

# ANNEXURE 18

VCT Strategic Plan 2020 - 2025

2019



THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF LIVESTOCK AND FISHERIES

# VETERINARY COUNCIL OF TANZANIA

VETERINARY COUNCIL OF TANZANIA FIVE-  
YEAR STRATEGIC PLAN FOR 2020 -2025

000523



## FOREWORD

Tanzania has gone through a number of policy changes and has since independence adopted various strategic frameworks aimed at spurring economic development. The most notable ones are Tanzania Development Vision 2015; the National Strategy for Growth and Reduction of Poverty I and II and more recently the Five Year Development Plan (FYDP)-II. FYDP-II focuses on enabling Tanzania to attain an industrialized economy and middle income country status as well as being to generate significant employment opportunities.

In accordance with envisaged drivers for accelerated economic development, one of the key sectors of interest is agriculture, which currently accounts for approximately 29% of the national Gross Domestic Product (GDP) and serves as the mainstay of rural economy. As such, all strategic frameworks designed to address poverty reduction have always partly focused on the agricultural sector. The agricultural sector therefore needs to undergo transformative change in line with objectives of the National Agriculture Development Policy, 2013; National Livestock Development Policy, 2006 and National Fisheries Development Policy, 2015 and requisite national strategic framework. The overall desire is to enable the sector to be one of the drivers for rural economic development, partly underpinned by the growth of the agro-processing and manufacturing industries.

Currently, the livestock subsector's development is beset by a number of constraints, which include continued use of traditional animal husbandry practices; gross weaknesses in extension services and high burdens of diseases. The fisheries subsector also faces more or less similar constraints. Therefore, the envisaged transformative change of the livestock and fisheries subsectors inevitably has to partly hinge on delivery of quality veterinary services as implied in the Animal Disease Act, No 17 of 2003 and per the general objectives of the Veterinary Act, No 16 of 2003.

Principally, the Veterinary Act, No 16 of 2003 establishes the Veterinary Council of Tanzania (VCT) that is mandated to regulate veterinary education and practice, including promoting moral, ethical and legal practices among professionals. VCT shoulders this responsibility with the knowledge that there are multiple challenges that relate to delivery of veterinary education; compliance for registration, enrollment, enlistment and retention requirements; technical capacity of the statutory body; advocacy and communication as well as disrupted veterinary governance system.

Because of these challenges, the operations of VCT need to be guided by an innovative Strategic Plan that hinges on appropriate strategic objectives, strategies and time-framed activities in a bid to have quality veterinary education and service supply chains put in place. Therefore, I would like to call upon professionals, education providers, veterinary practice owners, animal keepers and other stakeholders to provide the maximum support to VCT endeavours for the best interest of the animal industry. For instance, professionals need to play their part by adhering to moral, ethical and legal principles, which are at the centrality of quality veterinary practice

The support of key players is of immense value in ensuring that VCT upholds, promotes and fosters the highest degree of professionalism and guarantees quality veterinary practice in a bid to enable the animal industry to have accelerated and increased contribution to the national GDP. The management of the Ministry of Livestock and Fisheries thus banks on the support of key stakeholders in its bid to guarantee quality veterinary services in the country and notably to support livestock subsector development.

Signed

**Prof Olesante Ole Gabriel**  
**Permanent Secretary –Livestock**



## VCT CHAIRMAN'S WORD

The veterinary practice in Tanzania was conceived way back in 1958 following the establishment of Tanganyika Veterinary Board (TVB) under the Veterinary Surgeons Ordinance, 1958. Since then and up to the mid-1980s, provision of veterinary services was mainly shouldered by the government. However, with the adoption of economic structural adjustment policies since the mid-1980s, government decided to withdrawal itself from shouldering delivery of veterinary services to pave way for private sector actors. This therefore called upon for the repeal of the Veterinary Surgeons Ordinance, 1958 and enactment of the Veterinary Act, No 16 of 2003 that principally recognizes the roles of the private service delivery and the need to best regulate the practice.

The Veterinary Act, No 16 of 2003 provides for the establishment of Veterinary Council of Tanzania (VCT) with the overall mandate of regulating veterinary education and practice. In rising up to the challenges of veterinary education and practice systems and given the infancy of the animal industry and the private sector in Tanzania, VCT developed its first Strategic Plan that covered the period of 2005 to 2010. This plan was essentially crafted to serve as a platform for changed regulatory mandates.

VCT has since then undertaken a number of activities that relate to its mandates and specifically those implied in the Strategic Plan for 2005-2010. However, despite notable achievements, VCT has continued to face a number of challenges related to massification of veterinary education coupled with limited physical, human and financial resources, thereby raising the possibility for reduced quality of education. On the other hand, enrollment and enlistment of technical graduates has been a pain staking undertaking, as a significant number of technical graduates is untraceable after completion of studies. The same applies to those with merits to be licensed. Compliance for annual retention has remained low. It is also apparent that the veterinary service supply chain has also continued to be characterized by informal service delivery especially in rural areas and by a delinked veterinary governance structure. Apathy and despair among professionals and lack of an impartial inspectorate system as a result of a delinked veterinary structure have thus continued to characterize the veterinary service supply chain. It is also apparent that use of veterinarians employed by Local Government as Assistant Registrars or inspectors for instance, has been very disappointing as the ministry does not have apparent authority over them.

These challenges therefore have called upon the need to develop this new Strategic Plan that covers the period of 2020 -2025. The desire is to work towards guaranteeing quality veterinary education; ensuring that only competent professionals are ploughed into the public and private sectors; practice facilities serving as anchor points for delivery of quality services; the extension system becoming well defined; private sector actors becoming players in service delivery in rural areas and that VCT's technical capacity matches with stakeholders' expectations.

It is against this backdrop that I call upon veterinarians, paraprofessionals, paraprofessional assistants, who are at the heart of the veterinary service supply chain to uphold the highest principles of professionalism. They need to be a party to this Strategic Plan in order to contribute to making the animal industry one of the important drivers for economic development in line with the objectives of the Five Year Development Plan.

Let us work together for a common goal.

**Prof R.R Kazwala**

**VCT, Chairman**

## TABLE OF CONTENTS

FOREWORD .....	ii
VCT CHAIRMAN'S WORD .....	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES.....	v
LIST OF ACRONYMS AND ABBREVEATIONS.....	vi
EXECUTIVE SUMMARY.....	vii
CHAPTER 1: POLICY AND STRATEGIC FRAMEWORKS AIMED AT SPURRING AGRICULTURAL PRODUCTIVITY .....	1
1:1 Role of agriculture to national development.....	1
1:2 Policies and other strategic frameworks of relevance to the livestock sub-sector. ....	2
CHAPTER TWO: RATIONALE.....	4
2:1 Disease trends and important factors impeding their control .....	4
2:2: Changing landscapes in regulating veterinary services and operational challenges.....	5
2:2:1: Changing landscape in regulatory functions and mandates of VCT .....	5
2:2:2: Relationship between VCT functions and those implied in other legislations .....	6
2:2:3: Challenges faced by VCT.....	7
CHAPTER 3: ANALYSIS OF PREVIOUS ACHIEVEMENTS, AS WELL AS STRENGTHS, WEAKNESSES, CHALLENGES AND OPPORTUNITIES PERTAINING TO REGULATORY FUNCTIONS .....	10
3:1: Preamble.....	10
3:1:1: Operational structure of VCT .....	10
3:1:2 VCT mandates.....	10
3:2 Focus of previous strategic plans and achievements.....	11
3:2:1 Focus of previous strategic plans .....	11
3:2:2 Achievements .....	12
3:3 Experiences gained through twinning programme with SAVC.....	13
3:4: Policy and legal implications .....	14
3:5: Analysis of key political, economic, social, technological, environmental and legal factors.....	14
3:6: Analysis of strengths, weaknesses, opportunities and challenges/threats.....	16
3:7: Stakeholder analysis.....	18
CHAPTER 4: STRATEGIC PLAN MODEL .....	22
4:1 Preamble.....	22
4:2: Vision, Missions, Core values and Strategic Objectives.....	22
4:2:1 Preamble: .....	22
4:2:2 Vision statement .....	23
4:2:3 Mission statement .....	23
4:2:3 Core values and guiding principles.....	23
4:2:3:1 Preamble.....	23
4:2:3:2: List of core values and guiding principles .....	23
4:3: Framework of strategic issues, goals and objectives .....	24

4:3:1 Preamble.....	24
4:3:2 Strategic issues, goals and objectives.....	24
4:3:2:1:Strategic issues and goals .....	24
4:3:2:2 Strategic objectives, strategies and activity plans.....	25
4:4:1: Strategic outputs.....	37
4:4:2 Strategic outcomes .....	37
CHAPTER 5: IMPLIMENTATION PLAN .....	38
5: 1 Duration: As indicated above, this Strategic Plan covers the period from 2020/21 to 2024/2015. ....	38
5:2: Resources required for implementing this strategic plan.....	38
5:2:1 Human resources.....	38
5:2:2 Physical resources .....	38
5:2:3 Financial resources .....	38
5:3 Implementation framework .....	39
CHAPTER 6: MONITORING AND EVALUATION .....	52
6.0 Preamble.....	52
6.1 Monitoring and Evaluation Framework.....	52
REFERENCES .....	65

## LIST OF TABLES

Table 1: PESTEL Analysis [Analysis of political, economic, social, technological, environmental and legal factors] .....	15
Table 2: SWOT Analysis .....	17
Table 3: Stakeholder's needs and values and, roles of VCT .....	19
Table 4: Activity plan for improving the quality of veterinary education and technical competence of veterinary service providers .....	26
Table 5: Activity plan for improved compliance for registration, enrolment, enlistment and retention .....	29
Table 6: Activity plan for enhancing technical capacity and autonomy of VCT .....	32
Table 7: Activity plan for improving advocacy and communication capacity.....	34
Table 8: Activity plan for revamping the veterinary governance system and delivery of regulated veterinary services .....	36
Table 9: Implementation framework .....	40
Table 10: Implementation framework .....	53

## LIST OF ACRONYMS AND ABBREVEATIONS

AGRA	Alliance for a Green Revolution in Africa
ASDP	Agricultural Sector Development Programme
CAADP	Comprehensive African Agricultural Development Programme
CPD	Continuous Professional Development Courses
DVS	Director of Veterinary Services
D by D	Decentralization by Devolution
EAC	East African Community
FAO	Food and Agriculture Organization
FYDP	Five Year Development Plan
GDP	Gross Domestic Product
LGA	Local Governments
KVB	Kenya Veterinary Board
MoU	Memorandum of Understanding
M and E	Monitoring and Evaluation
NACTE	National Accreditation Council of Technical Education
NEMC	National Environmental Management Council
NSGRP I and II	National Strategy for Growth and Reduction of Poverty I and II
OIE	Office Internationale des Epizooties (World Organization for Animal Health)
PESTEL Analysis	Analysis of political, economic, social, technological, environmental and legal factors
PO-RALG	President's Office-Regional Administration and Local Governments
RALG	Regional Administration and Local Government
RMAS	Resource Mobilization and Allocation Strategy
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SAVC	Southern Africa Veterinary Council
SPS	Sanitary and Phytosanitary
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCU	Tanzanian Commission of Universities
TMDA	Tanzania Medicines and Medical Devices Authority
TLMI	Tanzania Livestock Modernization Initiative
TVA	Tanzania Veterinary Association
TVB	Tanzania Veterinary Board
TVD	Tanzania Development Vision
TAVEPA	Tanzania Veterinary Paraprofessional Association
UVB	Uganda Veterinary Board
VCT	Veterinary Council of Tanzania
WTO	World Trade Organization

## EXECUTIVE SUMMARY

### 1: Background and rationale

Tanzania has a huge animal resource base that comprises an estimated 32.2 million cattle, which account for about 1.4% and 11% of the global and African cattle populations respectively; 20 million goats; 5.5 million sheep and 79.1 million chickens (Ministry Budget Speech of 2019). Existing data show that Tanzania ranks number two and three in terms of cattle and small ruminant populations in Africa, respectively. This animal resource base, which currently contributes a meagre 5% to the national Gross Domestic Product (GDP) is considered to be huge enough and to have yet untapped potential to contribute further to economic development. This implies that innovative interventions focused on improving productivity and enhancing the performance of various value chains are key to this aspiration.

The low contribution of the livestock subsector to GDP is known to be attributed to a number of impediments that include (i) continued use of traditional animal husbandry practices, coupled with poor farmers' knowledge, (ii) gross weaknesses in extension services and poor access to technologies and innovations and, (iii) high burdens of infectious diseases, including emerging re-emerging pandemics as well as vectors, coupled with low national capacities for preparedness and response plans.

Gross weaknesses in animal health service delivery system and various forms of neglect have thus resulted in a number of diseases assuming an endemic status. Because of continued high burdens of diseases and animal losses, the Tanzania Livestock Master Plan, 2015, among other issues, is emphasizing the need to formulate sound disease control and prevention strategies. Certainly, such strategies need to be ecosystem oriented and thereby taking aboard the fact that most [60-80%] human infections, including emerging and re-emerging ones have links with animal sources, notably wildlife and that in addition anti-microbial resistance is assuming an increasing global threat, partly as a result of uncontrolled and excessive use of veterinary drugs in animals. Therefore, the veterinary service system in Tanzania needs to be aligned with the requirements of Global Health Security Agenda (GHSA), 2012 in dealing with multi-source public health risks.

In Tanzania, veterinary services have partly been undermined by the existence of a disrupted supply chain following the withdrawal of public services, which was instituted in a bid to allow the participation of private sector actors in national development as part of the requirements of economic structural adjustment policies. Unfortunately, continued infancy of the private sector has remained as one of the key obstacles to access to quality services, especially in rural areas. Disruption of the veterinary governance structure, which has exacerbated the problem, emanated from the Decentralization by Devolution (D by D) system. This is because the technical/professional answerability framework was not worked out and articulated accordingly in the operations of the ministry responsible for livestock development.

The delinked veterinary governance structure and consequential gross weaknesses in the chain of professional answerability and regulatory functions (PVS Gap Analysis report, 2008) have therefore undermined the technical capacity of service delivery and regulatory functions. On the other hand, political interferences, which are not uncommon in LGAs pertaining to decision making, especially when imposing quarantines or closing animal markets and animal slaughter facilities following disease outbreaks have often led to neglect of diseases as well as professional despair and apathy. Furthermore, although the



Veterinary Council of Tanzania (VCT) works through Assistant Registrars, who are employees of LGAs, their commitment has often been dismal, as the Ministry responsible for Livestock Development has no control of their day to day mandates. Thus, lack of professional control of veterinarians in LGAs by the Ministry responsible for Livestock Development further demonstrates weak inspectorate capacity that has become one of the impediments of the veterinary service system.

On the other hand, Tanzania has continued to experience informal service delivery system, especially in rural areas. Indeed, service delivery in rural areas has continued to be manned by ill-trained people that include extension agents who pursued technical level training in dairy science/technology, poultry production; animal production/husbandry and meat technology. Currently, it is estimated that there are about 8000 such agents operating in rural areas. Such extension agents do not have academic merits or competencies required for enrolment or enlistment as per the requirements of the Veterinary Act, No 16 of 2003. This therefore calls for the need for their immediate retooling as it will take a long time to shed them off through conventional retirement. Efforts are also needed in regulating services in rural areas in order to curtail involvement of untrained people in sell of veterinary drugs, especially in animal markets.

It is also apparent that, most veterinary practice facilities have limited operational capacities and are often manned by unqualified personnel, thereby raising possibilities for malpractices, misdiagnosis and wrong prescriptions and misguided advises to animal owners. Most practice facilities also have no disease diagnostic capacities; they often rely on symptomatology as a dependable means for disease diagnosis. Over reliance on a symptomatology by most practitioners has, in effect, also been a contributing factor to continued animal losses and overall, underperformance of the livestock sector.

It is also apparent that the education system in Tanzania is currently characterized by increased massification tendencies. Uncontrolled horizontal and vertical expansion in students' enrollments is not uncommon in most middle and higher level institutions as most education providers attempt to maximize income generation. Much too often, expanded enrollments do not match with available physical, human and financial resources. This has indeed raised concerns on the quality of education provided in most institutions. Thus, VCT needs to adopt a strategic but coordinated system for checks and balances in veterinary education in a bid to guarantee the needed Day 1 competences of degree and technical graduates. Partnership with other regulatory bodies is of great value in spearheading quality assurance attributes at national and regional levels.

It is also apparent that the recent decline in employment opportunities in the public sector and continued under-development of the animal industry are important drivers for some graduates, especially technical ones venturing into informal service delivery. Certainly, this trend has been complicating traceability of graduates and, in the final analysis, most have ended up being involved in service delivery unchecked. It is also apparent that most students are often not well engaged and capacitated accordingly during studentship time, thereby allowing for minimal compliance to professional standards while on studies and when in practice. Lack of their engagement is thought to contribute to some not seeking for enrollment, enlistment or licensing after completion of studies. Generally, compliance for enrollment, enlistment, licensing and annual retention has continued to be low. This thus calls for the need to set up a system that allows VCT to index and engage students beginning in Year 1 of studies and to come up with a user-friendly system for registration, enrolment, enlistment, licensing and fee payment. Enforceability for the requirements for

Continuous Professional Development [CPD] courses in a bid to enable professionals to keep abreast with technological changes has also remained a big challenge among professionals. VCT has also not yet very much engaged in CPD delivery and as such the main players have been other providers. Leaving delivery of CPD solely to other players is likely to undermine the legal requirements.

These multiple challenges call for the need to improve the technical capacity of VCT including enhancing its powers by operating as an autonomous body in order to best discharge its duties in line with the requirements of Part II, Section 5 (1) of The Veterinary Act, No. 16 of 2003. This, in addition, calls for the need to put in place a guiding operational system of VCT in form of a Strategic Plan with well-defined implementation framework, supported by a sound monitoring and evaluation (M and E) system.

VCT has therefore developed this Strategic Plan that takes aboard existing and anticipated challenges while taking into account the requirements of the Veterinary Act, No 16 of 2003 and the roles played by veterinarians, paraprofessionals in reference to the requirements of The Animal Disease Act, No. 17 of 2003. The role of veterinarians and paraprofessionals as inspectors for the Animal Welfare Act, No. 19 of 2008; The Grazing Land and Animal Feed Resources Act, No. 13 of 2010; The Hides, Skins and Leather Trade Act, 2008; and The Meat Industry Act, No. 10 of 2006; The Dairy Industry Act, 2004 and The Livestock Identification, Registration and Traceability Act, No 12 of 2010 have also been taken aboard in drawing up the Plan. This in effect demonstrates the need for VCT to work closely with the Director of Veterinary Services (DVS) and various Advisory Councils that oversee operations of other legislations for the purpose of guaranteeing quality veterinary services and ensuring that all legal requirements are upheld. This, for instance, entails working together with DVS and Advisory Councils in formulating a unified and impartial inspectorate system that meets the expectations of all stakeholders; creating a quality service delivery system as well as promoting and nurturing private service delivery in rural areas.

## **2: Process undertaken in developing the Strategic Plan**

This five-year Strategic Plan for 2020/2021 to 2024/2025 has been developed by carrying out a thorough policy and legal framework analysis, including relooking into various political, economic, social, technological and environmental dimensions. Analysis of strengths, weaknesses, opportunities and challenges of the veterinary service supply chain also formed part of the process that was undertaken. Stakeholders' analysis was also conducted and this also involved identifying their expectations. This Strategic Plan also takes aboard experiences of VCT's Strategic Plan of 2005-2010. Lessons learnt from regional regulatory (statutory) bodies, notably the South Africa Veterinary Council (SAVC) through its twinning programme with VCT were also key to the configuration of this Strategic Plan. Consultations with some key stakeholders were also undertaken.

## **3: Policy and legal implications of the Strategic Plan**

As indicated above, this Strategic Plan takes cognizance of the objectives of national strategic frameworks such as Tanzania Development Vision (TDV) 2025; the National Strategy for Growth and Reduction of Poverty (NSGRP) I and II; the Agricultural Sector Development Programme (ASDP) -I and II; Southern Agriculture Growth Corridor of Tanzania (SAGCOT) and KILIMO KWANZA scheme. It also takes aboard the requirements of the National Livestock Development Policy of 2006; the National Fisheries Development Policy of 2015 and the Five Year Development Plan (YDP)-II (2015/16-

2020/2021, the latter, which centers on creating an enabling environment for building an industry-centred economy; attaining a middle income earning country status and reducing unemployment. This strategic plan is also premised on ongoing developments in the East African Community (EAC), notably issues related to expert mobility across borders and thereby calling for mutual academic qualification recognition.

As indicated above, this Strategic Plan is also premised mainly on the legal requirements of The Veterinary Act, No. 16 of 2003 and The Animal Disease Act, No. 17 of 2003. Some elements of The Animal Welfare Act, No. 19 of 2008; The Grazing Land and Animal Feed Resources Act, No. 13 of 2010; The Hides, Skins and Leather Trade Act, 2008; and The Meat Industry Act, No. 10 of 2006; The Dairy Industry Act, 2004 and The Livestock Identification, Registration and Traceability Act, No 12 of 2010 have also provided inputs to the underpinning pillars of this Plan.

#### **4: Strategic model**

##### **Preamble:**

As enunciated above, this Strategic Plan seeks to address key challenges that beset delivery of quality veterinary education and service delivery and inspectorate services as well as those undermining moral, ethical and legal obligations of veterinarians; enrolled and enlisted extension agents as well as licensed experts. It also focuses on addressing key operational challenges of veterinary practice facilities. It is specifically geared at addressing critical issues related to veterinary education (*hereby implying both BSc and technical level education*); registration, enrolment, enlistment and licensing requirements; technical capacity of VCT to regulate veterinary practice; advocacy and engagement as well as the veterinary governance structure. This broad focus is implied in the vision and mission statements; strategic goals and objectives and, implementation strategies.

##### **4.1: Vision, Missions, Core values and Strategic Objectives**

**4.1.1 Vision statement:** The vision is “To be a regulatory body that guarantees availability of quality veterinary services for improved economic utilization and safety of animal resources, social wellbeing of mankind and national development”.

**4.1.2 Mission statement:** The mission is “To contribute to the growth of the animal industry and guarantee food safety and ecosystem health through a well-regulated veterinary practice system”

##### **4.1.3 Core values**

**Preamble:** VCT works with and through veterinarians, paraprofessionals, paraprofessional assistants, licensed staff, practice facility owners and other stakeholders in fulfilling its mandates. VCT therefore expects veterinary all staff involved in service delivery to uphold the highest degree of professionalism and answerability. In addition, regulatory functions undertaken by inspectors need to embrace the highest degree of integrity and confidentiality. On the other hand, various clients served by VCT also need to be cooperative and compliant to legal requirements.

Therefore, the following constitute the main core values of this Strategic Plan: (i) Professionalism, (ii) Personal and institutional integrity; (iii) Transparency, impartiality and accountability; (iv) Effectiveness, objectivity, commitment and efficiency; (v) Team work; (vi) Communication; (vii) Excellence; (viii) Smart partnership (ix) Autonomy; (x) Innovative representation; (xi) Inclusiveness and (xii) Fit for the purpose.

## ***4:2: Framework of strategic issues, goals, objectives and strategies***

### ***4:2:1 Strategic issues***

Based on the analysis made above, this Strategic Plan anchors on the following strategic issues:

- (i) Quality of veterinary education and practice
- (ii) Compliance in registration, enrolment, enlistment and retention,
- (iii) Technical capacity and autonomy of the VCT,
- (iv) Advocacy and communication and,
- (v) Veterinary governance system and extension service supply chain in rural areas.

### ***4:2:2 Strategic goals, objectives and strategies***

#### **Strategic issue No 1: Quality of veterinary education and practice**

**Preamble:** The education supply chain is currently characterized by increased trends in student's enrolment that often does not match with available physical, human and financial resources. The mismatch between students' numbers and resources has the potential to impact negatively on the quality of education. Guaranteeing requisite Day 1 competences through formulation of quality assurance and extra-programme schemes is thus extremely vital in ensuring that graduates have the requisite skills before being deployed into practice.

Coordinated quality assurance schemes are also useful in mutual academic qualification recognition in line with aspiration of the East African Community in reference to cross border movement of experts. On the other hand, keeping professionals abreast with technological changes is crucial in a bid to improve their technical skills and in guaranteeing delivery of quality veterinary services. It is also important to work towards most practice facilities acquiring basic disease diagnostic capacities and other forms of technical capacities in order to improve their professional standing.

**Strategic goal:** Therefore, the Strategic Goal is "To enhance quality of veterinary education and practice"

**Strategic objectives:** These are to:

- (i) guarantee delivery of quality veterinary education,
- (ii) ensure requisite Day 1 competences for technical and veterinary graduates,
- (iii) keep practicing professionals abreast with technological changes and,
- (iv) enhance technical capacity of veterinary practice facilities.

**Strategies:** The strategy for achieving Strategic Objective 1 (To guarantee delivery of quality veterinary education) is "enhancing quality assurance capacity". Those which will be used in realising Strategic Objective 2 (To ensure requisite Day 1 competences for technical and veterinary graduates) are:

- (i) improving technical skills of BVM graduates before being rolled out in the public and private sectors,
- (ii) conducting VCT examinations for technical graduates and,



- (iii) creation of institutional relationships with between VCT and, KVB, UVB as well as other bodies in the East African Community to support quality assurance.

The strategy intended for achieving Strategic Objective 3 (To keep practicing professionals abreast with technological changes) is “improving CPD delivery and requirement compliance”. Strategic Objective 4 (To enhance technical capacity of practice facilities) will be implemented using one strategy that centres on “improving disease diagnostic capacity”.

## **Strategic issue No. 2: Compliance for registration, enrolment, enlistment, licensing and retention**

**Preamble:** Although most veterinarians end up being registered, enrollment and enlistment rates among technical graduates have continued to be low. Licensing of other experts is also far from being optimal. Indeed, a significant number of technical graduates and other experts end up in informal service delivery sector. This is thought to be partly ascribed to inadequate engagement during studentship and the lack of user friendly database that eases registration, enrollment, enlistment, licensing and fee payment. Engagement of students is thus viewed to be fundamental in motivating them to uphold basic principles of professionalism prior to and post-graduation, thereby helping them to demonstrate requisite moral, ethical and legal values when in practice and uphold basic principles of professional compliances. Therefore, it is of utmost importance for VCT to improve its operational standing in terms of compliance for registration, enrollment, enlistment, licensing and annual retention.

**Strategic goal:** Therefore, the Strategic Goal is “To improve compliance for registration, enrollment, enlistment, licensing and retention”

**Strategic objective:** The Strategic Objective is “To ensure that veterinary graduates, paraprofessionals, other technical personnel in the profession as well as practice facilities are captured in VCT database and their annual status maintained through payment of annual fees.

**Strategies:** Strategies are:

- (i) inculcating professional values among veterinary students and improve traceability post completion of studies,
- (ii) putting in place an effective mechanism for registration, enrollment, enlistment, licensing and students indexing as well as fee payment,
- (iii) improving enforceability of registration, enrollment, enlistment, licensing, students indexing and retention requirements and,
- (iv) provision of mechanism for identification of registered, enrolled, enlisted, licensed and paid up practicing professionals by animal farmers and other clients.

## **Strategic issue No 3: Technical capacity and autonomy of the VCT**

**Preamble:** VCT is currently operating as one of the directorates of the Ministry but with some degree of semi-autonomy. This operational status does not provide adequate capacities for VCT to fully carry out its mandates and make decisions that are final and

binding. There is need of transforming VCT into an autonomous institute, with own Governing Body.

VCT also does not have a sound footing at regional and district levels to support enforceability mechanisms. For instance, use of veterinarians in LGAs as Assistant Registrars has not been efficient because of lack of professional answerability mechanism. The inspectorate system is rather weak and this is because of various forms of political and administrative influences at subnational level. It is also apparent that representation of various stakeholder groups in the Council has not yet been well defined in order to negate potential conflicts of interests and improve accountability.

**Strategic Goal:** On the basis of the above, the Strategic Goal is “To establish an independent statutory body”

**Strategic Objectives:** These are to:

- (i) establish an effective and efficient inspectorate system,
- (ii) transform VCT into an autonomous body and
- (iii) promote regional and international linkages to support technical capacity building.

**Strategies:** The strategies for Strategic objective No 1 (To establish an effective and efficient inspectorate system) are:

- (i) putting in place an independent inspectorate system and,
- (ii) putting in place mechanism for mobilization and technical capacity building of VCT staff and inspectors

The strategies of interest for Strategic Objective 2 (To transform VCT into an independent institute) are:

- (i) transforming VCT into an independent body with own Governing Council/Body
- (ii) putting in place a well-defined mechanism of nomination/ appointment of members of Council and respective Standard Operating Procedures (SOPs) and,
- (iii) improving financial resource soundness of VCT

The strategy for Strategic Objective 3 (To promote regional and international linkages) anchors on “working out collaborative programmes with local, regional and international institutions/ bodies”. Strategic Objective 4 (To enhance Monitoring and Evaluation capacity of VCT) will be implemented by “creating enablers for carrying out Monitoring and Evaluation (M and E)”

#### **Strategic Issue 4: Advocacy and communication capacity**

**Preamble:** The visibility of VCT is low partly because of lack of a robust website, weaknesses in feed-backing systems and inadequate mechanism for stakeholder engagement and advocacy. VCT currently operates a webpage under the ministry’s website and has limited capacities to manage the webpage.

**Strategic goal:** Based on this, the Strategic Goal is “To improve the visibility of VCT”

**Strategic objective:** The Strategic Objective is “To improve communication and advocacy capacity of VCT”

**Strategies:** are:

- (i) putting in place a mechanism for enhanced engagement, communication and advocacy and,
- (ii) improving management capacity of the website and writing skills of staff to support development of communication materials.

**Strategic issue No 5: Veterinary governance system and extension service supply chain**

**Preamble:** The animal health service supply chain is currently characterized by a delinked system, thereby rendering Tanzania to have no requisite veterinary governance. Consequently, this has led to reduced technical capacity to regulate the services along the whole supply chain especially at subnational level. The ill-defined extension system in rural areas and lack of initiatives to nurture formal private sector delivery system, have been contributing to continued informal service delivery. Continued existence of ill-trained service providers and untrained drug sellers is therefore a continued obstacle to access to quality service delivery in rural areas. There is thus an urgent need of revamping the veterinary governance structure and promoting emergence of a regulated private sector service delivery system in rural areas. This proposal is premised on the much needed partnership between VCT and DVS. This partnership is key to rooting out informal service delivery and finally to have a supervised and regulated veterinary service system as required for by The Veterinary Act, No 16 of 2003 and The Animal Disease Act, No 17 of 2003

**Strategic goal:** The Strategic Goal shall therefore be: “To regulate and guarantee veterinary services through reactivation of innovative veterinary governance structure and delivery of private veterinary services in rural areas”.

**The Strategic Objective:** The objective is: “To revamp the veterinary structure and promote private veterinary service delivery system in rural areas”

**Strategy:** Strategies centre on:

- (i) defining the governance structure in the Animal Disease Act, 2003,
- (ii) working out a mechanism for up-scaling academic merits of ill- trained extension agents,
- (iii) formulating a supervised public extension system as a stop gap measure and,
- (iv) promoting private service delivery in rural areas

**Other strategic issues of national interest:**

In addressing the five strategic issues and set goals and objectives, VCT shall always also remain flexible and shall therefore endeavor to ensure that basic mitigation principles for HIV-AIDS pandemic; gender inequalities and environment degradation, which are key national crosscutting issues, are advocated accordingly and factored appropriately in respective activities of the Strategic Plan. VCT shall therefore endeavor to collaborate with other institutions and stakeholders in addressing the three strategic issues.

**4:3 Duration:** This Strategic Plan covers the period from 2020/21 to 2024/2015.

---

#### **4:4: Implementation and, Monitoring and Evaluation frameworks**

The Strategic model is further unpacked through the Strategic Implementation Framework that spells out targets, responsible parties, time frames and financial implications. Certainly, its implementation hinges on availability of financial resources as well as skilled VCT staff and external experts. The Council shall thus endeavour to provide requisite technical capacity to its own staff and make use of experts within the ministry and those seated in academic and research institutions to support the implementation process. In addition, the Council will adopt a multipronged financial resource mobilization plan, which centres on enhancing fee collection, increasing government subventions and sourcing funds from local partners and development partners. The proposed implementation plan shall also remain flexible in a manner that allows VCT to nest in emerging challenges during the course of the five-year period.

In ensuring the set activity plan is adhered to and mitigation strategies are developed when challenges emerge during the course of the five years, a Monitoring and Evaluation (M and E) framework has been developed and its financial implications reflected accordingly. Therefore, VCT aspires to ensure that M and E analysis serves as a an additional guiding principle throughout the navigation process and becomes central to ensuring that envisaged outputs and outcomes/impacts are realized as planned.



## CHAPTER 1

### POLICY AND STRATEGIC FRAMEWORKS AIMED AT SPURRING AGRICULTURAL PRODUCTIVITY

#### 1:1 Role of agriculture to national development

The livestock subsector is one of the key dependable pillars for rural livelihood, food security and employment opportunities in most sub-Saharan African countries. Together with crop agriculture, they serve as economic lifelines for approximately 61% of the continental population. In most countries, the agricultural sector also contributes immensely to export earnings and industrial development. The latter is ascribed to existence of multiple forward, backward, vertical and horizontal linkages between the sector and the manufacturing industry. The agricultural sector also has important linkages with service sectors. It is against this backdrop that the Comprehensive African Agricultural Development Programme (CAADP) and the Alliance for a Green Revolution in Africa (AGRA) and other continental strategic frameworks were conceived in order to stimulate economic development through bolstered and unleashed transformative change of the sector.

The African resolve to harness the huge and immense potential of the agricultural sector was boosted by the call by the African Union, which requires allocation of at least 10% of national budgets to the sub-sectors. The call is geared towards creating a favourable environment for accelerating annual agricultural growth at a rate of 6% as per Maputo Declaration of 2003, which was reaffirmed by the Malabo Declaration of 2014. It is now apparent that increased investment in agriculture indeed has had positive outcomes in countries such as Ghana, Burkina Faso, Ethiopia and Rwanda, Togo, Zambia, Burundi, Mali, Niger, Congo, Malawi and Senegal. Based on this outcome, it is obvious that other countries may also need to learn from these countries by increasing annual budgetary allocation to the sector.

In Tanzania, the agricultural sector currently accounts for approximately 29% of the national GDP and provides employment to approximately 65.5% of the national working population, based on the premise that 97% and 60% of rural households are involved in crop farming and livestock keeping respectively. Furthermore, the sector has continued to provide about 95% of the national food requirements. As such, the agricultural sector is the lifeline of rural economies and social well-being of communities; a dependable driver for sustenance of national food security and an important anchor point for the growth of the manufacturing industry.

It is also apparent Tanzania has a huge animal resource base that comprises an estimated 32.2 million cattle, which account for about 1.4% and 11% of the global and African cattle populations; 20 million goats; 5.5 million sheep and 79.1 million chickens (Ministry Budget Speech of 2019). Existing data show that Tanzania ranks number two and three in terms of cattle. On the other hand, the marine water resource that covers 64,000 square km; the coastal line that extends to 1,424 km and the exclusive economic zone of 200 nautical miles, which covers about 223,000 square km, and fresh water bodies that cover about 62,000 square km represent the huge potential for fisheries resource exploitation. This implies that the current contribution of fisheries to national GDP is also well below the existing potential. This shows that the livestock and fisheries subsectors have the ability to contribute immensely to rural livelihood and national GDP.

It is also apparent that the huge national livestock resource base has continued to be inadequately harnessed because of a number of constraints. As enunciated in the National Livestock Development Policy, 2006, factors that beset animal productivity relate to (i) sustained utilisation of poor animal genetic resources, compounded by lack of national initiatives for promoting identification, conservation, propagation and usage of useful traits for enhance productivity; (ii) continued use of traditional and poor animal husbandry practices and; (iii) poor farmers' knowledge, compounded by gross weaknesses in extension services and access to technologies and innovations. High burdens of infectious including emerging remerging pandemics and poor national preparedness and response capacities and plans are also important bottlenecks. Indeed, poor veterinary services have been reckoned to result in low livestock reproductive rates, high mortalities and high disease prevalence. Weak value adding and marketing capacities and poor investment have also been identified to be important obstacles. Of recent, the negative effects of climate change and variability have also been exerting pressures on feed and water resource availability as well as contributing to disease occurrence and spread.

The fisheries sub-sector in Tanzania also faces more or less similar problems. Major constraints include poor access to technologies and innovation; weak capacity in fish disease surveillance, diagnosis and control and; poor hygienic standards along the supply chains. On the other hand, inadequate supplies of fingerlings and quality feeds have also been notable obstacles to the development of aquaculture.

## **1:2 Policies and other strategic frameworks of relevance to the livestock sub-sector.**

Given the immense potential of the agricultural sector to rural household livelihood and national economic growth, the Government of the United Republic of Tanzania has, in the past, formulated a number of sector-specific schemes and other initiatives aimed at creating platforms for spurring productivity. The most notable past ones were those which were referred to as (i) the Iringa Declaration of "Siasa ni Kilimo" (Politics is Agriculture of 964), (ii) Kilimo cha Kufa na Kupona" (Life and Death Effort to Improve Agriculture), (iii) Arusha Declaration of 196, (iv) "Chakula ni Uhai" (Food is Life), (v) "Kilimo Ni Uhai" (Agriculture is life) and (vi) "Kilimo ni Utiwa Mgongo" (Agriculture is the back-borne of livelihood, social wellbeing and national development). Although, all these were mainly geared towards stimulating the growth of crop agriculture, the animal industry was also factored into the general objectives.

Crosscutting strategic efforts that have been developed since then include the Tanzania Development Vision (TDV) 2025, whose vision centres on "creating a substantially developed, people-centred, peaceful, stable and united society with high quality livelihood and high level of human development". This strategic framework envisions transforming low productivity agricultural economy into a semi-industrialised one, led by modernized and highly productive agricultural activities, which are effectively integrated and buttressed by supportive industrial and service activities. Crop and animal agricultural subsectors are some of the important pillars for attaining this national aspiration for creating a highly productive, competitive, inclusive and dynamic national economy.

On the other hand, the desire for achieving appreciable economic development was also implied in the National Strategy for Growth and Reduction of Poverty I and II (NSGRP, popularly referred to as MKUKUTA and MKUZA in Zanzibar). The other important strategic framework relates to the Agricultural Sector Development Strategy [ASDS], for which the Agricultural Sector Development Programme-1 [ASDP-I] was configured to

anchor on a bottom up- and sector-wide investment framework that was intended to reduce rural poverty from 27% to 14% by 2010, and raising agricultural growth to 10% per year by 2010. ASDP II, which builds on the pillars and operational framework of ASDP-I anchors on sound public and private partnered arrangements. The programme focuses on the principle of “one- priority crop/product – one Agricultural Ecological Zone” and seeks to anchor on the operational mode of the Southern Agriculture Growth Corridor of Tanzania [SAGCOT]. Agricultural sector transformation also hinges on KILIMO KWANZA scheme. The other schemes of complementary nature include (i) the thematic-centred Tanzania Agriculture and Food Security Investment Plan that operationalises CAADP framework; (ii) Accelerated Food Security Programme; (iii) Marketing Infrastructure, Value Addition and Rural Finance Programme; (iv) Rural Micro, Small and Medium Enterprise Support Programme; (v) East Africa Agricultural Productivity Programme; (vi) Feed for the Future and; (vii) ASDP-1 Financing.

The envisaged agricultural sector transformation is also enshrined in the National Livestock Development Policy of 2006, the National Agriculture Development Policy of 2013 and the National Fisheries Development Policy of 2015. For instance, the National Livestock Development Policy, 2006 envisions that “By year 2025, there should be a livestock sector, which, to a large extent, shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation, while conserving the environment.” Its mission centers on ensuring that “the livestock resource is developed and managed sustainably for economic growth and improved human livelihoods”. Of recent, agricultural sector transformation has also received an additional impetus through FYDP-II. FYDP- II's centrality relates to creating an enabling environment for building an industry-centred economy; attaining a middle income earning country status and reducing unemployment. This strategic framework partly eyes the agricultural sector as one of the key pathways for achieving the set national objectives.

## CHAPTER TWO

### RATIONALE

#### 2:1 Disease trends

The contribution of the livestock and fisheries subsectors to national GDP has remained low because of a number of bottlenecks. Of critical importance is the gross weakness in animal health service delivery system, which has partly led to sustained adoption of traditional or poor husbandry practices; poor animal keepers' knowledge and notably high burdens of diseases and vectors coupled with poor capacities in disease surveillance and mitigation. As a result of this, a number of diseases have assumed an endemic status. Diseases that have continued to cause immense animal losses in Tanzania are Contagious Bovine Pleuropneumonia, Contagious Caprine Pleuro-pneumonia, Peste des Petitis Ruminants, Food and Mouth Disease, Lumpy Skin Disease and Tick-borne diseases, the latter which account for a fair share (approximately 75%) of cattle morbidities and mortalities. Other diseases of high socio-economic importance include Brucellosis, Orf, African Swine Fever, Helminthosis, Newcastle Disease, Salmonellosis, Fowl pox, Infectious Bursal Disease, Coccidiosis, Rabies, Marek's Disease, Infectious Bursitis, Colibacillosis, Infectious Coryza, Fowl Cholera and Ectoparasitism. High disease burdens have thus continued to cause immense animal losses and being a barrier to access to international markets. To this effect, the Tanzania Livestock Master Plan, 2015 has been emphasizing the need to formulate sound disease control and prevention strategies in line with requirements of the World Organization for Animal Health (*Office Internationale des Epizooties*-OIE) and in accordance with trade guidelines of World Trade Organization (WTO) Sanitary and Phytosanitary (SPS) Agreements.

As implied in the National Livestock Development Policy, 2006, veterinary services encompass delivery of animal health services to farmers; control and eradication of trans-boundary animal diseases, vector and vector-borne diseases and other diseases of economic importance; zoosanitary inspectorate services; veterinary public health and food safety services. This implies that when considering matters related to public health inclusive of food safety, it is important to take cognizance of the impact of ecosystem health and fact that most [60-80%] human infections, including emerging and re-emerging ones have links with animal sources, notably wildlife. On the other hand, problems pertaining to anti-microbial resistance are increasingly becoming major threat globally; notably in developing countries partly as a result of uncontrolled and excessive use of veterinary drugs in animals. Poor farming practices are also creating potential risks related to pesticide residues in foods. It also apparent that a number of public health risks involve the environment. Therefore, efforts toward strengthening veterinary services should also encompass safeguarding mankind from various forms of public health risks in line with the requirements of Global Health Security Agenda, 2012. Therefore, coordinated multi-sectoral collaboration and cooperation, commonly referred to as One Health (OH) principles need to be embraced and factored into the animal health service delivery system as exemplified by the National Health Policy, 2017.

It is uncontested fact that, increased disease burdens and dynamics in Tanzania have partly been attributed to fast-tracked adoption of economic structural adjustment policies and programmes since the mid-1980s that promoted sudden withdrawal of public services to allow the private sector to shoulder the responsibilities. Unfortunately, the abrupt withdrawal of public services resulted in critical shortages of human resources; drug



supplies and funds to support delivery of services, especially in rural areas. This consequently culminated into emergence of an informal animal health service delivery system and consequently provision of poor quality of services, characterized by various forms of malpractices. The animal health service delivery system received another blow that emanated from various forms of neglect that is linked to the D by D system. This, in part led to a delinked veterinary governance structure and ultimately gross weaknesses in the chain of professional answerability and regulatory functions along the animal health service supply chain as enunciated in the PVS Gap Analysis report of 2008. Indeed, operations at grass root levels have continued to be characterized by various forms of political interferences in decision making, especially when imposing quarantines or closing animal markets and animal slaughter facilities during disease outbreaks. These interferences coupled with consequential lack of impartiality and inevitably the growing despair and apathy among professionals are certainly matters of great concern to DVS and VCT. As a result of this, PVS Gap Analysis report of 2008 and stakeholders has called for the need to revamp the veterinary governance system and improve regulatory functions of VCT and DVS in line with requirements of The Veterinary Act, No 16 of 2003; The Animal Disease Act, No 17 of 2003 as well as set international standards.

On the other hand, the harsh working environment for private sector actors and inadequacy of public extension agents in some rural areas, coupled with poor transport logistics have been calling for a pragmatic approach as implied in the National Livestock Development Policy, 2006. Indeed, Section 3(iii) of the Policy advocates that: “the privatization of veterinary services and drug supply will be gradual, starting in urban and peri-urban areas where services can easily be provided by the private sector”. Despite this resolve, unfortunately, so far, little has been attempted to operationalize this stop gap measure and as a result, informal service delivery in rural areas has taken an upper hand. Informal service providers include ill-trained extension agents; untrained drug suppliers and un-enrolled or un-enlisted technical veterinary graduates.

On the other hand, the Fisheries National Development Policy, 2015 also takes cognizance of fisheries constraints that relate to low adoption of appropriate technologies and weak capacity in fish disease surveillance, diagnosis and control. The policy also identifies poor hygienic standards along the supply chain as an important constraint. Therefore, veterinary services in the fisheries sector constitute an important pathway for enhanced contribution of fisheries resources to community livelihood, social wellbeing and economic development.

## **2:2: Changing landscapes in regulating veterinary services and operational challenges**

### **2:2:1 Changing landscape in regulatory functions and mandates of VCT**

Regulated veterinary services were first conceived in Tanzania way back in 1958 through the Veterinary Surgeons Ordinance, 1958, during which and until the mid-1980s, the public sector was responsible for shouldering veterinary service delivery. However, with the adoption of the economic structural adjustment policies and strategies beginning the mid 1980s, underpinned by increased and expanded roles of private sector actors, the regulatory functions for veterinary services had to be reconfigured and rearticulated accordingly. This led to enactment of The Veterinary Act, No 16 of 2003, which provides for registration of veterinarians and veterinary facilities and veterinary specialists; enrolment or enlistment of Paraprofessionals and Paraprofessional Assistants respectively; quality assurance of veterinary education and promoting moral, ethical and legal values in

veterinary service delivery. These mandates are spearheaded by VCT, which was established through Part II, Section 3 (1) of the Act.

The main functions of VCT are as provided for in Part II, Section 5 (1) and these relate to (i) effecting registration, enrolment and enlistment and (b) monitoring the performance of veterinarians, veterinary specialists, Paraprofessionals and Paraprofessional Assistants.

Specifically, this entails (i) registering veterinarians, veterinary specialists and veterinary practice facilities; enrolling Paraprofessionals and enlisting Paraprofessional Assistants; (ii) advising and making recommendations to the Minister on any matters relating to veterinary practice; (iii) regulating veterinary practice; (iv) recognizing qualifications, training facilities, training institutions and colleges; and (v) collaborating with other relevant institutions or bodies in accrediting courses of training curriculum which provide qualifications for registrations of veterinarians and veterinary specialists; enrolment of Paraprofessional and enlistment of Paraprofessional Assistants; (vi) determining the minimum standards for veterinary practice facilities; (vii) determining training proficiency required for degree, diploma, certificates or any other award; (viii) exercising effective disciplinary control over the professional ethics and conduct of veterinary practice. Other mandates relate to (i) promoting and encouraging educational advancement with regard to the practice of the veterinary profession; (ii) providing information and education as regards to the veterinary profession; (iii) facilitating collaborations among persons and organizations relating to veterinary practice in order to enhance dignity and integrity of the veterinary profession; (iv) initiating and providing advice to the body for the time being responsible for regulating the use of veterinary pharmaceutical drugs and poisons; (v) arranging and conducting qualifying examinations to establish competence in veterinary education and practice; and (vi) performing such other functions as may be required for by the Act. These functions call upon VCT to identify operational challenges and formulate respective mitigation strategies in ensuring that the obligations are fulfilled in accordance with legal and policy requirements.

#### **2:2:2: Relationship between VCT functions and those implied in other legislations**

The operations of VCT also inevitably take cognizance of the requirements of The Animal Disease Act, No 17 of 2003, which spells out DVS being the custodian of veterinary services through Part II, Section 3 (1) and Part II, Section 4 (1) that provides powers to appoint veterinarians and paraprofessionals to serve as Inspectors. Part IV, Sections 23-25 spell out procedures for handling disease events in wildlife and aquatic animal resources. This implies that in order to ensure that Tanzania is able to have a sound footing in terms of preparedness and response to disease events in livestock, wildlife and aquatic animals, a highly regulated and quality veterinary service system needs to be put in place. This thereby creates the need to put in place a sound partnered working relationship between DVS and VCT. Strong collaboration with Tanzania Medicine and Medical Device Authority (TMDA) is also pivotal in enforceability mechanisms in reference to some key issues of the veterinary service supply chain. As highlighted in the third triennium report of VCT, weak collaboration between the three bodies was identified as one of the key challenges.

On the other hand, on the premise that The Animal Welfare Act, No 19 of 2008 recognizes the influence of animal welfare to productivity, Part II, Section 7 (2) empowers the Minister to appoint veterinarians and paraprofessionals to serve as inspectors. This thus requires a high level of competence and professionalism in upholding requisite principles in

animal welfare. It is also apparent that veterinarians and paraprofessionals can also be appointed as inspectors in line with the requirements of The Grazing Land and Animal Feed Resources Act, No 13 of 2010; The Hides, Skins and Leather Trade Act, 2008; and The Meat Industry Act, No 10 of 2006; The Dairy Industry Act of 2004 and The Livestock Identification, Registration and Traceability Act, No 12 of 2010. Therefore, in line with the requirements of these legislations, the ministry needs to mobilize highly qualified, competent and empowered veterinary professionals who are capable of upholding the highest degree of competence and integrity in meeting all the requirements. As stated above, this in effect, demonstrates the need to create working relationships between VCT and various Advisory Councils established through the above legislations.

### **2:2:3: Challenges faced by VCT**

It is apparent that VCT has continued to face a number of operational challenges in discharging its obligations. Some of the challenges relate to internal set up of the Council whereas, others are linked to its stakeholders and entities set to be served by the Council and whose services require supervision or need to be regulated. For instance, weaknesses in the veterinary structure, political influences and consequently lack of impartiality in professional decision making as a result of D by D operational framework as well as the growing professional despair and apathy amongst service providers have been identified as key challenges. Indeed, these factors have been impacting negatively to professionalism, provision of quality of veterinary services and capacities for regulating the services.

It is also apparent that extension agents in rural areas comprise those trained in disciplines that do not allow them to be enrolled or enlisted. They cannot be enrolled or enlisted because of poor or lack of requisite basic knowledge and skills in animal health. Such staff comprise extension agents who were trained in the 1970's, 1980's and 1990's in the disciplines of dairy science/technology, poultry production; animal production/husbandry; meat technology before the technical programmes were revised and articulated to existing requirements of the animal industry. Such extension agents (approximated to be 8,000) are heavily involved in animal health service delivery, including meat inspection. Their sustenance is ascribed to the under-development of the animal industry; limited quest for quality veterinary services by most traditional animal keepers as well as shortage of extension agents and inadequate regulatory capacities of VCT. Thus, unqualified persons have often continued to offer substandard services, associated with various forms of malpractices, misdiagnosis; wrong advices and uncontrolled use of veterinary drugs. Since, it will take years to shed them off naturally through conventional retirement, VCT and DVS need to jointly formulate strategies that may require taking ill-trained extension agents through requisite short-term training in animal health in order to enable them to be enrolled or enlisted. It is also crucial that the ministry develops requisite strategies that allow emergence of regulated or supervised private sector service delivery in rural areas through use of carefully articulated entry points. Emergence of private sector-based delivery of services in rural areas will be an important pathway for creating the much needed public-private partnership in service delivery and in working towards reducing unemployment among veterinarians, paraprofessional and paraprofessional assistants.

Of recent, Tanzania has also witnessed trends towards massification across the education supply chains. Massification in the education system, characterized by increased enrollments, has been apparent in most public and private institutions. In fact,

massification trends have been identified to constitute an important setback to quality education as often expanded enrollment does not match with available physical, human and financial resources. Often, practical skill training, programme delivery and students' supervision are negatively affected. These recent trends in the education system call for the need for VCT to take a leading role in guaranteeing quality veterinary education in order to ensure requisite Day 1 competences. Certainly, VCT needs to forge formal partnership with Tanzania Commission of Universities (TCU) and National Accreditation Council of Technical Education (NACTE) to support coordinated accreditation of institutions and curricula and in undertaking other essential elements of quality assurance along the education supply chains. Since quality education is an important challenge, VCT also needs to go an extra mile by creating an independent system for checks and balances and putting in place an internship scheme for veterinary graduates in order to broaden the scope of Day 1 competencies. VCT may also consider mounting its own examinations for technical graduates in order to ensure that only competent technical graduates are rolled into the practice. An expanded quality assurance framework is thus extremely essential in guaranteeing generation of quality graduates and, in the final analysis, guaranteeing quality veterinary services.

Other challenges that VCT faces include low motivation and quest for registration, enrollment, enlistment and licensing. In addition, a significant number of practice facilities have poor operational capacities and are often manned by unqualified personnel. The low motivation for registration, enrollment, licensing and enlistment compliance is possibly partly attributed to lack of a robust database that is user friendly and which allows for online payment of prescribed fees. As such, currently, the compliance for retention is around 50% and enrolment, enlistment and licensing rates have continued to be low. It is also worth noting that professionals have been advancing the fact that they do not see the value of annual retention. Therefore, VCT needs to properly engage professionals and formulate robust and innovative enforceability mechanisms in order to improve compliance. Innovative enforceability mechanisms are also needed in reference to the requirements for Continuing Professional Development (CPD) courses in a bid to enable professionals to keep abreast with technological changes. Generally, although regulations exist, compliance has remained low.

Traceability of paraprofessional and paraprofessional assistants post-graduation has been a daunting task, especially those seeking to be engaged in informal service delivery. As of now, VCT has a system of offering provisional registration for Bachelor of Veterinary Medicine (BVM) graduates who successfully complete studies prior to official graduation. The same could also be extended to technical graduates in order to improve enrollment and enlistment rates. In addition to this, VCT may wish to consider capturing all veterinary students in VCT database during studentship time, notably from Year 1 of studies and organizing routine and strategic engagement sessions in form of seminars. Bringing aboard successful practitioners and drug companies in student engagement may also add value. It is thus thought that early engagement of students may be key in promoting requisite moral, ethical and legal values and serving a pathway for incentivizing technical graduates to seek for enrollment or enlistment soon after completion of studies and graduation.

VCT is currently operating as one of the directorates of the ministry and therefore lacks the needed autonomy to effectively discharge its duties. For instance, the inspectorate system is weak and lacks the needed impartiality to regulate veterinary services. This is further



---

compounded by limited resource mobilization capacities. On the other hand, communication and advocacy capacities of VCT have remained low, thereby limiting the capacities to engage stakeholders and the general public.

Therefore, it is because of this range of operational challenges and the expiry of the first Strategic Plan (expired in 2010) that VCT has finally developed this Strategic Plan that builds on the experiences of the first strategic plan that covered the period of 2005-2010; lessons learned during the period and between 2005-2010 and 2010-2019 and experiences derived from sister regional bodies, notably the Southern Africa Veterinary Council (SAVC). This Strategic Plan is also premised on ongoing dialogues in the East African Community (EAC) pertaining to expert mobility across borders.

The need to formulate a guided Strategic Plan is based on the fact that VCT is at the centre stage of ensuring that quality veterinary education and services become game changers in enhancing animal health and productivity in line with national aspiration for boosting industrial growth, attaining a middle income country status and creating employment opportunities. The objectives of this Strategic Plan are in line with some objective elements of FYDP II, the National Livestock Development Policy, 2006 and the National Fisheries Development Policy, 2015. The aspiration of VCT is also premised on the principles of ensuring that moral, ethical and legal values in veterinary service delivery are upheld at all times and become central to delivery of quality services. VCT also aspires to ensure that veterinary service delivery works towards safeguarding human health and that of ecosystems, with the view that mankind is able to derive decent livelihood from available ecosystem resources. Partnerships between VCT and other local and regional regulatory bodies are also deemed to be essential and critical.

## **CHAPTER 3**

### **OPERATIONAL STRUCTURE AND MANDATES OF VCT; ANALYSIS OF PREVIOUS ACHIEVEMENTS, AS WELL AS STRENGTHS, WEAKNESSES, CHALLENGES AND OPPORTUNITIES PERTAINING TO REGULATORY FUNCTIONS**

#### **3:1: Preamble**

##### **3:1:1: Operational structure of VCT**

VCT was established through The Veterinary Act, No. 16 of 2003, Part II, Section 3 (1). In accordance with the requirements of Part II Section 7 (1), VCT has a Secretariat consisting of the Registrar, who is public veterinarian with sound academic and professional standing and appointed by the Minister. The functions of the Registrar are to (i) be the Secretary to the Council and Head of the Secretariat; (ii) keep and maintain registers in respect of veterinarians, Veterinary Specialists and veterinary practice facilities; rolls in respect of Paraprofessionals; lists in respect of Paraprofessional Assistants and licenses offered to various experts. He/she is also responsible to the Council for the administration and management of Council's affairs and performs such other duties as may be directed by the Council.

The Secretariat has a supportive staff body, comprising three veterinarians, one paraprofessional, a driver, messenger and secretary. The Secretariat, however, currently does not have a Deputy Registrar following the retirement of the former officer in 2018. The Secretariat is assisted by Assistant Registrars in LGAs, who although are appointees of the Minister responsible for Livestock Development, they are substantive employees of the Ministry responsible for Regional Administration and Local Governments (RALG).

In performing its duties and in line with the requirements of Part II, Section 6(2), VCT operates with the following committees: (i) Registration and Examination Committee: recommends and advises the Council on all matters relating to enforcement of registration, enrolment and enlistment requirements, (ii) Disciplinary Committee, with the responsibility of carrying out preliminary investigations as provided for under Section 45 of the Act, (iii) Practice and Facilities Monitoring Committee, which advises and recommends to the Council on the minimum standards for veterinary practice standards for practice facilities and scope of practice activities by veterinarians, veterinary specialists, paraprofessionals and paraprofessionals assistants and the, (iv) Pharmaceuticals and Biologicals Advisory Committee, which recommends to the Council, matters relating to veterinary drugs, biologicals and equipment.

##### **3:1:2 VCT mandates**

The Veterinary Act, Na 16 of 2003 lists under Section 5, functions of the Council are as follows:

- i. register veterinarians, veterinary specialists and veterinary practice facilities, enroll paraprofessionals and enlist paraprofessional assistants pursuant to this Act;
- ii. advise and make recommendations to the Minister on any matters relating to veterinary practice.
- iii. regulate veterinary practice;
- iv. recognize qualifications, training facilities, training institutions and colleges;

- v. collaborate with other relevant institutions or bodies in accrediting courses of training curriculum, which provide qualifications for registrations of veterinarians, veterinary specialists, enrolment of paraprofessional and enlistment of paraprofessional assistants
- vi. determine the minimum standards for veterinary practice facilities; conduct scope of practice of practice activities by veterinarians, veterinary specialists, paraprofessionals and paraprofessional assistants and training proficiency required for degree, diploma certificates or any other award entitling the holders thereof to practice;
- vii. exercise effective disciplinary control over the professional ethics and conduct of veterinary practice;
- viii. promote and encourage educational advancement with regard to the practice of the veterinary profession;
- ix. provide information and education as regards to the veterinary profession;
- x. facilitate collaborations among persons and organizations relating to veterinary practice in order to enhance dignity and integrity of the veterinary profession;
- xi. initiate and provide advice to the body for the time being responsible for regulating the use of veterinary pharmaceuticals, drugs and poisons;
- xii. arrange and conduct qualifying examinations to establish competence in veterinary education and practice;
- xiii. monitor the performance of veterinarians, veterinary specialists, paraprofessionals and paraprofessional assistants and;
- xiv. perform such other functions as may be required.

### **3:2 Focus of previous strategic plans and achievements**

#### **3:2:1 Focus of previous strategic plans**

The first four-year Strategic Plan of Tanzania Veterinary Board (TVB) for the period of 2001-2005 focused on (i) promoting private sector participation in the delivery of animal health services; (ii) improving the quality of animal health services and (iii) expanding and regulating the base of animal health providers. The set strategies were to (i) review and streamline public functions so that the government retains only those functions, which cannot be done by private sector actors, (ii) sensitize livestock stakeholders on privatization of animal health services delivery; (iii) contract out state functions to private veterinary and (iv) appoint, train and equip inspectors at district level. Others were to (i) expand sources of income instead of depending only on funds accrued from services rendered by the Board and Government funding; (ii) disseminate information and education to stakeholders regarding veterinary practice standards and animal health services; (iii) review livestock legislation to provide for efficient and effective promotion of the livestock industry and (iv) regular ethics and practices inspection and (ix) pay prompt attention to enquiries. In summary, the plan was in response to the national desire to navigate from a centralized economy to a more market-oriented one, which called for the need to allow for private sector service deliverers. The plan was therefore, in a nutshell, in line with other attributes of the changing landscapes in the animal industry.

The Strategic Plan [2005-2010) following the establishment of VCT as provided for in the Veterinary Act, No 16 of 2003 was underpinned by the following three main strategic objectives:

- i. To strengthen its institutional capacity to enable it regulate the delivery of veterinary services effectively and efficiently by operationalizing VCT Organizational structure, strengthening and building human resource capacity of the secretariat; establishing data base to facilitate registration, enrolment and enlistment; facilitating the formulation of regulations and guidelines on practice of veterinary medicine including equipment and pharmaceuticals etc;
- ii. To promote public/private partnership in the delivery of quality veterinary services by sensitizing LGAs on the roles of public and private sectors in the delivery of veterinary services; promoting public private partnership in the delivery of veterinary services including sanitary mandating; building capacity on business skill, entrepreneurship and project development for public and private veterinary practitioners and promoting links with associations of professionals, paraprofessionals and livestock farmers and;
- iii. To effectively disseminate veterinary information including publication by operationalizing VCT activities using ICT; strengthening the capacity of the Council in the Management of Information system; facilitating effective internet connectivity for dissemination of information and promoting networking with local, regional and international statutory bodies and Institutions to be provided to practitioners

Cross-cutting strategic objectives included reduction of the impact of HIV/AIDS in the veterinary profession and mainstreaming gender involvement in the regulation of the delivery of veterinary services.

### **3:2:2 Achievements**

Notable achievements of TVB strategic plan were: (i) formulation of the Livestock Sector Presidential circular No 1 of 2002; (ii) drafting of the National Livestock Policy of 2006; (iii) review of the Veterinary Surgeons and Animal Disease Ordinances and enactment of Veterinary Act, No 16 of 2003 and the Animal Diseases Act, No 17 of 2003; (iv) review and formulation of 17 regulations and (v) establishment and operationalization of the Veterinary Council of Tanzania. Major impediments experienced during the period included (i) apparent weak ownership of the TVB Strategic Plan by key players; (ii) inadequate financial resources to implement all the planned activities and (iii) inadequate infrastructure to cope with expanded roles.

Following the operationalization of the strategic plan for 2005-2010, a number of milestones were accomplished. In summary, VCT was able formulate various regulations of Veterinary Act, No 16 of 2003 and The Animal Disease Act, No 17 of 2003 as well as those of other legislations. The review of The Veterinary Act, 2003 with the view of establishing an internship scheme for graduate veterinarians was also accomplished. This involved review of the Veterinary Act, no 16 of 2003, section 15, whereby the amendment was made through the Written Laws (Miscellaneous Amendments) (No. 2 Act of 2016), Part XX, Section 57 by adding subsection (3), which requires all graduating veterinarians to undertake internship of not less than one year before they can be registered. The review of the Animal Disease Act, No 17 of 2003 was also undertaken in order to provide provisions for the roles of Regional Veterinary Officers.



Three regulations and guidelines on the recognition of livestock training institutes and companies undertaking veterinary practice were also developed and operationalized. This involved amending the Veterinary Act, No 16 of 2003 Training Standards for Registration, Enrolment and Enlistment Regulations of 2005, by formulating Training Standards for Registration, Enrolment and Enlistment) (amendment) Regulations of 2014. These regulations were used in granting recognition of three training institutions, namely: Visele Skills Training Centre; Kaole College of Agriculture and Simanjoro Animal Husbandry Training Centre. Furthermore, the College of Veterinary Medicine and Biomedical Sciences of Sokoine University of Agriculture, Morogoro was also granted permission to offer an award in Tropical Animal Health and Production Diploma and Diploma in Laboratory Technology.

VCT also formulated and operationalized regulations aimed at monitoring professional conduct of Artificial Inseminators, Veterinary Laboratory Technicians and Meat Inspectors. The Veterinary (Licensing of Artificial Insemination Technicians) Regulations, 2011; the Veterinary (Licensing of Veterinary Laboratory Technicians) Regulations, 2011; and the Veterinary (Licensing of Meat Inspectors) Regulations, 2011 were gazetted in 2011. VCT was also involved in capacity building of staff of LGAs in conducting various forms of inspection; was able to develop a webpage and put in place a computerized ICT system to support dissemination of information and publications. Sensitization and awareness creation on values of public-private partnership in delivery of veterinary service was also conducted.

Routine and strategic inspections of veterinary practice facilities were undertaken on regular basis and this included carrying out auditing of degree and technical level training curricula. VCT also held a number of consultative meetings with TMDA (formally known as Tanzania Food and Drugs Authority) for the purpose of sorting out field operational challenges and harmonise other matters related to inspection mandates. This culminated into formulation of a Memorandum of Understanding (MoU) to facilitate regulation of veterinary practice facilities and Accredited Drug Dispensing Outlets. The consultation was also geared at highlighting matters of veterinary interests, which are to be taken on board during the review of the Tanzania Food, Drugs and Cosmetics Act (CAP 219). The Council also developed comprehensive mechanisms that guide acquisition of points from CPDs for veterinarians, paraprofessionals, and paraprofessional assistants and Council's examinations.

### **3:3 Experiences gained through twinning programme with SAVC**

VCT has, of recent, forged capacity building partnership with SAVC, under the support of OIE in matters related to veterinary ethics and professionalism; responsible use of veterinary medicines; Day 1 skills and the scope of practice for veterinarians and paraprofessionals; criteria for evaluation of training institutions and examination administration; CPD delivery, matters related to OH approaches; importance of an independent Veterinary Statutory Body; data capturing and dissemination; running of statutory body operations and development of strategic plan. Some of the important outcomes of the twinning programme that may have an influence on the operations of VCT relate to:

- (i) the need to review training institution visitation guidelines and examination procedures;
- (ii) value of building strong capacities in inspectorate services,

- (iii) need for development of a robust interactive data base that allows online registration and fee payment;
- (iv) building respective capacities in CPD delivery and recognition framework including the possibility of making them easily accessible by adopting a distance learning mode ;
- (v) working towards transforming VCT into an independent body;
- (vi) reviewing the nomination system for members of VCT and;
- (vii) putting in place a robust and easily accessible VCT website instead of having a webpage within the Ministry's website.

### **3:4: Policy and legal implications**

The development of this Strategic Plan took cognizance of the objectives and requirements of a number of policies and strategic frameworks earmarked to propel livestock sector transformation in achieving the desired national economic development status. Strategic frameworks of importance are TDV 2025; NSGRP I and II, ASDS, ASDP II, SAGCOT and KILIMO KWANZA. The Strategic Plan also specifically anchors on the objectives of FYDP-II as well as the National Livestock Development Policy of 2006 and the National Fisheries Development Policy of 2015. It also captures elements of the National Health Policy, 2017 on matters related to public health risk events, notably in reference to OH approaches in dealing with multi-source public health events.

This Strategic Plan specifically takes aboard the strategic requirements of The Veterinary Act, No 16 of 2003 as well as The Animal Diseases Act, No 17 of 2003. It also take cognizance of the requirements of other livestock legislations such as The Grazing Land and Animal Feed Resources Act, No 13 of 2010; The Hides, Skins and Leather Trade Act, 2008, Meat Industry Act, No 10 of 2006; Dairy Industry Act, 2004; The Animal Welfare Act, No 19 of 2008 and The Livestock Identification, Registration and Traceability Act, No 12 of 2010 for which veterinarians and professionals can be appointed as inspectors. This holistic approach is derived from the fact all livestock subsector-specific legislations have a common goal of enabling multi-faceted transformative change of the animal industry and for that matter calling for a veterinary service supply chain being an important pillar in attaining this aspiration.

### **3:5: Analysis of key political, economic, social, technological, environmental and legal factors**

For the purpose of this Strategic Plan, Table 1 highlights the implication of important political, economic, social, technological, environmental and legal factors of interest. The analysis provides clues to some of the essential pillars of this Strategic Plan.

**Table 1: PESTEL Analysis [Analysis of political, economic, social, technological, environmental and legal factors]**

<b>Factor(s)</b>	<b>Issue(s)</b>	<b>Influence on VCT operations</b>	<b>Strategic intervention(s)</b>
Political dimensions and government system	<ul style="list-style-type: none"> <li>i)Decentralisation by Devolution operational framework</li> <li>(ii)Policy weaknesses</li> <li>(iii)Public-private partnership (PPP) already embraced by the government</li> </ul>	<ul style="list-style-type: none"> <li>i)Lack of requisite veterinary governance structure and hence lack of professional answerability</li> <li>ii) Weak regulatory capacity; political influences functions and professional apathy</li> <li>iii)Poor quality of veterinary services</li> <li>iii)Embrace PPP in veterinary services</li> </ul>	<ul style="list-style-type: none"> <li>(i)Work with DVS and Advisory Councils to revamp the structure and come up with an independent and impartial inspectorate system under the Ministry</li> <li>(ii)Initiate policy changes</li> <li>iii)Support private sector actors in delivery of veterinary services as a means to root out informal service providers</li> </ul>
Economic	<ul style="list-style-type: none"> <li>i)Underdeveloped animal industry and low quest for quality services</li> <li>ii)Immense potential to increase animal productivity</li> </ul>	<ul style="list-style-type: none"> <li>i)Perpetuation of informal service delivery</li> <li>ii)Need to improve the quality of veterinary service in order to allow mankind to utilise ecosystem resource efficiently while safeguarding food safety i</li> </ul>	<ul style="list-style-type: none"> <li>i)Ensure quality education;</li> <li>ii)Set good enforcement standards</li> <li>iii)Embrace One Health approaches in surveillance and response systems</li> </ul>
Social	<ul style="list-style-type: none"> <li>i)Existence of poorly educated service providers and untrained people involved in service delivery</li> <li>ii)poor farmers knowledge and husbandry practices</li> <li>iii)Education providers giving more emphasis on income generation and negating quality issues</li> <li>iv)Apathy amongst professionals</li> <li>v)Low quest for registration, enrollment, enlistment and retention</li> <li>vi)Students data not captured in VCT database and their traceability post-graduation becoming a challenge</li> </ul>	<ul style="list-style-type: none"> <li>i)Poor animal health services</li> <li>ii)Low professionalism</li> <li>iii)Day 1 competences being substandard</li> <li>iv)Continued informal services and low legal compliance</li> <li>v)Low rates of registration, enrolment, enlistment and retentions</li> </ul>	<ul style="list-style-type: none"> <li>i)Retrain existing extension agents that do not qualify to be enrolled and enlisted</li> <li>(ii) Register, enroll an enlist professionals through use of a user friendly system</li> <li>iii)Strengthen inspectorate functions through creation of an impartial system</li> <li>iv)Work with other Parties to educate animal keepers accordingly</li> <li>v)Promote moral, ethical and legal values amongst professionals</li> <li>vi)Capture students data in VCT database and carry out strategic engagement to instill appreciable degree of professionalism</li> </ul>
Technological	<ul style="list-style-type: none"> <li>i)Well developed mobile</li> </ul>	<ul style="list-style-type: none"> <li>(i)Use of ICT capacities</li> </ul>	<ul style="list-style-type: none"> <li>(i)Develop on line</li> </ul>

advancements	<p>and internet services as well as mobile money transfer systems in the country</p> <p>ii)Existence of well-trained ICT and companies that can render consultancy services</p> <p>iii)Mandatory requirement for national identification cards and use of the same in registration of mobile telephone numbers. This will be of value in traceability of professionals</p>	<p>to establish a robust database and online system for registration, enrollment, enlistment and retention fee payment</p> <p>(ii)Ease of communication with stakeholders, notably through online systems</p> <p>(iii)Embrace use of internet and mobile services in technical empowerment of professionals including CPD delivery</p>	<p>registration, enrolment and enlistment systems that also allow for online payment of fees</p> <p>(ii)Develop VCT dedicated website that is robust and linked</p> <p>(iii)Strengthen capacities for delivery of CPDs and technologies and innovations, notably through distance learning mode</p>
Environment	<p>i)Role of environment, including climate changes in disease dynamics</p> <p>ii)Management of veterinary wastes</p>	<p>(i)Inadequate competence of professionals</p>	<p>Carry out technical empowerment of professionals in climate change and waste disposal</p>
Legal implications	<p>(i)Responsiveness of various legislations and enforcement mechanisms</p> <p>(ii)Accreditation of training providers</p> <p>(iii)Quality assurance including academic audits</p>	<p>Deficiencies of laws, regulations and enforcement mechanisms</p> <p>(ii)VCT not formally being involved in accreditation and inspection of training institutions</p> <p>(iii)VCT needs to take lead role in routine quality assurance mechanisms as well as academic audits</p>	<p>Initiate amendments; development of regulations and enforceability mechanisms</p> <p>(ii)Formulate Memorandum of Understanding (MoU) with TCU and NACTE to support accreditation of training institutions and curricula</p> <p>(iii)Develop guidelines to allow for external examination and academic audit</p>

### 3.6: Analysis of strengths, weaknesses, opportunities and challenges/threats

The development of this Strategic Plan also required a careful analysis of strengths, weaknesses, opportunities and threats [SWOT] in reference to the operations of VCT while taking aboard important elements of the veterinary structure, delivery modes of animal health services and status of the animal industry. The analysis is enunciated in Table 2.



**Table 2: SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• An operational Veterinary Act, 2003 supported by a number of approved regulations</li> <li>• Existence of the Animal Disease Act, 2003 that provides for operational pillars of the veterinary governance system and broad mandates of professionals</li> <li>• Existence of other livestock sector legislations that bring aboard veterinary professionals as inspectors</li> <li>• Presence of an up and running Secretariat and stakeholder based Council and its committees that have been in operation since 2004</li> <li>• Existence of an inspectorate operational structure that brings aboard Assistant Registrars in local governments</li> <li>• VCT being an integral component of the Ministry and therefore able to be resourced through government subventions, in addition to funds accrued through registration, enrollment, enlistment and retention</li> <li>• Developed mechanism for recognition of CPDs</li> <li>• Existence of a functional VCT webpage within the website of MLF</li> <li>• Capacity to carry out routine inspection of facilities and other inspectorate mandates</li> <li>• Existing some working relationship with EAC veterinary statutory bodies as well as SAVC, the latter through OIE funding</li> <li>• Good working relationship with Tanzania Veterinary Association [TVA] and Tanzania Veterinary Paraprofessional Association [TAVEPA]</li> <li>• Existence of working relationships with TCU and NACTE</li> <li>• The Registrar being a focal point in the Commonwealth Veterinary Association</li> <li>• Working relationship with TFDA having been improved</li> <li>• Approved amendments of laws and regulations</li> <li>• VCT having participated in some of accreditation of education service providers and curricula albeit some weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>• Weak technical capacities of staff in the secretariat</li> <li>• Gross weaknesses in regulatory and inspectorate functions partly as a result of weak commitment of Assistant Registrars who are employees of LGAs</li> <li>• Political interference in inspectorate functions and service delivery at LGA levels</li> <li>• Lack of robust database that makes registration, enrollment, enlistment and fee payment system user friendly</li> <li>• Lack of a visible, robust and interactive website that supports communication and information access</li> <li>• Low performance in registration, enrollment and enlistment and notably in retention fee collection, thereby undermining financial resource capacities of VCT</li> <li>• Inadequate mechanisms for enforceability and recognition of CPDs amongst professionals and paraprofessionals</li> <li>• Gross evasion of practice facilities in routine inspectorate activities, thereby allowing for perpetuated malpractices</li> <li>• Lack of legalized/formalized working relationship between VCT and, TCU and NACTE</li> <li>• Gross weaknesses in quality assurance mechanisms in the veterinary education supply chains and inadequacy of understanding of education providers on the roles of VCT in regulating education</li> <li>• Lack of mechanism for joint recognition of education competences with sister regional statutory bodies</li> <li>• Weaknesses in working relationships with professional bodies which otherwise would have served as additional entry points for promoting professional moral, ethical and legal values and in supporting VCT's regulatory functions</li> <li>• Inadequate financial resources to allow execution of work plans because of low fee collection rates.</li> <li>• Weak working relationship with Advisory Councils and other Parties within the ministry in an attempt to address critical issues of animal health services</li> <li>• Lack of guidelines for recruitment and mobilization of staff with sound professional standing and experience to shoulder regulatory functions</li> </ul>

Opportunities	Threats/Challenges
<ul style="list-style-type: none"> <li>• Increased number of training institutions producing veterinary graduates, paraprofessionals and paraprofessional assistants which require their curricula to be accredited and often competing for students</li> <li>• Increased number of graduates [degree and technical level] who require to be registered/enrolled/enlisted</li> <li>• Existence of experts who require to be regulated through licensing</li> <li>• Expanding scope of veterinary facilities that need to be regulated</li> <li>• Favourable policies and strategic frameworks that are intended to contribute to livestock sector transformation</li> <li>• Increasing number of animal owners who require veterinary services and other forms of animal health services</li> <li>• Existence of statutory bodies that can be incentivized to partner with VCT</li> <li>• Readiness of TCU and NACTE to work with VCT in accrediting institutions and curricula</li> </ul>	<ul style="list-style-type: none"> <li>• Poor development of the animal industry, traditional husbandry practices and weaknesses in farmer's knowledge that collectively encourage substandard services.</li> <li>• Presence of service providers who are ready to offer services without being registered, enrolled and enlisted</li> <li>• Presence of veterinary facilities which are poorly resourced and which often evade inspection</li> <li>• EAC's move to allow mobility of experts across the region thereby leading to increase job competition</li> <li>• Emergence of education providers who may wish not to comply with accreditation requirements</li> <li>• Harsh working environment in rural areas thereby leading to an extremely slow pace of development of the private sector</li> <li>• Growing apathy amongst professionals partly as a result of disrupted veterinary governance structure; poor funding and weaknesses in extension service supply chain</li> <li>• Declining moral and ethical values amongst the general public</li> <li>• Political influences at LGA level</li> <li>• Recruitment and transfer of veterinarians without the involvement of the Ministry</li> </ul>

### 3:7: Stakeholder analysis

In the context of developing this Strategic Planning, stakeholder analysis was also conducted, paying attention to mandates, needs, challenges and values as shown in Table 3. These stakeholder parameters and attributes are deemed to impact on VCT's quest and objectives for ensuring quality education, production of competent professionals and provision of quality veterinary services.

In line with the operations of VCT, stakeholders of interest are: (i) universities and middle level [technical] institutions, (ii) institution and curricula accreditation bodies, (iii) Veterinary students, (iv) graduates/practitioners, (v) veterinary facility owners, (vi) animal owners, (vii) consumers, (viii) professional bodies (ix) other local regulatory bodies and, (x) regional statutory bodies

**Table 3: Stakeholder's needs and values and, roles of VCT**

Type of stakeholder	Stakeholder needs and values	Roles of VCT
Training institutions	<ul style="list-style-type: none"> <li>• They are often inclined to maximize revenue through massification of education</li> <li>• Often compete for students</li> <li>• Put less emphasis of quality issues</li> <li>• Role of VCT in quality assurance not adequately realized and valued</li> </ul>	<ul style="list-style-type: none"> <li>• Inform service providers about the legal obligation of VCT in veterinary education, notably in accreditation of curricula, institutions etc</li> <li>• Participate in curricula accreditation, external examination and academic audits in partnership with relevant bodies</li> <li>• Develop appropriate inspection guidelines</li> </ul>
Curricula accreditation and quality assurance bodies, notably TCU and NACTE	<ul style="list-style-type: none"> <li>• Strategic role of VCT not brought aboard formally in the process of accreditation and quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Formalise/legalise roles of VCT in accreditation and quality assurance</li> <li>• Negotiate for a share of quality assurance fee payable by students to support VCT quality assurance mandates</li> <li>• Share [between TCU, NACTE and VCT] inputs accrued from external examinations, academic audits and any other strategic academic evaluations</li> </ul>
Students	<ul style="list-style-type: none"> <li>• Some require quality education to match with career ambitions and aspirations, whereas others value certificates</li> <li>• Students are often not technically engaged and empowered to start embracing professional standards while on studies and this often undermines moral, ethical and legal values pre- and post-graduation</li> </ul>	<ul style="list-style-type: none"> <li>• VCT needs to work with TCU, NACTE and education providers in guaranteeing quality education</li> <li>• Students should be made to realise and embrace professional standards through Day 1 registration/enrollment/enlistment</li> <li>• VCT to mount regular seminars that promote professionalism amongst students</li> <li>• Some form of students registration[indexing] needs to be initiated in order to create a platform for the engagement and ease of traceability post completion of studies</li> </ul>
Graduates	<ul style="list-style-type: none"> <li>• Need to be assisted to meet their quest for employment</li> <li>• Uphold principles of professionalism</li> <li>• Often negate the value of registration, enrollment and enlistment</li> <li>• Compliance for retention is often low</li> </ul>	<ul style="list-style-type: none"> <li>• Work with DVS and other actors in stimulating private sector development</li> <li>• Develop online registration, enrollment and enlistment and fee payment system to ease traceability and keeping track of services offered</li> <li>• Put in place robust website and other communication channels</li> <li>• Produce and distribute communication materials</li> </ul>
Veterinary Practice	<ul style="list-style-type: none"> <li>• Facilities are poorly</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen inspectorate services</li> </ul>

---

Therefore, this Strategic Plan (2020/2021 to 2024/2025) has been developed by carrying out a thorough policy and legal framework analysis; taking aboard set objectives of the first Strategic Plan [2005-2010], its achievements; challenges faced during the period of 2010 to 2018 and those of the sector as well as lessons learnt from sister regional regulatory [statutory bodies]. Expectations and conduct of stakeholders have also been considered. Special reference has also made to the requirements of the Veterinary Act, 2003 and other sector-specific legislations. PVS Gap Analysis Report of 2008, key strategic frameworks and policies have also been considered. In the process of developing this Strategic Plan consultations were made with some key stakeholders.



## **CHAPTER 4**

### **STRATEGIC PLAN MODEL**

#### **4:1 Preamble**

This Strategic Plan for 2020/21 to 2024/25 builds on 15 years of experience of VCT and taking into account key challenges that beset the performance of the Council in terms of ensuring and guaranteeing quality veterinary education and optimal professional competence; delivery of quality veterinary services and requisite standards of code of conduct and ethics among veterinarians, paraprofessionals and paraprofessional assistants. The Plan thus seeks to ensure quality standards along the veterinary education and service supply chains and putting up required capacities for inspectorate services. It also seeks to instill and monitor professional practices related to code of conduct and ethics among students aspiring to build career in the veterinary profession as well as those in practice. The other aspiration is to capture all veterinary graduates and to work towards improving communication, autonomy and technical capacity including financial soundness of VCT. The plan in part also seeks to enable VCT to create working partnerships with DVS and other legal bodies within the ministry and sister bodies in East Africa such as KVB and UVB for mutual benefits.

As enunciated above, this Strategic Plan in part seeks to allow VCT to achieve the above by taking into account relevant policy merits, notably those related to TDV, 2025; National Livestock Development Policy, 2006 and National Fisheries Development Policy, 2016 etc. The plan also takes aboard essential elements of national strategic frameworks such as ASDP II; Kilimo Kwanza; NSGRRP-II; SAGCOT, NFYDP II and Tanzania Livestock Modernisation Initiative of 2015. The legal implications of The Veterinary Act, No 16 of 2003; Animal Diseases Act, No 17 of 2003 and other legislations have also been taken aboard in formulating this five-year plan.

#### **4:2: Vision, Mission, Core values and Strategic Objectives**

##### **4:2:1 Preamble:**

The National Livestock Development Policy, 2006 envisions development of commercially- centered livestock sector that plays a key role in poverty alleviation, food security enhancement, employment creation and national economic growth. This national aspiration is also implied in various strategic frameworks such TDV, 2015, ASDP-II, NFYDP-II and TLMI, 2015 that are earmarked to spur agricultural productivity. For instance, TLMI's overall goal is to increase food and nutrition security and food safety, create employment opportunities and contribute to the national economy, social stability and sustainable environment. Food safety needs to encompass all elements of OH in line with the requirements of the Global Health Security Agenda of 2012. Provision of quality veterinary services is thus critical in improving animal health and productivity, thereby contributing to economic growth and safeguarding animal (terrestrial and aquatic) resources as well as human and ecosystem health. Therefore, the vision, mission and core values of the Strategic Plan need to anchor on these principles while principally taking cognizance of VCT mandates and challenges it faces in regulating veterinary education and services as well code of conduct and ethics.

#### 4:2:2 Vision statement

The vision is “To be a regulatory body that guarantees availability of quality veterinary services for improved economic utilization and safety of animal resources, social wellbeing of mankind and national development”.

#### 4:2:3 Mission statement

The mission is “To contribute to the growth of the animal industry and guarantee food safety and ecosystem health through a well-regulated veterinary practice system”

#### 4:2:3 Core values and guiding principles

##### 4:2:3:1 Preamble

VCT needs to work with and through veterinary education institutions; practicing professionals and practice facility owners in ensuring that they take a centre stage in ensuring that mankind is able to derive decent livelihood from animal resources and safeguarding public health interests. This needs to be underpinned by a sound, innovative, transparent, engaging, focused and impartial regulatory system that responds to current and emerging sectoral challenges and meets the expectations of the animal industry.

##### 4:2:3:2: List of core values and guiding principles

To this effect, the framework of core values and principles shall entail the following attributes:

- (i) *Professionalism*: This will entail promoting compliance to highest standards by training institutions and more so by veterinarians, paraprofessionals and paraprofessional assistants by demonstrating requisite legal, moral and ethical values when discharging duties. This also entails Council members and inspectors discharging their duties on the same principles.
- ii. *Personal and institutional integrity*: VCT secretariat, inspectors and, Council and Committee members all need to uphold the principles of being honest and trustworthy. They also need to demonstrate attributes related to confidence, reliability and dependability.
- iii. *Transparency, impartiality and accountability*: All VCT staff and inspectors need to carry out their duties openly, impartially, and honestly while demonstrating the highest values of accountability and declaration of interests where appropriate as per set standards.
- iv. *Effectiveness, objectivity, commitment and efficiency*: Those mandated to regulate services are expected to exercise the highest degree of dedication, effectiveness and efficiency while embracing the required social capital values. Services rendered by such officers should, in addition, be customer-centred without negating objective values and legal and professional requirements.
- v. *Team work and collegiality*: VCT staff and inspectors should endeavour to inculcate a spirit of team work, collegiality and respect as well as embracing objective partnerships for mutual benefits and for interest of stakeholders VCT seeks to serve.
- vi. *Communication*: VCT needs to create sound footing that guarantees communication and feed-backing among professionals and stakeholders it seeks to serve.
- vii. *Inclusiveness*: VCT needs to embrace the principle of the body being an equal opportunity entity and should therefore mobilize human resources and put in place a transparent nomination system for the best interest of the profession.

(viii) *Excellence*: VCT should strive to uphold principles of excellence if it is to achieve its set objectives in line with national, regional and international expectations.

(ix) *Smart partnership*: VCT needs to partner with national bodies such as TMDA, Advisory Councils and sister regional bodies in fulfilling its mandates and in an attempt to capacity build for mutual benefits.

(xi) *Institutional autonomy*: VCT should seek to be transformed into an autonomous body that discharges duties without political and other forms of influences.

(xii) *Innovative stakeholder representation*: Although, members of the Council are nominated based on the principles of stakeholder representation, their membership status and participation should solely be on the principles of enabling VCT being a professional and independent body whose operations shall not be influenced by conflict of interest. As such, members should demonstrate requisite legal, moral and ethical obligations.

(xiii) *Fit for the purpose*: VCT operations need to be flexible, taking into account emerging and reemerging challenges, however without negating the legal mandates.

#### **4:3: Framework of strategic issues, goals and objectives**

##### **4:3:1 Preamble**

As implied above, the experiences gained over the last 15 years; challenges which continue to characterize VCT operations and veterinary service supply chain; current and potential bottlenecks along the education supply chain and changing landscape in policy frameworks underpin the choice of strategic goals and objectives. As indicated above, their configuration is also influenced by experiences gained through the twinning programmes between VCT and SAVC as well as borrowing leafs from other statutory bodies within the region. Of importance is recognition of the gross weaknesses in the veterinary structure; continued despair and apathy among professionals; lack of impartiality and capacity weaknesses of inspectorate services and the negative effects of massification of education to quality education. Infancy of the private sector and the animal industry as well as continued informal veterinary service delivery, especially in rural areas have also been besetting the desire for professionals to register, enroll, enlist, be licensed and retain their registration status annually. The lack of mechanism for inculcation of professionalism amongst students has also been contributing to erosion of moral and ethical values pre- and post-completion of studies. Strategic issues and objectives also call for need for VCT partnering with other bodies such as TCU and NACTE in fostering quality education and with the DVS in guaranteeing quality veterinary service delivery. It is also critical in fostering working relationship with sister regional bodies given the desire for cross-border movements of experts.

##### **4:3:2 Strategic issues, goals and objectives**

##### **4:3:2:1: Strategic issues and goals**

##### ***Key Strategic Issues***

Based on the above analyses and fore-sighting of future scenarios in the animal industry, this Strategic Plan is destined to anchor on the following five Key Strategic Issues:

- (i) Quality of veterinary education and practice
- (ii) Compliance in registration, enrolment, enlistment, licensing and retention
- (iii) Technical capacity and autonomy of the VCT
- (iv) Visibility, advocacy and communication

- (v) Veterinary governance system and veterinary service supply chain in rural areas

### ***Strategic Goals***

Therefore, this Strategic Plan hinges on the following outcome-based Strategic Goals:

- (i) To enhance of quality of veterinary education and practice
- (ii) To improve compliance for registration, enrollment, enlistment, licensing and retention
- (iii) To establish an independent and efficient statutory body
- (iv) To improve the visibility and communication capacity of VCT
- (v) To regulate and guarantee veterinary services through reactivation of innovative veterinary governance structure and promotion of private veterinary service delivery system in rural areas.

### **4:3:2:2 Strategic objectives, strategies and activity plans**

#### **4:3:2:2:1 Strategic issue No 1: Quality of veterinary education and practice**

##### **Preamble:**

Due to an ever-increasing quest for technical and university education as a result of expanded throughputs in secondary schools, massification in middle level and higher education institutions has been an inevitable trend. Indeed, student enrollments in public and private institutions have gone up and unfortunately the expansion has not been in keeping with the scope of availability of physical, financial and human resources. Often, laboratory space is inadequate and as such students are not adequately enabled to participate in quality practical training. Therefore, the quest for income generation through vertical and horizontal students' enrollment has often negated the requirements for quality education.

Furthermore, although VCT is already engaged in accrediting institutions and curricula, it continues to be inadequately involved in strategic external examination and auditing of academic programmes. In principle, VCT needs to work closely with TCU and NACTE and academic institutions in formulating requisite guidelines for accreditation of institutions and curricula; external examination and academic auditing. VCT also needs to forge partnership with KVB, UVB and other regional bodies in formulating mutual academic qualification recognition within the spirit and framework of the East African Community.

Furthermore, it is undeniable fact that most extension agents are shun off from access to science and technology because of weaknesses of pathways for enabling them to update their knowledge. As such, most have continued to rely on what they would have learnt while students in discharging their duties. In this era where library resources in the education system has become one of the limiting factors, regulatory bodies and employers need to put in place mechanisms that enable experts to be kept abreast with technological changes for subsequent dissemination to animal keepers. This is essential if practitioners need to improve their standing in service delivery. Promotion of continuous training through delivery of CPD courses is thus a dependable pathway for enriching ones knowledge and skills to support delivery of quality services. However, delivery of such courses needs to be cost-effective in order to enhance access and compliance. On the other hand, practice facilities have continued to demonstrate weak operational capacities including lack of disease diagnostic systems. Some facilities are manned by ill-trained staff and most continue relying on symptomatology in disease diagnosis.



### ***Strategic goal:***

Therefore, the Strategic Goal is “To enhance quality of veterinary education and practice”

### ***Strategic objectives:***

These are to:

- (i) guarantee delivery of quality veterinary education,
- (ii) ensure requisite Day 1 competences for technical and veterinary graduates,
- (iii) keep practicing professionals abreast with technological changes and,
- (iv) enhance technical capacity of veterinary practice facilities.

### ***Strategies:***

The strategy for achieving Strategic Objective 1 (To guarantee delivery of quality veterinary education) shall centre on “enhancing quality assurance capacity”. Strategic Objective 2 (To ensure requisite Day 1 competences for technical and veterinary graduates) shall be achieved through:

- (i) improving technical skills of BVM/BSc graduates before being rolled out in the public and private sectors,
- (ii) conducting VCT examinations for technical graduates and,
- (iii) working out institutional relationships with between VCT, KVB, UVB and other bodies in the East African Community to support quality assurance

The strategy that will be employed for achieving Strategic Objective 3 (To keep practicing professionals abreast with technological changes) shall centre on “improving CPD delivery and requirement compliance”. Strategic Objective 4 (To enhance technical capacity of practice facilities) will be realized by “improving disease diagnostic capacity and lessening over reliance on symptomatology as a pathway for diagnosis”

Based on the above, the activity plan in reference to these strategic objectives shall be as shown in Table 5 below:

**Table 4: Activity plan for improving the quality of veterinary education and technical competence of veterinary service providers**

<b>Strategic Issue : Quality of veterinary education and practice</b>		
<b>Strategic goal: To enhance the quality of veterinary education and practice</b>		
<b>Strategic objective 1: To guarantee delivery of quality veterinary education</b>		
<b>Strategies</b>	<b>Activities</b>	<b>Outputs and envisaged outcomes</b>
Strengthening quality assurance capacities	i) Develop MoUs with TCU and NACTE to support quality assurance initiatives	i) MoUs developed and operationalized and fee apportionment prescribed, thereby allowing partnership between VCT, TCU and NACTE in undertaking accreditation and other forms of quality assurance
	ii) Develop guidelines for external examinations and academic audits	ii) Guidelines developed and operationalized that allow VCT to conduct external examination and academic

	iii) Conduct accreditation of new institutions and curricula; annual external examinations and periodic or strategic academic auditing/inspections	audits iii) Institutions and curricula accredited; annual external examinations and auditing conducted in order to guarantee quality veterinary education
<b>Strategic objective 2: To ensure requisite Day 1 competences for technical and veterinary graduates</b>		
Improving technical skills of BVM/BSc graduates before being rolled out in the public and private sectors	i) Seek approval of the proposed internship scheme and mainstream costs in annual budgets  ii) Conduct annual internship schemes	i) Approval sought from President's Office-Public Service Management  ii) Financial implications reflected in yearly budgets and internship scheme up and running in order to ensure requisite competences before graduates are rolled into practice
Conducting VCT examinations for technical graduates	i) Develop relevant guidelines to support delivery of examinations ii) Conduct examinations annually	i) Guidelines developed and up and running that allow VCT examinations to be mounted ii) Examinations conducted annually in order to be assured of the competences of technical graduates
Creation of institutional relationships with between VCT and KVB, UVB and other bodies in the East African Community to support quality assurance	i) Develop respective MoUs  ii) Develop guidelines that support mutual recognition of academic qualifications  iii) Develop joint proposals for funding from EAC secretariat and donor community to support quality assurance	i) MoUs developed and operational to support mutual qualification recognition through defined quality assurance framework ii) Supportive guidelines developed and approved by respective bodies  iii) Collaborative activities implemented in order to promote shared agenda and course.
<b>Strategic Objective 3 (To keep practicing professionals abreast with technological changes</b>		
Improving CPD delivery and requirement compliance	i) Develop innovative enforceability mechanisms that anchor on inclusion in staff development requirements  ii) Develop mechanism for capturing information about of various forms of CPD delivered  iii) Promoting distance learning	i) Enforceability mechanism developed and made operations in order to improve compliance  ii) Mechanism developed and operational, thereby assisting in capturing courses offered by various parties  iii) Distance learning mode adopted in delivery of CPDs in order to increase access and

	<p>mode in delivery of CPDs in order to improve the scope of stakeholder reach-out.</p> <p>iv) VCT to develop own courses or prescribe strategic courses to be offered by other Parties to deliver them through the face to face mode or e-learning mode</p>	<p>reduce costs</p> <p>iv) VCT taking a centre stage in CPD delivery and courses developed and mounted based on the needs of the animal health service supply chain</p>
<b>Strategic Objective 4 (To enhance technical capacity of veterinary practice facilities)</b>		
Improving disease diagnostic capacity and lessening over reliance on symptomatology as a pathway for diagnosis	<p>i) Define the national disease diagnostic supply chain and have this reflected in the regulations of the Animal Disease Act, No 17 of 2003</p> <p>ii) Develop regulations to compel practice facilities to undertake laboratory disease diagnosis</p> <p>ii) Develop a proposal that seeks to support acquisition of diagnostic facilities by existing practice facilities or establishment of new private entities</p> <p>iv) Develop a proposal that seeks to establish more TVLA centres</p> <p>v) Map potential private biomedical diagnostic centres and explore expansion of mandates to include animal disease diagnosis</p>	<p>i) Regulations developed</p> <p>ii) Regulations developed</p> <p>iii) Proposal developed</p> <p>iv) More TVLA Labs established in order to bring services closer to animal keeping communities</p> <p>v) Private biomedical labs mapped and scope of mandates negotiated</p>
Enhancing technical capacity of practice facility experts		Retooling courses/training workshops conducted periodically. This will help in improving capacities and compliance rates

4:3:2:2:2:Strategic issue No. 2: Compliance for registration, enrolment, enlistment, licensing and annual retention requirements

#### **Preamble:**

It is apparent that VCT has been struggling to register, enroll and enlist degree and technical graduates as well as licensing other animal health experts. Those who get employed in the grass-root private sector institutions, financial institutions or into self-employment are often even difficult to trace and be captured. In addition, it is apparent

that although a significant number of professionals is still being captured by VCT, payment of annual retention fees as part of the legal requirements has been slow and painstaking and often limiting the capacity of VCT to discharge its obligations. As of now, about 50% of registered veterinarians and paraprofessionals and paraprofessional assistants are paying annual retention fees.

On the other hand, professionalism among students is often a limiting factor because of gross unawareness about professional requirements, including matters related to the code of conduct and ethics. This calls for the need to strengthen delivery of Jurisprudence course at technical level partly through making use of field staff as well as practitioners with good professional standing in a bid to enrich course delivery. It is therefore critical to ensure that students are engaged properly in order to inculcate basic principles of professionalism early enough in one's career. It is possible that early engagement may also enhance registration, enrollment, enlistment and licensing rates.

### Strategic goal

Therefore, the Strategic Goal is "To improve compliance for registration, enrollment, enlistment, licensing and retention"

### Strategic objective

The Strategic Objective is "To ensure that veterinary graduates and practice facilities are captured in VCT database and remain paid up annually."

### Strategies

Strategies are:

- (i) inculcating professional values among veterinary students and improve traceability post completion of studies,
- (ii) putting in place an effective mechanism for registration, enrollment, enlistment, licensing, students' indexing and fee payment
- (iii) improving enforceability of registration, enrollment, enlistment, licensing, students indexing and retention requirements
- (iv) provision of mechanism for identification of registered, enrolled, enlisted, licensed and paid up practicing professionals by animal keepers and other clients

The respective activity plan for Strategic Issue No 2 is as shown in Table 5 below.

**Table 5: Activity plan for improved compliance for registration, enrolment, enlistment and retention**

<b>Strategic issue No. 2: Low compliance for registration, enrolment, enlistment and retention requirements</b> <b>Strategic goal: To improve compliance for registration, enrollment, enlistment and retention</b> <b>Strategic objective: To ensure that veterinary graduates and practice facilities are captured in VCT database and remain paid up</b>		
Strategy	Activities	Outputs
Inculcating professional values among veterinary students and improve traceability and professionalism post completion of studies	i) Develop students indexing guidelines	i) Guidelines developed and made operational and, students indexed annually
	ii) Organize strategic professional seminars as part of	ii) Sensitization seminars held periodically in support of



	sensitization and engagement of students on yearly basis  iii) Introduce/strengthen jurisprudence course in curricula and engage field staff in its delivery	effective engagement  iii) Students' understanding of laws improved and their legal compliance enhanced
Putting in place an effective mechanism for registration, enrollment, enlistment, licensing, students' indexing and fee payment	i) Develop a robust, interactive, online database for registration, enrollment, enlistment, licensing, students' indexing and fee payment  ii) Develop an online fee payment system and bring aboard other innovative pathways for fee collection  iii) Provide provisional enrollment or enlistment or licensing status to all technical graduates soon after completion of studies  iv) Carry out registration, enrollment, enlistment and licensing activities routinely	i) Robust, interactive and online database established and made operational to ease the process  ii) Online fee payment developed and operational and, other pathways developed too  iii) Provisional enrollment enlistment and licensing status provided to technical graduates in order to enhance capture rates in the database  iv) Routine registration, enrollment enlistment and licensing conducted
Improving enforceability of registration, enrollment, enlistment, licensing, students indexing and retention requirements	Develop innovative enforceability guidelines in partnership with employers/ facility owners	i) Staff development guidelines developed and made operational for the purpose of improving compliance
Provision of mechanism for identification of registered, enrolled, enlisted, licensing and paid up practicing professionals by animal keepers and other clients	i) Issue identification cards with defined expiry dates  ii) Mount regular TV and radio programmes to educate people about delivery of veterinary services	i) Identity cards provided to all professional captured in the database as a means of helping farmers to identify those permitted to offer services  ii) TV/Radio programmes (including FM radios) conducted on regular basis. This will educate animal keepers on a of issues pertaining to delivery of veterinary services, including service providers.

#### 4:3:2:2:3: Strategic issue No 3: Technical capacity and autonomy of the VCT

##### Preamble:

Currently, the Secretariat is managed by the Registrar, three veterinarians and three administrative (supportive) staff. The Deputy Registrar has not yet been appointed. The number of existing staff of the VCT is small to execute inspectorate duties across the country. VCT staff also needs to be technically empowered to rise up to emerging

challenges. Although, the Veterinary Act, No 16 of 2003 provides powers to the Minister to appoint District Veterinary Officers or other veterinarians as Assistant Registrars, their commitment and compliance to this mandate has remained minimal/low because of political influences and lack of professional answerability mechanism. The loss of the veterinary governance system is indeed partly a cause of low participation of LGA professionals in ministry's mandates. Therefore, regulatory functions of VCT and other regulatory bodies have continued to be undermined by lack of a chain for professional answerability and impartiality. As a regulatory body, VCT needs to operate an independent and impartial inspectorate system as it applies with other agencies.

VCT has since its inception operated as one of the directorates of the ministry and much too often this has somehow compromised its powers to discharge its duties effectively. VCT needs to work towards assuming an autonomous status if it has to improve its regulatory capacities. It therefore needs to have its own governing body in order to assume the needed autonomous status as applicable in other countries.

On the other hand, although Council members are nominated by respective stakeholder groups, the appointing authority is the Minister, who may have his/her views about the nominees. Nomination of members by stakeholder groups also risks being construed to imply representation of respective interests and thereby eroding independency and impartiality of VCT. Innovative Standard Operating Procedures (SOP) for VCT are thus essential.

### **Strategic Goal:**

On the basis of the above, the Strategic Goal is "To establish an independent and efficient statutory body"

### **Strategic Objectives**

These are:

- (i) To establish an effective and efficient inspectorate system
- (ii) To transform VCT into an autonomous body
- (iii) To promote regional and international linkages.

### **Strategies**

The strategy for Strategic objective No 1 (To establish an effective and efficient inspectorate system) are:

- (i) putting in place an independent inspectorate system and
- (ii) enhancing technical capacity of VCT staff and inspectors

Strategies for Strategic Objective 2 (To transform VCT into an autonomous body) are:

- (i) transforming VCT into an independent body
- (ii) putting in place a well-defined mechanism of nomination/ appointment of members of Council and respective Standard Operating Procedures (SOPs)
- (iii) improving financial resource soundness of VCT
- (iv) putting in place mechanism for mobilization and technical capacity building of VCT staff and inspectors

The strategy for Strategic Objective 3 (To promote regional and international linkages) is: "working out collaborative programmes with local, regional and international institutions/

bodies". The strategy for Strategic Objective 4 (To enhance Monitoring and Evaluation capacity of VCT centres on "creating enablers for carrying out M and E").

The activity plan for enhancing technical capacity and autonomy of the VCT is as shown in Table 7:

**Table 6: Activity plan for enhancing technical capacity and autonomy of VCT**

<b>Strategic issue No 3: Technical capacity and autonomy of the VCT</b> <b>Strategic Goal: To establish an independent statutory body</b> <b>Strategic objective: To establish an effective and efficient inspectorate system</b>		
<b>Strategy</b>	<b>Activities</b>	<b>Outputs</b>
Putting in place an independent inspectorate system.	i) Develop a proposal for establishment of a partnered, impartial and independent inspectorate body under the ministry as a stop gap measure  ii) Establish VCT inspectorate unit ones the Council becomes a full-fledged agency  iii) Carry out routine inspection of practice facilities and staff in practices	i) A multi-regulatory independent inspectorate system formed and made operational. The unit will be impartial and powers to act  ii) VCT's expanded inspectorate unit made operational. Independent unit will exercise adequate powers  iii) Routine inspection strategically carried out in order to safeguard interests of animal keepers and other stakeholders.
Enhancing technical capacity of VCT staff and inspectors	i) Develop VCT staff recruitment guidelines  ii) Conduct periodic retooling courses for VCT staff and inspectors	i) Guidelines developed and made operational. This will help in mobilizing staff with good professional standing and experience to shoulder the responsibility  ii) Training courses conducted accordingly. This will help in improving staff's technical skills.
<b>Strategic Objective 2: To transform VCT into a government body</b>		
Transforming VCT into an independent body	i) Develop a proposal for transformation of VCT into an independent body with own Governing Council/body	i) Proposal for transforming VCT into an independent institutions developed and submitted to relevant authorities  ii) VCT transformed into an independent institution with own Governing Council/Body
Putting in place a well-defined	i) Develop guidelines for	i) Guidelines developed and

mechanism of nomination/ appointment of members of Council and respective Standard Operating Procedures (SOPs)	nomination and appointment of members of Council ii) Develop requisite SOPs for the Council in order to mitigate conflicts of interest	made operational ii) SOPs developed and operationalized. iii) These will allow the nomination to be credible and not politically motivated
Improving financial resource soundness of VCT	i) Develop a Resource Mobilisation and Allocation Strategy (RMAS) ii) Engage experts periodically to develop proposals for submission to the government and donor community	i) RMAS developed, approved and operationalized. RMAS will improve financial resource mobilisation ii) Concept Notes/proposals developed and submitted for funding periodically as means for mobilizing resources and discharging its mandates
<b>Strategic Objective 3: To promote regional and international linkages</b>		
Working out collaborative programmes with local, regional and international no-statutory institutions/ bodies to support technical capacity building	i) Identify suitable institutions/bodies for collaboration and develop MoUs or other forms of institutional partnerships ii) Develop collaborative projects	i) Suitable institutions or bodies identified and MoUs or other forms of partnership developed, approved and made operational ii) Collaborative projects developed, implemented and helping in technical capacity building of VCT
<b>Strategic objective 4: To enhance M and E capacity of VCT</b>		
Creating enablers for carrying out M and E	i) Conduct retooling courses for VCT staff ii) Carry out monitoring iii) Conduct internal and external evaluation	i) Staff retooled ii) Monitoring done by VCT staff on continuous basis iii) Internal evaluation conducted by VCT staff and an external one by consultants iv) This will help in knowing whether VCT is on or off track.

#### **4:3:2:2:4: Strategic issue 4: Advocacy and communication capacity**

##### **Preamble:**

Although most practicing veterinarians and paraprofessionals and, practice facility owners are aware of various legal implications of their operations, some are ignorant about the mandates and usefulness of VCT in regulating veterinary services and, safeguarding the interests of animal keepers, consumers and the industry at large. Those who are yet to venture into the practice, notably prospective facility operators and some graduates often struggle to get useful information from VCT. There is thus a need to improve VCT's visibility and communication capacities.

## Strategic goal

Based on this, the strategic goal is "To improve the visibility and communication capacity of VCT"

## Strategic objective

The strategic objective is "To enhance communication and advocacy capacity of VCT"

## Strategies

These are:

- (i) putting in place a mechanism for enhanced engagement, communication and advocacy and,
- (ii) improving management capacity of the website and writing skills of staff to support development of communication materials.

Activity plan is as shown in Table 7.

**Table 7: Activity plan for improving advocacy and communication capacity**

<b>Strategic issue 4: Advocacy and communication</b>		
<b>Strategic goal: To improve visibility and communication capacity of VCT</b>		
<b>Strategic objective: To enhance communication and advocacy capacity of VCT</b>		
<b>Strategies</b>	<b>Activities</b>	<b>Outputs</b>
Putting in place a mechanism for enhanced engagement, communication and advocacy	i) Develop a communication and advocacy strategy/plan	i) Communication and advocacy strategy/plan developed and adhered to
	ii) Develop a robust, standalone and linked VCT website	ii) Website up and running and periodically loaded with important communication materials
	iii) Conduct strategic TV and radio educative sessions	iii) TV and radio programmes aired periodically to support public engagement
	iv) Organize/participate in annual public events such as World Veterinary Day, Rabies Day etc in partnerships with TVA, TAVEPA, Students associations and other Parties	iv) Events organized in partnership with other Parties. This will help in rallying professionals and making the profession visible.
	v) Produce various communication materials and upload onto the website and avail them to stakeholders	v) Communication materials developed and accessed by stakeholders
Improving management capacity of the website and writing skills of staff to support development of communication materials	iii) Conduct retooling courses for VCT staff to support website management and writing skills in development of	iv) Retooling courses conducted. Website will be better managed in terms of updating information.



	communication materials	
	ii) Engage experts to develop communication materials	ii) Materials produced by external experts. This will help to improve the quality of communication materials.

#### **4:3:2:2:5: Strategic issue No 5: Veterinary governance system and animal health service supply chain in rural areas**

##### **Preamble:**

Tanzania has gone through a number of policy and structural changes, which have, in part, contributed to gross weakness in the veterinary governance structure to the extent of being declared non-existent (PVS Gap Analysis report of 2008). These gross weaknesses have thus rendered the veterinary service supply chain in Tanzania to deviate from international requirements as prescribed by OIE. The loss of professional chain of answerability has certainly undermined the capacity to oversee and regulate services at subnational level. It is also apparent that loss of chain of professional answerability has negatively impacted on moral, ethical and legal standing of some professionals. Concerted efforts are therefore needed to revamp the veterinary governance structure in order to assist in properly regulating veterinary services and in upholding moral, ethical and legal values.

The animal health service supply chain in rural areas, on the other hand, has continued to be manned by extension agents who were trained in dairy production; poultry production; livestock production; animal husbandry; meat hygiene etc, thereby falling short of animal health academic merits required for enrollment or enlistment. In addition, the sector also has extension agents who were basically trained in crop production and later on navigated through elementary courses in animal production and health. They are also involved in delivery of animal health services in rural areas. This implies that extension services are manned by a number of ill-trained personnel. VCT needs to formulate a special retooling scheme for ill-trained staff in order to upscale their academic credentials in line with the requirements of Veterinary Act, No 16 of 2003. Allowing them to continue serving animal keepers and relying on natural exit through retirement is likely to sustain various forms of malpractices for quite a long time.

In addition to the above, throughputs from universities and middle level technical institutions are on the increase. The government therefore needs to address associated unemployment trends amongst graduates as a result of dwindled employment opportunities in the public sector. In addressing this problem, the government partly needs to embark on supporting a scheme that promotes and nurtures the emergence of private service providers through a public-private partnered arrangement, a philosophy that is already embraced in government operations. Creation of a strong strand of public extension agents and that of private actors will certainly make informal service delivery untenable and in the final analysis helping in offering credible and quality veterinary services to farmers.

## Strategic goal

The Strategic Goal shall therefore be: "To regulate veterinary services through reactivation of innovative veterinary governance structure and private veterinary service delivery system".

## Strategic objective

The Strategic Objective is: "To revamp the veterinary structure and promote delivery of regulated veterinary services in rural areas"

## Strategy:

Strategies centre on:

- (i) defining the governance structure in the Animal Disease Act, 2003,
- (ii) working out a mechanism for up-scaling academic merits of ill- trained extension agents,
- (iii) formulating a supervised public extension system as a stop gap measure and,
- (iv) promoting private service delivery in rural areas

Respective activity plan is as shown in Table 8.

**Table 8: Activity plan for revamping the veterinary governance system and delivery of regulated veterinary services in rural areas**

<u>Strategic issue:</u> Veterinary governance system and animal health service supply chain in rural areas <u>Strategic goal:</u> To regulate veterinary services through reactivation of innovative veterinary governance structure and initiation of private veterinary service delivery system in rural areas. <u>Strategic objective:</u> "To revamp the veterinary structure and promote delivery of regulated veterinary services in rural areas"		
<u>Strategy</u>	<u>Activities</u>	<u>Outputs</u>
Defining the governance structure in the Animal Disease Act, 2003	i)Finalise amendments to the Animal Disease Act, 2003 and the Veterinary Act, 2003 in order to make provisions for Regional Veterinary Officers and their roles  ii)Develop the veterinary governance structure and have it reflected in the Animal Disease Act, 2003	i)Amendments made, approved and operationalized  ii)Veterinary structure and reflected in the Act and amendment gazette.
Working out a mechanism for upscaling academic merits of ill-trained extension agents	i)Develop a proposal for retraining for submission to the government and donor community  ii)Carry out negotiation with local education providers in order to come up with cost –effective delivery mode, including combined distance learning and face to face modes  iii)Work compulsory scheme for	i)Proposal developed and submitted for funding  ii)Cost-effective delivery mode developed in partnership with LITA, SUA and other education providers  iii)Staff undertaking retraining

	retraining in partnership with PO-RALG	
Formulating a supervised public extension system as a stop gap measure	Develop a supervised extension system	i)Supervised extension system developed and made operational.
Promoting private service delivery in rural areas	Develop, pilot and upscale the scheme that promotes and nurtures private sector actors through defined entry points ie disease vaccination programmes.	Scheme developed, piloted and up-scaled. This will allow emergence of private sector actors and reduce unemployment among graduates.

#### 4:3:2:2:6: Other strategic issues of national interest

In addressing the five strategic issues and set objectives, VCT shall also endeavor, at all times and with the resolve it takes, to ensure that basic mitigation principles for HIV-AIDS pandemic; gender inequalities and environment degradation are advocated accordingly and factored into respective activities of the Strategic Plan. VCT shall therefore endeavor to collaborate with other institutions and stakeholders in addressing the three crosscutting national issues where deemed appropriate.

### 4:4 General outputs and outcomes

#### 4:4:1: Strategic outputs

The strategic outcomes envisioned by this Strategic Plan are:

- (i) Quality of veterinary education and practice improved
- (ii) Registration, enrollment, enlistment and retention rates improved
- (iii) VCT operating as an autonomous institution
- (iv) Advocacy and communication capacity enhanced
- (v) Veterinary governance structure reactivated and private veterinary services established and promoted in rural areas

#### 4:4:2 Strategic outcomes

Based on the above, strategic outcomes shall be:

- (i) Reduced animal losses through improvement in the quality of veterinary services
- (ii) Increased compliance for registration, enrollment, enlistment, **licensing** and annual retention
- (iii) VCT made capable of regulating the profession more effectively
- (iv) Professionals and other stakeholders effectively engaged and informed about VCT operations
- (v) Veterinary services regulated through reactivation of chain of professional answerability and rural farmers able to access veterinary services
- (vi) Risks attributable to HIV-AIDS, gender inequality and various forms of environmental stress reduced through mainstreaming strategic interventions in appropriate activity plans

## CHAPTER 5

### IMPLIMENTATION PLAN

**5: 1 Duration:** As indicated above, this Strategic Plan covers the period from 2020/21 to 2024/2015.

#### **5:2: Resources required for implementing this strategic plan**

**Preamble:** Successful implementation of this Strategic plan hinges on availability of staff, well-equipped staff offices and financial resources. The Council shall thus endeavour to address these issues as shown below.

##### **5:2:1 Human resources**

VCT will continue making use of staff in secretariat more efficiently and this will be supported by their technical empowerment through retooling courses provided locally and through visitations to other countries in order to garner vital experiences. The Council will also endeavour to make use of other staff within the ministry and those of PO-RALG in order to discharge its mandates, notably during inspection of practice facilities and tracking registration, enrollment, enlistment and licensing status of experts. As per the structure of VCT, the Council will continue drawing experts with good professional standing from elsewhere in undertaking special tasks. As implied in the Strategic Plan, the Council will mobilize staff to man the inspectorate unit or contract out when needed, instead of the current system of relying on employees of LGAs. The Council also aspires to have a coherent staff recruitment system that will allow mobilization of staff with adequate professional experience, standing and integrity to shoulder the responsibilities.

##### **5:2:2 Physical resources**

The Council will continue using offices available in the ministry and shall strive to acquire more office space ones as more staff are recruited. Attempts will be made to ensure that the offices are well equipped in terms of computers and other office equipment and machinery, notably those permitting the Council to have requisite ICT infrastructure. The latter is essential given the need to have a robust and interactive database and website. The envisaged database for instance is intended to allow for online fee payment. Attempts will be made to establish more offices at subnational level once the inspectorate unit is strengthened but notably when VCT acquires the status of being an autonomous institution. VCT will therefore eventually work towards acquiring own offices when its status is elevated to an independent institution with own Governing Council or Body.

##### **5:2:3 Financial resources**

Often financial resources constitute the most limiting factor to operations of any entity. Most institutions or bodies struggle to discharge mandates and live up to stakeholders' expectations because of low financial soundness. The continued over reliance on annual government subventions and the continued low fee payment rates certainly constrain the capacity of the Council to reach out its stakeholders and discharge duties in line with the requirement of the Veterinary Act, No 16 of 2003.

Given this scenario, VCT shall therefore endeavour and strive to ensure that fee payment rate is raised from the mere 50% to 95% over the next five years. Maximised registration, enrolment, enlistment, licensing and annual retention will generate appreciable sums of money to enable the Council to implement its set activities. In addition, the Council will carry out effective engagement of the Ministry, notably the Directorate of Policy and

Planning and Ministry responsible for finance in order to have an increased yearly budgetary allocation. VCT will also strive to mobilize resources from local partners and the donor community. As implied in this Strategic Plan and given the experience VCT has had through the partnership with SAVC, the Council is now geared at establishing working relationship with regional and international bodies including sister statutory entities that will allow for development of collaborative projects. These projects will enable statutory bodies to undertake respective and agreed mandates and fulfill their aspirations for mutual benefits. In achieving this, the Council also aspires to engage experts to assist in project proposal writing.

In the final analysis, there will a need for the Council to develop a Resource Mobilization and Allocation Strategy/Plan. This strategy/plan will be configured accordingly and utilized in a manner that enables the Council to source funds from its internal and external stakeholders, while also embracing best practices in resource allocation. This aspiration is therefore reflected in this Strategic Plan accordingly.

### **5:3 Implementation framework**

#### **Preamble:**

Chapter 4 provides the Strategic Model that highlights the vision; mission; core values; strategic issues, goals and objectives; strategies and activities. The strategies and activities have been further refined and unpacked by spelling out targets, performance indicators, time frames, actors, financial implications and other attributes. This implementation framework is reflected in Table 8. This framework shall however be flexible to allow nesting of mitigation strategies of challenges that emerge during the course of the five years as well as issues picked through M and E operations. The flexibility implied here therefore shall enable VCT to respond to emerging challenges accordingly and promptly.



**Table 9: Implementation framework**

<b>Strategic issue 1: Quality of veterinary education and practice</b> <b>Strategic goal: To enhance the quality of veterinary education and services</b>						
<b>Strategic objective 1: To guarantee delivery of quality veterinary education</b>						
<b>Strategies</b>	<b>Activities</b>	<b>Targets</b>	<b>Performance indicators</b>	<b>Time frame</b>	<b>Actors</b>	<b>Budget</b>
Strengthening quality assurance capacities	i) Develop MoUs with TCU and NACTE to support quality assurance initiatives	i) MoUs developed and providing fee apportionment system among partners to support quality assurance	i) MoUs made operational ii) VCT fee prescribed and made available	July 2020  Dec 2020 and on yearly basis	TCU/ -do-	2,000,000/=
	ii) Develop guidelines for external examinations and academic audits	ii) Guidelines developed and approved	iii) Guidelines operational	Dec 2020	TCU	4,500,000/=
	iii) Conduct accreditation of new institutions and curricula; annual external examinations and periodic or strategic academic auditing/inspections	iii) All new institutions and curricula accredited and; external examinations and academic audits carried out annually and periodically respectively	iv) No of institutions and curricula accredited v) All institutions involved in external examinations annually	Continuous  Annually	VCT/TCU/NACTE  VCT	30,000,000/=
			vi) One cycle of academic audit conducted for all institutions and strategic inspections done when deemed appropriate	June 2024	VCT/TCU/NACTE	50,000,000/=
<b>Strategic objective 2: To ensure requisite Day 1 competences of technical and veterinary graduates</b>						
Improving technical skills of BVM/BSc graduates before	i) Seek approval of the proposed internship scheme and mainstream	i) Internship scheme and fund allocation approved	i) Internship scheme factored in annual budget	July 2020	VCT/MLF	Not applicable

being rolled out into the public and private sectors	costs in annual budgets	ii) Graduates undertaking internship on yearly basis	ii) No of interns per year	Beginning Jan 2021 and yearly	VCT	900,000,000/=
Conducting VCT examinations for technical graduates	i) Develop guidelines for delivery of examinations ii) Conduct examinations annually	i) Guidelines developed and approved ii) Technical veterinary graduates examined yearly	i) Guidelines operational ii) No of graduates examined	i) July 2020 ii) Yearly beginning Oct 2020	VCT VCT	1,500,000/= 10,000,000/= annually
Creation of institutional relationships with KVB, UVB and other bodies in the East African Community to support quality assurance	i) Develop respective MoUs ii) Develop guidelines that support mutual recognition of academic qualifications iii) Develop joint proposals for funding from EAC secretariat and donor community to support regional quality assurance initiatives	i) MoUs developed ii) Guidelines developed iii) Proposals submitted and implemented upon being funded	i) MoUs operational ii) Guidelines operational iii) No of proposals funded and implemented	i) June 2021 ii) June 2021 iii) Beginning June 2021 and continuous	VCT/KVB/UVB -do- -do-	5,000,000/= 3,500,000/= 15,000,000/=
Strategic Objective 3: To keep practicing professionals abreast with technological changes						
Improving CPD delivery and requirement	i) Develop innovative enforceability mechanisms that anchor	i) Enforceability mechanisms in place	i) Increase in compliance rates	i) Dec 2020	VCT	3,500,000/=

compliance	on inclusion in staff development requirements ii) Develop mechanism for capturing information about of various forms of CPD delivered iii) Promoting distance learning mode in delivery of CPDs in order to improve the scope of stakeholder reach-out through partnership with Open University of Tanzania (OUT). iv) VCT to develop own CPDs or prescribe strategic courses for delivery by other Parties to deliver them through face to face mode or through e-learning system	ii) Mechanism of identifying and bringing aboard CPD deliverers developed iii) Distance learning being one of the modes of CPD delivery iv) VCT courses developed and those prescribed for delivery by other Parties also formulated developed	ii) Potential CPD providers identified on continuous basis No of distance learning programmes developed and operational Courses delivered	ii) June 2020 and continuous iii) June 2021 April 2021 and thereafter	VCT and Institutions VCT/OUT iv) VCT	500,000/= 2,500,000/= 12,500,000/=
Strategic Objective 4: To enhance technical capacity of veterinary practice facilities						
Improving disease diagnostic capacity and lessen over reliance on symptomatology as a pathway for diagnosis	i) Define the national disease diagnostic supply chain and have this reflected in the regulations of the Animal Disease Act, No 17 of 2003	i) Relevant regulations developed	i) Regulations approved	i) June 2021	i) VCT and DVS	350,500,000/=

	ii) Develop regulations to compel practice facilities to undertake laboratory disease diagnosis	ii) Regulations developed	ii) Regulations approved and made operational	ii) June 2021	ii) DVS/VCT/TVLA	5,000,000/=
	iii) Develop a proposal for acquisition of diagnostic facilities by existing practice facilities or establishment of new private entities	iii) Proposal submitted to donor community	iii) Proposal funded; and equipment acquired and used by practice facilities and lab diagnosis being undertaken	iii) April 2021	iii) DVS/VCT	3,000,000/=
	iv) Develop a proposal that seeks to establish more TVLA centres	iv) Proposal developed and submitted to MLF and donor community	iv) More TVLA centres established gradually and private ones operational	April 2021	VCT/DVS	6,000,000/=
	v) Map potential private biomedical diagnostic centres and explore expansion of mandates to include animal disease diagnosis	v) Facilities mapped and engaged to support animal disease diagnosis	v) No of private labs engaged to support diagnosis of animal diseases	June 2021	-do-	15,000,000/=
Enhancing technical capacity of practice facility experts	Carry out retooling courses and sensitization workshops to support technical capacity building of practice facility staff	Strategic retooling courses or sensitisation workshops conducted periodically	No of courses and trainees	Yearly	VCT	45,000,000/=
<b>Strategic issue No. 2: Low compliance for registration, enrolment, enlistment and retention requirements</b> <b>Strategic goal: To improve compliance for registration, enrollment, enlistment and annual retention</b>						
Strategic objective: To ensure that veterinary graduates and practice facilities are captured in VCT database and remain paid up						
Inculcating	i) Develop students	i) Guidelines in place	i) Guideline operational	i) July 2020	i) VCT/institutions	6,500,000/=

professional values among veterinary students and improve traceability and professionalism and post-completion of studies	indexing guidelines	and fees known ii) Students indexed from year one of studies and database records reviewed periodically iii) Seminars held on yearly basis iii) Curricula reviewed/ approved and co-delivered by field professionals	and fees applicable ii) No and percentage of students indexed iii) No of seminars and attendees iv) Course introduced or training strengthened including use of field professionals	ii) Beginning Octob 2020 and annually iii) Feb 2021 and on yearly basis iv) March 2021	ii) VCT/Institutions iii) VCT/Institutions/ Drug companies iv) VCT and academic institutions	ii) 7,500,000/=
Putting in place an effective mechanism for registration, enrollment, licensing students' indexing and fee payment	i) Develop a robust, interactive, online and alert based database for registration, enrollment, licensing students' indexing and fee payment ii) Develop a multifaceted system for fee collection iii) Provide provisional enrollment or enlistment status to all technical graduates soon after completion of studies iv) Carry out routine registration, enrollment,	i) Database with an alert system developed ii) System developed iii) Students given provisional enrollment and enlistment on yearly basis iv) Activities routinely done	i) Database operational ii) Multifaceted system up and running iii) No of graduates provided with provisional status on yearly basis iv) Professionals captured in database	July 2020 -do- -do- -do-	VCT -do- VCT/Academic institutions VCT	15,000,000/=



	enlistment, licensing and indexing	Guidelines developed	Guidelines used and compliance rate improved	July 2021	VCT/employers and academic institutions	3,500,000/=
Improving enforceability of registration, enrollment, enlistment, licensing students indexing and retention requirements	Develop innovative enforceability guidelines in partnership with employers/ facility owners/academic institutions	Guidelines developed	Guidelines used and compliance rate improved	July 2021	VCT/employers and academic institutions	3,500,000/=
Provision of mechanism for identification of registered, enrolled, enlisted, licensed and paid up practicing professionals by animal keepers and other clients	i) Provide identification cards with defined expiry dates ii) Mount regular TV and radio programmes to educate people about various aspects of delivery of veterinary service	i) Identity cards produced and issued to professionals ii) Strategic TV and radio programmes held	No of cards made available to practitioners ii) No of TV and radio programmes	i) July 2021 ii) October 2021 and on yearly basis	VCT VCT	15,000,000/= 2,500,000/=
<b>Strategic issue No 3: Technical capacity and autonomy of VCT</b>						
<b>Strategic Goal: To establish an independent statutory body</b>						
<b>Strategic objective: To establish an effective and efficient inspectorate system</b>						
Putting in place an independent inspectorate system.	i) Develop a proposal for establishment of a partnered, impartial and independent inspectorate body under the ministry as a stop gap measure	i) Proposal approved	i) Unit in operation	i) July 2021	i) VCT/DVS and Advisory Councils	i) 1,500,000/=

	ii) Establish VCT inspectorate unit when the Council assumes a full-fledged agency status iii) Carry out routine and strategic inspections	ii) Agency's inspectorate unit formed iii) Inspections conducted	ii) Unit in operation iii) Inspections conducted	ii) July 2023 Continuous	VCT -do-	ii) Not applicable 150,000,000/=
Enhancing technical capacity of VCT staff and inspectors	i) Develop VCT staff recruitment guidelines that supports use of staff with requisite professional experience and able to rally leadership and political support ii) Conduct periodic retooling courses for VCT staff and inspectors	i) Guidelines developed ii) Retooling courses conducted	i) Guidelines used in recruitment of staff ii) No of training programmes organized	i) July 2020 ii) Dec 2021 and periodically	VCT -do-	i) Not applicable ii) 10,000,000,000/=
Strategic Objective 2: To transform VCT into an autonomous body						
Transforming VCT into an independent body	i) Develop a proposal for transformation of VCT into an independent institution with own Governing Council or Body and submit it to relevant authorities for approval	Proposal for transforming VCT into an independent body approved	Body made operational	July 2023	VCT/MLF	10,000,000/=
Putting in place a well-defined mechanism of nomination/ appointment of members of Council and respective Standard Operating	i) Develop guidelines for nomination/appointment of members of Council ii) Develop requisite SOPs for the Council in order to mitigate conflicts of interests	i) Guidelines developed ii) SOPs developed	i) Guidelines operationalized ii) SOPs in place and in use	i) July 2020 ii) July 2020	VCT -do-	1,000,000/= 500,000/=

Procedures (SOPs)							
Improving the financial resource soundness of VCT	i) Develop a Resource Mobilisation and Allocation Strategy (RMAS) ii) Engage experts periodically to develop proposals for submission to the government and donor community	i) Resource mobilisation and allocation strategy developed ii) Proposals developed and submitted to donor community	i) RMAS operationalized ii) No of proposal submitted	i) July 2021 iii) July 2020 and continuous	VCT	3,500,000/=	Not applicable
Strategic Objective 3: To promote regional and international linkages							
Working out collaborative programmes with local, regional and international non-statutory institutions/bodies to technical capacity building	i) Identify suitable institutions/bodies for collaboration and develop MoUs or other forms of institutional partnerships ii) Develop collaborative projects	i) Institutions identified and respective MoUs developed ii) Projects developed	i) No and names of suitable institutions available and MoUs operational ii) No of projects developed, submitted and funded	i) July 2020 and onwards ii) Continuous	VCT	Not applicable	iii) 5,000,000/=
Strategic Objective 4: To enhance Monitoring and Evaluation Capacity of VCT							
Creating enablers for carrying out M and E	i) Conduct retooling courses for VCT staff ii) Carry out monitoring of activities on continuous basis iii) Carry out strategic internal and external evaluations	i) Retooling courses conducted ii) Monitoring carried out routinely iii) Internal and external evaluations carried out	i) No of modules and trainees ii) Reports produced iii) Reports produced	Dec 2020 Continuously Internal one in 2023 and 2025 and	VCT	5,000,000/=	10,000,000/=
							45,000,000/=

				external one in 2025	
<b>Strategic issue 4: Advocacy and communication</b> <b>Strategic goal: To improve visibility of VCT</b>					
<b>Strategic objective: To improve communication and advocacy capacity of VCT</b>					
Putting in place a mechanism for enhanced engagement, communication and advocacy	i) Develop a communication and advocacy strategy/plan	i) Strategy developed	i) Strategy in use	i) July 2020	VCT
	ii) Develop a robust, standalone and linked VCT website	ii) Website developed	ii) Website operational	ii) July 2020	-do-
	iii) Conduct strategic TV and radio educative sessions	iii) TV and radio programmes aired periodically	iii) No of programmes aired	iii) Yearly beginning July 2020	-do-
	iv) Organise/participate in annual public events such as World Veterinary Day, Rabies Day etc in partnerships with TVA, TAVEPA, Students associations and other Parties	iv) Events organized	iv) No of events	iv) Yearly beginning July 2020	-do-
	v) Produce various communication materials and upload onto the website and avail them to stakeholders	v) Communication materials produced and made available	v) No of communication materials and scope of distribution to stakeholders	v) July 2020 and onwards	-do-
					5,500,000/= ii) 10,000,0000/= iii) 5,000,000/= iv) 35,000,000/= 25,000,000/=

	vi) Make improvement on VCT logo	vi) Logo reconfigured	vi) Configured logo in use	July 2020	-do-	1,000,000/=
Improving management capacity of the website and writing skills of staff to support development of communication materials	i) Conduct retooling courses for VCT staff to support website management and writing skills in communication materials	i) Staff trained and materials developed	i) No of staff trained and materials produced	i) Dec 2020	VCT	i) 4,500,000/=
	ii) Produce communication materials periodically	ii) Materials developed by VCT staff	ii) No of materials developed	ii) Dec 2020 and onwards	-do-	ii) 5,000,000/=
	iii) Engage experts to develop communication materials	iii) Materials generated	iii) Materials accessed by stakeholders	iii) Dec 2020 and onwards	-do-	iii) 10,000,000/=
<b>Strategic issue:</b> Veterinary governance system and animal health service supply chain in rural areas <b>Strategic goal:</b> To regulate veterinary services through reactivation of innovative veterinary governance structure and initiation of private veterinary service delivery system in rural areas						
<b>Strategic objective:</b> "To revamp the veterinary structure and promote delivery of regulated veterinary services in rural areas"						
Defining the veterinary governance structure	i) Finalise amendments to the Animal Disease Act, 2003 and the Veterinary Act, 2003 in order to make provisions for Regional Veterinary Officers and their roles	i) Amendments made and submitted for approval	i) Amendments approved, gazetted and distributed to key stakeholders	i) July 2021	i) VCT and DVS	1,500,000/=



	ii) Develop veterinary governance structure framework and have it reflected in the Animal Disease Act, 2003 and Veterinary Act, 2003	ii) Veterinary governance structure developed and reflected in the Act	ii) Amendment approved and gazette	ii) July 2021	ii) DVS and VCT	4,500,000/=
Working out a mechanism for up-scaling academic merits of ill- trained extension agents	i) Develop a proposal for retraining of extension agents who do not have academic merits to permit enrollment or enlistment	i) Retraining proposal approved	i) Retraining programme up and running	i) July 2021	i) VCT and DVS	3,500,000/=
	ii) Carry out negotiation with education providers in order to come up with cost-effective delivery mode, including combined distance learning and face to face modes	ii) Cost-effective retraining mode developed and mounted in partnership with LITA, SUA and other education providers	iii) Mode developed and mounted	ii) March 2021	ii) VCT and DVS	Not applicable
	iii) Mainstream the retraining scheme into staff development programme in partnership with PO-RALG	iii) Scheme made compulsory as part of staff development programme	iii) Staff required to undertake retraining	iii) August 2020	-do-	2,500,000/=
Formulating a supervised public	Develop a community-based supervised	Revised system approved	System operational	July 2021	VCT, DVS and PO-RALG	15,000,000/=

extension system as a stop gap measure	veterinary extension system					
Promoting private service delivery in rural areas	Develop, pilot and upscale a scheme that promotes and nurtures private sector actors through defined entry points, notably disease vaccination programmes	Scheme developed, tested and up-scaled	Scheme operational and no of private sector actors in place in rural areas	July 2020	VCT, DVS and PO-RALG	25,000,000/=

---

## **CHAPTER 6**

### **MONITORING AND EVALUATION**

#### **6.0 Preamble**

Monitoring and Evaluation (M and E) shall be an integral component of this Strategic Plan in order improve outputs, outcomes and impact and allow for proper redress of any operational weakness or challenge that may emerge during the five years. This will this entail carrying out internal and continuous monitoring the implementation of activities and respective outputs/outcomes through data collection, use of VCT reports and conducting thorough analysis. Strategic internal evaluation to be done at end of Years 3 and 5 and external one at end of Year 5 will also compliment results of the monitoring pathway. Results from the analysis will be used to inform the Secretariat and Council in its decision making and specially in devising mitigations for operational challenges experienced during the five-year period.

#### **6.1 Monitoring and Evaluation Framework**

Table 9 shows the parameters that will be used to monitor and evaluate the implementation of the activities for each strategic objective.

**Table 10: Evaluation framework**

Strategic Issue 1: Quality of veterinary education and practice Strategic goal: To enhance quality of veterinary education and services						
Strategic objective 1: To guarantee delivery of quality veterinary education						
Strategies	Activities	Inputs	Outputs	Objectively Verifiable Indicators	Means of verification	Assumptions
Strengthening quality assurance capacities	i) Develop MoUs with TCU and NACTE to support quality assurance initiatives	Funds	i) MoUs developed and operational	i) Two MOUs developed and approved by Parties by July 2020	i) MOUs and institutional reports	Cooperation of TUC and NACTE
	ii) Develop guidelines for external examinations and academic audits	Funds	ii) Guidelines operational	ii) Guidelines approved by July 2020 and used in external examinations and academic reports in subsequent years	ii) Guidelines in use; VCT reports including examination and audit ones	Cooperation of academic institutions
	iii) Conduct accreditation of new institutions and curricula; annual external examinations and periodic or strategic academic auditing/inspections	Funds	iii) Institutions and curricula accredited; institutions involved in external examinations annually and academic audit	iii) All new curricula accredited iv) External examinations carried out annually v) Academic audit done once in five years	iii) TCU, NACTE and VCT reports and accredited curricula iv) VCT and academic institution reports	Cooperation of TCU, NACTE and academic institutions
Strategic objective 2: To ensure requisite Day 1 competences of technical and veterinary graduates						
Improving technical skills of BVM/BSc graduates before being rolled out in	i) Seek approval of the proposed internship scheme and mainstream costs in annual budgets	No resources required	i) Internship scheme approved by UTUMISHI	i) Internship scheme factored in annual budget effective July 2020	UTUMISHI, MLF and Ministry of Finance and Planning reports	Cooperation of UTUMISHI, Ministry of Finance and Planning and facilities earmarked for
	ii) Conduct annual		ii) Funds allocated in annual budgets		VCT reports	

the public and private sectors	internship schemes	ii) Funds	iii) Internship conducted	Internship effected beginning Jan 2021 and yearly	VCT and Internship reports	hosting interns
Conducting VCT examinations for technical graduates	i) Develop guidelines for examinations ii) Conduct examinations annually	Funds	i) Guidelines approved and made operational ii) Graduates examined	i) Guidelines made operational by July 2020 ii) Graduates examined on yearly basis beginning Oct 2020	Guidelines in use and VCT reports VCT and examination reports	Availability of funds Compliance of graduates and employers
Creation of institutional relationships with between VCT, KVB, UVB and other bodies in the East African Community to support quality assurance	i) Develop respective MoUs ii) Develop guidelines that support mutual recognition of academic qualifications iii) Develop joint proposals for funding from EAC secretariat and donor community to support quality assurance	Funds  Funds  Funds and experts to be engaged in proposal development	i) MoUs developed and made operational ii) Guidelines operational  Proposals developed, submitted for funding	i) MOU developed and approved by June 2021 ii) Guidelines to support mutual qualification recognition approved and operationalised by June 2021 iii) One proposal developed and submitted by June 2021 and on yearly basis	VCT/KVB/UVB reports, MoU document VCT/KVB/UVB reports and guidelines iii) Project documents, Evidence of submission and EAC reports	Cooperation of sister bodies -do- Cooperation of EAC secretariat
Strategic Objective 3: To keep practicing professionals abreast with technological changes						
Improving CPD delivery and requirement compliance	i) Develop innovative enforceability mechanisms that anchor on inclusion in staff development requirements	i) Funds	i) Enforceability mechanism developed	i) Mechanism developed and made operational by Dec 2020	VCT reports	Compliance of professionals



	ii) Develop mechanism for capturing information about of various forms of CPD delivered	ii) Funds and experts	iii) Mechanism developed	ii) Mechanism developed and used by June 2020	Reports of VCT and academic institutions	Cooperation of CPD deliverers
	iii) Promoting distance learning mode in delivery of CPDs in order to improve the scope of stakeholder reach-out.	Funds and experts	iii) Distance learning programmes developed and operational	iii) Two distance learning programme developed by June 2021 and one in each subsequent year	iii) VCT/OUT reports	Cooperation of experts
	iv) VCT to develop or prescribe strategic courses and request other Parties to deliver them	Funds and experts	iv) Courses developed and delivered	Two VCT courses developed April 2021 and one yearly thereafter	VCT reports; course modules	Cooperation of experts
Strategic Objective 4: To enhance technical capacity of veterinary practice facilities						
Improving disease diagnostic capacity and lessen over reliance on symptomatic pathway for diagnosis	i) Develop a proposal that seeks to support acquisition of diagnostic facilities by existing practice facilities	i) Funds and experts	i) Proposal developed and submitted to donor agencies	i) Proposal developed and submitted by June 2022	i) VCT and DVS reports; project document and availability of funds	Cooperation of practice facility owners
	ii) Develop regulations to compel practice facilities to undertake laboratory disease diagnosis	ii) Funds and experts	ii) Regulations developed	ii) Regulations made operational	DVS/VCT	-do-
	iii) Develop a proposal for acquisition of diagnostic facilities by existing practice	iii) Funds and experts	iii) Proposal developed	iii) Practice facilities capacitated	DVS/VCT	-do-

facilities or establishment of new private entities iv) Develop a proposal that seeks to establish TVLA diagnostic centres at regional level  v) Map potential centres and develop comprehensive scheme for establishment of private diagnostic facilities that are linked to TVLA system	iii) Funds and experts	iv) Proposal for establishment TVLA regional centres developed and submitted to TVLA Board and MLF v) Scheme developed	iv) TVLA regional labs established effective June 2021 and expanded thereafter iv) Scheme piloted by April 2021	DVS/VCT/TVLA reports  DVS/VCT reports	Cooperation of TVLA management  Cooperation of business community, experts and practice facilities
Enhancing technical capacity of practice facility experts	Funds	Retooling courses and sensitization workshops organized	Sensitization/training workshop organized in ten regions in each year beginning July 2021	VCT reports; workshop reports	Cooperation of practice facility owners and staff
<b>Strategic issue No. 2: Low compliance for registration, enrolment, enlistment and retention requirements</b> <b>Strategic goal: To improve compliance for registration, enrolment, enlistment and annual retention</b>					
<b>Strategic objective: To ensure that veterinary graduates and practice facilities are captured in VCT database and remain paid up</b>					
Inculcating professional values among veterinary students and improve	i) Develop students indexing guidelines	i) Funds	i) Guidelines developed and approved by July 2020 and operationalized by October	i) VCT/institutions reports	Cooperation of academic institutions  Cooperation of students and

traceability and professionalis m post completion of studies	ii) Organize strategic professional seminars as part of sensitization of students on yearly basis	Funds and experts		2020 ii) One seminar held annually effective 2021 and on yearly basis	ii) VCT/institutional reports	institutional managements
	iii) Introduce/strengthen jurisprudence training at technical level	Funds	Course introduced into curricula/curricula review and training strengthened	Course introduced and training strengthened by October 2021	VCT and academic institutions	Cooperation of institutions
Putting in place an effective mechanism for registration, enrollment, licensing, students' indexing and fee payment	i) Develop a robust, interactive, online database for registration, enrollment, licensing students' indexing and fee payment	Funds, ICT equipment and experts	i) Database with alert facility developed and made operational	i) Robust database in operation by July 2020	VCT reports and database in use	Cooperation of ICT staff
	ii) Develop a multifaceted system for fee collection	ii) -do-	ii) Multifaceted system up and running	ii) Multifaceted system up and running by July 2020	VCT reports	Cooperation of professionals
	iii) Provide provisional enrollment or licensing status to all technical graduates soon after completion of studies	iii) VCT staff	iii) Graduates provided with provisional enrollment and licensing status	iii) All technical graduates enrolled, enlisted and licensed effective August 2020	VCT reports, database information and reports of graduates	Cooperation of graduates
	iv) Carry out routine		iv) Registration,		Reports of VCT	Cooperation of professionals

	registration, enrollment and licensing	iv) Staff and funds	enrollment and licensing done routinely	iv) Activities done on continuous basis		
Improving enforceability of registration, enrollment, licensing students indexing and retention requirements	Develop innovative enforceability guidelines in partnership with employers/ facility owners/academic institutions	Guidelines in place	Guidelines used and compliance rate improved	-do- July 2021	VCT/employers and academic institutions	3,500,000/=
Provision of mechanism for identification of registered, enrolled, enlisted, licensing and paid up practicing professionals by animal keepers and other clients	i) Provide identification cards with defined expiry dates ii) Mount regular TV and radio programmes to educate people about delivery of veterinary service	Funds  Funds	Identity cards developed and made available to practitioners  ii) TV and radio programs aired	i) Identity cards issued beginning July 2021  ii) At least Two TV and two radio programmes staged annually effective October 2021	VCT reports  VCT reports and those of TV and radio broadcasters	Cooperation of professionals  Cooperation of TV and radio broadcasters
<b>Strategic issue No 3: Technical capacity and autonomy of VCT</b> <b>Strategic Goal: To establish an independent statutory body</b> <b>Strategic objective: To establish an effective and efficient inspectorate system</b>						
Putting in place an independent	i) Develop a proposal for establishment of a partnered, impartial	i) Funds and experts	i) Inspectorate Unit established	i) Unit operational by July 2021	i) VCT/DVS and Advisory Councils reports	i) Cooperation of other Parties

inspectorate system.	and independent inspectorate body under the ministry as a stop gap measure ii) Establish VCT inspectorate unit ones the Council becomes a full-fledged agency iii) Carry out routine and strategic inspections	ii) Funds iii) Funds	ii) Unit in operation iii) Inspections conducted annually i) Guidelines develop	ii) Unit under the Agency operational by July 2023 Continuous	VCT reports Reports of VCT and practice facilities VCT reports	ii) Cooperation of VCT staff Compliance of practice facilities
Enhancing technical of VCT staff and inspectors	i) Develop VCT staff recruitment guidelines that supports use of staff with requisite professional experience and able to rally leadership and political support ii) Conduct periodic retooling courses for VCT staff and inspectors	i) Funds and experts ii) Staff ab funds	ii) Training programmes organized	i) Guidelines developed and utilized beginning July 2020 ii) Retooling courses offered effective Dec 2021 and periodically thereafter	-do-	i) Cooperation of UTUMISHI and MLF ii) Cooperation of VCT staff
Improving M and E capacity	i) Carry out monitoring ii) Carry out strategic evaluation	Funds and experts ii) Funds and experts	i) M and E carried out ii) Evaluation conducted	i) Monitoring carried continuously and mitigation strategies adopted ii) Internal Evaluation one in Years 3 and 5 iii) External evaluation done in Year 5	VCT reports	Cooperation of key stakeholders VCT staff cooperation



	iii) Train VCT staff in M and E principles	iii) Funds and experts	ii) Retooling courses mounted	iii) Courses mounted effective Sep 2020	VCT reports	
Strategic Objective 2: To transform VCT into a government agency						
Transforming VCT into an independent body	i) Develop a proposal for transformation of VCT into an independent institution with own Governing Council of Body and submit it to relevant authorities for approval	Funds and experts	Proposal developed and submitted to MLF	Proposal submitted by August 2021 and agency in operation July 2023	VCT/MLF reports	Cooperation of MLF and other government departments
Putting in place a well-defined mechanism of nomination/appointment of members of Council and respective Standard Operating Procedures (SOPs)	i) Develop guidelines for nomination/appointment of members of Council ii) Develop requisite SOPs for the Council in order to mitigate conflicts of interests	i) Funds and experts  ii) Funds and experts	i) Guidelines developed  ii) SOPs developed	i) Guidelines developed and made operational by July 2020  ii) SOPs operational by July 2020	VCT reports  -do-	Cooperation of stakeholder groups  Cooperation of Council members
Improving the financial resource soundness of VCT	i) Develop a Resource Mobilisation and Allocation Strategy (RMAS)  ii) Engage experts periodically to develop proposals	i) Funds and experts  ii) Funds and experts	i) RMAS developed and approved  ii) Proposal developed and submitted	i) RMAS developed and made operational by July 2021  iii) One proposal submitted by	VCT reports  -do-	Availability of funds  Cooperation of experts

	for submission to the government and donor community			July 2020 and on continuous basis		
<b>Strategic Objective 3: To promote regional and international linkages</b>						
Working out collaborative programmes with local, regional and international non-statutory institutions/bodies to support technical capacity building	i) Identify suitable institutions/bodies for collaboration and develop MoUs or other forms of institutional partnerships	i) Funds and experts	i) MoUs developed and operational	i) One MoU developed by July 2020 and other ones in subsequent years	VCT reports: MoU document	Cooperation of partners
	ii) Develop collaborative projects	ii) Funds and experts	ii) Proposal developed and submitted to donor agencies	ii) One project developed and submitted by July 2021 and one in each subsequent years	VCT reports	Cooperation of funders
<b>Strategic issue 4: Advocacy and communication</b> <b>Strategic goal: To improve visibility of VCT</b>						
<b>Strategic objective: To improve communication and advocacy capacity of VCT</b>						
Putting in place a mechanism for enhanced engagement, communication and advocacy	i) Develop a communication and advocacy strategy/plan	i) Funds and experts	i) Strategy developed	i) Strategy developed and made operational by July 2020	VCT reports	Expert cooperation
	ii) Develop a robust, standalone and linked VCT website	ii) Funds, experts and ICT equipment	ii) Website operational	ii) Website developed by July 2020	-do- and operational website VCT reports and those of broadcaster	ii) Cooperation of ICT experts Cooperation of TV and radio owners
	iii) Conduct strategic TV and radio educational sessions	iii) Funds	iii) TV and radio programmes aired iv) Events held	iii) Two TV and radio programme organized	VCT reports	Cooperation of other Parties

	iii) Organise/participate in annual public events such as World Veterinary Day, Rabies Day etc in partnerships with TVA, TAVEPA, Students associations and other Parties	iv) Funds and staff		annually iv) At least two events organized annually effective July 2020		Cooperation of VCT
	v) Produce various communication materials and upload onto the website and avail them to stakeholders vi) Make improvement on VCT Logo	v) Funds and experts	v) Communication materials produced	v) Communication materials produced effective July 2020 and on yearly basis vi) Logo in use by July 2020	VCT reports  VCT reports and documents	Cooperation of VCT  Cooperation of ICT staff
Improving management capacity of the website and writing skills of staff to support development of communication materials	i) Conduct retooling courses for VCT staff to support website management and writing skills in communication materials ii) Produce communication materials iii) Engage experts to develop communication materials	i) Staff and funds  ii) Funds and VCT staff  ii) Funds and experts	i) Staff trained  ii) Staff start producing communication materials iii) Materials developed by experts	i) Staff technically empowered by Dec 2020 ii) Communication materials produced by VCT staff effective July 2021 and on continuous basis iii) Materials produced by Dec 2020 and onwards	VCT reports  -do-  -do-	Cooperation of VCT staff  Cooperation of VCT staff  Cooperation of experts
Strategic issue: Veterinary governance system and animal health service supply chain in rural areas						

<b>Strategic goal:</b> To regulate veterinary services through reactivation of innovative veterinary governance structure and initiation of private veterinary service delivery system in rural areas						
<b>Strategic objective:</b> "To revamp the veterinary structure and promote delivery of regulated veterinary services in rural areas"						
Defining the veterinary governance structure	i) Finalise amendments to the Animal Disease Act, 2003 and the Veterinary Act, 2003 in order to make provisions for Regional Veterinary Officers and their roles  ii) Develop the veterinary governance structure and have it reflected in the Animal Disease Act, 2003	i) Funds and experts  ii) Funds and experts	i) Amendments approved by relevant authorities  ii) Amendment approved	i) Amendment approved and gazette by July 2021  ii) Amendment approved and gazette by July 2021	i) VCT and DVS reports  ii) DVS and VCT reports	Cooperation of relevant authorities  Cooperation of other authorities
Working out a mechanism for up-scaling academic merits of ill-trained extension agents	i) Develop a proposal for retraining of extension agents who do not have academic merits to permit enrollment or enlistment  ii) Carry out negotiation with education providers in order to come up with cost-effective	i) Funds  ii) Funds	i) Retraining programme up and running  ii) Mode developed and mounted	i) Proposal developed by July 2021  ii) Mode of delivery agree upon by Parties by March 2021	i) VCT and DVS reports  ii) VCT and DVS reports	Cooperation of donor community  Cooperation of academic institutions

	delivery mode, including combined distance learning and face to face modes  iii) Mainstream the retraining scheme into staff development programme in partnership with PO-RALG	iii) Funds and experts	iii) Scheme made compulsory and factored in staff development programme	iii) Scheme made compulsory by August 2020	VCT and PO-RALG reports	Cooperation of Po-RALG
Formulating a supervised public extension system as a stop gap measure	Develop a community-based supervised veterinary extension system	Funds	Supervised system of extension services developed	System developed and made operational by July 2021	VCT, DVS and PO-RALG	Cooperation of extension agents, and LGA administrative machinery
Promoting private service delivery in rural areas	Develop, pilot and upscale a scheme that promotes and nurtures private sector actors through defined entry points, notably disease vaccination programmes.	Funds	Scheme developed	Scheme piloted in July 2020 and up-scaled beginning July 2022	VCT, DVS and PO-RALG reports	Cooperation of key players



## REFERENCES

- 1: Agriculture Strategy Development Programme-I and II
- 2: Five Year Development Plan-II
- 3: Kenya Veterinary Board Strategic Plan, 2013-2017
- 4: KILIMO KWANZA initiative
- 5: National Agriculture Development Policy, 2013
- 6: National Fisheries Development Policy, 2015
- 7: National Livestock Development Policy, 2006
- 8: National Strategy for Growth and Reduction of Poverty-II
- 9: PVS Gap Analysis Report
- 10: Southern Agriculture Growth Corridor of Tanzania
- 11: Tanzania Development Vision, 2025
- 12: Tanzania Livestock Modernisation Initiative, 2015
- 13: The Animal Disease Act, No 17 of 2003
- 14: The Dairy Industry Act \of 2004
- 15: The Grazing Land and Feed Resources Act, No 13 of 2010
- 16: The Hides, Skins and Leather Trade Act, 2008
- 17: The Livestock Identification, Registration and Traceability Act No 12 of 2010
- 18: The Meat Industry Act, No 10 of 2006
- 19: The National Health Act, 2007
- 20: VCT/SAVC Twinning Programme Report, 2019
- 21: VCT Strategic Plan, 2005-2010
- 22: VCT Third and Fourth Triennium Reports of 2013 and 2017