: none"> • Budget cuts during the implementation of programs. • Inadequate office space. • Lack of an internal quality assurance laboratory.

3.1.5: Analysis of Past Performance

3.1.5.1: Key Achievements

This is the first Strategic Plan for the institution. The key achievements for the Veterinary Medicines Directorate since the launch of the Council in October 2017 include: -

- Successful transition from the previous regulatory bodies namely Pharmacy and Poisons Board and Pest Control Products Board;
- Official categorization as a regulatory state corporation;
- Competitively recruited a CEO and operationalized the institution with technical departments;
- Development and approval of Human Resource Instruments (Organizational Structure, Staff grading structure and Establishment, Career Guidelines, Human Resource Policy and procedures Manual) currently being used to fill the Staff Establishment. These will help attract and retain staff;
- Development and approval of other policies and operational/regulatory/technical guidelines (Finance and procurement policy, guidelines for registration of various classes of veterinary medicines, guidelines for disposal of veterinary medicinal wastes, guidelines for pharmacovigilance, guidelines for variations);
- Registered over 3,000 Veterinary Medicines both nationally and under the EAC Mutual Recognition Procedure (MRP);
- Improved service delivery through linking processing of import and export applications to the Trade Facilitation Platform (TFP) of KENTRADE;
- Inspected and licensed approximately sixteen (16) local manufacturers of veterinary medicines, one hundred and twenty (120) wholesalers and eight hundred and eighty-four (884) retailers of veterinary medicines;
- Contributed to the efforts of containing the emergence and spread of Antimicrobial Resistance (AMR) through surveillance and training of stakeholders on prudent use of antimicrobials;
- Automated VMD processes including application of registration and retention of veterinary medicines, application and licensing of premises and Finance Management activities.
- Improvement of environmental health through supervision of disposal of veterinary medicinal wastes;
- Implementation of Results Based Management and Performance Contracting for improved service delivery;
- Enhanced post-market surveillance activities to monitor the quality of medicines in the market post-registration;
- VMD operationalized inspection and verification of imports and exports at five Ports of Entry (POEs) thereby improving compliance. These were: Busia One Stop Border Post (OSPB), JKIA, Kilindini Sea Port and its related Container Freight Stations (CFSS), Nairobi Inland Container Depot and CFSS and Namanga OSBP; and

- Youth empowerment through internship opportunities.

3.1.5.2: Challenges

VMD is established by a regulation of VSVP act 2011. There is need for an independent Act establishing VMD.

- Inadequate inspection coverage of the country;
- Inadequate office space;
- Unethical business practices by some players in the veterinary pharmaceutical industry;
- Inadequate human & financial resources;
- Lack of regional offices;
- Lack of requisite infrastructures (Internal quality control laboratory and storage facilities);
- Inadequate publicity of the VMD and her role; and
- Inadequate ICT infrastructure.

3.1.5.3: Lessons Learnt

The lessons learnt since operationalization of the institution include;

- Inadequate knowledge by stakeholders on the guidelines for registration process affected smooth flow of the registration process. There is a need to sensitize stakeholders on the use of the guidelines and ensure adequate numbers of technical staff to aid in the registration process;
- Collaboration with stakeholders helped VMD achieve on its mandate especially in the areas of post-market surveillance and sensitization/training of stakeholders;
- Adoption of ICT improved delivery service and reduced contact between staff and clients hence the need for improvement of all ICT infrastructure across the Directorate. It was also a useful tool in case of lockdowns like the one occasioned by the COVID-19 pandemic in 2020;
- Human Resource is an invaluable resource for the organization to achieve its mandate hence the need for the organization to make use of approved HR instruments to recruit and retain staff for the institution; and
- Use of online sensitization of retail veterinary pharmacy stakeholders was pioneered but was not very successful due to connectivity issues. Improvements on the use of such platforms should be considered.

3.2: Stakeholder Analysis

The successful implementation of this Strategic Plan will be largely influenced by roles played by various stakeholders. Table 3.5 identifies key stakeholders and their roles.

Table 3.5: List of Stakeholders

S/ No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of VMD
1.	Ministry of Agriculture and Livestock Development	<ul style="list-style-type: none"> Provide policy direction, resources and backstopping to VMD. Oversee the formulation, implementation and monitoring of VMD legislations, regulations and policies. 	<ul style="list-style-type: none"> Fulfillment of the VMD's mandate and functions in an effective and efficient manner; VMD to advise the Ministry on all matters of veterinary medicines. 	<ul style="list-style-type: none"> Facilitate VMD during development of policies and legal frameworks. Facilitation in resource mobilization. Linkage with external players. Oversight in management of voted resources.
2.	Academic, Research and animal health training institutions	<ul style="list-style-type: none"> Collaborate with VMD to impart knowledge and skills to students and the general public. Conduct research on the efficacy, quality and safety of veterinary medicinal products. Partner with VMD on capacity building of the professionals and in areas of research and policy formulation. 	<ul style="list-style-type: none"> Facilitations during importation and exportation of materials needed during clinical trials and research. Facilitate registration of products from research. VMD to serve as a reference point on matters of veterinary medicines. 	<ul style="list-style-type: none"> Training and Capacity building in veterinary sciences. Development of quality, safe and efficacious products.
3.	Individuals and institutions conducting clinical and non-clinical tests	<ul style="list-style-type: none"> Conduct clinical and non-clinical trials. 	<ul style="list-style-type: none"> Designate individuals and institutions to conduct clinical and non-clinical tests. Supervise the tests. 	<ul style="list-style-type: none"> Timely, valid and verifiable results. Impartiality.
4.	Kenya Veterinary Board	<ul style="list-style-type: none"> Regulation of the veterinary professionals. 	<ul style="list-style-type: none"> VMD authorizes only licensed veterinary professional to operate veterinary pharmacies. 	<ul style="list-style-type: none"> Registration and licensing of Veterinary surgeons and veterinary paraprofessionals.

S/ No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of VMD
5.	Other regulatory bodies and Ministries e.g. NEMA, KEBS, Ministry of Health	<ul style="list-style-type: none"> • Collaboration in cross-cutting issues e.g. development of policies and regulations. • Partner with VMD on food safety issues, management of veterinary medicines wastes, development and implementation of strategies for management of AMR, implementation of multilateral agreements related to pesticides used in animal health. • Information sharing. 	<ul style="list-style-type: none"> • Participation in stakeholders' fora; • Collaboration. • VMD to register animal health pesticides and other veterinary medicines that do not negatively impact food safety and the environment. • VMD to supervise safe disposal of veterinary medicine waste. 	<ul style="list-style-type: none"> • Execute their mandates effectively. • Collaboration.
6.	Inspectorate of State Corporations/ State Corporation Advisory Committee (SCAC)	<ul style="list-style-type: none"> • Oversee operations of State Corporations. 	<ul style="list-style-type: none"> • Compliance with State Corporations Act. 	<ul style="list-style-type: none"> • Advisory services on operations of VMD. • Inspection of VMD activities. • Facilitation in approvals of documents and Council self-evaluation. • Induction of new Council members. • Attend Council meetings.
7.	ICT Authority	<ul style="list-style-type: none"> • Oversee the activities of the ICT department. 	<ul style="list-style-type: none"> • Provision of timely information. 	<ul style="list-style-type: none"> • Effective management of the Directorate digital platform.
8.	KENTRADE	<ul style="list-style-type: none"> • Provide a platform for the facilitation of trade. 	<ul style="list-style-type: none"> • Provision of timely information. 	<ul style="list-style-type: none"> • Effective management of the KENTRADE digital platform for trade.
9.	Public Procurement Regulatory Authority (PPRA)	<ul style="list-style-type: none"> • Oversee procurement activities. 	<ul style="list-style-type: none"> • Compliance with PPRA procedures and regulations. 	<ul style="list-style-type: none"> • Oversight of Directorate's procurement processes.
10.	Office of the Auditor General	<ul style="list-style-type: none"> • Ensure prudent use of resources. 	<ul style="list-style-type: none"> • Maintenance of proper financial records. • Financial stewardship. • Effective communication 	<ul style="list-style-type: none"> • Objectivity in audit process. • Feedback from audit findings.

S/ No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of VMD
11.	Parliament	<ul style="list-style-type: none"> • Making laws. 	<ul style="list-style-type: none"> • Implement the approved policies. • Timely response to Parliamentary questions. 	<ul style="list-style-type: none"> • Approval and allocation of Budgetary resources. • Oversight of governance and Resource management.
12.	Development Partners	<ul style="list-style-type: none"> • Provide financial and technical support. 	<ul style="list-style-type: none"> • Partnership in the implementation of program. 	<ul style="list-style-type: none"> • Financial and technical support.
13.	Private and non-state actors e.g. veterinary pharmaceutical industry players and Associations like the Veterinary Input Suppliers Association of Kenya (VISAK), Kenya Veterinary Association (KVA), Association of Kenya Feed Manufacturers (AKEFEMA)-	<ul style="list-style-type: none"> • Ensure the implementation of the citizen service delivery charter. • Advocacy and influence policy. • Product stewardship and self-regulation. • Coordination of the industry, training and awareness creation. 	<ul style="list-style-type: none"> • Efficient and effective regulatory system. • Conducive environment that ensures fair play. • Updated veterinary medicines and premises registers. • Facilitate capacity building in veterinary medicines safe use. • Publicity and awareness creation. • Effective communication. • Leverage on technology in provision of services. • Eliminate/reduce substandard and counterfeit products. 	<ul style="list-style-type: none"> • Compliance with regulations. • Pharmacovigilance. • Self-regulation. • Pay requisite fees and levies. • Availability of high-quality veterinary inputs. • Publicity and awareness creation.
14.	Local, Regional and International veterinary medicine regulatory agencies	<ul style="list-style-type: none"> • To provide technical expertise when required. 	<ul style="list-style-type: none"> • Benchmarking and networking. • Knowledge sharing. 	<ul style="list-style-type: none"> • Collaboration and sharing expertise and information. • Support in development of frameworks for MRPs.
15.	The National Treasury	<ul style="list-style-type: none"> • Provision of financial resources. 	<ul style="list-style-type: none"> • Prudent use of allocated finances. • Participation in the budget making process. 	<ul style="list-style-type: none"> • Provide finances. • Guidance in budget making process.
16.	Attorney General	<ul style="list-style-type: none"> • Provision of legal guidance. 	<ul style="list-style-type: none"> • Implementing the legal advice provided. 	<ul style="list-style-type: none"> • Providing legal advice and supporting legal drafting.
17.	Law enforcement agencies	<ul style="list-style-type: none"> • Provision of security. 	<ul style="list-style-type: none"> • Provision of timely and accurate information. 	<ul style="list-style-type: none"> • Enforcement and prosecution of violators. • Adjudication in cases of violation of the law.

S/ No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of VMD
18.	International Standards setting Organizations (FAO, WHO, WOA, CODEX Alimentarius Commission, WTO)	<ul style="list-style-type: none"> Set and Oversee implementation of international standards and treaties ratified by Kenya. Conducting research/ innovations. Collaborate with VMD in developing/reviewing guidelines/ regulations and implementation of internationally accepted standards. 	<ul style="list-style-type: none"> Implementations of the relevant standards. 	<ul style="list-style-type: none"> Setting world animal health standards.
19.	Employees	<ul style="list-style-type: none"> Execute the day-to-day operations of VMD. 	<ul style="list-style-type: none"> Fulfill the mandate, and objectives of VMD and implement the Citizen Service Delivery Charter. 	<ul style="list-style-type: none"> Meet the needs of employees and provide a conducive working environment.
20.	Media	<ul style="list-style-type: none"> Communication through print and electronic media. 	<ul style="list-style-type: none"> Open dissemination of information on veterinary medicines. 	<ul style="list-style-type: none"> Fair and objective publicity of information on veterinary medicines.
21.	Farmers and the general public	<ul style="list-style-type: none"> Own and consume treated animals and their products and by products. 	<ul style="list-style-type: none"> Expect safe animal products and by products. 	<ul style="list-style-type: none"> First responders to effects of regulated medicinal products and therefore the first cog in pharmacovigilance reporting.
22.	Animal Health professionals	<ul style="list-style-type: none"> Main users of veterinary medicines. Provide staff and management for VMD. 	<ul style="list-style-type: none"> Availability of high quality, safe and efficacious veterinary medicines; guidelines on usage and disposal of unwanted veterinary medicine waste; training and sensitization; timely information on veterinary medicines. 	<ul style="list-style-type: none"> Submit pharmacovigilance reports; prudent use of veterinary medicines; proper disposal of veterinary medicines waste.



CHAPTER

4

**STRATEGIC ISSUES, GOALS
AND KEY RESULT AREAS**

This chapter provides the strategic issues, strategic goals and key results areas that the Veterinary Medicines Directorate will adopt over the plan period.

4.1 Strategic Issues

- (i) Compliance with the Veterinary Medicines Regulations.
- (ii) Infrastructure, human and financial capacity.
- (iii) Legal and regulatory framework.

4.2 Strategic Goals

- (i) To achieve increased levels of compliance and enforcement in veterinary medicine regulation.
- (ii) To develop and maintain adequate infrastructure, human, and financial capacity.
- (iii) To establish and uphold a strong legal and regulatory framework.

4.3 Key Result Areas

The Veterinary Medicines Directorate has identified three Key Results Areas (KRAs) together with corresponding Strategic Objectives and Strategies for effective realization of the Directorate's mandate and functions. The three KRAs are:

Key Result Areas 1: Strengthen Regulatory Compliance and Standards

Compliance with regulatory standards entails regulating the manufacture, importation, exportation, registration, distribution, prescription, and dispensing of veterinary medicines to ensure they are safe, quality and efficacious.

Key Result Areas 2: Strengthen Institutional Capacity.

Strengthening institutional capacity is one of the greatest aspirations of the organization as it works to fulfill its mandate. In this strategic planning period, the VMD Council will improve business processes, mobilize resources, enhance human capacity, develop infrastructure and enhance corporate image to strengthen institutional capacity.

Key Result Areas 3: Strengthen Legal and Regulatory Framework

In the current plan period (2023 to 2027), the VMD Council will focus on revising the VMD Regulations while collaborating with the government to enact a Bill of Parliament to re-establish the organization under substantive legislation.

The Table below presents a summary of Key Result Areas, Strategic Objectives, and Strategies for VMD.

Table 4.1: Strategic Issues, Goals and KRA for VMD.

Strategic Issue	Goal	KRAs
Compliance with the Veterinary Medicines Directorate Regulations	Increased levels of compliance and enforcement.	Strengthen Regulatory Compliance and Standards.
Infrastructure, human and financial capacity	Adequate infrastructure, human and financial capacity.	Strengthen Institutional Capacity.
Legal and regulatory framework	Strong legal and regulatory framework.	Strengthen legal and regulatory framework





CHAPTER **5**

STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines strategic objectives guided by the identified strategic goals and key result areas. It also provides strategies to be implemented in achieving strategic objectives. The chapter further summarizes outcomes, annual projections, and key result areas in respect to strategic objectives and strategies.

5.1 Strategic Objectives

During the planning period, the Veterinary Medicines Directorate will pursue the following strategic objectives;

- (i) Maintain high standards of safety, efficacy, and quality of veterinary medicines.
- (ii) Improve business processes.
- (iii) Resource mobilization.
- (iv) Enhance human capacity.
- (v) Infrastructure development.
- (vi) Enhance corporate governance and organizational culture.
- (vii) Revise VMD Regulations.

5.1.1: Maintain High Standards of Safety, Efficacy and Quality of Veterinary Medicines

To maintain high standards of safety, efficacy and quality of veterinary medicines the Directorate will develop/review the internal operational policies, Standard Operating Procedures and guidelines /manuals to ensure all the processes are well documented and the personnel are trained in the use of the documents.

The Council shall determine the registration of veterinary medicines. To ascertain the safety, quality, and efficacy of veterinary medicines, Good Manufacturing Practices, inspections, surveillance and pharmacovigilance will be conducted.

5.1.2: Improve Business Processes

The VMD must continuously adapt to ensure its processes remain efficient, relevant, and responsive. The introduction of digital solutions such as the ERP, new data-driven decision-making tools, and evolving best practices in regulatory affairs requires a more agile and streamlined operational approach. This is where Business Process Reengineering (BPR) comes into play, offering a framework to fundamentally rethink and redesign processes within the VMD for greater effectiveness. Hence, BPR presents an opportunity to transform the VMD's processes and workflows, leading to better outcomes for stakeholders.

5.1.3: Resource Mobilization

This strategic objective focuses on building and diversifying the Council's resource base through the implementation of the approved fee structure and enhancing financial

sustainability through fostering strategic partnerships with development partners and strengthening collaboration with the National Treasury, which contribute to the long-term success of our organization.

5.14: Enhance Human Capacity

The Veterinary Medicines Directorate's major strength is its staff establishment and capacity, with a staff size of 17 staff it poses a challenge in service delivery. A major strategic focus of this plan is to build staff capacity and provide the environment necessary for their productive service delivery. VMD intends to recruit additional 70 staff to achieve full establishment of 87 by the end of the five-year strategic plan period this is to enhance capacity to meet current and future organizational needs.

VMD will ensure continuous training of staff under the establishment to enhance employee productivity, to improve staff engagements that will lead to boost overall performance, improve work environment that will lead to diversity and inclusion of all staff and attracting, developing and retain a skilled and motivated workforce.

5.1.5: Infrastructure Development

A major part of VMD's mission requires substantial infrastructure development to support effective regulatory oversight. Three critical infrastructural developments that stand at the heart of this effort include the establishment of a state-of-the-art Quality Control Laboratory, the development of regional offices across the country, and the setting up of strategically positioned Ports of Entry offices. These projects aim to enhance the VMD's ability to perform its regulatory functions with increased precision, efficiency, and regional accessibility.

5.1.6: Enhance Corporate Governance and Organizational Culture

The VMD corporate image is an important aspect of strengthening institutional capacity because it influences stakeholders' reactions to the organization's regulatory actions. An enabling positive organizational culture which fosters innovation, collaboration and employee engagement will be pursued. In the present plan period (2023 to 2027), the Council will establish structures and systems that will entrench robust corporate governance and improve corporate image. The focus will be on strengthening internal operational policies by developing policies, guidelines, manuals and Standard Operating Procedures. Strong internal operational policies and values that will promote a culture of resilience, innovation, change management and operational excellence within the organization.

5.1.7: Revise VMD Regulations

In the present plan period (2023 to 2027), the VMD Council will address gaps and deficiencies in the establishing Regulations by revising the Veterinary Medicines Directorate Regulations Legal Notice No. 209 of 2015.

Table 5.1: Outcomes Annual Projections

KRA 1: Strengthen Regulatory Compliance and Standards							
Projections			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Strategic Objective	Outcome	Outcome Indicator					
Maintain high standards of safety, efficacy, and quality of veterinary medicines	Improved level of compliance	% level of compliance with VMD regulations	10	20	40	60	80
KRA 2: Strengthen Institutional capacity							
Improve business processes	Reengineered business processes	No. of business processes reengineered	2	2	2	2	2
Resource mobilization	Resources mobilized	Kshs. in millions mobilized	50	100	200	250	350
		No. of proposals submitted for funding	2	2	2	2	2
Enhance Human Capacity	Recruitment to full establishment	No. of staff recruited	0	30	20	17	0
	Trained staff	No. of Staff trained	20	30	50	67	87
Infrastructure development	Quality control laboratory established	Completion rate (%) of the laboratory	0	20	60	80	100
	5 regional offices established	No. of regional offices established	0	2	2	1	0
	7 Ports of Entry offices established	No. of Ports of Entry offices established	5	1	2	3	0
Enhance corporate governance and Organizational Culture	Improved corporate image	% level of brand perception	20	40	60	80	100

Projections			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Strategic Objective	Outcome	Outcome Indicator					
	Improved employee satisfaction	% level of employee satisfaction	baseline	100	100	100	100
	Improved customer satisfaction	% level of customer satisfaction	-	100	100	100	100
	Strengthened Internal operational policies	No. of Internal operational policies developed/ reviewed	0	4	2	0	0
		No. of guidelines/ manuals developed/ reviewed	0	5	5	5	0
		No. of Standard Operating Procedures developed/ reviewed	13	13	5	10	10
	KRA 3: Strengthen Legal and Regulatory Framework						
Revise VMD Regulations	Strengthened Legal and Regulatory Framework	Revised VMD Regulations	-	1	-	-	-

5.2: Strategic Choices

The Council will implement strategies to enhance and strengthen regulatory compliance and standards, institutional capacity and legal regulatory framework.

Table 5.2 Strategic Objectives and Strategies

Key Result Areas	Strategic Objectives	Strategies
Strengthen Regulatory Compliance and Standards	Maintain high standards of safety, efficacy, and quality of veterinary medicines	Developing/reviewing Internal operational policies, SOPs, and guidelines/manuals.
		Strengthening surveillance and pharmacovigilance
		Enhancing risk management in veterinary medicines registration
		Enhancing collaboration, harmonization and knowledge sharing with other Veterinary Medicines Regulatory Authorities
Strengthen institutional capacity	Improve business processes	Business Processes Reengineering (BPR)
	Resource mobilization	Implementing the revised Schedule V of the VMD Regulations
		Strengthening Collaboration with the National Treasury
		Enhancing collaboration with Development Partners
	Enhance Human Capacity	Recruiting and training Staff.
	Infrastructure development	Constructing and Equipping Quality control laboratory
		Establishing 5 regional offices
		Establishing 7 Ports of Entry offices
		Improving corporate image
	Enhance corporate governance and Organizational Culture	Improving employee satisfaction
Improving customer satisfaction and addressing complaints		
Strengthening Internal operational policies		
Strengthen Legal and Regulatory Framework	Revise VMD Regulations	Enhancing collaboration with the Parent Ministry.



CHAPTER 6

IMPLEMENTATION AND COORDINATION FRAMEWORK

This Chapter presents the VMD 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 the risk management framework.

6.1: Implementation Plan

The implementation plan of the 2023-2027 Strategic Plan will be based on a matrix of goals, strategic objectives, key result areas as well as corresponding indicators. The matrix incorporates yearly milestones and targets for a strategic plan period of five years. Responsibility has been distributed for various components of the KRAs and respective costs projected. The matrix will inform annual work plans to actualize the implementation of planned activities.

6.1.1: Action Plan

The action plan stipulates strategic issues, strategic goals, KRA, outcomes, annual target, annual budgets and the personnel responsible for the execution of the activities.

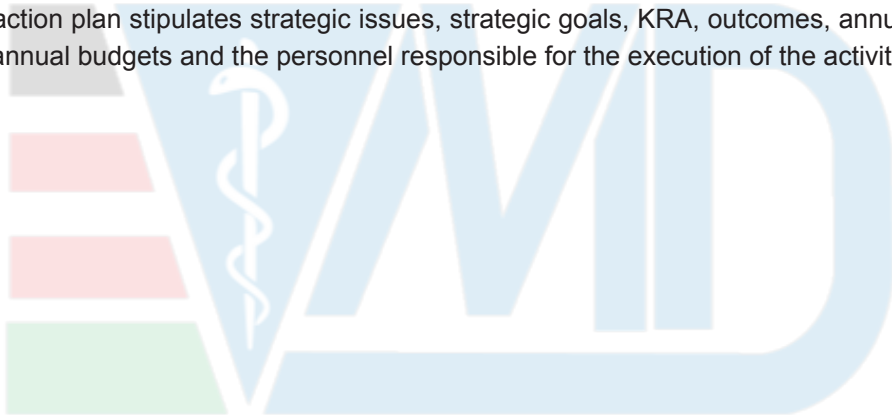


Table 6.1: Implementation Matrix

Strategic Issue: Compliance with the Veterinary Medicines Directorate Regulations																
Strategic Goal: To achieve increased levels of compliance and enforcement in veterinary medicine regulation.																
Key Result Area 1: Strengthen Regulatory Compliance and Standards																
Outcome: Improved level of compliance																
Strategic Objective 1: Maintain high standards of safety, efficacy, and quality of veterinary medicines																
Strategy	Key Activities	Expected Outputs	Output Indicators	Target for 5Yrs	Targets					Budget (Kshs. Millions)					Responsibility	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Developing/ Reviewing/ Internal operational policies, SOPs, and guidelines/ manuals.	To develop/ Review Standard Operating Procedures (SOPs)	Standard Operating Procedures (SOPs) developed/ reviewed	No. of SOPs	30	6	6	6	6	6	1.5	1.5	1.5	1.5	1.5	Director Compliance and Surveillance	CEO
	To develop/ review guidelines	Guidelines developed/ reviewed	No. of guidelines	10	2	2	2	2	2	1.0	1.0	1.0	1.0	1.0	Director Compliance and Surveillance	CEO
	To develop/ review internal operational policies	Internal operational policies developed/ reviewed	No. of policies	7	2	2	1	1	1	1.0	1.0	0.5	0.5	0.5	Director Compliance and Surveillance	CEO
Strengthen surveillance and pharma covigilance	To assess and designate local laboratories for quality control of veterinary products	Local laboratories assessed and designated	No. of laboratories assessed and designated	20	4	4	4	4	4	1	1.5	2.0	2.5	3.0	Director Compliance and Surveillance	CEO
	To conduct active PV surveillance on selected VM/PS	Samples collected and analyzed	No. of samples collected and analyzed	500	100	100	100	100	100	3.2	3.5	3.7	3.9	4.1	Director Compliance and Surveillance	CEO
	To inspect veterinary pharmacies	Veterinary pharmacies inspected	No. of Veterinary pharmacies inspected	5000	700	900	2000	3600	4600	12	13	14	15	16	Director Compliance and Surveillance	CEO
	To license veterinary pharmacies	Veterinary pharmacies licensed	No. of Veterinary pharmacies licensed	5000	700	900	2000	3600	4600	0.2	0.3	0.4	0.5	0.6	Director Compliance and Surveillance	CEO

Strategy	Key Activities	Expected Outputs	Output Indicators	Target for 5Yrs	Targets					Budget (Kshs. Millions)					Responsibility	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	To process applications for safe disposal of veterinary medicines waste	All applications processed	% applications processed	100%	100%	100%	100%	100%	100%	0.5	0.5	0.5	0.5	0.5	Director Compliance and Surveillance	CEO
	To process and verify imported and exported veterinary medicinal products	Consignments processed and verified	% of consignments processed and verified	100%	100%	100%	100%	100%	100%	0.2	0.3	0.4	0.5	0.6	Director Compliance and Surveillance	CEO
Enhancing risk management in veterinary medicines registration	To undertake GMP audits	GMP audits undertaken	No. of GMP audits undertaken	80	16	16	16	16	16	18	20	22.5	25	27	Director RLS	CEO
	To process applications for registration of VMPs	All applications processed Products registered	% applications processed No. of products registered	100% 400	100% 58	100% 70	100% 350	100% 400	100% 500	0.5 0.1	0.5 0.1	0.5 0.1	0.5 0.1	0.5 0.1	Director RLS Director RLS	CEO CEO
	To certify Veterinary Medicinal Products for retention	Products retained	All registered products retained	100%	100%	100%	100%	100%	100%	0.5	0.5	0.5	0.5	0.5	Director RLS	CEO
	To maintain and publish a database for registered VMPs and licensed veterinary pharmacies	Databases maintained and published	No. of databases maintained and published	10	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	Director RLS	CEO
Sub total										39.8	43.5	47.7	52.1	56		

Strategic Issue: Infrastructure, human and financial capacity																
Strategic Goal: To develop and maintain adequate infrastructure, human, and financial capacity.																
Key Result Area 2: Strengthen Institutional capacity																
Outcome: Strengthened Institutional capacity																
Strategic Objective 2: Improve business processes																
Strategy	Key Activities	Expected Outputs	Output Indicators	Target for 5Yrs	Targets					Budget (Kshs. Millions)					Responsibility	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Business Processes Re-engineering (BPR)	To redesign business processes	No. of business processes redesigned	Business processes re-engineered	10	2	2	2	2	2	5.0	5.0	5.0	5.0	5.0	Director Corporate Services	CEO
Digitalization of Business Processes	To digitalize business processes	No. of processes digitalized	Processes digitalized	76	23	19	12	12	10	11.0	12.0	8.50	12.0	15.0	Director Corporate Services	CEO
Strategic Objective 3: Resource mobilization																
Implementing the revised Schedule V of the VMD Regulations	To implement the revised Schedule V of the VMD Regulations	Additional revenue collected	Additional revenue collected Kshs (M)	1,100	0	0	300	350	450	0	0	3	4	4.5	Director Corporate services	CEO
	To develop a financing strategy with the National Treasury	Financing strategy developed	No of finance strategy developed	1	0	1	0	0	0	0	1.5	0	0	0	Director Corporate Services	CEO
Enhancing collaboration with Development Partners	To develop and submit funding proposals	Submitted funding proposals	No of proposals submitted	3	0	0	1	2	0	0	0	3.5	5	0	Director Corporate Services	CEO
	To develop and submit partnership proposals	Submitted partnership proposals	No of proposals submitted	10	2	2	2	2	2	1.5	2.0	2.0	2.5	2.5	Director Corporate Services	CEO
Strategic Objective 4: Enhance Human Capacity																
Recruiting, retaining and training staff.	To recruit staff	Staff recruited	No. of staff recruited	67	0	30	20	17	0	1.0	3.0	3.0	3.0	0	Director Corporate Services	CEO

Strategy	Key Activities	Expected Outputs	Output Indicators	Target for 5Yrs	Targets					Budget (Kshs. Millions)					Responsibility	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	To train staff	Trained staff	No. of Staff trained	87	20	30	50	67	87	1.5	5.0	6.0	7.5	8.0	Director Corporate Services	CEO
	To compensate staff through emoluments and other benefits	Staff compensated	No. of staff compensated							85.7	121.2	125	129.7	135	Director Corporate Services	CEO
Strategic Objective 5: Infrastructure development																
Constructing and Equipping Quality control laboratory	Construct a laboratory	Laboratory constructed	% completion	100	0	0	50	80	100	0	0	200	120	80	Director Compliance and Surveillance	CEO
	Equip Quality Control laboratory	Quality Control Laboratory equipped	% Completion of equipping	100	0	20	50	80	100	0	25	25	25	25	Director Compliance and Surveillance	CEO
	Accreditation of 5 procedures for ISO 17025:2018	ISO 17025:2018 Certification	No. of procedures accredited	5	0	0	1	2	2	0	0	3.0	3.0	3.0	Director Compliance and Surveillance	CEO
Establishing 5 regional offices	To Establish regional offices	Regional offices established	No. of regional offices established	5	0	1	2	1	1	0	3.0	6.0	3.0	3.0	Director Compliance and Surveillance	CEO
Establishing 5 Ports of Entry offices	To Establish Ports of Entry offices	Established Ports of Entry offices	No. of Ports of Entry office established	5	0	0	2	2	1	0	0	1.0	1.0	0.5	Director Compliance and Surveillance	CEO
Strategic Objective 6: Enhance corporate governance and Organizational Culture																
Improving corporate image	To Improve/ Develop the VMD corporate brand	Increased brand visibility	No. of brand perception reports	4	0	1	1	1	1	0	2.0	2.0	2.0	2.0	Director Corporate services	CEO
	To develop a communication strategy	Effective communication	No. of communication strategies	1	0	1	0	0	0	0	2.5	0	0	0	Director Corporate services	CEO
Improving employee satisfaction	Annual employee satisfaction surveys	Increased employee satisfaction	No. of employee satisfaction reports	4	0	1	1	1	1	0	0.5	0.5	0.5	0.5	Director Corporate services	CEO
Improving customer satisfaction and addressing complaints	Undertake consultative forums with stakeholders	Consultative forums with stakeholders	No. of Consultative forums	18	2	4	4	4	4	3	6	8	8.5	9	Director Compliance and Surveillance	CEO

Strategy	Key Activities	Expected Outputs	Output Indicators	Target for 5Yrs	Targets					Budget (Kshs. Millions)					Responsibility		
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support	
	Annual customer satisfaction surveys	Customer satisfaction survey reports	No. of Customer satisfaction reports	4	0	1	1	1	1	1	0	1.5	1.5	1.5	1.5	Director Corporate services	CEO
	Handling of complaints	Complaints handled	% level of complaints handled	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	Director Corporate services	CEO	
Sub Total										12.5	57.5	270	192	145			
Strategic Issue: Legal and regulatory framework																	
Strategic Goal: To establish and uphold a strong legal and regulatory framework																	
Key Result Area 3: Strengthen Legal and Regulatory Framework																	
Outcome: Strengthened Legal and Regulatory Framework																	
Strategic Objective 7: Revise VMD Regulations																	
Revising the Veterinary Medicines Directorate Regulations L/N No. 209 of 2015.	Revise VMD Regulations L/N No. 209 of 2015.	Revised VMD Regulations	Revised VMD Regulations	1	0	1	0	0	0	0	0	5.0	0	0	0	CEO	Council
Sub Total										0	5.0	0	0	0	0		
Establishing Memorandums of Understanding with other MDAs and County Governments.	To establish Memorandums of Understanding with other MDAs and County Governments	Memorandums of Understanding between VMD and other MDAs and County Governments					1	1	0	138	227.2	442.7	373.8	336	0	CEO	Council

6.1.2: Annual Workplan and Budget

The plan encompasses all aspects of the Directorates functions, serving as the practical guide that will inform its annual work plans for the next five years which will further be cascaded into the Medium-Term Expenditure Framework (MTEF) budget process as well as the human resource planning.

6.1.3: Performance Contracting

The plan encompasses all aspects of the Directorate's functions, serving as a practical guide that will inform its annual work plans, which will further be cascaded into the Council's performance contract for the next five years.

6.2: Coordination Framework

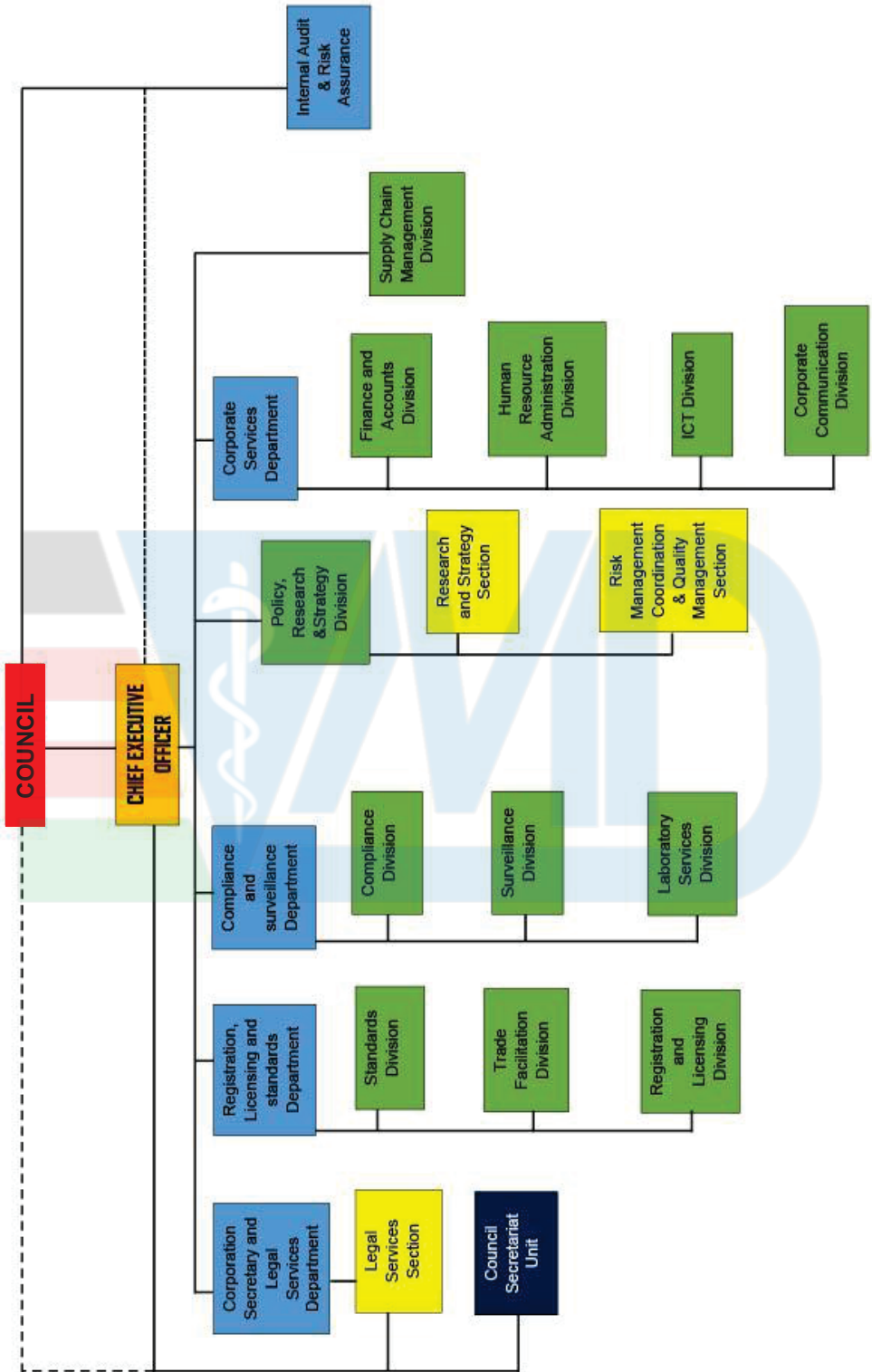
The implementation matrix has outlined the lead for each activity. In addition, the accountability framework will be cascaded further through departmental Annual Work Plans which will be aligned to this Strategic Plan. The framework is clearly described through institutional framework, staff establishment, skills set and competence development, leadership, and systems and procedures.

6.2.1: Institutional Framework

For the implementation of this Strategic Plan, the Directorate will be organized into the following four (4) Departments and two (2) Divisions reporting directly to the Chief Executive Officer as shown in Figure 1.

- (i) **Corporation Secretary /Legal Services Department:** It is responsible for provision of Council secretarial services, legal advice, litigation management, regulatory compliance, contract preparation, property and insurance management, and implementation of good corporate governance.
- (ii) **Compliance and Surveillance Department:** This department is charged with the responsibilities for planning, coordinating and conducting inspections, audits, investigations, and other activities related to the regulation and control of veterinary pharmacies, pharmaceutical manufacturers, wholesalers and retailers.
- (iii) **Registration, Licensing and Standards Department:** This department is charged with the responsibilities for registering quality, efficacious and safe veterinary medicines; enforcing Good Manufacturing Practice (GMP), trade facilitation and developing standards for veterinary medicines manufacturing and marketing.
- (iv) **Corporate Services Department:** This department is charged with the responsibilities to provide leadership and coordination of Finance and Accounts, Human Resource Management, Administration, Information and Communication Technology and Corporate Communication Functions.

Figure 1: Institutional Organogram



- (v) **Policy, Research and Strategy Division:** This division is responsible for ensuring the organization adopts and implements effective strategies for policy formulation, research, quality management, coordination of risks management and performance management.
- (vi) **Supply Chain Management Division:** This division is responsible for procurement and disposal of goods, works and services and inventory management.

The Internal Audit and Risk Assurance Department reports functionally to the Council and administratively to the Chief Executive Officer. Among other functions, the department provides assurance to the management and the Council that legislative, contracts and established standards and policies are complied with.

6.2.2: Staff Establishment, Skills Set and Competence Development

The Veterinary Medicines Directorate's major strength is its staff establishment and capacity. A major strategic focus of this plan is to build staff capacity and provide the environment necessary for their productive service delivery. VMD will ensure continuous training of staff to impart them with the relevant knowledge and skills, as well as engage in activities that contribute to employee motivation and filling vacant positions as and when necessary.

VMD has a staff size of 17 officers at post, against an authorized establishment of 87, an indication that it relies only on 19.5% of its human resource capacity requirement. This gives a deficit of seventy (70) employees. This has sometimes posed a challenge in service delivery. The current levels of staffing are detailed in Table 6.2. The analysis indicates the urgent need for the recruitment of more employees to boost the current workforce, since some of the staff are deployed from the State Department for Livestock.

Table 6.2: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-post C	Variance = B-C
Office of the Chief Executive Officer				
CEO	1	1	1	0
Office Administrator/ Senior	1	1	1	0
Driver/Senior	1	1	1	0
Office Assistant/ Senior	1	1	1	0
Sub Total	4	4	4	0
Corporation Secretary and Director Legal Services Unit				
Corporation Secretary and Director, Legal Services	1	1	0	1
Manager, Legal Services/ Principal Legal Officer/ Legal Officer/Senior	1	1	0	1
Sub Total	2	2	0	2
Director Compliance and Surveillance Department				
Director, Compliance and Surveillance	1	1	0	1
Assistant Office Administrator/ Senior	1	1	0	1
Driver/Senior	2	2	1	1
Office Assistant/ Senior	1	1	0	1
Sub Total	5	5	1	4
Compliance Division				
Manager, Compliance	1	1	0	1
Principal Inspector	1	1	0	1
Inspector/Senior	2	2	1	1
Assistant Inspector/ Senior	2	2	0	2
Sub Total	6	6	1	5
Surveillance Division				
Manager, Surveillance	1	1	0	1
Principal Inspector	2	2	0	2
Inspector /Senior	3	3	0	3
Sub Total	6	6	0	6
Ports of Entry				
Inspector/Senior	10	10	6	10
Sub Total	10	10	0	10

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-post C	Variance = B-C
Laboratory Division				
Manager, Laboratory Services	1	1	0	1
Principal Laboratory Analyst / Laboratory Analyst/Senior	1	1	0	1
Laboratory Technologist/Senior	1	1	1	1
Sub Total	3	3	0	3
Registration, Licensing and Standards Department				
Director, Registration, Licensing and Standards	1	1	0	1
Office Administrator/Senior	1	1	0	1
Driver/Senior	2	2	1	1
Office Assistant/Senior	1	1	0	1
Sub Total	5	5	1	4
Standards Division				
Manager, Standards	1	1	0	1
Principal Inspector	1	1	0	1
Inspector/Senior	4	4	0	4
Sub Total	6	6	0	6
Registration and Licensing Division				
Manager, Registration and Licensing	1	1	0	1
Principal Inspector	1	1	0	1
Inspector/Senior	2	2	1	1
Assistant Inspector/Senior	2	2	1	1
Sub Total	6	6	2	4
Trade Facilitation Division				
Trade Facilitation Division				
Manager, Trade	1	1	0	0
Principal Inspector	1	1	0	0
Inspector/Senior	2	2	0	0
Sub Total	4	4	0	4
Policy, Research and Strategy Division				
Manager, Policy, Research and Strategy	1	1	0	1
Sub Total	1	1	0	1

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-post C	Variance = B-C
Research and Strategy Section				
Principal Planning Officer	1	1	0	1
Planning Officer/ Senior	1	1	0	1
Sub Total	2	2	0	2
Risk Management Coordination & Quality Management Section				
Principal Planning Office	1	1	0	1
Planning Officer/ Senior	1	1	0	1
Sub Total	2	2	0	2
Office of the Director Corporate Services				
Director, Corporate Services	1	1	0	1
Assistant Office Administrator /Senior	1	1	0	1
Sub Total	2	2	0	2
Finance and Accounts Division				
Manager, Finance and Accounts	1	1	0	1
Principal Accountant	1	1	0	1
Accountant/Senior	1	1	1	0
Accounts Assistant/ Senior	1	1	0	1
Sub Total	4	4	1	3
Human Resource and Administration Division				
Manager, Human Resource Management and Administration	1	1	0	1
Principal Human Resource Management and Administration Officer	1	1	0	1
Human Resource Management Officer/ Senior	1	1	0	1
Assistant Administration Officer/ Senior	1	1	0	1
Records Management Officer/Senior	1	1	0	1
Records Management Assistant/Senior	1	1	0	1

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-post C	Variance = B-C
Assistant Office Administrator/Senior	2	2	0	2
Driver/Senior	1	1	1	0
Office Assistant/Senior	1	1	0	1
Sub Total	10	10	1	9
Corporate Communication Division				
Manager, Corporate Communication	1	1	0	1
Principal Corporate Communication Officer Corporate Communication Officer /Senior	1	1	0	1
Sub Total	2	2	0	2
Information Communication Technology Division				
Manager, ICT	1	1	0	1
Principal ICT Officer				
ICT Officer /Senior	1	1	1	1
Sub Total	2	2	0	2
Supply Chain Management Division				
Manager, Supply Chain Management	1	1	0	1
Principal, Supply Chain Management Officer/Supply Chain Management Officer/Senior	1	1	1	0
Supply Chain Management Assistant/Senior	1	1	0	1
Sub Total	3	3	1	2
Internal Audit & Risk Assurance Department				
Director, Internal Audit	1	1	0	0
Manager, Internal Audit				
Principal Internal Auditor/Internal Auditor/Senior	1	1	1	0
Sub Total	2	2	1	1
GRAND -TOTAL	87	87	17	70

Table 6.3: Skills Set and Competence Development

Cadre	Skill Set	Skills Gap	Competence Development
CEO	<ul style="list-style-type: none"> • A Kenyan Citizen; • Fifteen (15) years professional experience ten (10) of which should be in veterinary medicine regulation and five (5) at senior management level; • Holds a degree in veterinary medicine from a university recognized by the Kenya Veterinary Board; • Master's degree in veterinary science Based Course or equivalent qualification from a recognized institution; • Registered by the Kenya Veterinary Board and in good standing; • Leadership Course lasting not less than four (4) weeks from a recognized institution; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six (6) of the Constitution. 	<ul style="list-style-type: none"> • Accounting officers Training Course; • Management course for senior managers Leadership Course; • Interpersonal and Risk Management Skills training course. 	Workshops Training
Director	<ul style="list-style-type: none"> • Bachelor's Degree in a relevant field from a recognized institution; • Master's Degree in relevant discipline from a recognized institution; • Professional qualification and membership to a professional body where applicable; • A minimum period of twelve (12) years relevant work experience five (5) of which should be in a senior management position; • Leadership course lasting not less than four (4) weeks from a recognized institution; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Senior Leadership Course; • Performance management course; • Senior Management Course. 	<ul style="list-style-type: none"> • Workshops, Training, Professional development initiatives.
Manager	<ul style="list-style-type: none"> • Bachelor's degree from a recognized institution; • Master's degree from a recognized institution; • Professional qualification and membership to a professional body where applicable; • A minimum period of ten (10) years relevant work experience four (4) of which should have been in a management position; • Management Course lasting not less than four (4) weeks from a recognized institution; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Management Course; • Senior Leadership Development Program; • Risk Management Skills; • Performance Management Course. 	<ul style="list-style-type: none"> • On-the-job training; • Workshops; • Training; • Self-directed learning.

Cadre	Skill Set	Skills Gap	Competence Development
Principal Officer	<ul style="list-style-type: none"> • Bachelor's Degree from a recognized institution; • Master's degree from a recognized institution; • Professional qualification and membership to a professional body where applicable; • A minimum period of eight (8) years' relevant work experience, three (3) of which should be in a supervisory position; • Management Course lasting not less than four (4) weeks from a recognized institution; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Supervisory Skills; • Senior Management Course; • Quality checks and Risk Management. 	<ul style="list-style-type: none"> • Training; • Workshops; • Self-Directed learning.
Senior Officer/ Principal Technologist	<ul style="list-style-type: none"> • Bachelor's Degree from a recognized institution; • A Minimum period four (4) years relevant work experience; • Membership of a professional body where applicable; • Supervisory Course lasting not less than two (2) weeks from a recognized institution; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six of the Constitution • OR • A Technologist Diploma; • Proficiency in computer applications; • A minimum of Eight (8) years relevant work experience; • Supervisory Course lasting not less than two (2) weeks; • Fulfill the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Supervisory Course; • Quality systems and risk management skills; • Data Analytics. 	<ul style="list-style-type: none"> • Supervisory Course; • Quality systems and risk management skills; • Data Analytics.
Officer	<ul style="list-style-type: none"> • Bachelor's degree; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six of the Constitution; • OR • A Technologist Diploma; • Proficiency in computer applications; • A minimum of Four (4) years relevant work experience; • Supervisory Course lasting not less than two (2) weeks; • Fulfill the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Senior Management Course; • Supervisory Course; • Budget Training • Grant proposal writing; • Corporate Governance; • Employee relations course; • IT disaster recovery planning and business continuity; • Inventory Management and stock control. 	<ul style="list-style-type: none"> • Training; • Workshops; • Mentoring; • Self-directed learning.

Cadre	Skill Set	Skills Gap	Competence Development
	<ul style="list-style-type: none"> OR • Ordinary Diploma; • Proficiency in computer applications; • A minimum of eight (8) years' relevant work experience; • Supervisory Course lasting not less than two (2) weeks; • Fulfil the requirements of Chapter Six of the Constitution. 		
Senior Assistant Officer	<ul style="list-style-type: none"> • Technologist Diploma; • Proficiency in computer applications; • Fulfil the requirements of Chapter Six of the Constitution • OR • Ordinary Diploma; • A minimum of four (4) years relevant work experience; • Proficiency in computer applications; • Fulfil the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Supervisory course; • Analytical Skills; • Report Writing Skills. 	<ul style="list-style-type: none"> • Training; • Workshops; • Mentoring.
Assistant Officer	<ul style="list-style-type: none"> • Diploma; • Proficiency in computer applications; • Fulfil the requirements of Chapter Six of the Constitution OR • KCSE (Mean grade D+) or equivalent qualification; • Craft Certificate; • Four (4) years relevant work experience; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Analytical Skills; • Interpersonal Skills; • Communication Skills; • Report Writing Skills. 	<ul style="list-style-type: none"> • Training; • Workshops; • Self-directed learning.
Senior Office Assistant/ Technician	<ul style="list-style-type: none"> • KCSE (Mean grade D +) or equivalent qualification; • Craft Certificate; • Proficiency in computer applications; • Fulfill the requirements of Chapter Six of the Constitution • OR • KCSE (Mean grade D plain) or equivalent qualification; • Proficiency in computer applications; • Four (4) years relevant work experience; • Fulfil the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Organizational Skills; • Public Relations; • Communication; • Interpersonal Skills; • Basic Mechanic; • Data Entry; • Driver refresher; Courses. 	<ul style="list-style-type: none"> • Training; • Workshops.
Office Assistant/ Artisan	<ul style="list-style-type: none"> • KCSE (Mean grade D plain) or equivalent qualification; • Fulfill the requirements of Chapter Six of the Constitution. 	<ul style="list-style-type: none"> • Customer care and public relations course; • Organization and critical thinking skills; • Time Management training. 	<ul style="list-style-type: none"> • Training; • Workshops; • Self-Directed learning.

6.2.3: Leadership

The current organizational structure of the VMD can be broadly categorized into two tiers which comprise Governance and Management.

The Council was appointed under the Legal Notice. The Council is the supreme decision-making organ of VMD.

The Management is responsible for the day-to-day operations of the Directorate. The CEO provides stewardship to the Management team. The management of the Directorate is structured from the office of the CEO to the various functional units which include Directorates, Departments, Divisions, Sections and Units as may be determined by the Council from time to time and in accordance with the organizational structure. The current organizational structure is as given in Figure 1.

6.2.4: Systems and Procedures

The Government of Kenya adopted a policy of re-engineering business processes and the application of digital technologies to enhance service delivery. In line with this policy, the VMD has undertaken measures to accelerate the adoption of ICT by implementing an Enterprise Resource and Planning (ERP) system which has made services easy to access, cost-effective, convenient and efficient. By the end of FY 2023-2024, the VMD had automated all citizen-facing services and onboarded all the services on the E-Citizen platform. Institutional structures, processes, policies and procedures have been reviewed to align with the policy and facilitate digitalization. One of the key activities for strengthening surveillance and pharmacovigilance is verification of imported and exported veterinary medicinal products. Processing of the applications for import and export permits is done through the Trade Facilitation Platform (TFP) system which is managed by the Kenya Trade Network Agency (KENTRADE).

6.3: Risk Management Framework

A risk management framework helps an organization to improve performance by developing risk management strategies. The Veterinary Medicines Directorate developed an enterprise-wide risk management framework by assessing the likelihood and impact of individual risks, as a basis for determining how to manage them. While carrying out the risk assessment, inter-relationships between risks were considered. Appropriate actions have been determined to align risks with risk tolerance to give risk responses. The risk management framework is presented in Table 6.4. Implementation of the mitigation measures will require putting in place policies and procedures to ensure that risk responses are effective.

Table 6.4 Risk Management Framework

S/No.	Risk description	Likelihood L/H/M	Severity L/H/M	Overall risk Level L/H/M	Mitigation Measure(s)
1.	Low awareness by the stakeholders on the role of the Directorate leading to poor publicity of the Directorate.	M	M	M	Increase the visibility of the Directorate by participating in various activities e.g. conferences, workshops, seminars, field days, and agricultural exhibitions involving her stakeholders.
2.	Political interference with the mandate of VMD may result to low compliance.	H	H	H	Continuous sensitization of the users of veterinary medicines.
3.	Lack of funds to organize publicity activities e.g. workshops/seminars for stakeholders, conducting KAP survey about the Directorate.	M	H	H	Partnership with development partners. Prioritization of activities in budget allocation.
4.	Delay in recruitment of key technical staff. The constraint in staffing level will affect performance.	L	H	H	Fast-tracking recruitment process of technical staff.
5.	High staff turnover can lead to disruption of the organization's operations.	H	H	H	Put in place strategies to ensure the attraction and retention of qualified staff.
6.	Mergers with other bodies	M	H	H	Sensitize policymakers on the existence of VMD.
7.	The prevalence of corruption within the organization and amongst stakeholders will affect the level of compliance.	L	H	M	Put internal corruption prevention measures.
8.	Litigations.	H	H	H	Sensitize stakeholders. Put in place a legal team and financial resources.
9.	Budget cuts which may arise because of budget rationalization may affect the Directorate in accomplishing some of the planned activities such as capacity building of technical staff and Supervision of quality assurance activities.	M	M	M	Prioritize activities and review planned targets.



CHAPTER

7

**RESOURCE REQUIREMENTS AND
MOBILIZATION STRATEGIES**

This chapter details the resource requirements for the institution to achieve the targets set within the strategic plan. It also indicates the mobilization strategies put in place to obtain the funds.

7.1: Financial Requirement

The total cost of implementing this Strategic Plan over the five years is Kshs 1,517.7 million as shown in Table 7.1

Table 7.1. Financial Requirements for Implementing the Strategic Plan.

Cost item	Projected Resource Requirements (Kshs. Mn)					Total (Million)
	FY2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	
Key Result Area 1: Strengthen Regulatory Compliance and Standards	39.8	43.5	47.7	52.1	56	239.1
Key Result Area 2: Strengthen Institutional capacity	12.5	57.5	270	192	145	677
Key Result Area 3: Strengthen Legal and Regulatory Framework	0	5.0	0	0	0	5.0
Administrative Cost	85.7	121.2	125	129.7	135	593.7
Total	138.0	227.2	442.7	373.8	336.0	1,517.7

Table 7.2. Resource Gap

Cost item	Estimated Financial Requirements (KSh Mn)	Estimated Allocations (KSh. Mn)	Variance (Ksh. Mn)
FY2023/24	138.0	138	0
FY2024/25	227.2	151	(76)
FY2025/26	442.7	150	(292.7)
FY 2026/27	373.8	220	153,8
FY2027/28	336.0	250	86
Total	1,517.7	923.0	594.7

7.2: Resource Mobilization Strategies

VMD has mainly relied on government funding through the Medium-Term Expenditure Framework (MTEF) process and the A.I.A it collects from delivery of various services. The resources are not adequate to implement the identified priorities in this Strategic Plan. There is therefore a need to mobilize resources from other sources. To ensure prudent use of mobilized resources and have various controls in place, VMD has established and operationalized an Audit and Risk Assurance Committee. During the plan period, the Council will apply the following strategies to mobilize more resources:

I. National Government Funding

VMD receives grants from the Government to supplement its recurrent and development budget. The Council will lobby for funding from the Government by ensuring participation of the VMD in the MTEF budgetary processes to justify the budgetary requirements for identified priorities.

II. Enhance Internal Revenue Generation

The VMD generates revenue from registration and annual retention of veterinary medicines in the register, inspection and licensing of veterinary medicines manufacturers; inspection and licensing of retail and wholesale veterinary pharmacies; certification for Good Manufacturing Practices; processing of import and export permits for veterinary medicines. To enhance A.I.A collection, the Council will apply the following strategies: -

- Amend the regulations to include other chargeable fees for services rendered;
- Increasing coverage and mobility of inspectors in inspection of veterinary pharmacies;
- Employing more inspectors to carry out inspectorate and licensing duties;
- Establishment of a laboratory to offer laboratory services;
- Adequate budgetary allocation to the Directorate/ Council; and
- Application of modern technology in revenue generation.

III. Collaboration with Stakeholders

VMD plans to achieve some of the planned activities through collaboration with stakeholders. Some of the potential collaborative partners that the Council will engage include the Kenya Veterinary Board (KVB), professional associations in animal health, academic and research institutions, NGOs in animal health and welfare industry, law enforcement agencies, farmer associations, relevant Ministries, Departments and Agencies (MDAs), County Governments, and other development partners e.g. WB, WOA, WHO, FAO, USAID, UK Fleming Fund etc.

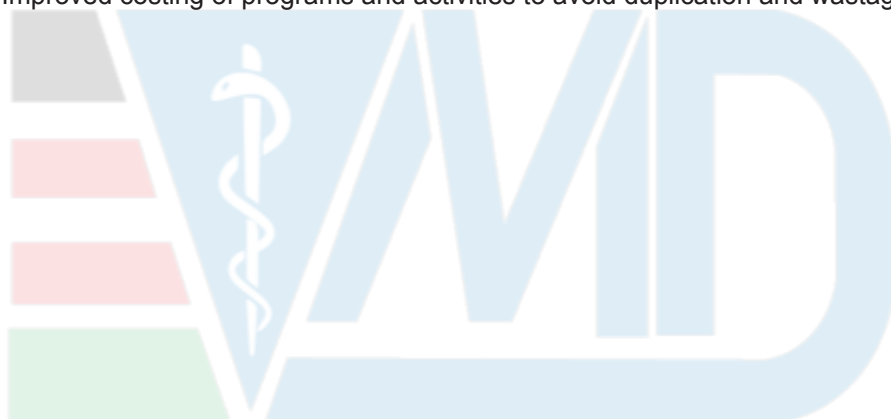
IV. Funding from Development Partners

Development partners play an important role in providing financial and technical support. The Council will present funding proposals to potential donors through the State Department for Livestock. Some of the targeted development partners include the World Bank (WB), IFAD, AU, IGAD, AfDB, EU, USAID and Food and FAO.

7.3: Resource Management

Prudent utilization of allocated finances will ensure efficiency and reduce wastage. The Veterinary Medicines Directorate will employ the following strategies to optimize use of available resources;

- (i) Build capacity of staff members to equip them with essential skills that will enable them to be prudent in the use of financial and other resources of the VMD.
- (ii) Practice preventive maintenance, by ensuring the proper maintenance of the Directorate's facilities, equipment and vehicles.
- (iii) Enhance paperless communication, through the leveraging of ICTs such as emails and SMS to reduce costs associated with printing and use of landline telephones; and
- (iv) Use of fuel cards, centralized advertising of tenders, using contracted mailing services and establishing centralized tea and coffee making points.
- (v) Improved costing of programs and activities to avoid duplication and wastage.



8.0: Overview

This chapter presents the M&E structure that VMD will use while undertaking monitoring, evaluation and reporting implementation of this Strategic Plan. The Chapter also provide the mechanism to be used during monitoring, evaluation, review and reporting on the implementation of the Strategic Plan.

Effective planning ends up with effective strategy implementation. But this can only be achieved with an effective functional monitoring and evaluation framework. An effective monitoring and evaluation mechanism will help ensure cost effectiveness, timeliness and quality in achieving the objectives in the Strategic Plan.

8.1: Introduction

This Strategic Plan will be subjected to a continuous review of performance on the various deliverables. There shall also be annual reviews of the plan. The reviews will be focused on how the available inputs have been used and what outputs and short-term outcomes have been produced. This review shall also focus on challenges, issues and key lessons learnt.

The following M&E framework will be adopted in order to ensure successful implementation of the strategic plan: -

1. The sole prerogative of strategy implementation and as a result monitoring and evaluation rests on the Council.
2. The Council delegates power to the different relevant committees with the role of monitoring the implementation of the plan.
3. The management should hold regular meetings (preferably quarterly) chaired by the CEO to review the status of the strategic plan implementation as it relates to their respective roles. In addition, areas requiring strategy change should be identified and proposed to the Council through the relevant Committee.
4. The management will avail progress reports regularly (preferably quarterly) to the Council on the progress made towards the attainment of the goals.

8.2: Performance Standards

This will involve monitoring the implementation of the planned activities and evaluating their impacts on the desired goals. The monitoring activities will result to identifying any gaps or deficiencies which will then be addressed by management. Monthly and quarterly reporting will be critical for the monitoring function. To ensure effective participation in plan implementation, there will be need to;

- (a) Determine the Key Performance Indicators in the action matrix.
- (b) Establish the requisite baselines. Where there are no baselines, they shall be established within the first year.
- (c) Establish standard formats for data collection and reporting.
- (d) Clearly spelt out documents to be prepared, periods covered, and details of information to be supplied.
- (e) Implement a Performance Management system making every officer be accountable to the use of resources and attainment of set objectives; and
- (f) Effectively use available resources to ensure smooth implementation of the strategic plan.

The following performance measures shall inform the Monitoring and Evaluation Plan.

Outcome Indicators: The outcome indicators will measure the specific changes or results achieved because of interventions. They are quantitative.

Output Indicators: The output indicators will measure the direct products, services, or activities delivered by a department or project.

Efficiency Indicators: Efficiency indicators assess how well resources such as time, money or personnel are used to achieve desired results. Efficiency indicators, for example productivity indices will be used to evaluate the cost-effectiveness of the strategies.

Effectiveness Indicators: Effectiveness indicators measure the extent to which an intervention achieves its intended objectives. They provide insight into whether an intervention is achieving its goals and targets.

Impact Indicators: Impact indicators assess the broader, long-term effects of an intervention on the target population. They evaluate the changes in quality of life, well-being, and social conditions that can be attributed to interventions, for example economic development and access to services.

Stakeholder Satisfaction: Stakeholder satisfaction indicators measure the perceptions and feedback of beneficiaries, participants, and other stakeholders regarding the intervention's quality, relevance, and impact. Beneficiary or customer satisfaction index are measures of stakeholder satisfaction.

8.3: Evaluation Framework

The purpose of evaluation is to measure the actual performance against target levels and establish the size of variance, causal factors for the variance and recommending appropriate remedial measures, including a review of the objectives and/or strategies. The evaluation plan will help determine objectively the relevance, effectiveness and efficiencies of the activities proposed in the strategic plan. In addition, the evaluation will ensure that the strategy remains relevant, feasible and delivers outputs according to the needs of the livestock sector as well as the government's priorities and agenda.

The Strategic Plan may be reviewed on a need basis especially in response to changes in government policy and prioritization; changes in the macro-economic environment or change in the mandate of the Directorate. The Council will allocate adequate resources for monitoring and evaluation of the progress of the implementation of planned activities. The outcome performance matrix will be as shown in table 8.1.

Table 8.1 Outcome Performance Matrix

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
KRA1: Strengthen Regulatory Compliance and Standards	Improved level of compliance	% level of compliance to VMD regulations	10	2023/2024	40	80
KRA2: Strengthen Institutional capacity	Reengineered business processes	No. of business processes reengineered	2	2023/2024	5	10
	Resources mobilized	Kshs. in millions mobilized	50	2023/2024	175	350
		No. of proposal submitted for funding	2	2023/2024	5	10
		No. of staff recruited	0	2023/2024	36	71
	Trained Staff	No. of Staff trained	20	2023/2024	43	87
	Quality control laboratory established	Completion rate (%) of the laboratory	0	2023/2024	50	100
	5 regional offices established	No. of regional offices established	0	2023/2024	2.5	5
	7 Ports of Entry offices established	No. of Ports of Entry offices established	5	2023/2024	5	7
	Improved corporate image	% level of brand perception	20	2023/2024	50	100
	Improved employee satisfaction	% level of employee satisfaction	baseline	2023/2024	50	100

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
	Improved customer satisfaction	% level of customer satisfaction	-	2023/2024	50	100
	Strengthened internal operational policies	No. of Internal operational policies developed/ reviewed	0	2023/2024	6	6
		No. of guidelines/ manuals developed/ reviewed	0	2023/2024	8	15
		No. of Standard Operating Procedures developed/ reviewed	13	2023/2024	20	41
KRA 3: Strengthen Legal and Regulatory Framework	Strengthened Legal and Regulatory Framework	Revised VMD Regulations	1	2023/2024	1	1

8.3.1: Mid-Term Evaluation

A mid-term evaluation will be undertaken with the purpose of verifying that the plan is on the right track and providing information to correct observed deficiencies including the revision of objectives, strategies or activities. The mid-term review will be conducted Quarter Three FY2025/26.

All departments, divisions, sections and units within the VMD will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring the collection and provision of timely and accurate data during the plan period. Reports will be generated on quarterly, bi-annual and annual basis and submitted to the Policy, Research and Strategy Division for compilation and analysis and then tabled to the Council for review and decision making.

8.3.2: End-Term Evaluation

The end-term evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The end term evaluation will be undertaken at the end of the plan period which is 2027.

The mid-term and end-term evaluations will be guided by key questions to address key evaluation criteria including relevance, effectiveness, efficiency, impacts and or sustainability. Some of the questions shall include:

- (a) To what extent were the planned objectives consistent with customer needs and expectations?
- (b) How were the financial, technical and human resources utilized to achieve the desired results?
- (c) To what extent the objectives were achieved, or are expected to be achieved, taking into account their relative importance?
- (d) What were/are the positive and negative effects achieved/produced during the strategy implementation period?
- (e) What were/are the major obstacles to reaching the desired goals in the Strategic Plan? What can be done to overcome these obstacles?
- (f) What are the lessons learnt that can inform further strategy development for VMD?

8.4 Reporting Framework and Feedback Mechanism

The reporting of achievements and or progress made will be done according to the framework summarized in Table 8.2.

Table 8.2- Reporting Framework and Feedback Mechanism

Type of Report	Report By	Reporting To	Frequency
End-Term Evaluation Report	Heads of Departments	Strategic Plan Implementation Committee	End of Strategic Planning Period (2027)
	Strategic Plan Implementation Committee	CEO	
	CEO	Board Subcommittee	
	Board committee	Board of Directors	
Mid-Term Evaluation Report	Heads of Departments	Strategic Plan Implementation Committee	Middle of Strategic Planning Period (2025)
	Strategic Plan Implementation Committee	CEO	
	CEO	Board Subcommittee	
	Board committee	Board of Directors	
Quarterly Evaluation Report	Heads of Departments	Strategic Plan Implementation Committee	After every quarter during the Strategic Planning Period (2027)
	Strategic Plan Implementation Committee	CEO	
	CEO	Board Subcommittee	

Type of Report	Report By	Reporting To	Frequency
	Board committee	Board of Directors	
Monthly Evaluation Report	Heads of Departments	Strategic Plan Implementation Committee	End of every month during Strategic Planning Period (2027)
	Strategic Plan Implementation Committee	CEO	
	CEO	Board Subcommittee	
	Heads of Departments	Strategic Plan Implementation Committee	



Annexure 1

Improved VRIO Assessment Tool for Veterinary Medicines Directorate

The Valuable, Rare, Inimitable and Organized (VRIO) assessment tool is used to evaluate the internal resources and capabilities of the Veterinary Medicines Directorate. The tool is derived from the Resource-Based View (RBV) framework, specifically the VRIO framework, and helps identify strategic strengths, weaknesses, and opportunities.

Resource/ Capability	Valuable (V)	Rare (R)	Inimitable (I)	Organized (O)	Competitive Implication	Strategic Recommendation
Qualified veterinary staff	✓	✓	✓	✓	Sustainable competitive advantage	Retain & develop through CPD programs
Regulatory authority/legal mandate	✓	✓	✗	✓	Sustainable advantage	Leverage in inter-agency collaborations
IT systems for drug tracking	✓	✗	✓	✓	Temporary advantage	Innovate or acquire proprietary tech
Budgetary resources	✓	✗	✓	✗	Competitive parity	Improve resource mobilization strategy
Public trust and reputation	✓	✓	✓	✗	Unused potential	Institutionalize communication strategy
Laboratory infrastructure	✓	✓	✓	✓	Sustainable advantage	Maintain and scale for regional service



 www.vmd.go.ke
 info@vmd.go.ke
 +254743795395
 The Pest Control Plaza, Westlands